OPTIMIZATION STRATEGY TO REDUCE UNEMPLOYMENT ON THE IMPACT OF THE DEMOGRAPHIC BONUS IN TANGERANG CITY

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ABSTRACT

The high unemployment rate is a challenge in achieving sustainable economic growth and social welfare. With the increasing population, dominated by people of productive age, Tangerang City is currently experiencing a demographic bonus. Therefore, this research aims to analyze the factors that influence the unemployment rate from the conditions of employment opportunities in Tangerang City. From the identification of these factors, it is important to formulate an optimization strategy to reduce unemployment on the impact of the demographic bonus. This research uses a descriptive and qualitative approach using primary and secondary data. The research results show that factors such as disparities between demand and availability of labour, conditions of employment opportunities, and barriers to finding work influence the unemployment rate in Tangerang City. Apart from that, there are also factors such as stakeholder involvement, job market needs, and the quality of human resources which play a role in influencing the unemployment rate. This research provides insight and policy recommendations to reduce the unemployment rate in Tangerang City.

Keywords: *Unemployment, Demographic Bonus, Strategy*

A. INTRODUCTION

Employment problems are still a big challenge in Indonesia, characterized by an increasing workforce and limited job opportunities in various sectors, causing widespread unemployment phenomena. Rejatama et al. (2023) stated that unemployment is something that disrupts the economic stability of a country, because unemployment occurs due to irregularities between the high rate of population growth and the number of open jobs. One of the provinces in Indonesia that is facing big challenges in reducing unemployment is Banten Province. Based on 2022 *Sakernas data*, Banten Province has the third highest unemployment rate with an Open Unemployment Rate (TPT) of 8.09%, after West Java (8.31%) and Riau Islands (8.23%) (BPS, 2022). This is a challenge with the possibility of industrial migration to other provinces due to the relatively high regional minimum wages. In research conducted by Malau et al. (2022) that when the regional minimum wage increases, this policy has an impact on increasing

unemployment. In addition, to mitigate labour movement, collaborative efforts are expected to be carried out to ensure the availability of job opportunities to offset the surge in employment in the Banten region.

Regarding employment, if we look at the main employment structure in Banten Province, it is noted that the business sector that has the highest level of employment in February 2022 is the processing industry, which is 23% of total employment (Perwakilan Bank Indonesia Provinsi Banten, 2023). There are thousands of industrial companies spread throughout Banten Province, with the largest being in Tangerang Regency and Tangerang City (Badan Pusat Statistik, 2022). According to BPS data, the number of companies in Tangerang City in 2021 reached 855 companies. The promising prospects inspire the government and society to expand employment opportunities. In this case, the government is expected to stimulate job growth by implementing large investment measures. As stated by Chong & Chin (2022), investment has a positive impact on economic growth, so the government must implement further intervention steps related to investment. Especially considering the strategic location of Tangerang City and being located on the border with Jakarta and the existence of Soekarno-Hatta Airport.

Based on data *BPS*, the population is experiencing a consistent increasing trend with the child age group (aged 0-14 years) in Tangerang City, estimated at 473,634 people or around 24.53% of the total population in 2022. Current conditions require a focus on provision of education and health services, as well as infrastructure development. The productive age group (15-64 years) in Tangerang City numbers around 1,364,631 people or covers around 70.69% of the total population. The population growth phenomenon is characterized by a demographic bonus. With this demographic bonus, it will create opportunities for economic growth, on the other hand, if it is not directed at policies to create jobs for the productive age, it will become a challenge for economic prosperity (Agarwal, 2016). The above situation presents both challenges and opportunities, requiring the government to pay special attention and take advantage of this favourable situation.

The current demographic composition, which is characterized by a majority of the working age population, has undergone a transformation that has created difficulties regarding employment issues. One of the challenges lies in the potential impact of population pressure on unemployment which can give rise to social strife and criminal behaviour (Handayani, 2017). A similar thing was also expressed by Lojanica & Obradović (2020) that the crime rate will increase along with increasing unemployment, so to eradicate crime, strategies must be implemented to reduce the unemployment rate. At least this is what happened in Tangerang City. Based on the Tangerang City Police report, it is estimated that there will be an increase in the number of criminal acts in 2022 by 11% compared to the previous year (Sugiharto, 2022). Additionally, it should be noted that a significant consequence of high unemployment rates is a decrease in income levels, which in turn contributes to the prevalence of poverty (Yacoub, 2012). This assertion is strengthened by the research findings of Octaviani (2001) which shows a positive correlation between the unemployment rate and the poverty rate

as well as research by Kusumaningsih et al. (2022) that a decent life is achieved by achieving community welfare which leads to reduced poverty.

On the other hand, regarding job providers, many companies use education as a measure of a person's quality. Companies need to be supported by skilled workers or human resources to achieve their goals. According to Wang & Guo (2018) in the current job market, specialization in one field is no longer valid, because the structure of various business sectors is changing rapidly and the need for new skills continues to be prepared. In fact, in 2022, the unemployment rate in Tangerang City will be dominated by *SMA*/*SMK*/equivalent graduates, reaching 57,725 people (67.65 percent), which is higher compared to previous years (*BPS Kota Tangerang*, 2022). As in the research findings of Staboulis et al. (2019) which shows that the current education system does not provide sufficient knowledge, qualifications and skills training to a satisfactory level to meet the demands of the labour market. For this reason, efforts are needed from the government to provide opportunities and opportunities to reduce the unemployment rate for the productive age population.

Several efforts have been implemented by the Tangerang City Government to reduce the unemployment rate, namely the Job Fair which is held virtually to make it easier for the public (job seekers) to obtain information on job vacancies according to the competency of prospective job seekers. Apart from that, training has been carried out organized by *UPT BLK*, Employment Service to encourage participants to become entrepreneurs, through Expanding Job Opportunities activities. Based on various initiatives carried out by the Tangerang City Government through the Manpower Office, it is important to establish a comprehensive employment strategy that includes a labour market framework, improved education and training, as well as policy instruments in the economic and financial sectors. This is important to overcome the problem of expanding employment opportunities in reducing unemployment.

In previous research related to strategies for reducing unemployment, Ernanda et al. (2021) concluded that variables have a significant influence in increasing the unemployment rate, so alternative policies suggested include developing labour-intensive industries, developing the agricultural sector based on technology and infrastructure, and creating jobs through developing the informal sector. Likewise, research conducted by Agusalim (2016), researchers estimated labour needs and productivity, then analyzed the factors that influence the unemployment rate so that from this research it is hoped that the government can create appropriate policies to overcome the unemployment rate. However, in this research, we no longer analyze the regional government's readiness for the efforts that must be made, but rather look for the right strategy in order to optimize reducing unemployment on the impact of the demographic bonus in Tangerang City.

Therefore, this research aims to analyze the factors that influence the unemployment rate and provide recommendations regarding strategies that must be implemented. This research is important to carry out as a form of effort to find the best solution to reduce the unemployment rate in Tangerang City, especially now that we are faced with a demographic bonus which should be an opportunity

to improve the economy. In this research there is an interesting new thing to study, namely the researcher uses theories from several experts related to unemployment in analyzing the factors that influence the occurrence of unemployment. Then formulating a strategy is done through the use of SWOT analysis. Utilization of the SWOT matrix can facilitate the development of various alternative strategies aimed at reducing unemployment on the impact of the demographic bonus in Tangerang City, followed by a litmus test to find the most strategic issues. In the future, it is hoped that this research can provide input and benefits in preparing plans for developing policies related to employment in reducing unemployment. Apart from that, for academics this research can be used to add references for further research.

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B. LITERATURE REVIEW
Unemployment

According to the criteria set by International Labour Organization (ILO) used by the Central Statistics Agency (*BPS*), Unemployment refers to a situation where individuals living in a certain area are not engaged in gainful employment (not working), but are actively seeking employment opportunities or considering alternative entrepreneurial ventures. In addition, this category also includes people who are not actively looking for work due to challenges in finding new job opportunities, or those who are classified as "unemployed" even though they are already working or have found work but have not yet started their duties (BPS Provinsi Banten, 2022).

Unemployment Factors

In this research, the first stage that must be carried out is to identify the factors that influence the occurrence of unemployment, this condition will influence the appropriate strategy to be carried out. Therefore, based on several experts, there are several theories that are factors in the occurrence of unemployment. **First,** Based on classical theory, unemployment is caused by a disparity between the demand for labour and the availability of available labour. This scenario can be understood as a situation where individuals who have the desire and ability to work are unable to obtain employment opportunities. Classical economists argue that policies should focus on improving the supply side of the labour market, such as increasing education and training programs to reduce structural unemployment (Nikoles, 2019). However, it is important to note that this classical theory of unemployment has been challenged by economists such as John Maynard Keynes, who introduced the concept of demand-side policies to overcome unemployment (Azis, 2010). It can be concluded that according to this classical theory, the factors causing unemployment, namely employment conditions, refer to situations or conditions that influence the availability of employment opportunities. This includes factors such as the types of jobs available, the level of education required, and the barriers job seekers face in finding work.

Second, Keynesian theory argues that the problem of unemployment originates from a lack of aggregate demand (Ogujiuba & Cornelissen, 2020). Therefore, sluggish economic growth is caused more by a lack of consumption

than by a decline in production. This type of unemployment occurs as a result of fluctuations in the business cycle. During periods of economic downturn or recession, aggregate demand tends to decrease, which causes a decrease in production and employment (Rasyida, 2021). Insufficient demand may arise not only from business cycle variations, but also from a variety of other sources, including population growth. As the population increases, the number of job seekers also increases, which can add pressure to the labour market (Ishak, 2018). Keynes argued that delegation of this task to free market mechanisms was inadequate and required government action. In this case, engagement stakeholder is an important factor in overcoming unemployment.

Third, Population Theory by Malthus. According to this theory, population growth follows an exponential pattern, while resource growth occurs at a linear rate (Ewugi & Yakubu, 2012). As a result, the disparity between population growth and resource growth creates a crisis in population dynamics. The phenomenon described will result in reduced employment opportunities due to continuous population growth, exceeding the capacity of the labour market to provide employment for all individuals. So, in this research, we want to know the labour market needs for workers regarding the requirements and qualifications needed by the labour market in Tangerang City. This includes factors such as education, skills and commitment to work which are requirements sought by employers in Tangerang City.

Fourth, Neo-Marxian Theory of Economic Sociology. This idea states that unemployment can be caused by a gap between the demands generated by technological progress and society's capacity to effectively adapt to these transformative changes (Elia & Marselina, 2023). The result of this phenomenon will result in unemployment. Based on this theory, we want to identify what obstacles there are in finding work that causes unemployment in Tangerang City, which refers to factors that hinder job seekers in finding employment, such as lack of information regarding job vacancies, low education, and lack of skills.

C. METHOD

This research uses descriptive and qualitative approach techniques. Researchers utilized primary data by conducting direct interviews with informants. The informants for this research are based on three pillars of good governance, including relevant *SKPD* officials, in this case the Manpower Service, *Bappeda*, the One Stop Investment and Integrated Services Service (*DPMPTSP*), and the Tangerang City Industry, Trade, Cooperatives and SMEs Service (*DisindagkopUKM*) as the government; the community, namely workers or job seekers, and the private sector as employers. Apart from that, it also uses secondary data in the form of documents and several other related publications to support this research. Furthermore, in processing and analyzing the data using the SWOT analysis technique. For this reason, there are several stages used in research on optimization strategies to reduce unemployment on the impact of the demographic bonus in Tangerang City, including:

1. Identifying factors that influence the increase in unemployment in Tangerang City;

2. Analyzing internal and external factors of the organization;
3. Analyze data using SWOT analysis;
4. Identifying strategic issues relevant to the optimization strategy for reducing unemployment in Tangerang City;
5. Evaluate these strategic issues with a litmus test;
6. Formulate optimal strategies to achieve goals.

A litmus test will be carried out on the issues that have been identified to determine which issues are actually strategic (Bryson, 2022).

D. RESULTS OF DISCUSSION
Factors Affecting Unemployment

In this research on optimization strategies to reduce unemployment, the first stage that must be carried out is to identify the factors, namely knowing the conditions that influence them, so that later a strategy can be formulated to reduce unemployment in Tangerang City.

1. Conditions of Employment Opportunities

In Tangerang City, the industrial sector is one of the sectors that has the largest contribution, followed by the transportation sector and the trade sector in economic growth (*BPS Kota Tangerang*, 2023). The potential in the industrial sector should be directly proportional to job creation (Arsam, 2021). However, this has not resulted in an increase in job opportunities in Tangerang City. The Employment Service informs that many industries are migrating outside Tangerang. This is due, one of the reasons cost production which is high due to the increase in the Regional Minimum Wage. Therefore, job vacancies in Tangerang City are heterogeneous. In Tangerang City, the education sought in job vacancies must be a minimum of a high school diploma or equivalent. Based on *Sakernas* 2022 data, residents with bachelor/diploma graduates are not much sought after in Tangerang City. This can be seen from the working force according to the last level of education completed at 17.9%. With the majority of the population based on BPS data working in the manufacturing and services (BPS Provinsi Banten, 2023). As stated by the *IndagkopUKM* Service, after the Covid-19 pandemic, the number of SMEs has increased, with most of them operating in the food sector. Tangerang City offers various types of job vacancies, most of which have minimum educational requirements with a high school diploma/equivalent. Lack of experience and expertise or skills among job seekers is also one of the factors that job market needs are not met. Apart from that, based on information obtained from job seekers, the lack of work motivation from themselves and their dependence on parents or relatives is still an influence on them not working optimally. Therefore, for highly educated job seekers, they also have to compete with job seekers who have graduated from high school/equivalent and they also have to be willing to do whatever work they do in order to gain new experience beforehand.

2. Stakeholders Involvement

Reducing the unemployment rate and increasing employment opportunities is not only the task of the Manpower Department, but also requires the involvement of other agencies, the community and also the private sector. In an

effort to reduce the unemployment rate in Tangerang City, the Manpower Service involves relevant stakeholders such as the *IndagkopUKM* Service to help each other and coordinate activities related to increasing employment opportunities to reduce unemployment. Apart from that, the One Stop Integrated Services Investment Service (*DPMPTSP*) also provides technical guidance and outreach regarding risk-based business licensing (OSS) to facilitate business actors/investors in understanding the management of risk-based business licensing, in this way it is hoped that it will be easier for business actors in carry out risk-based business licensing arrangements. The Welcoming *NIB* is one of *DPMPTSP*'s efforts to facilitate *MSME* business actors in making *NIB*s in 13 sub-districts and 104 sub-districts. Apart from that, the *IndagkopUKM* Service has also carried out various forms of training, technical guidance, entrepreneurship workshops and empowerment through Micro Business Partnerships. For the private sector, the Employment Service also collaborates with several companies, both local and regional, for job placement activities both at home and abroad as well as job fairs. Then carried out various types of training at BLK and there was the latest innovation, namely *SiPRAJA* (Si Job Practices) to complete job training centres by reaching a wider, flexible and efficient community by picking up football. Apart from that, job guidance counselling was also carried out at vocational schools. Delivered by *Bappeda*, it has also been carried out by Habitat for Humanity, which is a Non-Governmental Organization (NGO) that provides programs and budgets for job training activities related to construction. This helps local governments with training for the community without using the regional budget. Furthermore, from the private sector when asked about the efforts made to reduce unemployment, information was obtained that the private sector did not directly make efforts to increase employment opportunities. Therefore, a cooperation program between the government and the private sector is very necessary, if supported by both parties then it will optimize in reducing the unemployment rate.

3. Job Market Needs

A number of standards that must be met by job seekers have an impact on the demand for labour in the job market. The unemployment rate can decrease if market needs and the quality of job seekers are aligned (Gitis & Otosa, 2022). Generally in Tangerang City, in the industrial sector, the job market needs that are much sought after are experience, expertise and skills. Meanwhile, age, physical and educational requirements are needed by the market in the trading sector. Considering the extensive trade in Tangerang City, one of the criteria required by the job market is appearance and physical elements. This is an obstacle for workers looking for work in Tangerang City. However, from the employer's point of view, because most job opportunities in Tangerang City are in the industrial sector and service sector which requires workers with production capabilities, skills and experience are one of the main requirements needed. However, these employers prioritize commitment to work as the most important thing in the job market. Meanwhile, other factors that influence the labor market's needs for workers are education and skills. In Tangerang City, the education that is most sought after is at least a high school diploma or equivalent. Therefore, it can be

concluded that the job market requires education, skills and commitment to work. However, attractive workers who prioritize appearance and physical appearance are preferred in the job market in trade sectors such as front office and entertainment.

4. Job Seeker Barriers

Job seekers and the unemployed face a number of challenges when looking for work in Tangerang City. One of the obstacles in looking for work in Tangerang City is finding out what positions are available. Job seekers admit they don't make enough effort to get job vacancy information. Currently, the Manpower Department has provided information regarding job vacancies, training and job fairs via social media. But unfortunately, there are still many people who have not installed social media and follow the official account of the Tangerang City Employment Service, so this information is not widely known by job seekers. The existence of job vacancy information via social media or the internet is very important because it will minimize the costs and time required to search for job vacancy information, thereby supporting increased job opportunities for job seekers and reducing unemployment (Kurniawati et al., 2020). Furthermore, for job seekers, the obstacle in finding employment is not having experience and skills.

Strategic Environmental Analysis

The next stage in analyzing optimization strategies in reducing unemployment on the impact of the demographic bonus in Tangerang City is to analyze the organizational environment. This strategic environment consists of internal factors and external factors that influence formulating strategies to reduce the unemployment rate. This step was taken after identifying and knowing the factors that cause unemployment in Tangerang City. By identifying internal and external factors the organization is intended to determine the potential strengths, weaknesses, opportunities and threats it faces.

Internal environment

1. Vision and mission

Every public organization has a mandate that must be implemented in the context of state administration which refers to the organization's vision and mission. The Tangerang City Employment Service implements this mission through programs and activities to reduce unemployment levels in order to meet the organization's main performance indicator targets. In the *Peraturan Daerah Kota Tangerang Nomor 3 Tahun 2019* concerning the 2019-2023 Tangerang City Regional Medium Term Development Plan (*RPJMD*), the Strategic Plan (*Renstra*) of the Manpower Service is translated into a Work Plan (Renja) every year. These three components, which include the *RPJMD*, *Renstra* and *Renja*, are interconnected and produce synergy in supporting the Vision of the City of Tangerang, namely: "The Realization of a Tangerang City that is Prosperous, Characteristic and Competitive" in the context of achieving the 1st Mission, namely "Together Develop Quality Resources Human Resources by Improving the Quality of Education, Health and Social Welfare by Realizing Professional Governance and Integrity" which is in line with the 2nd objective, namely "Increasing Job Opportunities" with the 1st objective, namely "Increasing the

Creation of Expanded Job Opportunities and Job Placements" (*Dinas Ketenagakerjaan Kota Tangerang, 2021*). The formulation of these objectives reflects the development context faced by the Manpower Department and is in line with the vision and mission of the City of Tangerang to be achieved. Next, break down the goals you want to achieve into targets. Goal setting can at least provide a clear picture of what will be achieved in the future, be specific, measurable, achievable and time-limited. The aim of the Employment Service, namely increasing employment opportunities, has a goal indicator, namely the Open Unemployment Rate (*TPT*). These goal indicators are used as a reference in the performance agreement (*Jankin*) which is an annual work plan to be achieved. Ultimately, these indicators describe the organization's performance achievements in a particular year considering the resources it manages. So the aim of the Tangerang City Employment Service is to reduce unemployment which is expressed through programs and activities to increase employment opportunities. In terms of the vision and mission, it can be concluded that the regional conditions and challenges in reducing unemployment are in line with the vision and mission. Therefore, to realize the vision and mission that has been set, it is necessary to carry out an optimal strategy to minimize the number of unemployed

2. Increased Job Opportunities

In an effort to reduce the unemployment rate in Tangerang City by increasing the number of employment opportunities, the Tangerang City Employment Service is carrying out various methods, including providing skills training to job seekers, placing job seekers abroad, entrepreneurship training, job guidance counselling, entrepreneurship training, facilitating employment information, and online and offline job fairs. Various efforts have been made by the Tangerang City Manpower Service, starting from training activities carried out at *BLK* related to skills, training activities by the Manpower Service related to entrepreneurship, then launching the Mobile Training Unit Work Practice Training (*MTU Praja*) in collaboration with several professional parties in various fields. which exists to be able to provide training to each sub-district, carry out cooperation programs with the private sector in work placements abroad by offering prospective Indonesian Migrant Workers (*CPMI*) with formal types of work in various countries such as the United Arab Emirates, Qatar, Taiwan, Germany, and Japan, as well as holding job fairs online and offline every month and informing about job vacancies on social media. However, when employers, job seekers or the unemployed in Tangerang City were asked about the Manpower Department's efforts in programs to reduce the unemployment rate, mixed information was obtained. Based on the description above, it can be concluded that the general public does not yet have a clear and comprehensive understanding of the efforts being made to reduce the unemployment rate in Tangerang City. Therefore, it can be concluded that information regarding the programs implemented by the Manpower Service to increase employment opportunities has not yet been fully conveyed to the public. There are some who understand, there are some who don't. Apart from that, efforts to reduce unemployment in Tangerang City have not been optimal because people, especially job seekers, have not utilized official facilities optimally.

3. Barriers to Increasing Employment Opportunities

In reducing unemployment, there are several obstacles in implementing programs and activities to increase employment opportunities. There are a number of obstacles that come from internal and external. The obstacles from external conditions by the Tangerang City Employment Service are, firstly, the absence of a meeting between the needs of the job market and workers or job seekers regarding the influence of appearance and physical factors. Second, the business world and other employers are not very proactive in providing information to the department regarding job vacancies. Third, several service initiatives in programs and activities to increase employment opportunities are not implemented by job seekers in Tangerang City. Fourth, not all of the competency-based training graduates carried out at Job Training Centres (*BLK*) have been absorbed by industry. Fifth, entrepreneurship-based training through activities to expand employment opportunities where graduates of this training can become independent workers has not met expectations; one of the factors causing this is the lack of optimal mentoring and assistance in accessing business capital which will open up opportunities for them to become new entrepreneurs. Sixth, information related to job vacancies is only published for certain people. Seventh, companies as employers in Job Fair activities do not all report workforce placement. Eighth, many registered job seekers or high school graduates/equivalents are still selective (choosy) in looking for work. Ninth, there are still job vacancies available that do not match the skills or expertise of prospective workers. Meanwhile, another obstacle originating from internal conditions is inadequate infrastructure at the department. For example, in motorbike mechanic training at BLK, they still only use carburettor motorbikes, not including injection motorbikes, even though many people now use injection motorbikes. Likewise with computer and graphic design training, currently the computer equipment available at *BLK* is only 40 computers for *BLK* Cibodas, *BLK* Cipondoh, *BLK* Larangan, and *BLK* Benda. Apart from that, another obstacle in increasing job opportunities lies in the job seekers themselves, where the majority of them lack skills and lack motivation to work. Apart from that, there are some of them who have the character of being difficult to manage and irresponsible so that they don't complete their work because they want to do it themselves.

4. Human Resources

In analyzing Human Resources (HR), it can be seen from the existing staffing conditions at the Tangerang City Employment Service. The following is employee data at the Tangerang City Employment Service.

This data shows that the quality of the agency's human resources is sufficient. Even though the responsibilities and functions of the Manpower Service in achieving community welfare are very important, the human resources of this organization are still insufficient and limited. According to information obtained for the functional position of training instructor, currently only two people are available. One of them will retire at the end of this year and the other next year, so the quantity of available human resources is still limited.

Table 1. List of Employees According to Education Level Tangerang City Employment Service

Level of education	Number of Officers
high school	5
D3	1
S1	22
S2	10
S3	1
Total	**39**

Source: Dinas Ketenagakerjaan Kota Tangerang (2023)

Lack of human resources compared to the number of tasks completed will cause less than optimal performance. This is due to the accumulation of typing work when these individuals have a lot of work. Therefore, to encourage quality development and improve employment service standards, employee training is needed.

5. Budget

In organizing an activity, it cannot be separated from the available budget, because with an adequate budget, the activity will run well (Gaffar, 2022). As stated by Melayanti & Indrajaya (2021) that government spending and economic growth have a positive effect on people's welfare, so the government must optimize spending so that the benefits can be directly utilized by the community. However, the budget will be an obstacle to these activities both in terms of quantity and quality, if it cannot cover the activities carried out. By preparing a Budget Activity Plan (*RKA*), the Manpower Office obtains and manages funding used in efforts to reduce the unemployment rate through the government agency budget system. Once submitted and approved the budget can be used. From the information obtained in 2023 there is an increase in the budget of 21.83% from the previous year. At the Manpower Service there are several programs implemented, namely the Government Affairs Support Program, Manpower Planning Program, Job Training and Workforce Productivity Program, Job Placement Program, and Industrial Relations Program. In 2022, of the OPDs in Tangerang City, the Employment Service is one of the agencies that gets the lowest five budgets compared to other OPDs except the District. However, in 2023 there will be an increase in the budget intended to support infrastructure facilities and infrastructure at the Manpower Service, namely by building a language lab. So, later it can also be used as computer training. With this language lab, it can become a dynamic classroom, and next to the language lab room a co-working space will also be built. This co-working space is used as a follow-up to the training that has been held. For example, those who don't have a place to do online marketing can use this co-working space which provides booths, Wi-Fi, electricity and other facilities for their promotional media. Therefore, with the official budget still limited, breakthroughs must be made so that the existing budget can be sufficient for activities to reduce the unemployment rate.

6. Organizational culture

Work culture can influence the achievement of organizational goals and objectives. As stated by Saleh (2022), organizational culture will influence employee behaviour so that it has an impact on their performance. The work culture at the Tangerang City Employment Service can be said to be supportive in efforts to reduce the unemployment rate. The work culture implemented in public organizations follows a hierarchical structure and coordinates operations based on main tasks and functions. Organizational culture then refers to Minimum Service Standards (SPM) because the Employment Service is a direct service. To reduce the unemployment rate, the Tangerang City Employment Service has made providing direct and fast employment-related services a cultural standard. Apart from that, activities at the Manpower Service are also supported by policy commitments related to maximum service.

External Environment

1. Political Factors

Regarding the influence of politics on regional autonomy is nothing new. In each region, including provinces and districts/cities, full management autonomy is given for their respective regions based on the *Undang-Undang Nomor 23 Tahun 2014*. This is done through the systematic formulation of regional planning which is then included in the budget preparation policy. Employment is one of the mandatory government affairs that is not related to basic services. The *Undang-Undang Nomor 13 Tahun 2003* which regulates employment and a number of implementing laws and regulations, such as Minister of Manpower Regulations, Presidential Regulations and Government Regulations, regulate employment matters. If it is related to political factors, this is related to the results of policies and regulations contained in Regional Regulations (*Perda*). The *Peraturan Daerah Kota Tangerang Nomor 5 Tahun 2022* concerning the Implementation of Employment contains policies related to employment for the City of Tangerang. The main objective of this regional regulation is to overcome the problem of unemployment, encourage development and the economy and ensure the welfare of the people of Tangerang City.

2. Economic Factors

Progress in the economic sector is the target of achieving the long-term goals of the vision and mission of the City of Tangerang in an effort to reduce the unemployment rate. Maintaining stable economic conditions will have a beneficial impact on increasing the standard of living and income of the community. Apart from that, it is also able to have a positive impact on government administration. After the Covid-19 pandemic, it can be said that Tangerang City's economic conditions have begun to improve. This can be seen from the Economic Growth Rate (*LPE*), which has increased every year. In 2020, when the pandemic started, economic growth in Tangerang City contracted to -7.36%, then in 2021 it increased to 3.90% and in 2022 to 5.98%. With the improvement in economic conditions, it can be seen from the movement in the industrial sector, transportation sector, and also the trade sector which has increased because these sectors are the sectors that have the largest contribution in the city of Tangerang. Industrial and trade conditions have an influence on

increasing employment opportunities because the development of these sectors creates jobs. This is in accordance with what was stated by the *IndagkopUKM* Service that during the post-covid-19 pandemic the number of SMEs has increased, especially in the food sector. Therefore, industry and trade will have an influence in creating jobs so as to reduce the unemployment rate.

3. Technological Factors

The rapid advances in technology currently have an impact on every human life, both positive and negative. Likewise, the influence of technology also has advantages and disadvantages in employment. However, technological advances have not changed the position of the workforce in the labour market in Tangerang City so far. The rise of technology, especially the internet, has had a good influence on the citizens of Tangerang City in providing information and convenience. This is what the Manpower Department takes advantage of by using internet facilities to make it easier to carry out activities to reduce unemployment, namely the Virtual Job Fair Innovation. This innovation is implemented through the *Peraturan Walikota Tangerang Nomor 70 Tahun 2019* concerning Information on Job Vacancies, Acceptance and Reporting of Recruitment Results which has been harmonized with the *Peraturan Menteri Ketenagakerjaan Nomor 39 Tahun 2016* concerning Workforce Placement and strengthened by the *Peraturan Daerah Kota Tangerang Nomor 5 Tahun 2022* concerning Employment Administration. This Virtual Job Fair innovation is part of the integrated employment service, namely *Tangerang Cakap Kerja* at the Employment Service, which consists of job training services through BLK and entrepreneurship training, job search services through yellow card registration and job placement services through virtual job fairs. Another impact of this technological development is that traders, especially in Tangerang City, still have difficulty marketing online. The *IndagkopUKM* Service is providing training in the form of packaging, as well as helping to promote via social media and providing permits related to *PIRT/NIB*.

4. Socio-Cultural Factors

The socio-cultural aspects that the people of Tangerang City practice in their daily lives, including their habits, lifestyle and way of thinking, have an impact on the government's efforts to reduce the unemployment rate. If it can be characterized, the thinking style of job seekers in Tangerang City is still focused on the short term. Apart from that, the attitude of job seekers in Tangerang City, which is dominated by the young generation of productive age, prefers things that are fast, instant and simple. Efforts to reduce the unemployment rate in Tangerang City are hampered by socio-cultural variables such as lifestyle, habits and ways of thinking which are common among the young generation seeking productive work. Young individuals who are less creative in their thinking tend to choose quick and easy methods rather than trying, which becomes a barrier in this socio-cultural aspect. Entrepreneurship is basically an effective approach in reducing the unemployment rate in Indonesia, especially in Tangerang City due to the fact that many young people want to become entrepreneurs so this is one way to reduce the unemployment rate.

5. Geographic Factors

The geographical location of a region influences government administration, both positively and negatively. Tangerang City is a Metropolitan City which has a strategic location, bordering South Tangerang City to the south, *DKI* Jakarta to the east, and Tangerang Regency to the west and north. The city covers an area of 164 km^2 with 10 percent of the area of Tangerang City being the area of Soekarno Hatta Airport. Tangerang City is the third largest city in the Jabodetabek area and the largest in Banten Province. The Tangerang City area is supported by the existence of the 100 km long Jakarta-Tangerang-Merak Toll Road, the Tangerang-Jakarta double track railway, the extension of the Kalideres-Tangerang Busway corridor IV, and the Soekarno-Hatta International Airport, this area has a strategically important location and is connected to both to big cities in Banten and West Java Provinces. Apart from spurring the development of the trade, industrial and service sectors in Tangerang City, this has also caused population migration to this city either as workers or job seekers, or as a result of the population explosion in the city of Jakarta which has caused most of the population to migrate to surrounding areas including in Tangerang City.

Optimization Strategy to Reduce Unemployment on the Impact of the Demographic Bonus in Tangerang City

This approach is based on the belief that a successful strategy will be able to minimize weaknesses and various threats while maximizing strengths and taking advantage of opportunities (Rangkuti, 2021). The research was conducted based on an analysis of the strengths, weaknesses, opportunities and threats (SWOT) approach to formulate optimal strategies aimed at reducing the impact of poverty on this demographic bonus. This research was conducted based on the results of internal and external factors, so that strengths and weaknesses as well as opportunities and threats will be mapped, which emerged after examining the internal and external components of the organization. The results of the SWOT analysis shown in table 2 below are as follows.

Table 2. SWOT Analysis Matrix

Internal factors	STRENGTHS (S)	WEAKNESSES (W)
	1. There is free job skills training	1. Inadequate facilities and infrastructure
	2. There is free entrepreneurship training	2. Limited quantity of human resources
	3. There are work placements in companies and abroad	3. Minimal budget for the department
	4. There is a job fair program both online	4. The people who took part in the training

External Factors	and offline 5. There is support and cooperation from other government agencies 6. There is cooperation with the private sector regarding workforce placement and job fairs 7. There is collaboration with NGOs in workforce skills training 8. Department's commitment to providing optimal service	provided by the department have not been able to fully implement it 5. There is still a lack of use of job fairs by the community 6. There are still people who do not know clearly about the activities in efforts to reduce the unemployment rate by the department
OPPORTUNITIES (O)	S-O STRATEGY	W-O STRATEGIES
1. Wide employment conditions 2. Stable political conditions 3. Tangerang City's economic growth is good 4. The existence of technology makes it easier to provide	1. Improve service programs and activities in reducing the unemployment rate 2. Expand and strengthen collaboration with related parties in activities to reduce unemployment levels	1. Collaborate with stakeholders to meet the operational budget for activities 2. Improving infrastructure and facilities in an effort to reduce unemployment levels

information		
5. The strategic geographic location of Tangerang City		
THREATS (T)	STRATEGI S-T	W-T STRATEGIES
1. The expertise and skills of the workforce are still low	1. Strengthening the function and role of the private sector in efforts to reduce unemployment	1. Expanding the dissemination of information regarding activity programs to reduce the unemployment rate
2. There is still low commitment and work motivation of the workforce	2. Forming a communication forum that becomes a liaison between the public sector, the private sector and the workforce	2. Monitoring the results of government activity programs and supervision of relations between labor and the private sector
3. The private sector is less active in providing job vacancy information		3. Educate the public regarding employment opportunities and independent businesses
4. Lack of public access to job vacancy information		
5. Young people's narrow mindset and lack of effort		

Source: processed by researchers, 2023

The next step taken after formulating strategic issues is strategic issue assessment. At this stage, the strategic level of the problem will be evaluated to ascertain the extent of the problem to the success and achievement of the organizational goals that have been set. The litmus test is used here as a means to evaluate and measure the significance of these strategic issues. To facilitate the process of determining the strategic level, it will first be categorized, then a weight value will be given to each response based on the following criteria:

a. Answers that are strategic in nature are given a weight of 3;
b. Answers that are moderate in nature are given a weight of 2;
c. Answers that are operational in nature are given a weight of 1.

Based on this group of strategic issues, the main strategic issues can be formulated in the optimization strategy for reducing unemployment on the impact of the demographic bonus in Tangerang City.

1. Improve service programs and activities in reducing the unemployment rate;
2. Expand and strengthen collaboration with related parties in activities to reduce unemployment levels;
3. Strengthening the function and role of the private sector in efforts to reduce unemployment;
4. Forming a communication forum that becomes a liaison between the public sector, the private sector and the workforce;
5. Collaborate with stakeholders to meet the operational budget for activities;
6. Improving infrastructure and facilities in an effort to reduce unemployment levels;
7. Expanding the dissemination of information regarding activity programs to reduce the unemployment rate;
8. Monitoring the results of government activity programs and supervision of relations between labour and the private sector;
9. Educate the public regarding employment opportunities and independent businesses.

The score for each strategic issue is determined after calculating each issue. An issue that gets a high score is considered very strategic, while an issue with the lowest overall score is considered an operational issue (Bryson, 2022:183). The scores for each strategic issue tested using the litmus test are shown in the table above. These nine issues can be combined into four main strategies, namely as follows, based on the strategy formulation above:

1. Establishing productive cooperation with all stakeholders including government and private agencies, as well as the community;
2. Integrated community information and communication management initiatives;
3. Improvements in infrastructure, both facilities and infrastructure, in order to support activities to reduce unemployment levels;
4. Integrated management of programs and activities to reduce unemployment levels.

This research provides a contribution and a new approach in assessing strategic issues. By calculating scores on each issue and viewing them from a strategic level perspective, this research produces new findings. The approach used, as described by Bryson (2022:183), making issues that receive high scores highly strategic, while those that receive the lowest scores are considered operational issues. Combining these nine issues into four main strategies provides a clear and measurable framework.

Establishing productive collaboration with various stakeholders, integrating information management and public communication, improving infrastructure, and integrated program management to reduce unemployment levels, are all new things in facing strategic challenges.

The litmus test takes the form of a number of questions and for more details, the following is the litmus test model by (Bryson, 2022).

Table 3. Litmus Test Analysis Results

No	Question	Strategy								
		S-O		S-T		W-O		W-T		
		1	2	3	4	5	6	7	8	9
1.	When do you face opportunities/challenges?	1	3	3	1	3	1	3	2	1
2.	How widespread the influence of this issue is	2	3	3	3	3	3	3	3	3
3.	How much money is required	3	1	1	1	3	3	3	1	1
4.	Does issue selection require the following:									
	a. Development of new services	1	2	3	3	3	3	2	1	3
	b. Changes to tax consequences	1	1	1	1	1	1	1	1	1
	c. Adjustments to statutory regulations	1	1	1	1	1	1	1	1	1
	d. Adjustments to main facilities	3	3	3	1	1	3	3	1	1
	e. Additional workforce/employees	3	3	3	3	3	1	3	1	3
5.	The best approach to problem solving	3	3	3	3	3	3	3	2	3
6.	The level of decision to address the issue	3	3	3	3	3	3	3	3	3
7.	Consequences in dealing with issues	1	3	3	2	3	1	1	3	3
8.	Impact on other services	1	3	1	3	3	1	1	3	3
9.	Sensitivity of issues to social, political and economic aspects	3	3	3	3	3	3	3	3	3
	Total	26	32	31	28	33	27	30	25	29

Source: Processed by researchers, 2023

These findings provide a strong basis for policy steps that can have a real and positive impact in overcoming the problems faced by society. Therefore, the strategic formulation obtained in optimizing reducing unemployment on the impact of the demographic bonus can be described as follows:

1. Establishing productive cooperation with all stakeholders including government and private agencies, as well as the community.
a) Collaborate with stakeholders to meet the operational budget for activities
   - Collaborate with national and provincial governments to finance training initiatives and provide equipment for job fair facilities.
   - Collaborating to provide capital assistance with the private sector and the *IndagkopUKM* Service
b) Expand and strengthen collaboration with related parties in activities to reduce unemployment levels
   - Collaborating with the private sector in placing workers both at home and

abroad, holding online and offline job fairs, and disseminating job vacancy information.
- Collaborate with non-governmental organizations (NGOs) to provide skills training
- Collaborate with schools to share information regarding service activities and outreach from the service
- Regarding information program services carried out by the department, collaboration with the community, especially with regional coordinators at the sub-district/ward level, continues down to the *RW/RT* level

c) Strengthening the function and role of the private sector in efforts to reduce unemployment
- Establish relationships with the private sector, both large and small industries.
- Providing knowledge sharing regarding the function and role of the private sector by holding forums with employers in an effort to reduce the unemployment rate.

2. Integrated community information and communication management initiatives.

a) Expanding the dissemination of information regarding activity programs to reduce the unemployment rate
- Submission of information by creating a special website with the aim of conveying service activities that have been carried out or will be carried out.
- Displaying information through the use of posters by affixing them to notice boards in public places that are easily found by many people.
- Conveying employment information through broadcasts on radio and other mass media.
- Information must be conveyed to regional coordinators, starting from sub-district and sub-district levels to RW and RT levels.

b) Educate the public regarding employment opportunities and independent businesses
- Organizing seminars related to employment and entrepreneurship socialization at the high school/vocational school level or also at the tertiary level.
- Increasing socialization related to encouraging entrepreneurship in collaboration with the private sector in providing business capital assistance.

c) Forming a communication forum that becomes a liaison between the public sector, the private sector and the workforce.
- Provide a link for criticism and suggestions on the website at the Tangerang City Employment Service.
- Providing a suggestion and criticism box at the BLK and at the Tangerang City Employment Service.
- Organizing forums related to employment as an evaluation and input from the community regarding the performance carried out by the department.

d) Improvements in infrastructure, both facilities and infrastructure, in order to

support activities to reduce unemployment levels.

e) Improving infrastructure and facilities in an effort to reduce unemployment levels
   − Fulfillment of supporting equipment for training and skills at BLK and also at the service.
   − Providing facilities for developing training that can be implemented by the community.

f) Integrated management of programs and activities to reduce unemployment levels.

g) Improve service programs and activities in reducing the unemployment rate.
   − The entrepreneurship assistance program collaborates at the school and college level
   − Activities in the placement of workers at home and abroad are further expanded.
   − Holding a job fair, specifically for job seekers with completed high school/equivalent education
   − Holding a job fair, specifically for job seekers who have experienced layoffs at the company
   − Hold training at BLK on a thematic basis so that the public can find out what type of training is being held at BLK

h) Monitoring the results of government activity programs and supervision of relations between labor and the private sector.
   − Supervise how participants practice what they have learned in skills and training
   − Supervise workers who take part in labor placement programs such as in online or offline job fairs
   − Carry out monitoring as part of the follow-up process for business capital assistance
   − There are studies related to the evaluation of service activities that have been carried out

E. CONCLUSION

In an effort to reduce the unemployment rate, an optimal strategy is needed. Optimizing strategies to reduce the unemployment rate is the mission of the Tangerang City Employment Service in order to achieve the vision that has been set. In general, the factors that influence unemployment are:

1. Regarding the condition of job opportunities in Tangerang City, there are various types of job vacancies on offer, but the job market offers formations with a high school/equivalent education level. Apart from that, low expertise and skills as well as motivation of job seekers are also factors that influence this;

2. In terms of stakeholder involvement, this is very necessary in terms of coordination and strengthening cooperation in activities to reduce unemployment levels;

3. Regarding job market needs in Tangerang City, in the industrial sector generally it is expertise and skills, while in the trade sector it is education, age

and skills;
4. Another obstacle that influences the occurrence of unemployment is the limited ability of job seekers to find out information and activities that have been carried out by the department.

As a result of this research, there are several strategies that can be formulated:
1. Establishing productive cooperation with all stakeholders including government and private agencies, as well as the community;
2. Integrated community information and communication management initiatives;
3. Improvements in infrastructure, both facilities and infrastructure, in order to support activities to reduce unemployment levels;
4. Integrated management of programs and activities to reduce unemployment levels.

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