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# Implementation Of Competency Improvement Policy For Job Seekers By The North Central Timor Regency Manpower And Transmigration Office

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## Article Information

## Abstract

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**ABSTRACT** The purpose of this study is to describe how "the implementation of competency improvement for job seekers by the Manpower and Transmigration Office of North Central Timor Regency". This study uses descriptive research with a qualitative approach. The data analysis techniques used are data collection, data reduction, data presentation, and conclusions drawn. Based on the results of the competency improvement training research for job seekers, it shows that TTU Regency has implemented a competency improvement training program for job seekers quite well. Starting from the management of the organizational structure, clear division of duties and functions in each unit in the organization, especially the units that run the training program, the source of funds for the implementation of the competency improvement training program comes from (APBN) and (APBD), the TTU Regency Directorate also conducts educational methods to the community through social media and brochures, competency improvement training for job seekers is programmed once a year with the method of presenting material offline and organizational practices are structurally carried out by the field of training and placement of Workers and are carried out at the Job Training Center (BLK) of TTU Regency.

## INTRODUCTION

### Background

Indonesia is a developing country that is in the top 4 positions with the largest population in the world. The Central Statistics Agency (BPS) noted that in mid-2023 the number of people in Indonesia had reached around 278.7 million people. However, the mismatch between the large population and the limitations of existing employment causes employment problems that indicate that the labor force in Indonesia is still not fully absorbed, so one of the factors is the lack of improvement in the competence of the workforce that is unable to compete with other workers. This was also conveyed by one of Syahril Yusuf's educational practices in the *Tribunnews.com* Newspaper published on 18/10/2016 which stated that the problem of labor competency in Indonesia is a serious problem that urges the government to be fixed.

Law No. 13 of 2003 states that in the implementation of national development, employment has a very important role and position as actors and development goals. Referring

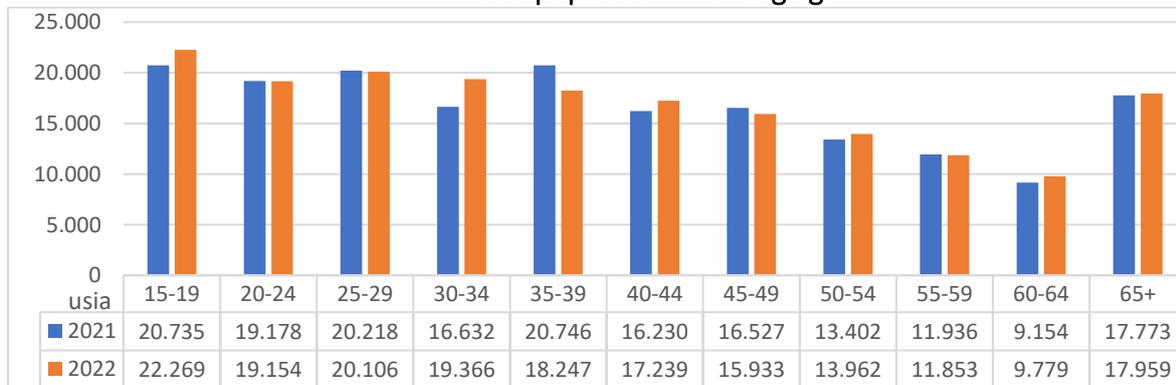
to the 1945 Constitution article 27 paragraph (2) which reads "that every Indonesian citizen has the right to work and a decent livelihood for humanity" but in reality there are still many workers or seekers who have not found a job because of the low quality of the workforce itself.

Employment problems in Indonesia must receive special attention from the government. Especially for the ministry of manpower and the ministry of education which have a big responsibility in overcoming employment problems in Indonesia. The Ministry of Manpower has the task of organizing government affairs in the field of manpower to assist the president in regulating the country's government. One of the functions of the Ministry of Manpower is "Formulation, determination, and implementation of policies in the field of increasing competitiveness and labor productivity, increasing labor placement and expanding employment opportunities, increasing the role of industrial relations and employment social security, fostering labor supervision and occupational safety and health".

Employment problems are common in districts throughout Indonesia, one of which is North Central Timor district located in East Nusa Tenggara province. North Central Timor Regency (TTU) is one of the districts with a total workforce of 137,570 people, based on BPS data in 2021 the number of workers in TTU district every year continues to increase from 2017 to the present. This is influenced by the population growth in TTU district which continues to increase every year. Coupled with the lack of employment in TTU district, which then causes unemployment and poverty in North Central Timor district to increase. The growth rate of the working-age population in North Central Timor district can be seen from the following data:

**Figure 1**

**Total population Working age**



Source: sakernas, processed by the TTU Regency Directorate (2022)

In the picture above, there are residents in North Central Timor Regency who are classified as working age ranging from 15 years to 65 years old, there are 185,867 people in 2022, with details of 91,087 men and 94,780 women. Meanwhile, 148,609 people are registered as labor force at the North Central Timor Regency Manpower and Transmigration Office, which is classified as a workforce with a composition of 143,386 workers, with 5,225 open unemployed.

**Table 1**  
**Data of job seekers who have attended the training**

Types of Research	2022			Source of Funds
	L	p	Sum	
Layout	-	16	16	BUDGET
Light steel training	30	-	30	State Budget II
Skills of a domestic assistant	-	183	183	Third parties
Business group development	30	30	30	State Budget II
<b>ENTIRE</b>	<b>60</b>	<b>229</b>	<b>289</b>	

*Source: Dinas Nekertran Cab.TTU (2022)*

The table above shows that job seekers in North Central Timor Regency (TTU) who have registered and participated in 4 types of training total 289 people out of the number of open unemployed people of 5,223 people, which is held once by the Manpower and Transmigration Office of North Central Timor Regency and has been certified as a competent workforce and ready to compete in the world of work. Of the 289 people who have registered, 253 people have received placements, both those who participate in the inter-regional work program (AKAD) and local workers (AKL) and those who have not received placements, as many as 33 people. If it is predicted that in 2022 only 18.07% of job seekers in TTU district have received labor competency training or have been certified as trained workers, and based on observations from researchers, labor training carried out by the Disnakertrans is carried out once a year, but the training does not reach the target set by the Disnakertrans every year. This is indicated to have an impact on the lack of competitiveness of the labor force and the increase in unemployment in TTU district, so that employment problems are a special concern for the North Central Timor Regency government in creating a skilled, qualified and competent workforce in order to compete at the national level, international and local labor markets, which requires workers to have good competencies in order to be able to compete with jobs from outside district and can reduce the open unemployment rate in TTU Regency.

### **Literature Review**

#### **A. Public Policy**

Policy is a form of a series of activities in the form of activities or program plan decision-making by the government. Meanwhile, according to Fredrich in (Agustino, 2017:166) "a policy is a series of actions or activities proposed by a person, group, or government in a given environment where there are obstacles and opportunities that the policy proposes to be useful in overcoming it to achieve its intended goals".

#### **B. Public Policy Implementation**

According to Robert Nakamura and Frank Smallwood (1980) in (Tangkilisan, 2003: 17), matters related to policy implementation are the success in evaluating problems and then translating them into specific decisions. Meanwhile, according to Pressman and Wildavsky (1984) in (Tangkilisan, 2003: 17), implementation can be interpreted as the interaction between the preparation of goals and the means of action in achieving those goals, or the ability to relate in a causal relationship between the desired and the means to achieve them.

### **C. Factors Hindering the Implementation of Public Policy**

According to Sunggono (in Anggi, 2021), policy implementation can be hampered by certain factors, including:

#### **1. Policy Content**

Whether the content of the policy is clear or not greatly affects the course of the policy itself, the implementation of the policy will fail if the content and objectives of the policy are not explained in detail. In addition, the lack of determination of both resources and costs/funds in the content of the policy will hinder the implementation of the policy itself.

#### **2. Information**

The availability of information is an important factor that can affect the implementation of a policy. For this reason, the implementer must have sufficient information about the implementation of the policy so that the policy implementer can know about what must be done to be able to carry out the policy properly. Therefore, the lack of information possessed by policy implementers can hinder policy implementation in achieving its goals.

#### **3. Backing**

The implementation of a policy must of course receive support from various parties. Therefore, the implementation of the policy will be difficult to implement if the support received is not strong enough.

#### **4. Division Potential**

Potential distribution is related to the organizational structure of policy implementers. The division of duties and authorities that are not in accordance with the field will hinder the implementation of a policy and will certainly thwart the implementation of the policy.

### **D. Public Policy Implementation Model**

Charles O. Jones implementation model

Charles O Jones analyzes the problem of policy implementation schematically by basing it on the concept of functional activities and proposes several dimensions of government implementation related to the approved program, then determining its implementation. It also discusses the actors involved by focusing on the bureaucracy as the main implementing agency.

According to O. Jones, there are three main activities that are important in the implementation of the policy, which are as follows:

#### **a. Organization**

An organization is an activity to form the bodies, units, and methods necessary to achieve the objectives contained in the policy. The importance of organizational structure in policy implementation between the division of tasks and communication within the government that is responsible for implementing policies. It involves cooperation between organizational units as well as the private sector and civil society

#### **b. Interpretation**

Interpretation is an attempt to understand what is meant by policymakers and to know exactly what and how the end goal should be realized or realized. It usually involves

bureaucrats, field officers, and the public. (designing programs into acceptable and actionable plans and actions).

c. Application Deployment

Implementation is the routine implementation of all decisions and regulations by carrying out activities for the realization of policy objectives. Includes the application of rules, supervision and allocation of resources to achieve goals. (funding support and others in accordance with the program's objectives).

**E. Employment and Employment**

According to Law Number 13 of 2003, it is explained that Labor is everything related to labor before, during, and after the working period. Meanwhile, Labor is everyone who is able to do work to produce goods and services to meet their own needs and for society. The labor force is the working-age population (ages 15-64) or the total population of a country that can produce goods and services if there is a demand for their labor, and if they are willing to participate in such activities.

**F. Definition of Job Seeker**

According to the Regulation of the Minister of Manpower of the Republic of Indonesia Number 39 of 2016 concerning Labor Placement, it is explained that job seekers are the labor force that is unemployed and looking for work, or who is already working but wants to move or change jobs. Job seekers can apply to the Labor Placement implementer or apply for a job directly to the Employer.

**G. Workforce Competencies**

According to Shermon, individual competence is a basic characteristic of a person, which makes it possible to produce superior performance in a particular job, role, or situation. (Ananda, Sukmawati, & Syamsun, 2016). Competence is a form of expertise/ability that must be used as a basis in carrying out the responsibility to do a job. Literally (translation) comes from the word *competency* which means skill, ability, and authority. As for the etymology (origin of the word), competence is defined as the dimension of expertise or superior behavior of a leader or staff who has good skills, knowledge, and behavior. (Ananda et al., 2016).

**METHOD**

This research uses a qualitative type of research. Qualitative research involves the study of the use and collection of various empirical materials, case studies, personal experiences, introspectives, life histories, interviews, observations, historical, interactional, and visual texts that describe the routines and problems of time and the meaning of individual lives (Denzin and Yvonna S., 1994: 2).

Meanwhile, according to Bogdan and Taylor (in Moleong, 2006), qualitative methods are defined as research procedures that produce descriptive data in the form of written words spoken from people and observable behaviors. Kirk and Miller (in Moleong, 2006) define that qualitative research is a particular tradition in the social sciences that essentially relies on human observation both in the field and in its terms. The data analysis techniques used are data collection, data reduction, data presentation, and conclusions drawn.

## **RESULTS AND DISCUSSION**

### **1. Organization**

According to Jones (1996:311), organizations need the most attention because they are very important and necessary for "the work that must be done". Implementation activities according to Jones (in Widodo, 2010:89) are efforts to build and reorganize resources, units, and methods that lead to efforts to realize or realize policies into results in accordance with the purpose and objectives of the policy.

Regarding organizational variables in the implementation of the policy of increasing the competency of job seekers by the TTU Regency Manpower and Transmigration Office, the organization, in this case the TTU Regency Disnakertrans formed a unit or field, namely the field of training and placement of job seekers to carry out competency improvement training for job seekers who have duties and functions in carrying out training programs that are useful for improving competence for job seekers. In carrying out the training program, related units carry out the program according to the SOP and also collaborate with other units in the organization and also with other parties such as the provincial BLK and the Lombok Timor BLK in supporting the achievement of program goals. Competency improvement training was carried out at the TTU Regency Job Training Center (BLK) with the method of providing offline materials and practices that were carried out within a period of 30 days. The Directorate of Transmigration through related units also conducts education methods to the public through social media and brochures about the importance of competency improvement training for job seekers.

Based on the above explanation and the results of the research starting from interviews, observations and documentation, the researcher can conclude that the significant role of the organization, in this case the Directorate of Transportation of North Central Timor Regency, in the implementation of competency improvement policies for job seekers has a significant influence. Where the TTU District Directorate manages a clear organizational structure and detailed division of tasks and functions among team members in their respective units, such as Field Heads, BLK Heads, Staff, Chief Instructors, ensuring that each individual in the organization has a specific role in helping to achieve program goals. Bringing in coaching instructors from outside the organization is a step taken by the TTU Regency Directorate to overcome the limitations of human resources owned by the Directorate of Transportation, especially in the field of coaching and workforce placement in providing training, in order to improve competence for job seekers, clarify the flow of tasks and their functions in carrying out activities, so that each individual in the organization understands their responsibilities each.

Cooperation between units in a good organization, at the North Central Timor Regency Directorate of Trans has proven to be very important in supporting the implementation of the program. Starting from the coordination of the head of the service with the head of the field, then the head of the field with the pre-staff and the head of BLK with the training instructor, in providing training meters with offline or face-to-face methods with the trainees and coupled with direct practice on competency improvement training materials. The TTU Regency Transmigration Directorate also builds cooperation with external parties such as the provincial BLK and the East Lombok BLK, in providing competency improvement training for job seekers, the role of the community also increases the effectiveness of competency improvement policy

programs. Communication between the province, BLK East Lombok, and the community ensures that this program can run smoothly, and each party involved gets the information needed to make appropriate interventions.

## 2. Interpretation

Interpretation (Jones, 1996:328) is a generally more traditional concept of administration and management science that emphasizes the creation of objectives, effective and efficient policies and implemented by objective civil services. Interpreting activities according to Jones (in Widodo, 2010:89) are activities to explain the substance of a policy in a language that is more operational and easy to understand so that it can be implemented and accepted by policy actors and targets. Michael Lipsky (1980) provides an in-depth view of how policies are interpreted at the field level. Lipsky argues that *street-level bureaucrats*—such as teachers, police, and social workers—have an important role to play in policy implementation. They not only carry out orders from above, but also translate and adjust policies according to the context and conditions on the ground.

Regarding the interpretation variables in the implementation of the competency improvement policy for job seekers by the TTU Regency Manpower and Transmigration Office, the TTU Regency Disnakertrans has conducted competency improvement training in accordance with the applicable SOPs, the implementers and coaching instructors understand and translate the objectives of the competency improvement policy very well. However, in the Directorate of Education of TTU Regency there is still a shortage of training instructors so that they continue to bring in coaching instructors from other parties or the private sector in providing training to the community, especially job seekers, the community also still has very minimal knowledge about competency improvement training so that it is necessary to apply educational methods in the form of socialization with the intention of the community so that the community increasingly understands the urgency of the improvement policy Competence.

Based on the above explanation and the results of research ranging from interviews, observations and documentation, the researcher can conclude that the policy interpretation carried out by the Directorate of Tourism and Tourism of North Timor Tenga Regency really determines how the competency improvement policy for job seekers is implemented. Individuals in the organization such as heads of institutions, field heads, heads of BLK, coaching instructors and staff, have succeeded in translating policies from the center into practical steps that can be adopted by the community, especially job seekers. This can be seen from the educational methods and methods of delivering training materials delivered offline and the practices carried out by the Disnakertrans, by providing information and materials about the importance of competency improvement training for job seekers through social media and brochures distributed to the public.

One of the main challenges faced in the implementation of competency improvement policies for job seekers, namely low interest and awareness from the public or job seekers about the importance of competency improvement training for job seekers, staff or field officers have provided education to the public about the importance of competency improvement training for job seekers through information from social media and brochures, However, there are still some people who ignore and some even do not get the information. Therefore, there is a need for intensive socialization and a creative approach in providing

education to the public so that the public or job seekers increasingly understand the urgency of the policy.

From the perspective of field officers or coaching instructors at the Disnakertrans, there is still a shortage of coaching instructors, so coaching instructors are still brought in from other parties or the private sector. In implementing policies, coaching instructors are able to implement policies by adjusting strategies that are in accordance with regional and community conditions and needs. By understanding the context of the local community, coaching instructors are also able to deliver material in a way that is easier to understand and accept by the community or trainees.

### **3. Application or Application**

Application or Application according to Jones (1996:324) refers to the implementation of work that includes the "provision of goods and services" and other pragmatic purposes. Application activities according to Jones (in Widodo, 2010: 89) are activities of providing services on a regular basis, payment or others in accordance with the goals and objectives of existing policies. Pressman and Wildavsky (1973) also explain in their work "Implementation", that the implementation of policies involves the implementation of established decisions and regulations, as well as the management of daily activities to achieve policy objectives. Pressman and Wildavsky emphasize that policy implementation is often more complicated than expected at the planning stage. They identified several key challenges in policy implementation, including coordination between various organizational units and resource allocation. Effective oversight and adequate adjustment of resources are key elements to ensure that policies are implemented in a manner consistent with the objectives that have been set. In addition, they point out that failures in policy implementation are often caused by communication issues, insufficient resources, or discrepancies between planning and realities on the ground. Therefore, policy implementation requires careful attention to implementation details and constant monitoring to ensure policy effectiveness and success.

Regarding the variables of application or implementation in the implementation of competency improvement policies for job seekers by the TTU Regency Manpower and Transmigration Office, in the implementation of the competency improvement policy for job seekers by the TTU Regency Disnakertrans, the cost of implementing competency improvement training comes from the State Budget and APBD, and the budget provided is very limited in supporting the implementation of competency improvement policies for job seekers, so that from the Trans-Regency Directorate, TTU does not allow socialization but only conducts educational methods through social media and brochures to the community. The training is carried out in a structured and sistematic manner which is carried out once a year with three programs, namely competency-based, user-based and community-based training, as well as suggestions to support the implementation of competency training owned by the Directorate of Trans Education. TTU is also very limited in supporting the implementation of competency improvement training.

Based on the above explanation and the results of research ranging from interviews, observations and documentation, the researcher concluded that under the implementation or implementation of the competency improvement policy for job seekers by the North Central Timor Regency Directorate, it has been implemented or implemented in a structured and systematic manner, training programs such as competency-based, user-based, and

community-based, which are consistently programmed every year. implemented systematically to achieve the desired results. Good coordination in resource allocation and continuous monitoring is an important step in maintaining the effectiveness of the program.

Concrete steps, such as bringing in coaching instructors from other parties or outside parties and providing information about the importance of competency improvement training for job seekers through social media and brochures as well as providing materials from coaching instructors that are carried out offline, then instructor coaching also accompanying participants in practicing coaching materials are steps taken by the TTU Regency Directorate of Transportation in shows the commitment of the TTU Trans Regency Directorate in ensuring that the policy is implemented in accordance with regional standards and needs, which are set in the midst of budget limitations and shortages of human resources (HR) and facilities at the TTU Regency Directorate in supporting the implementation of the policy. Supervision that is carried out regularly both in the form of field evaluations and internal meetings, allows agencies to adjust strategies based on changing conditions and needs in the field.

## **CONCLUSION**

### **1. CONCLUSION**

Based on the results of the research that has been discussed on the implementation of improving the competence of job seekers by the Manpower and Transmigration Office of North Central Timor Regency. By applying the theory of CharlesoO Jones on the public policy implementation model measured from three main activities, namely Organization, Interpretation, and Application, the author concludes that effective organizational management in North Central Timor district has a very important influence in supporting the successful implementation of competency improvement policies. Management A clear organizational structure and a detailed and clear division of tasks and functions within each unit allow each member in the organization to contribute optimally. Cooperation between units, in an organization both through coordination meetings and collaboration with other parties such as the provincial BLK and the East Lombok BLK, as well as the community can strengthen the impact of the policy program, this is an organizational advantage in this case the TTU Regency Transmigration Directorate. However, there are shortcomings, namely limited human resources, limited human resources can affect the sustainability of the program.

The interpretation of the competency improvement policy for job seekers by the North Central Timor Regency Directorate is a crucial factor in the implementation of the competency improvement policy for job seekers. The unification of uniform understanding among individuals within the organization, through the discussion of policy documents, rarely improves consistency in operational actions in the Directorate. The advantage in terms of policy interpretation is the ability of instructors to adjust competency improvement policy training materials according to local or regional conditions. This ensures that the policies implemented are relevant to the needs of the community and easy to understand by the community. The weakness of the interpretation in the Disnakertrans is the lack of coaching officers or instructors and educational methods to the community, in supporting the existence and sustainability of the implementation of competency improvement training programs.

The success of the implementation of competency improvement policies for job seekers by the Directorate of Tourism and Transmigration of North Central Timor Regency is

highly dependent on the availability of certified and competent coaching instructors, the lack of facilities, and the provision of a budget also has a significant influence. The implementation of competency improvement policies for job seekers by TTU Disnakertrans Regency has been carried out or implemented in a very structured and systematic manner, starting from fostering prospective instructors from the private or private sector, then utilizing the budget and facilities owned by TTU Disnakertrans Regency. However, there are shortcomings in the implementation of competency improvement policies for job seekers, namely limited facilities in supporting the sustainability of training activities and budget limitations that cause some implementation methods or implementation not to be implemented properly.

## 2. SUGGESTION

Based on what has been discussed and concluded by the author, the author provides suggestions on the implementation of improving the competence of job seekers by the North Central Timor Regency Manpower and Transmigration Office. The author's advice is first; every member in the organization needs to receive regular training related to their duties and responsibilities in the competency improvement training program for job seekers, so that the program continues to run consistently. Second, Conduct regular training that involves all members of the organization specifically training instructors, to help them align their understanding of the policy. Then it is necessary to have regular group discussions that can help officers understand the conditions of the region more deeply. So there is no need to bring in an instructor from outside. In addition to increasing training for instructors, the Disnakertrans also needs to add more education methods such as intensive socialization and creative approaches to the community, in order to increase public interest and awareness about the importance of participating in competency improvement training. Third, To support the success of competency improvement programs for job seekers, it is necessary to increase budget allocation to be able to accommodate every activity related to policy programs, so that policy programs run without obstacles; it is necessary to add additional facilities to usually support the sustainability of competency improvement training programs and innovations from coaching instructors in providing material to trainees using information technology, namely providing materials using the Elearning method.

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