
Collaborative Governance To Increase The Absorption of Alumni of Job Training Participants Into Industrial World

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ABSTRACT

KEYWORDS

collaborative
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training

This study aims to analyze the effectiveness of collaborative governance in increasing the absorption of job training alumni into the industrial sector in Kuningan Regency. The research uses a qualitative descriptive method to evaluate the collaboration between UPTD BLK Kuningan and various industrial partners. The focus of the study is on five key indicators: face-to-face dialogue, trust building, commitment to the process, shared understanding, and intermediate outcomes. The results indicate that, while collaboration has been initiated between BLK Kuningan and a few companies, it is limited in scope, and there is a lack of formal agreements, which hampers the effectiveness of the collaboration. Additionally, the involvement of the community and other key stakeholders remains minimal. The study concludes that expanding collaboration networks, establishing formal agreements, and improving the competencies of training instructors are essential steps to increase the absorption of job training alumni into the workforce. By addressing these areas, the study suggests that UPTD BLK Kuningan can more effectively reduce unemployment in the region through better workforce integration.

INTRODUCTION

Human Resources is a branch of industry that specifically analyzes and describes the principles of labor empowerment and the ability of humans to process production and labor resources to meet human needs themselves (Boahin et al., 2014). In accordance with the direction of Indonesia's development, namely the development of the whole human being. It covers a wide range of aspects, including education and training, as well as protecting the rights and guarantees of a dignified life (Lai, 2011).

At this time, the Government of the Republic of Indonesia is focusing on improving the quality of superior and advanced human resources (HR) who are tolerant, noble and loyal to the ideology of Pancasila, as one of the priority development programs for the next five years (Whitford et al., 2010). In this case, the Government has also affirmed that the prototype of Indonesian people is superior and advanced, namely a hardworking, skilled, mastering science and technology, and dedicated (Anderson & McFarlane, 2010). In line with this, the development of the global labor market towards a new revolution and various changes that occur in the current work system and mechanism require Indonesia as one of the countries and nations that are open to the flow of globalization must give priority attention to the development of the quality of human resources in order to be able to produce a workforce with excellence, productivity, innovation, and high professionalism (Lindeke & Sieckert, 2005).

The vision of the future of work demands new competencies that are more complex than just technical skills which are more focused on the ability to analyze, abstract, create, and create innovations at work, so it is necessary to create opportunities to acquire the skills needed through high-quality training (Abdulsyani, 2017). In order to realize quality training, the Indonesian government through the Ministry of Manpower, Directorate General of Training and Productivity Development has presented a skills training program managed through the Job Training Center or abbreviated as BLK to improve community competence (Nawawi, 2020).

The training program implements Competency Based Training (CBT) by prioritizing the principle of "Life long learning". The implementation of the BLK training program is divided into four types of programs, namely institutional training programs, non-institutional training programs such as Mobile Training Unit (MTU), apprenticeship programs and training programs according to industry demand. All training programs organized by BLK use a curriculum based on the Indonesian National Work Competency Standards (SKKNI), special competency standards, and international competency standards (Marshall, 1995).

Overall, the training program held through BLK shows a positive trend in attracting public interest, but in its realization there are still various obstacles. One of the obstacles that occurred was the limited establishment of connectivity and cross-sectoral collaboration between BLK as a training institution and other related partners, resulting in low access to the absorption of trainees' alumni into the industrial world (Jibril, 2017). This is shown by data from the Kuningan Regency Manpower and Transmigration Office, illustrating that in 2023 the number of trainees will reach 962 people with absorption into the industrial world of only 153 people or with a percentage of 1.59%. Meanwhile, in Kuningan Regency there are 296 industrial companies with 128 companies in the medium category, 125 companies in the medium category and 43 companies in the large category (Handoko, 2013).

Starting from the above, the formulation of the problem used is "how much and how is the *Collabotive Governance* process in an effort to increase the absorption of alumni of job training participants into the industrial world in Kuningan Regency?". This study will emphasize in detail collaboration between stakeholders by describing the process of analyzing *collaborative governance*, collaboration effectiveness and factors that hinder collaboration. The results of this study are expected to provide recommendations for the government regarding optimizing the absorption of alumni participants in the world of work or industry.

RESEARCH METHOD

This study uses a qualitative approach through a descriptive analysis method based on the literature study obtained in order to answer the formulation of the problem. The data analysis technique uses legal and regulatory literature sources and is then explained in developing a comprehensive conceptual framework regarding the absorption strategy of BLK job training alumni into the world of work or independent business, as a concrete form of emphasizing the unemployment rate in Kuningan Regency. The sources of literature used come from laws and regulations, books, research articles and articles in online mass media.

RESULTS AND DISCUSSION

The implementation of *Collaborative Governance* is in an effort to increase the absorption of alumni of job training participants into the industrial world in Kuningan Regency. UPTD BLK Kuningan Regency as a place to implement job training for the community funded by the State Budget and Regional Budget. Job training participants are people who are looking for work to gain expertise in certain fields and also people who want to add and develop skills to be able to open jobs. Thus, collaboration is needed between the government, the private sector and the community so that the training program can run properly and the absorption of

alumni of job training participants into the industrial world can be maximized (Kriswibowo et al., 2020).

Collaborative Governance in an effort to increase the absorption of alumni of job training participants into the industrial world in Kuningan Regency has only 2 collaborations carried out between BLK Kuningan Regency and PT. Shotwon Ligung Indonesia and CV. Focus Production. Based on this, the researcher conducted an analysis to see the process of *collaborative governance* carried out, in terms of research and analysis, the researcher used the *collaborative governance analysis knife* that was adopted (Ansell & Gash, 2008) which consisted of 5 (five) indicators (Budiani, 2017).

Face-to-Face Dialogue

The first indicator in the collaborative governance process adopted (Ansell & Gash, 2008) is face to face. From the results of the study, it can be seen that the face to face process carried out by BLK Kuningan Regency is in the form of meetings that are carried out regularly whose implementation cannot be determined, in the sense that the meeting occurred suddenly with the UPTD BLK crew of Kuningan Regency visiting the company PT. Shotwon Ligung Indonesia and CV. Focus Production or vice versa, which is carried out formally or semi-formally. The meeting was used as a means of communicating and exchanging ideas and ideas as well as providing the latest information to each stakeholder in order to carry out *collaborative governance* in an effort to increase the absorption of alumni of job training participants into the industrial world in Kuningan Regency. From the results of the visit, a coordination meeting was held with stakeholders within the scope of the Kuningan Regency Regional Government in the context of technical discussions and regulatory support (Ike, 2018).

Face to face dialogue in an effort to increase the absorption of alumni of job training participants into the industrial world in Kuningan Regency, the role of the community is still not so visible. It is proven that there is no community involvement in the dialogue process or meetings. The role of the community is only as a giver of input or comments that are conveyed through suggestion boxes, both manual and digital. The meeting was more dominated by the UPTD BLK of Kuningan Regency and related stakeholders only without the community being directly involved in the *face-to-face dialogue process* (Lima, 2021).

Trust Building

Trust Building, collaborative governance according to (Ansell & Gash, 2008) is not only about negotiation but more than that as a step to build mutual trust with each other, so that stakeholders will not encounter selfishness between organizations. Based on the research carried out, the process of *trust building* (building trust) between UPTD BLK Kuningan Regency, industry companies and the community in *collaborative governance* in an effort to increase the absorption of alumni of job training participants into the industrial world in Kuningan Regency, begins with building an image in each stakeholder, communicating and coordinating intensely between the parties who related. This communication and coordination is very important so that the goals in order to respond to the implementation of job training and post-job training in Kuningan Regency can run effectively and efficiently (Hardi et al., 2020).

Trust building carried out by stakeholders begins with building an image of each stakeholder agency. BLK Kuningan Regency in building an image is reflected in its commitment which states that it can be beneficial to the people of Kuningan Regency by presenting and multiplying the types of training that can be followed by the community, as well as many achievements that BKL Kuningan Regency has achieved, including its contribution to the suppression of the unemployment rate in Kuningan Regency, so that the name of BLK Kuningan Regency has become a trend in the community. Meanwhile, from the side of industry players, in this case PT. Shotwon Ligung Indonesia and CV. Focus Production considers that image is the main component to provide trust, with the achievements obtained by BLK

Kuningan Regency make the two companies feel confident in the quality of human resources/alumni of job training participants in accordance with the criteria of human resources needed in their companies, so that trust grows and becomes a good relationship to work hand in hand in solving the problem of absorbing alumni of job training participants to the world industry in Kuningan Regency.

In addition to building an image, communicating and coordinating, BLK Kuningan Regency provides a commitment to industry players as evidenced by the availability of resources and the quality of qualified instructors that support the quality of learning and skills for job training participants. With the support of the availability of facilities and qualified instructors at UPTD BLK Kuningan Regency, it further strengthens the foundation of trust from PT. Shotwon Ligung Indonesia and CV. Focus Production, as well as vice versa, trust building carried out by parties between BLK Kuningan Regency and PT. Shotwon Ligung Indonesia and CV. Focus Production to BLK Kuningan Regency, is evidenced by the good response and readiness in accepting new employees from alumni participating in BLK job training in Kuningan Regency.

From the trust building process that has been carried out by the stakeholders above, it invites a lot of public appreciation and trust, so that the community is no longer worried about the availability of jobs after conducting job training at BLK Kuningan Regency.

Commitment to Process

According to (Ansell & Gash, 2008) a very important process when collaborating, to prevent risks and the collaboration process, each actor must have a strong commitment. The implementation of *collaborative governance* in an effort to increase the absorption of alumni of job training participants into the industrial world in Kuningan Regency, the stakeholders involved showed their respective commitments to carry out this *collaborative governance*. UPTD BLK Kuningan Regency which has the authority in order to carry out the process of increasing the capacity, knowledge, skills and skills of the community as well as facilitating the guarantee of the world of work for alumni participating in job training always try hard and as best as possible in coordinating with stakeholders through regular meetings, both formal and semi-formal. Because UPTD BLK Kuningan Regency realizes the importance of the role of PT. Shotwon Ligung Indonesia and CV. Focus Production in helping to solve the problems faced by the training alumni community, especially in the availability or guarantee of the world of work. These efforts are carried out in tandem between the two stakeholders as best as possible, which is certainly useful for building a good and not detrimental cooperation pattern between each other who has the same goal.

Collaboration will not always be able to run smoothly, of course, in the middle of the journey you will definitely find a problem that will have the potential to damage or even dissolve the collaboration process itself. The collaboration in an effort to increase the absorption of alumni of job training participants into the industrial world in Kuningan Regency is established between UPTD BLK Kuningan Regency and PT. Shotwon Ligung Indonesia and CV. Focus Production has prepared efforts or strategies to overcome a problem that will occur, especially the incompatibility of the competencies of job training participants with industry needs. Although until now there has not been a problem that will be able to break the collaboration.

Based on research and observation that the collaboration carried out by UPTD BLK Kuningan Regency with PT. Shotwon Ligung Indonesia and CV. Focus Production has been documented with the existence of the agreed Cooperation Agreement (PKS) document, this situation shows that the implementation of collaboration has met the correct theoretical rules in general, because in a collaboration there must be a clear, fair, and transparent procedure as a form of commitment of each stakeholder, collaboration in an effort to increase the absorption of alumni of job training participants into the industrial world is going well with apply the

principle of mutual trust among stakeholders, because each stakeholder realizes that with this cooperation, each stakeholder can be helped in carrying out their duties, especially at the UPTD BLK Kuningan Regency.

In the observation process carried out by the author, it was found that there was a unique thing in the collaboration process carried out, namely that there was a collaboration running without making a written and binding agreement or Cooperation Agreement (PKS) between BLK Kuningan Regency and PT. Tah Sun Hung, Ansell and Gash on the characteristics of *collaborative governance* (2016:175) revealed that the *collaborative governance* process does not have to be complemented by a written agreement or PKS, it is enough to carry out a forum that is useful for making decisions based on mutual agreement, which can be said to be a *collaborative governance* process. Efforts to increase the absorption of alumni of job training participants into the industrial world in *collaborative governance* have been carried out a forum, both formal and semi-formal, which is useful for building a sense of trust between stakeholders and discussing the development of the collaboration itself even though it is not accompanied by the creation of a written agreement or PKS.

In addition, the *collaborative governance* process that is carried out is not supported by the fulfillment of instructors from related companies, because the training provided by instructors from the company, ensures that alumni have skills that are in accordance with industry standards, an understanding of work culture helps alumni adapt more quickly and effectively in a new work environment, so that they can increase their productivity and performance, which further maximizes the absorption of labor in the company in question. Based on this, it is better in the Cooperation Agreement (PKS) document between BLK Kuningan Regency and PT. Shotwon Ligung Indonesia and CV. Focus Production contains one point related to the fulfillment of instructors from their respective companies.

Share Understanding

(Ansell & Gash, 2008) explains that actors must share an understanding of what can be achieved through collaboration. The picture of sharing understanding is seen from a common mission, common goals and so on. The *shared understanding* process has gone well, where each stakeholder already has the same or aligned understanding. Stakeholders have a common understanding and goal of *collaborative governance*. The goal is to jointly strive to serve and help the community, especially the alumni of job training participants as best as possible in an effort to increase the absorption of alumni of job training participants into the industrial world in Kuningan Regency.

The running of this *sharing understanding* process will never be separated from the role in the *face-to-face dialogue* process carried out by stakeholders. With a *face to fece dialogue* that runs well, it will be able to anticipate misunderstandings that lead to differences in perceptions. This *shared understanding* process itself makes it easier to plan what steps will be taken by stakeholders.

Intermediate Outcome

Collaborative governance in an effort to increase the absorption of alumni of job training participants into the industrial world in Kuningan Regency has an *intermediate outcome* or the scope of several important achievements that indicate progress towards the final goal. This includes increasing stakeholder involvement that is measurable from the high frequency and quality of participation in meetings, developing a training curriculum that is relevant to input from the industrial world, and implementing intensive collaboration to open access to the job market for alumni who participate in job training with PT. Shotwon Ligung Indonesia and CV. Focus Production. In addition, the improvement of the competency of the trainees is shown through evaluation and certification, as well as increased public awareness and support for this program. The implementation of new policies and the improvement of infrastructure and the quality of teachers are also key indicators, along with a mapping of job market needs that is

measurable and implemented in training programs. All of this is supported by a periodic monitoring and evaluation system to ensure that the steps taken are effective and in accordance with the plan that has been set.

From the beginning, this collaboration activity aims to help alumni who participate in job training in the guaranteed world of work in the industrial sector while contributing to reducing the unemployment rate in Kuningan Regency.

Supporting Factors and Hindering Factors of Collaborative Governance in an Effort to Increase the Absorption of Alumni of Job Training Participants into the Industrial World in Kuningan Regency

Supporting Factors

1. Commitment and Support from the Regional Government in the form of policy and regulatory support that supports collaboration between the government and the private sector.
2. Active and collaborative participation from all stakeholders is always carried out in regular meeting activities and discussion forums involving all parties to formulate strategies and evaluate progress.
3. The availability of sufficient financial, human, and material resources to support training and cooperation programs.
4. A training institution that has modern facilities, quality trainers, and a curriculum that is relevant to the needs of the job market.
5. Continuous monitoring and evaluation system to assess the progress and effectiveness of the program.
6. Support and active participation from the community in supporting training programs and labor absorption.

Inhibiting Factors

1. One of the stakeholders who does not regularly attend meetings or does not provide constructive input.
2. Limited budget or facilities needed to carry out the training program effectively.
3. Mismatch between the skills taught in the training program and the real needs of the industry.
4. Complicated and slow administrative processes that hinder program implementation and collaboration between various parties.
5. The condition of training facilities is inadequate or outdated, which does not support an effective teaching and learning process.
6. Difficulties in communication and coordination between different stakeholders, which can lead to miscommunication and misalignment.
7. Differences in priorities and interests between various stakeholders that can lead to conflicts or misalignments in goals.

CONCLUSION

Based on the analysis of collaborative governance in an effort to increase the absorption of alumni of job training participants into the industrial world in Kuningan Regency which involves several stakeholders of UPTD BLK Kuningan Regency, PT. Shotwon Ligung Indonesia and CV. Focus Production and the alumni community of job training have been running well. However, the collaboration built with PT. Tah Sun Hung in the collaborative governance process there is one stage of the 5 indicators of the collaborative governance process proposed by Ansell and Gash (2007:228) which has not been implemented properly by the stakeholders involved, namely at the commitment to the process that the collaboration process is not equipped with the creation of a Cooperation Agreement (PKS), even in the collaborative governance process The stakeholders involved have been able to carry out their

respective roles according to their capacities and responsibilities. This condition will result in various problems, such as unclear responsibilities and roles, lack of accountability, and misunderstandings that can trigger conflicts. Legal uncertainty is also a risk, making it difficult to resolve disputes fairly and efficiently. In addition, without formal agreements, collaborative monitoring and evaluation becomes less effective, hindering performance appraisal and goal achievement. All of this has the potential to reduce trust and commitment between parties, resulting in inconsistent collaboration and a high risk of failure in the next period.

Based on the explanation of the research results, the researcher has several suggestions that can be useful for the collaborative *governance process* in an effort to increase the absorption of alumni of job training participants into the industrial world in Kuningan Regency. These suggestions are:

UPTD BLK Kuningan Regency is advised to continue to expand the collaboration network, through various strategies such as holding regular industry forums or conferences to expand contact networks, establishing partnerships with other educational and training institutions for the exchange of knowledge and resources, and encouraging active participation in local or national industrial communities. In addition, utilizing digital platforms and social media can also be an effective means of interacting and sharing information with various related parties. By expanding this collaboration network, it is hoped that a stronger and mutually supportive ecosystem can be created between alumni, industry, and educational institutions, thereby providing greater opportunities for alumni to succeed in the world of work.

All collaborative *governance processes* in an effort to increase the absorption of alumni of job training participants into the industrial world in Kuningan Regency, which is carried out by UPTD BLK Kuningan Regency with industrial companies both on a local and national scale, would be better equipped with a written and binding agreement between stakeholders involved in the collaboration. so that each stakeholder has clear and legally binding boundaries and patents. So that in the process of running *the collaborative* can minimize the occurrence of misunderstandings that will later be able to damage and dissolve *the collaborative* itself.

Improving the competence of job training instructors must be carried out periodically because these instructors are a crucial factor in determining the quality of skills mastered by job training alumni. By improving instructor skills, training programs can provide more quality, relevant, and adaptive learning to the needs of the job market, thereby making a greater contribution to increasing the absorption of alumni in the industrial world.

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