

UDC 331

STRATEGIC MANAGEMENT FOR THE ELECTRONIC CAREER PROGRAM TO REDUCE UNEMPLOYMENT IN BOJONEGORO REGENCY: A STUDY AT THE DEPARTMENT OF INDUSTRY AND LABOR OF BOJONEGORO REGENCY, INDONESIA

Adhitama Odha*, Sumartono, Rochmah Siti

Magister of Administrative Science Program, Faculty of Administrative Science,
University of Brawijaya, Indonesia

*E-mail: odhaadhitama27@gmail.com

ABSTRACT

Unemployment is one of the social problems in response to the high number of workforce yet low demand of employees. Bojonegoro Regency is one of the regions with high unemployment rate and it increases every year from 2015 until 2017. Increasing unemployment is caused by many factors, i.e. many working contracts (in the oil and gas sector) have ended, people find it difficult to get job vacancy information, and people have high education background makin competition too tight. The government itself finds it hard to control the growth of unemployment because they still use a manual system to update the unemployment data. The problems require a strategy management to solve, and one of which the government offers is the electronic career (e-career) program or policy. Electronic career program (e-career) itself is an online-based program that provides information services in the form of job vacancies, internship, job training, and scholarships. E-career is projected to control the unemployment rate in Bojonegoro as to finally decrease the number of unemployment.

KEY WORDS

Strategic management, electronic career, unemployment, Bojonegoro.

Growth and development of a region or country is motivated by several aspects, such as population growth, scientific and technological progress, and economic growth. These aspects badly managed will bring a negative impact on the region and even the country. Population growth and development are very influential, one of them is on economic growth and development. Economic development of a region and a country can be seen from several indicators, one of which is the unemployment rate.

According to Sukirno (2004:28), unemployment is the number of workers in the economy actively looking for work but have not got it. This is due to the low rate of job creation or growth to accommodate the workforce. Bojonegoro Regency is one of the regions experiencing significant unemployment problems. Based on the data from the Department of Industry and Manpower of Bojonegoro Regency, especially the Placement Sector, the number of unemployment in Bojonegoro increased by 20,238 in 2015 and to 23,320 unemployment in 2016.

Bojonegoro Regency government, in particular the Department of Industry and Labor, needs to work more to formulate a policy and program to overcome all complaints submitted by the community and to reduce the number of unemployment. Therefore, the government needs a concept of a strategy management to overcome the problem. Utilizing the technology is one of the strategy management that can be used by the government in implementing government policies and programs.

The latest breakthrough in overcoming the problem is utilizing the internet and technology, as it is believed that the internet is a tool that can quickly help publish job vacancy information. Electronic Career (e-career) is one of the online programs that provide information services in the form of job vacancies and job training. E-Career program is expected to help reduce the unemployment rate in Bojonegoro Regency and to help the growth rate of employment.

METHODS OF RESEARCH

This study is qualitative with a descriptive approach, because it is oriented to naturalistic or scientific phenomena. Qualitative research is a study that intends to understand the phenomenon the subjects experience by way of descriptions in the form of words and languages, in a specific context that is natural and by utilizing various scientific methods (Moleong, 2005:6). The study focuses on (1) the implementation of the strategic management of Department of Industry and Labor of Bojonegoro Regency through the electronic career program in reducing the number of unemployment and (2) the supporting and inhibiting factors in the implementation of the electronic career program.

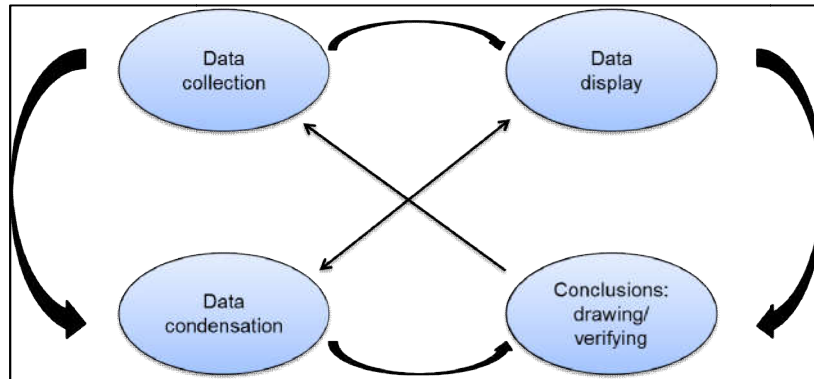


Figure 1 – Interactive model of data analysis (Source: Miles, Hubberman and Saldana, Qualitative Data Analysis: A Method Sourcebook Third Edition, SAGE Publication. Arizona State University, USA, 2014)

The study is done in the Department of Industry and Labor of Bojonegoro Regency. The place is chosen because Bojonegoro is the only area that has the electronic career program in East Java. Data sources in qualitative research are human, event, research location, and document (photos, files, archives, journals and reports). The research instruments used are the researchers themselves, interviews, and supporting tools (a recorder and camera). Data analysis in this study uses the one by Miles, Hubberman and Saldana (2014:14). The model includes data condensation, data presentation, verification, and conclusion.

RESULTS AND DISCUSSION

The implementation of the strategic management by the Department of Industry and Labor of Bojonegoro Regency through the e-career program in reducing unemployment. There are several stages in applying the strategy management of a program or policy, following the stages of strategy management according to Hunger and Whellen (2013):

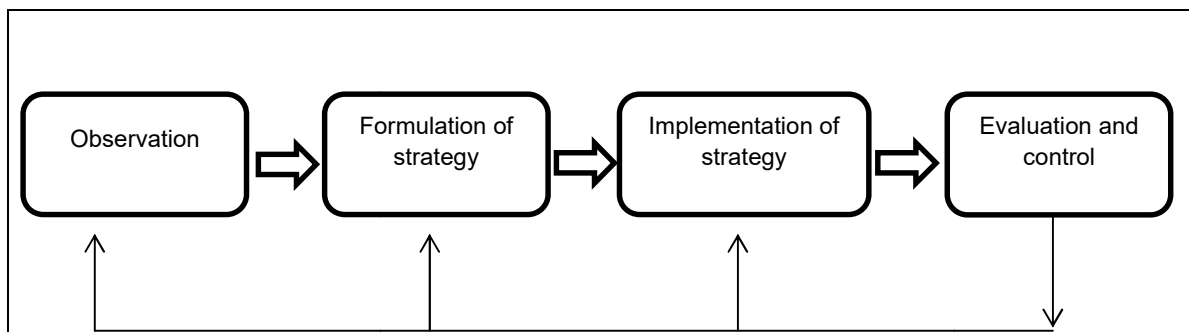


Figure 2 – Main Element of Strategic Management (Source: David Hunger and Wheleen, Strategic Management, 2003)

Based on the concept, the implementation of electronic career program in Bojonegoro Regency is as follows:

The observations aim to examine the Strength, Weakness, Opportunity and Threat (SWOT). The results are:

1. Strength: Bojonegoro has become a strategic Investment Area for industrial development due to the oil and gas industry.
2. Weakness: Weak ability of the community and business actors to perform the processing of raw materials into industrial products.
3. Opportunities: Increasing the breadth of labor market information for job seekers. In terms of the e-career program, Bojonegoro is the first region in East Java.
4. Threat: Weakening of the non-oil export performance due to the global financial crisis. In terms of the e-career program, similar programs from the private sector, which are more attractive, can be a threat to the implementation.

During the process of formulating the Bojonegoro e-career program, several main objectives are made as the focus of the program. The main focus is to improve service in providing information related to job vacancies and job training. The other goal is to facilitate monitoring and controlling of the unemployment growth rate in Bojonegoro. Through the e-career program, all forms of data updates can be obtained online. Thus, the existence of the program can improve the efficiency and effectiveness of the performance of the Department of Industry and Labor.

The decision-making process for the electronic career program is done through the Forum Group Discussion (FGD) which is then decided and determined by the Regent. The following participants are involved in the Forum Group Discussion (FGD):

- The National Planning Agency;
- The local government;
- Developer parties (TOPCareer);
- The Department of Industry and Labor of Bojonegoro Regency;
- The Department of Education of Bojonegoro Regency;
- Representatives from the private sector;
- The mechanisms of people accessing the electronic career program: Register to officers; Complete supporting files; Fill out the regulatory form; Creation of the electronic career account;
- The mechanism of the company accesses the electronic career program: Register to officers; Submit supporting files and information to be published; Fill out the registration form; Creation of company accounts by officers; Verification of account by Top Career developer; Activation of account by team;
- Management and control of the electronic career program.

In the implementation of the electronic career program, the management and controlling process is done regularly. Management is done on a regular basis by updating all forms of information available on the program. Control is done regularly by the local government and the developers through a report submitted by the executive team each month. Here is an example of the report of the team of electronic career.

Table 1 – Monthly Report of the e-Career Team 2017

No	Activity	Jan	Feb	March	April	May	June	July	Aug
1	Registrant	1,700	1,713	1,773	1,913	2,125	2,169	2,264	2,496
2	Companies	4	2						2
3	List of Internships					2	2	4	
4	Training	1	4	5	5	3	3	4	1
5	Scholarship								
6	Placement	108	260	348	314	283	189	301	257
7	Jobs Information	23	14	20	27	26	14	21	24

Source: Monthly Report of the Department of Industry and Labor of Bojonegoro Regency 2017.

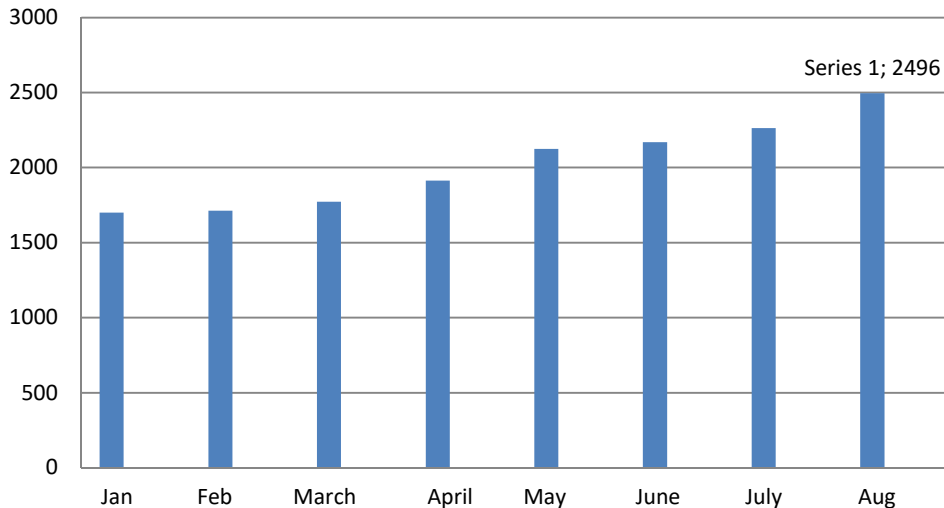


Figure 3 – Registrants of e-Career Program 2017 (Source: Monthly Report of the Department of Industry and Labor of Bojonegoro Regency, 2017)

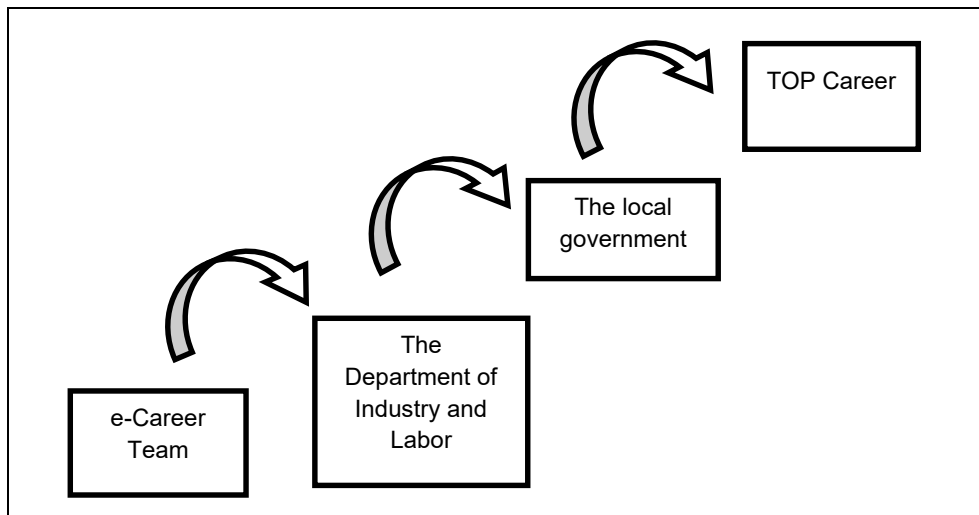


Figure 4 – Electronic Career Reporting and Development Structure (Source: The Department of Industry and Labor of Bojonegoro Regency, 2017)

Here is the list of parties involved in the development and implementation of the e-career program in Bojonegoro:

- The developer;
- The local government of Bojonegoro;
- The Department of Industry and Labor: The Head of Department of Labor and Social Transmigration of Bojonegoro Regency; The Head of Development and Employment Placement; The Head of Market Information and Employment Information;
- The Department of Education: The high school counselors; The high school principals;
- The community;
- The private sector.

A service program owned by government agencies should have its own characteristic as to attract people to use it. This e-career program has some attractive features:

- Various career information;
- Interesting program features;
- Supporting facilities.

The electronic program has not been fully successful in reducing unemployment in Bojonegoro. From the data, the unemployment rate during the program still increased until the end of 2017, but the job placement decreased. The program is expected to reduce unemployment and increase the number of job placements. Below is the data of unemployment rate and job placement in Bojonegoro Regency.

Table 2 – Data unemployment rate and job placement in Bojonegoro Regency

No	Year	Unemployment	Job Placement
1	2015	20,238	3,239
2	2016	23,320	4,769
3	2017	23,346	3,082

Source: The Department of Industry and Labor of Bojonegoro Regency 2017.

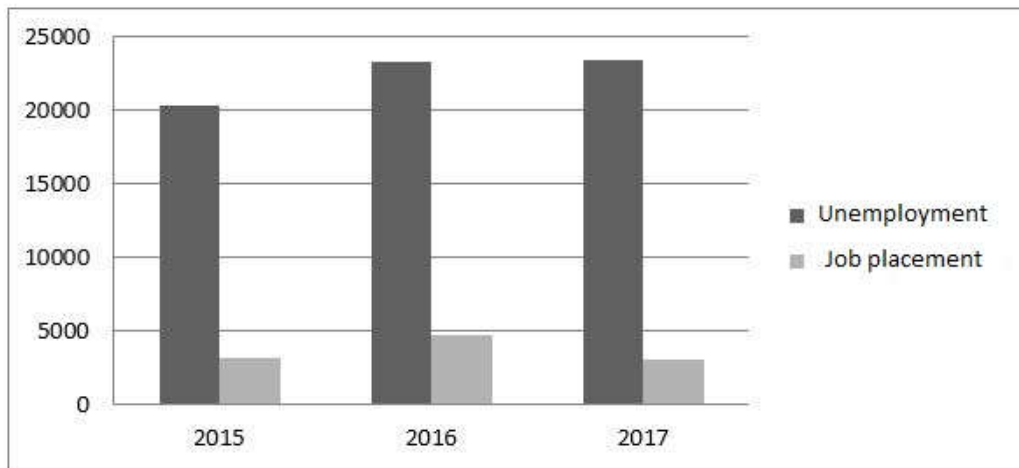


Figure 5 – The Unemployment and Job Placement Graph (Source: The Department of Industry and Labor of Bojonegoro Regency, 2017)

From the data, we know that the unemployment rate has increased from 2015 to 2017. In 2017, the number of unemployment has increased very slightly from 2016, only 26. Then, the job placement growth rate in 2017, after the e-career, should increase, yet there seems a high decline from 2016 that is equal to 16687. Based on the data, it can be concluded that the e-career program has not fully contributed in decreasing the unemployment rate in Bojonegoro Regency.

Contribution to the performance of the Department of Industry and Labor of Bojonegoro Regency. The program has helped the staff of the Department of Industry and Labor of Bojonegoro Regency to get the data they need. The shift from manual to online system has made such great difference. Update of unemployment data can be done every day according to the data the in e-career accounts. The following data are accessed from the program:

- Job seekers
- Work placement
- List of companies in Bojonegoro
- List of job vacancy
- Training participants

The program helps the public to obtain labor market information. The public no longer needs to come to the office to obtain job vacancy and job training information. Online-based programs can be accessed anywhere and anytime.

Companies also get benefit from the program. They can publish job vacancy information easily on their account in the electronic career program.

Factors Supporting and Inhibiting the Implementation of the Electronic Career Program.
The Supporting Factors:

The team established by the Bojonegoro Government include those having educational background and experience in the field of technology, information, and communication. Thus, problems related to the system, community, and corporate partners can be immediately solved. The second supporting factor is the completion of operational facilities and infrastructures for every the operational of the service. Bojonegoro Government has provided a complete set of computer and internet network and a special office for the operational of the service.

School counselors have to convey, promote and direct the students both the public and vocational high schools to access the program. The goal is to introduce students to the program to assist them in determining their future. The other supporting factors are from the private sector, i.e. the media, both electronic media and mass media. They are very helpful when it comes to publication of the program.

The Inhibiting Factors:

One of the obstacles during the implementation of the electronic career program is in the process of registering or creating a company account. The long procedure for the account approval process is one of the complaints the companies have.

The number of companies in Bojonegoro Regency is still very limited and most of the companies are small to medium ones. Apart from its oil and gas sector, there are only a few sectors, including agriculture, animal husbandry, and handicrafts. Job seekers are also picky in choosing a job, and often, they cancel their intention to fill a vacancy. From these problems, some of the companies joining the e-career are doing the recruitment process independently without providing job vacancy information to the Department of Industry and Labor of Bojonegoro.

CONCLUSION

Based on the study, some conclusions can now be drawn:

The main objective of the e-career program is to solve social problems arising from the high unemployment rate in Bojonegoro. The other objective is to improve service in terms of job vacancy and job placement information.

The e-career program has not contributed much in decreasing the unemployment rate in Bojonegoro. From the beginning of the implementation of the program until now, the number of unemployment is still increasing. On the other hand, the level of job placement also has not increased, even it shows a decrease from 2016.

The main obstacle in the implementation of e-career program in order to reduce unemployment rate in Bojonegoro is the limited industrial sector in Bojonegoro, which means little job vacancy information to be submitted on e-career program.

Bojonegoro's e-career program has been done and in accordance with the concept of strategic management from formulation, environmental analysis, and implementation. However, the evaluation process has not been done well as the program is new and not so many problems encountered during implementation.

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