

CAPACITY BUILDING OF THE SUKABUMI CITY LABOR OFFICE IN THE ABSORPTION OF LABOR IN THE CITY OF SUKABUMI

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ABSTRACT

In order to provide services to the community, adequate capacity building is needed. This research aims to find out how the Capacity Building of the Sukabumi City Manpower Service absorbs labor. The background to this research is the lack of quality and quantity of instructors, the absence of functional training instructors owned by the Sukabumi City Manpower Office, and the limited modules and standards for job training, which affects the process, capacity and quality of training. This research uses theory according to Grindle (1997:5) with three dimensions. The method used in this research is qualitative with a descriptive approach, as well as data collection through observation, interviews and documentation. The results of this research show that various programs carried out by the Manpower Department have been running but have not been effective, seen from the lack of job training instructors and the lack of supporting facilities and infrastructure.

Keywords: *Capacity Building, Manpower Department.*

A. INTRODUCTION

Indonesia has a large workforce; the increase in the workforce will be greatly influenced by population growth. The number of people in the workforce will inevitably increase as more people reach working age, meaning a greater number of people are looking for work. If not addressed properly, this workforce problem will give rise to other problems such as increasing unemployment. As reflected in the *Undang-Undang Dasar Negara Republik Indonesia Tahun 1945* pasal 27 ayat (2) states that "every citizen of the Republic of Indonesia has the right to work and a living worthy of humanity".

Referring to the *Peraturan Pemerintah Republik Indonesia Nomor 41 Tahun 2007* concerning Regional Apparatus Organizations, the one whose job is to

handle Manpower is the Manpower Service, in this case the Sukabumi City Manpower Service as an element implementing the technical tasks of regional autonomy, which has the task of regional government affairs based on the principle of autonomy area. As well as carrying out the functions of policy formulation, administration of government affairs and guidance and implementation in accordance with the scope of his duties.

According to the *Peraturan Wali Kota Sukabumi No 112 Tahun 2021* concerning Position, Organizational Structure, Main Duties, Functions and Work Procedures, the Manpower Service emphasizes the importance of the government, in this case the Sukabumi City Manpower Service, to reduce the unemployment rate through job training including work competencies, apprenticeships, obtain information on the job market, expand job opportunities and job registration in order to increase the dignity of the workforce to create a prosperous, just and prosperous society.

Various programs to reduce the number of unemployed have been carried out by the Sukabumi Manpower Service, such as online job fairs. However, the efforts carried out by the Sukabumi City Manpower Office are still not efficient, because it is known that the number of work force absorbed is still far from the number of vacancies available.

Table 1.1
Comparison of the number of job seekers with the number accepted in the 2021-2022 online job fair

Year	Number of job vacancies required	Number of applicants	Amount received
2021	2606	2889	652
2022	1212	1167	485

(Source: Sukabumi City Manpower Department)

Judging from table 1.1 above, it shows that the number of job vacancies needed is large and the enthusiasm of job seekers is high, but this is not balanced by the relatively small number of workers being accepted. This is caused by a lack of competence on the part of job seekers resulting in a lack of competitiveness. Therefore, the important role of the Sukabumi City Manpower Office is to carry out various programs to improve the competency or skills of job seekers, one of which is by carrying out job training activities through Job Training Development which is expected to ensure that the workforce can improve their competency, but in reality this policy is far from expectations because the job training program is still not optimal. As stated by the head of the Sukabumi City Manpower Service, Abdul Rachman, "later we will also develop job training facilities which are currently still not optimal" (pikiranrakyat.com, 2023).

Based on the results of initial observations carried out by researchers, it can be found that there is still a large workforce that has not been placed in accordance with the number of job vacancies that exist, there is a lack of competence among job seekers, which is based on data from the 2018-2023 Sukabumi City Manpower Office Strategic Plan. caused by several things, such

as: the lack of quality and quantity of instructors, the absence of functional training instructors owned by the Sukabumi City Manpower Office, and the still limited modules and standards for job training, which affects the process, capacity and quality of training. Other factors such as the absence of applications created to make it easier for job seekers to find job vacancies that suit their abilities, thus affecting access to information for job seekers. As stated by the Head of the Sukabumi City Manpower Service, Abdul Rachman, "the current focus of the Manpower Office is to continue making efforts both conventionally and technologically. The reason is, there are still many improvements that need to be made, to optimize labor absorption in Sukabumi City" (Sukabumiku.id, 2022).

Therefore, it is important for the Sukabumi City Manpower Department to implement Human Resources (HR) Capacity Building for its employees. Capacity Building is a continuous (ongoing) strengthening process in improving individual abilities, related here to the Sukabumi City Manpower Department employees, strengthening organizational and system adjustments in identifying existing problems, issues and opportunities in order to be able to overcome the challenges of change that occur quickly by designing an effective innovation or strategy to achieve predetermined goals. Based on the problems that the researcher has described, the researcher is interested in carrying out research with the title "Capacity Building of the Sukabumi City Labor Service in the Absorption of Labor in Sukabumi City".

B. LITERATURE REVIEW

Capacity Building

a. Definition of Improvement

Improvement is a process, method, act of improving (efforts, activities and so on). So it can be interpreted that improvement is a process or way to improve a business or activity so that it gets better results than before. (KBBI Online, Web. 12/28/2022).

The word improvement is usually used in a positive sense, where improvement describes negative conditions or traits that change to positive. Where the results of improvement can be in the form of quality or quantity. The results of an improvement can be marked by the achievement of results.

b. Definition of Capacity

Milen (2004:12) defines capacity as the ability of an individual, organization or system to carry out its proper functions effectively, efficiently and continuously. Then according to Morgan in Milen (2004: 14) defines capacity as the ability, skills, understanding, attitudes, values, relationships, behavior, motivation, resources and conditions that enable each individual, organization, work network/sector and system to carry out their functions in achieving development goals that have been set from time to time.

c. Definition of Capacity Building

According to Grindle (1997:5) Capacity Building is intended to encompass a variety of strategies that have to do with increasing the efficiency, effectiveness, and responsiveness of government performance. So capacity building is an effort intended to develop various strategies that must be carried out by increasing the

efficiency, effectiveness and responsiveness of government performance. The meaning of efficiency is in terms of the time and resources needed to achieve results, while effectiveness is in the form of efforts made for the desired results and government responsiveness is a harmony between needs and capabilities.

Meanwhile, according to the United Nation Development Program (UNDP), capacity building is defined as a process experienced by individuals, groups, organizations, institutions and society to improve their abilities so they can: 1). Carrying out essential functions, solving problems, setting and achieving goals, and 2). Understand and address their personal development needs in a broader environment in a sustainable manner. Furthermore, according to (Milen, 2004:17) capacity building is a broad concept about increasing human resources and many other management issues and trends, such as strategic management, knowledge management, and information management.

Based on the several definitions stated above regarding capacity building, it can be understood that capacity building is a process of continuous strengthening in an effort to increase the abilities of individuals, organizations, institutions and society by optimizing efficiency, effectiveness and responsiveness of performance in order to achieve the expected results.

Dimensions of Capacity Building

According to Grindle (1997:9) emphasizes Capacity Building attention to three dimensions 1. Human Resource Development 2. Organizational Strengthening 3. Institutional Transformation.

1. Dimensions of Human Resources Development

The human resource development dimension focuses on the abilities of technical and professional personnel. This can be achieved through education and training, a good working environment, determining appropriate salary levels and a good recruitment system.

2. Dimensions of Organizational Strengthening

The organizational strengthening dimension focuses on managing management to improve functions and roles with types of activities such as: incentive systems, leadership, communication, organizational culture, personnel equipment and managerial structures as well as microstructure management.

3. Dimensions of Institutional Transformation

The institutional transformation dimension focuses on institutions and systems in general as well as on the impact of macro structures. In this case there must be changes to the rules of the economic and political regime, changes to policy and legal rules, as well as institutional reforms that can encourage the development of organizations and society.

Factors Affecting Capacity Building

According to Soeprapto (2007:20-22) there are five main things that influence capacity building, namely, joint commitment, leadership, regulatory reform, institutional reform and recognition of strengths and weaknesses.

1) Shared Commitment

Collective commitments from all parties involved in an organization, including the government, determine how much capacity building will be carried out and how successful it will be. Because it will be the basis for every activity

plan that an organization will carry out, this joint commitment is an important capital that needs to be developed appropriately and continuously. It is difficult to expect that capacity building will occur, let alone be successful, without strong commitment from top, middle and lower level leaders and staff.

2) Leadership.

The conducive leadership factor is one of the most fundamental factors that determine the success of capacity building within an organization. In the context of the public organizational environment, it must continue to be driven by dynamic leadership mechanisms, as is the case in the private sector. This is because the challenges ahead are increasingly difficult and also the reality of limited public sector resources. Conducive leadership offers many opportunities in every element of the organization to create increased institutional capacity in achieving the desired organizational goals.

3) Regulatory reform.

The political contextuality of regional government in Indonesia and the culture of regional government employees who always take refuge in existing regulations and other legal-formal-procedural factors are the most serious obstacles to the success of capacity building. Therefore, as part of program implementation which is strongly influenced by leadership factors, regulatory reform is one way that needs to be done in order to make this capacity building a success.

4) Institutional reform.

The regulatory reform above is certainly an important part of this institutional reform. Institutional reform essentially refers to the development of a climate and culture that is conducive to carrying out personal and institutional capacity building towards the realization of the goals to be achieved. Institutional reform points to two important aspects, namely structural and cultural. These two aspects must be managed in such a way and become important and conducive aspects in supporting capacity building.

5) Recognition of strengths and weaknesses.

Because capacity building must begin with identifying the capacity possessed, there must be recognition from personnel and institutions regarding the weaknesses and strengths of the workforce.

Definition of Labor

According to Mulyadi (2003:71) labor is the population of working age (aged 15-64) or the total population in a country who can produce goods and services if there is demand for their labor, and if they are willing to participate in these activities. Furthermore, according to Law Number 13 of 2003 concerning Manpower, chapter 1, article 1, paragraph 2, it is explained that a worker is every person who is able to do work to produce goods and/or services, both to meet their own needs and those of the community. Meanwhile, according to the Big Indonesian Dictionary, workers are people who are able to do work, both inside and outside the employment relationship, people who work or do something, workers, employees, and so on.

From several explanations regarding the workforce above, researchers can conclude that the workforce is residents aged 15-64 years who are looking for or

already have work, who can do work to produce goods or services so that they can meet their or society's needs.

C. METHOD

The method used in this research is qualitative with a descriptive approach. The unit of analysis in this research is the Sukabumi City Manpower Office, then in determining the informants in this research, the Snowball Sampling technique is used, which is a non-probability sampling technique so that this technique does not provide equal opportunities for data sources. According to Sugiyono (2016:219) snowball sampling is a technique for sampling data sources, which at the beginning are small in number, but over time they become large. And the data collection techniques used are observation, interviews and documentation.

Meanwhile, data validation uses source triangulation and technical triangulation. Followed by data analysis, the data analysis technique used was using analysis steps referring to Miles and Huberman (Sugiyono, 2016:246).

D. EXPLANATION

Capacity Building of the Sukabumi City Labor Service in the Absorption of Labor in Sukabumi City

Human Resources Development

Human resource development is one of the organization's efforts to create quality and competent people with work knowledge, skills and talents as well as work loyalty to the organization. With types of activities such as recruitment, training, direct practice, and working environment conditions. Competent human resources can also be developed by providing reasonable compensation, providing a safe work environment, and effective warm-up processes are various ways to develop competent human resources.

a. Work Environment at the Sukabumi City Manpower Service

One of the success factors for an organization in achieving its goals is influenced by work environment factors. Regarding the work environment which is related to physical and non-physical conditions around the workplace, which is related to physical conditions, namely in the form of tools in the office, apart from that, non-physical conditions are things that can create a positive impression, increase the feeling of comfort at work and other impacts, thus increasing the productivity of operational implementers in an organization or agency.

The working environment conditions in the Sukabumi City Manpower Service have never encountered serious problems from a non-physical perspective regarding the work environment until now, it is conducive. One of these factors is the closeness factor that creates chemistry between employees. However, regarding the physical condition of the tools to support daily activities, there are several tools that are damaged so they need to be updated. With a conducive organizational environment, it can ensure that all parties in the organization can work effectively and efficiently to achieve organizational goals.

b. Training for employees at the Sukabumi City Manpower Service

Training is an effort to improve or increase abilities in a job. The aim is to achieve effective performance in each activity in order to achieve the set goals.

Employees at the Sukabumi City Manpower Service have received training, both from the relevant government and through webinars. It is hoped that the training carried out will improve the abilities and skills of Sukabumi City Manpower Department employees.

Organizational Strengthening

Organizational strengthening is a planned and sustainable effort with good management to increase effectiveness and efficiency in order to achieve predetermined targets. Furthermore, in overcoming the problem, organizational strengthening must be carried out by an agency, because by carrying out organizational strengthening, the agency will continue to move by adapting to existing environmental conditions.

According to Grindle (1997:15), the means that can be achieved to strengthen an organization are activities such as increasing recruitment and utilization of staff, introducing a more effective incentive system, restructuring work relationships and authority, improving the flow of information and communication, increasing physical resources, introducing better management practices, decentralizing and opening up decision-making processes.

In the second dimension, namely the dimension of organizational strengthening, the researcher asked questions regarding: 1. Are there instructor personnel from the Manpower Department for job seekers; 2. Is the organizational culture within the Manpower Department; 3. Are the facilities and infrastructure supportive for personnel in the department workforce; 4. Whether the communication between the workforce and job seekers is going well; 5. Cooperation with the Manpower Department in absorbing labor.

a. Instructor personnel in training programs from the Manpower Service for job seekers

The concept of job training carried out by the Manpower Service is empowerment for job seekers, where this training is expected to ensure that people have abilities in the field they are participating in. The activities carried out begin with basic learning so that job seekers who take part will understand. Therefore, it is important for the Manpower Department to have professional and competent training instructor personnel, so that training program participants can explore their potential and abilities.

Based on research results obtained from interviews with informants, instructor personnel at the Sukabumi City Manpower Service already exist but are not yet optimal due to a lack of instructor personnel so that collaboration with third parties is needed, the number of workshops is only three and the job training is limited. quotas for job training participants thereby reducing the labor absorption process. And the follow-up after job training is not yet optimal between the Manpower Department and companies so that labor can be distributed. And for the training budget, there needs to be action from the government to increase the budget so that training activities can run optimally.

b. Organizational culture within the Manpower Department

Organizational culture is the shared values or beliefs held by an organization which are expected to improve the quality of the organization. It is clear that organizational culture is one of the factors that determines the success of an

organization. Therefore, the success of an organization depends on how good its organizational culture is. Where the organizational culture at the Sukabumi City Manpower Service is good in accordance with applicable regulations.

c. Facilities and infrastructure that support the operations of Sukabumi City Manpower Department employees.

Means are tools used to make it easier for someone to achieve predetermined goals. Facilities and infrastructure have the same meaning as facilities. Facilities here including buildings, equipment, land and supplies are also needed to make work easier and smoother in achieving a goal.

Relation to the Department of Manpower, because the Department of Manpower is a public organization which has the aim of expanding employment opportunities and labor market information, resolving employment disputes, employment development/training, transmigration and administrative management. Seeing this, it is necessary to have adequate facilities and infrastructure to support all activities for Manpower Department employees.

Based on the results of interviews with informants, researchers can interpret that the facilities and infrastructure at the Sukabumi City Manpower Office are not yet supportive, such as the parking area is not large and there is some office equipment that is damaged. There by reducing/disrupting administrative processes and job training. This problem in terms of facilities and infrastructure is due to the small budget received by the Manpower Department.

d. Communication that exists between the Manpower Department and job seekers

Communication is a process of conveying information from one party to another so that the message in question can be understood. Or communication can be understood as a process of conveying information from one party to another using media such as messages, images, words, and graphics and so on with the aim of providing information.

From the results of interviews conducted with informants, researchers can interpret that the communication between the Sukabumi City Manpower Office and job seekers has gone well. The Manpower Department continues to strive both conventionally and by utilizing technology to disseminate job information, making it easier for job seekers to find job vacancies.

e. Cooperation with the Manpower Department in absorbing labor

Collaboration is a business process carried out by several people or groups to achieve the desired goals. Collaboration can also take the form of collaboration between two or more business sectors which results in mutual benefits; because with cooperation serious problems will become lighter. A good working relationship with other parties can help the labor department carry out its duties according to existing regulations effectively and efficiently.

From the results of interviews conducted with informants, it was found that the Manpower Department really needs collaboration with the private sector and universities to hold events such as job fairs. In addition, there is still a lack of job training instructors at the Manpower Department, which requires the Manpower Department to collaborate with the private sector.

Institutional Transformation

The basis for policy settings and the prerequisites that help in achieving certain policy goals are part of institutional transformation. The main objective in improving the quality of this system is to make changes to regulations and policies that are considered to provide the best results for the agency. Implementation of institutional transformation can be achieved through constitutional reform, as well as changes to regulations and policies.

The components in institutional transformation include changes in policy/regulation, economic and political rules of the game, as well as constitutional reform. Institutional transformation includes a framework related to system changes in agencies, policy settings and conditions that support policy achievement.

In the third dimension, namely the institutional transformation dimension, the researcher asked questions regarding 1. What are the SOP in the Sukabumi City Manpower Office.

In an organization/agency, standard operational procedures are very important, where this system is prepared to make work easier. Laksmi (2008:52) Standard Operating Procedures (SOP) are documents relating to procedures carried out chronologically to complete a job which aims to obtain the most effective work results from workers at the lowest possible cost. This will be a guide for implementers/managers of organizations/agencies. From the results of the interview, researchers can interpret that the SOP itself has been implemented well in accordance with existing regulations, both in the form of the law and the regional regulation by employees of the Sukabumi City Manpower Service.

E. CONCLUSION

Based on the discussion above, it can be concluded that there are several positive things, such as a good organizational environment and culture, the use of technology in disseminating work information and standard operational procedures that are running according to the rules. But on the other hand, there are still several inhibiting factors for the Sukabumi City Manpower Service in absorbing labor, such as a lack of work instructor personnel, limited workshops and for the training budget there needs to be action from the local government to increase the budget so that training activities can run optimally and still There are inadequate facilities, so capacity building is needed for the Sukabumi City Manpower Office.

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