

Strategy of The Tanjungpinang City Cooperative and Micro-Enterprise Labor Service in Reducing The Tanjungpinang City

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Abstract

In 2022, the city of Tanjungpinang will experience a decrease in the unemployment rate. This research aims to find out the strategies carried out by the Tanjungpinang City Cooperative and Micro Enterprise Labor Service in reducing unemployment rates. This research uses a qualitative descriptive research method using observation, interview and documentation data collection techniques. The results of this research show that the Tanjungpinang City Cooperative and Micro Enterprise Labor Service has created a strategy and implemented the strategy but failed to reduce the unemployment rate in Tanjungpinang City. The strategies carried out by the Department of Cooperative and Micro Business Manpower are: 1) Improving the quality of micro business actors and management through training, mentoring and facilitating product standardization; 2) Optimizing workforce placement in the formal sector through inter-work programs local, regional and inter-country; 3) Development of a labor market information network to optimize labor absorption in the labor market; 4) Cultivating independent business, fostering productive labor intensive work and introducing appropriate technology to optimize the expansion of employment opportunities in the sector informal. The program activities carried out are more focused on entrepreneurial development. Both the implementation and development of the activity program still need improvement to maximize the reduction in unemployment rates in Tanjungpinang City. The conclusion of this research is that the Department of Cooperative and Micro Business Manpower has carried out its role as an information provider and service provider in its field but has not contributed fully to reducing unemployment in Tanjungpinang City. Keywords Strategy, Unemployment, Employment, Job Market.

Introduction

The rapid increase in population growth has led to a lot of unemployment because the number of the workforce is not balanced with the number of job opportunities. A workforce that does not meet the qualifications required in the world of work can also result in a workforce that is not absorbed, giving rise to economic instability and increasingly sophisticated technological developments, but there is still a workforce that has not kept paceskills and education of job seekers who occur in the field. a person's inability to become an entrepreneur, where by entrepreneurship one can create one's own job opportunities and one's ability to work can develop.

Based on the provisions of the Constitution of the Republic of Indonesia, Article 27 Paragraph 2 of the 1945 Constitution of the Republic of Indonesia, every Indonesian citizen has the right to work with decent wages as well as in Article 28 D paragraph 2 which discusses that every person has the right to get a job by getting fair and decent wages and treatment in employment relationships. Based on data on Indonesia's unemployment figure of more than 8 million people, it shows that there are still few job opportunities in Indonesia, for this reason the government has the responsibility to deal with problems regarding unemployment. The city of Tanjungpinang also experiences an increase in population from year to year. According to BPS data, Tanjungpinang City from 2018 continues to experience population growth. The increase in population that continues to be experienced in Tanjungpinang City as well as the increase in the number of labor force in Tanjungpinang City as shown in the following table.

Tabel 1. National Labor Force Survey (Sakernas) Tanjungpinang City 2018-2022

Information	Years				
	2018	2019	2020	2021	2022
Number of inhabitants of Tanjungpinang City	209.280	220.812	227.663	233.367	229.553
Workforce	96.601	97.139	102.533	100.874	110.559
Working Residents	88.955	91.644	92.966	94.508	104.730
Open unemployments	7.646	5.475	9.537	6.366	5.829

The unemployment rate itself experienced fluctuations up and down as in 2018 and 2020 open unemployment had a high number. In 2020, the rapidly increasing unemployment rate is one of the influences of the Covid-19 pandemic where the availability of jobs in Tanjungpiang City is decreasing. The increase in the number of people of working age therefore the number of labor force in August 2022 also increased by 9,685 people compared to August 2021. Based on the article tibunbatam.id the unemployment rate in the capital of the Riau Islands, namely Tanjungpinang City from the beginning of the Covid-19 pandemic to 2022 has undergone significant changes, where originally around 5,000 people, until it

continued to grow to around 9,000 people. In 2022 it was again reduced to about 6,000 people.

It was recorded that in 2022 around 400 yellow cards or job seeker cards were issued by the Tanjungpinang City Cooperative and Micro Enterprise Manpower Office. Since the onset of the Covid-19 pandemic has decreased, many people are enthusiastic about looking for work, but on the other hand, in 2022, there are still many yellow cards but have not notified them that they have found a job or indeed have not found a job. Similarly, other problems such as labor absorption in Tanjungpinang City are hampered due to the closure of the company, the problem of spreading job vacancies to the government. Based on regional apparatus that has duties in labor and micro business issues which is the task of the Tanjungpinang City Cooperative and Micro Enterprise Manpower Office.

Based on the data obtained, what strategies are carried out by the government through the Cooperative Manpower and Micro Enterprises Office and what role does the government have in this regard? As that employment development has a share in national development. This is in line with the Cooperative and Micro Business Manpower Office in line with Government Regulation Number 33 of 2013 concerning the Expansion of Employment Opportunities in the field of employment and micro enterprises. Unemployment as the responsibility of the government and business sector to expand employment opportunities. The existence of the 2018-2023 RPJMD which is the vision of the Mayor and Deputy Mayor that has been conveyed in the process of selecting Regional Heads reads as follows:

“Tanjungpinang as a Developed, Cultured and Prosperous City in Harmony with the Diversity of Civil Society”

As the mission of the RPJMD related to the fulfillment of service responsibilities and functions is intended in task 2 and task 5. Task 2 is to increase tourism development and creative economy development, people's economic business, and task 5 is to increase equitable development, create an investment climate and be environmentally sound, business-minded and a fair wage system.

Based on this, the goal is to increase the share of the tourism, trade and services sector in the regional economy, increase the equitable distribution of service sector development in the regional economy, increase the equity of development between regions and income. Development groups and goals, trade, industry and micro, small and medium enterprises increase employment. Based on this, the medium-term goals to be achieved in the implementation of the Strategic Plan of the Manpower, Cooperatives and Micro Enterprises Office in the period from 2018-2023 are:

- Increase employment
- The development of industrial trading business and Micro, Small and Medium Enterprises (MSMEs).

To increase employment, it is hoped that the Manpower, Cooperatives and Micro Enterprises Office can improve the quality of employment, increase placement and expansion of job opportunities, and remind labor protection in industrial relations and social security. In general, the decline in unemployment was quite good in 2021 and 2022, experiencing a decrease in the open unemployment rate even though it was unable to absorb all unemployment. The strategy of the Cooperative Manpower and Micro Enterprises Office of Tanjungpinang City can be one of the things that affect the decline in unemployment that occurs in Tanjungpinang City. Meanwhile, in this study, the author discusses the "Strategy of the Cooperative Manpower Office and Micro Enterprises of Tanjungpinang City in Reducing Unemployment in Tanjungpinang City"

Literature Review

Research that occurred before this research was carried out will be discussed in this literature review, while the previous research that has been carried out and is one of the references for researchers in conducting this research is the one that discusses Tanjungpinang City by Catur Dian Sari which was carried out in 2022 with the title The Role of the Manpower, Cooperatives and Micro Business Office of Tanjungpinang City in Encouraging Job Absorption for the Job Seeking Community during the New Normal Year 2020. The results of research conducted by Catur Dian Sari prove that the field of job placement and training for cooperative and micro labor offices in the new normal period of 2020 still plays a role in increasing employment in the labor market, although not all existing labor policies are due to the entry into force of labor policies (Sari, 2022).

Furthermore, research conducted by Devika Rahayu Daud and Arten Mobonggi in their journal published in 2019 entitled Job Training Program in Improving the Competence of Job Seekers. The results of this study stated that the implementation of the job training program in BLK at the Gorontalo Regency Manpower and Transmigration Office was said to be very effective in developing the competence of job seekers, so it needs to be continued and improved in the future with the support of adequate facilities and infrastructure.

Based on previous researchers, it can be concluded that high economic growth must also be accompanied by employment for the community so as to reduce unemployment. The role of the government in distributing employment information, allocating the state budget as needed maximizes creative power efficiently and productively in the community. The better the role of the government in overcoming this decrease in unemployment, the more income people will increase so as to reduce the poverty rate.

Based on the Big Indonesian Dictionary (KBBI), strategy is a science and art used in the nation to carry out wisdom in wars and peaceful situations. Strategy is the science of communicating to design plans carefully to achieve the goal of smooth communication. National strategy, strategy is defined as the science and art to develop and use national power well in a state of peace and in a state of war, in order to support the achievement of goals set by national politics.

Strategy is a design or plan with a large scale to achieve future goals where it can interact in competing conditions to achieve company goals (Pearce & Robinson, 2009). Strategy is the main idea of how a company can perform well in

competing in the market. The main strategy or which is the main plan with long-term goals that provides basic directions for the most important actions to be taken in the achievement of the company's long-term goals. Strategy indicators used by Pearce & Robinson include formulation, implementation and control.

- Strategy formulation is the development of the vision and mission by identifying external opportunities and threats of the company, then determining the strengths and weaknesses of the internal, then setting new long-term goals, formulating alternative strategies, and finally choosing the strategy to be implemented. Strategy formulation itself has several sub-indicators, including:
 - Determination of the company's mission and goals based on the wishes of various interested parties.
 - Assess the external environment of the company by looking at the main factors so that managers can anticipate and take advantage of future conditions.
 - Outlining differences in the implementation of its mission and showing how companies leverage their strengths and minimize their weaknesses.
 - Review the various long-term goals and outline the long-term goals set and outline the qualities that these goals must possess in order to serve as a basis for direction and evaluation.
 - Choose a considered corporate strategy option that allows it to be the best option.
- Implementation Strategy carried out with the aim of, among other things, assessing whether the overall strategy should be changed taking into account the results relating to the previously determined strategy. Setting annual goals, making policies, motivating employees and allocating resources so that the strategies that have been formulated can be implemented properly. The implementation of the strategy itself has several sub-indicators, including:
 - Identify annual goals that can be measured and determined together. Each annual goal should be clearly related to each other and is usually focused on the next five years or more.
 - The development of specific functional strategies is a short-term activity that must be carried out by each functional area in implementing a general strategy.
 - Development and concise communication of policies to guide decisions. is a direction designed to guide decisions and actions in implementing corporate strategy.
- Control strategy is a stage to trace the strategy when implemented, can find problems or changes in the basic thinking on which the strategy is still valid or not and make the necessary adjustments.
 - Assumption control, designed to systematically and continuously check whether the assumptions underlying the strategy are still valid or not.
 - Implementation control, designed to assess whether the overall strategy needs to be changed by looking at the results of the various actions implementing the strategy.
 - Strategy supervision, designed to monitor various events inside and outside the company that may affect the course of the company's strategy.
 - Special alert control, which is a deep and often rapid rethinking of strategy due to unforeseen events that trigger a rapid and massive reassessment of strategy.

Labor according to Law Number 13 of 2003 Article 1 paragraph 2, bring labor is everyone who is able to do work to produce goods and services for himself and society. In general, the labor force is a group of working-age people who are able to perform work that produces goods or services to meet the needs of individuals and society. Labor is a population that has been or is working, or who can produce goods or services. The workforce is grouped into two parts, namely the labor force that is not the labor force. Where this labor force is the amount of labor provision in society is the number of people who offer services for production. Some of them are already active in producing activities or services, where this group is called the working class. Groups that are ready to work and are trying to find work are called job seekers or unemployed (Polandos, Engka, & Tolosang, 2019).

The labor force refers to the population in the working age range of 15 to 64 years, or it can be classified as the number of residents in a country who can produce goods or services if there is a demand for their labor and if they want to participate in this activity. according to Mulyadi Subri in (Maharani, Pane, Hrp, & Siregar, 2019). Labor is a term that is synonymous with the term personnel in which it includes laborers, employees, and employees (Sastrohadiwiryo & Syuhada, 2021). Descriptive understanding of the difference between workers, employees, and employees as follows:

- Workers are those who daily work for individual business entities and are given rewards daily and wholesale in accordance with the agreement of both parties both verbally and in writing. But usually the rewards of the work done are given on a daily basis.
- Employees are those who work for a company or business entity, both swasta and in the government, and are given rewards for work that has been done in accordance with applicable laws and regulations, whether daily, weekly, or monthly. But what usually happens is that rewards are given based on work that has been done on a weekly or monthly basis.
- Employees are those who have fulfilled the requirements specified in the applicable laws and regulations, appointed by authorized officials and assigned duties and state departments or state duties determined based on laws and regulations and salaries according to applicable laws and regulations.

Unemployment is a group of the labor force that has not carried out an activity that makes money (Tanjung, Windarto, & Fauzan, 2021). Where someone is said to be unemployed can also be categorized as a person who has not worked, is looking for work, or even people who have worked but have not gotten productive results. Unemployment is a condition in which the labor force wants to get a job but has not yet obtained it. Unemployment is the labor force around the age of 15 to 65 years who are looking for work, but have not found a suitable job or have not been accepted for work. Meanwhile, a person in the labor force who is not looking for work and is not working is not unemployed according to Yannuar in (Maharani, Pane, Hrp, & Siregar, 2019)

The increasing population in Tanjungpinang City as well as limited employment opportunities, as well as economic conditions and low levels of education will affect the ups and downs of unemployment rates that occur in Tanjungpinang City. Based on Government Regulation Number 33 of 2013 concerning the expansion of employment opportunities, the Tanjungpinang City Cooperative and Micro Enterprise Manpower Office is a regional apparatus organization. Where the regional apparatus has the task of classifying the expansion of employment opportunities. Expansion of Employment Opportunities is in the field of employment and micro-enterprises, for the task of reducing unemployment. Unemployment is the responsibility of the Government and business to expand employment opportunities. The main job description and functions of the organizational structure and work procedures of the Tanjungpinang City Cooperatives and Micro Enterprises Office in accordance with Mayor Regulation No. 41 of 2016 which has the main task of assisting the Mayor in carrying out Government affairs which are the Regional authorities and Assistance Duties given to the Labor, Cooperatives and Micro Enterprises Sector. Similarly, the goal to be achieved within a five-year period of the Strategic Plan of the Manpower, Cooperatives and Micro Enterprises Office 2018-2023 is to increase employment and the development of industrial trade businesses and MSMEs. The Manpower, Cooperatives and Micro Enterprises Office is expected to improve the quality of employment, increase placement and expansion of employment opportunities and improve labor protection in industrial relations and social security. Therefore, a strategy is needed in overcoming the problem of unemployment.

Method

This research uses a qualitative descriptive research approach. A qualitative descriptive research approach that searches data to all related information by analyzing events, phenomena, related social activities in an in-depth solution of this problem formulation. The results of the study are only in the form of quotations, with the understanding to describe the results of this research. The object of this study is "Employment related to Decreasing Unemployment" in this case that needs to be studied, namely the decrease in unemployment has increased and decreased so far. Researchers conducted this study because unemployment is a social problem that needs to be addressed. The location of this study, researchers chose Tanjungpinang City because based on social phenomena that there was a decrease in unemployment from 2021 to 2022 in Tanjungpinang City.

The data sources used are primary data and secondary data. Primary data is data obtained directly by researchers in the field through observation, interviews, etc., through resource persons. Target data on data is data directly found by researchers in the field (Syafnidawaty, 2020). This research collected primary data obtained from the Cooperative Manpower and Micro Enterprises Office of Tanjungpinang City, Riau Islands. Data sources based on secondary data themselves are additional data that are not obtained directly in the field or the main source of field research data search, but obtain information from other sources. The source of the data in question is in the form of news information, literature studies and expert opinions regarding the phenomenon or event of the research. The use of secondary data is to strengthen information from previous primary data. Data collection techniques in qualitative research are carried out by making observations and interviews with data sources who know and understand the overall social situation that is the reason for this study. The problem of this research is the strategy of the Cooperative Manpower and Micro Enterprises Office of Tanjungpinang City in reducing unemployment in Tanjungpinang City in this study the informant is the Cooperative Manpower Office and Micro Enterprises of Tanjungpinang City.

Facts and data related to the decline in unemployment and the strategy of the Tanjungpinang City Cooperative and Micro Enterprise Manpower Office that has been implemented, failed or has not been implemented in reducing unemployment. This, we can see directly to the location, as well as in pictures, newspapers, data on the internet and others. The informants used in this study are the people who know the research information best. Informants play a direct role with the subject of research and are considered to master and understand the problem being studied. The problem of this research is the strategy of the Cooperative Manpower and Micro Enterprises Office of Tanjungpinang City in reducing unemployment in Tanjungpinang City in this study the informant is the Cooperative Manpower Office and Micro Enterprises of Tanjungpinang City. The informant used in this study was the first at the Tanjungpinang City Cooperative and Micro Enterprise Manpower Office. This person is the Head of Manpower Placement and Training because he is the one who knows how the continuity of information related to the job market for the expansion of job opportunities and knows what training is provided by the Cooperative and Micro Enterprises Manpower Office that is effective in implementation and fails in its implementation to make a more professional workforce. The next informant came from the preparation and evaluation department because he was the one who compiled the reporting of the implementation of the program and the evaluation of the preparation of plans and made reports on the activities of the annual work program.

He also has complete asrip in the form of LAKIP for the evaluation of each program undertaken. The next informant came from the midwife of industrial relations and social security where he was the mediator of industrial relations in resolving disputes between workers and companies and he was one of the mediators where workers' complaints and disputes could be resolved in accordance with existing law. The next informant is taken from some unemployed, this is because the unemployed themselves are more aware of the problems that occur to them because they know the reasons, causes, and problems that become obstacles until they become unemployed. In addition to recruitment, there are also some workers who become informants because they have also experienced times where they have difficulty finding work, especially jobs in Tanjungpinang City.

Results and Discussion

The employment problem in Tanjungpinang City is still in the inability to absorb all labor forces with the existing employment opportunity sector. Labor issues that are priorities for the district/city government are unemployment problems and informal worker protection problems. Based on population data in Tanjungpinang City from 2018 to 2022 which is processed from BPS data from 2018 to 2022. The ups and downs that occur are shown as follows:

Table 2. Tanjungpinang City population data survey with labor force to open unemployment 2018-2022

Informations	Years				
	2018	2019	2020	2021	2022
Populations of Tanjungpinang City	209.280	220.812	227.663	233.367	229.553
Workforce	96.601	97.139	102.533	100.874	110.559
Working Residents	88.955	91.644	92.996	94.508	104.739
Open unemployment	7.646	5.475	9.537	6.366	5.829

The number of residents in Tanjungpinang City from 2018 to 2021 has consistently increased in population. Until there is a decrease in population in 2022. The large number of labor force that is not proportional to the number of job markets causes a large number of unemployment that occurs in Tanjungpinang City. In 2020, there were quite a lot of layoffs, around 1,095 workers were laid off and around 114 workers had been laid off in Tanjungpinang City. The occurrence of massive layoffs is one of the factors that made in 2020 experience a spike in the unemployment rate in Tanjungpinang City. The layoffs affected the number of unemployed people in 2020, as well as the laid-off workforce. This is because the period of time at home is uncertain and the salary that is still on hold makes some of them choose to leave the company and look for a new job that provides certainty of salary delivery time.

At this D1/2/3 education level, most job seekers do internships in accordance with the major and have been equipped with skills and insights in the world of work. Similarly, the level of vocational education is also given apprenticeship training in the field of education. The university unemployment education rate with 2019 data that began with 767 unemployment in the following year decreased by about 167 people. In 2021, unemployment at the university education level increased by 2 times from 2020, which again dropped dramatically to reach 341 in 2022. This can be seen from the field survey that the jobs in Tanjungpinang City on average have educational qualifications with a minimum of the last education in the form of high school, vocational and equivalent education. Based on the statement of job seeker Mr. Budi Suseno

“At the beginning of looking for a job in high school, I participated in motorcycle washing work near home, after from there I often entered job vacancies from the field of fnb, Cleaning Service, in the laundry place of large companies to small shops I tried, most of the job vacancies I found were asking for a minimum of high school / high school education or at least have 1 year of work experience, There are also those who are at least 25 years old and so on, there are also those who accept because there are relatives who work there difficult job competition”

As for meeting the criteria of these skills, there are still many criteria such as work experience or certain age levels are also a problem for job seekers to find jobs according to the criteria they want to take. In addition to having to meet the criteria for employment, many are competitors to get the job, plus there are insiders who make it more difficult to compete as job seekers. As for those who face their own businesses, business capital is needed in order to open a business. This is to get a job that is in accordance with these desires, of course, remains in the decision making, accepting or not is the authority of the company or related business entity. Workers who are looking for a new job or a new position are one of the reasons where the available jobs on average choose job applicants with work experience rather than new education graduates.

It is undeniable that there are many workers in Tanjungpinang City whose education level does not exceed high school / vocational education. This shows that the large number of labor force in Tanjungpinang City cannot be absorbed by the work sector. Various job sectors available in Tanjungpinang City are still limited both in the agrarian, extractive, industrial, trade, and service fields that are able to accommodate the large number of labor force in Tanjungpinang City. The availability of job opportunities in these fields is very limited in Tanjungpinang City when compared to the large labor force resulting in many becoming unemployed. The number of main jobs available cannot accommodate the entire labor force which causes many unemployed people to still exist. In addition to the problem of unemployment, there are also problems with working hours faced by workers.

Based on article 81 number 23 of the Job Creation Law which regulates working time, about 40 hours in 1 week. It is known that the number of people who work in one week with formal working hours is 40 hours. In working hours, the workforce that amounts to 0 is workers who have temporary jobs such as with indefinite work agreements. These temporary workers are generally sent from labor agencies such as IT outsourcing, security outsourcing and cleaning service outsourcing, other examples of temporary workers who work independently, namely photographers, and freelancer jobs. Unlike workers with working hours of 1-34 hours, workers who run these working hours are usually part-time workers who work less than 8 hours in 1 day. Examples of part-time jobs in Tanjungpinang City are usually baristas, admins, sales and many more.

The availability of job opportunities in these fields is very limited in Tanjungpinang City when compared to the large labor force resulting in many becoming unemployed. The number of main jobs available cannot accommodate the entire labor force which causes many unemployed people to still exist. In addition to the problem of unemployment, there are

also problems with working hours faced by workers. The Tanjungpinang City Government which has a vision of "Tanjungpinang as a developed, efficient and prosperous city in harmony with the diversity of civil society" is with the hope that Tanjungpinang City will prosper its people to provide various strategies for the welfare of its people. Those who have the task to handle labor problems in Tanjungpinang City are the responsibility of the Cooperative Manpower Office and Micro Enterprises of Tanjungpinang City.

Based on the research that has been conducted, the Cooperative Manpower and Micro Enterprises Office of Tanjungpinang City focuses on increasing the development of the creative economy and community businesses. In this case, the Tanjungpinang City Cooperative and Micro Business Manpower Office to reduce unemployment by providing increased expertise and understanding of the community in order to open an Independent Business. This study, to see the strategy of the Cooperative Manpower Office and Micro Enterprises of Tanjungpinang City in increasing the decline in unemployment in Tanjungpinang City, researchers conducted interviews or data collection to strengthen research with strategy management theory by Pearce & Robinson which has several stages of strategy, namely as follows:

- Formulation
- Implementation
- Control

The strategy formulation section is divided into several indicators, so that it can be an assessment of the strategy. The establishment to increase the absorption of this workforce, which began with the Regional Medium-Term Development Plan (RPJMD) of Tanjungpinang City 2018-2023, there are strategic or program issues related to employment in employment. The issue of regional development strategies related to employment in the absorption of labor in Tanjungpinang City is with its challenges in the economic growth sector. This is a strategic issue in the RPJMD of Tanjungpinang City because the poverty rate in Tanjungpinang City requires efforts to reduce continuously, because there is still a lot of unemployment and the number of job seekers is increasing but it is not comparable to the number of companies that have decreased.

This strategy issue makes the program prioritized in the Tanjungpinang City government for the development of Tanjungpinang City to be more advanced and several priority programs of the Tanjungpinang City government related to employment in the absorption of labor in Tanjungpinang City. This research is presented in the Tanjungpinang RPJMD data for 2018-2023 as a regional tool in charge in accordance with the field of program affairs to design strategic and program planning for the Cooperative Manpower Office and Micro Enterprises. The program contained in the Tanjungpinang RPJMD 2018-2023 is a reference for the formulation of strategies made at the Tanjungpinang City Cooperative and Micro Enterprise Manpower Office 2018-2023. The preparation of the Strategy Plan (Renstra) of the Cooperative and Micro Business Manpower Office for 2018-2023, in addition to using the RPJMD as the purpose of satisfying the strategy of the Tanjungpinang City Cooperative and Micro Enterprise Manpower Office in the formulation of its strategy formation, there is also judging from the problems of the inhibiting factors and driving factors of handling it, the success of its services.

Table 3 Service problems of the Manpower, Cooperatives and Micro Enterprises Office of Tanjungpinang City based on inhibiting factors and driving factors for the success of handling them

No	Mission, Goals and objectives of RPJMD	Regional Device Service Problems	Factors	
			Drivers	Retardants
	The 2nd Mission Enhance the development of tourism and the development of the creative economy, and the economic enterprises of the community. Objective: improve the tourism, trade, and services sectors to the regional economy. Target: Development of trade, industry and MSME businesses	<ol style="list-style-type: none"> 1. Lack of awareness of cooperative members applying cooperative principles and participation in advancing cooperative business 2. Low level of knowledge of micro enterprises will market, management, technology and so on 3. Low level of promotion carried out by micro enterprises both within their own regions and outside the region. 4. Low access of micro enterprises to capital. 5. Uneven capacity of human resources in carrying out work. 	<ol style="list-style-type: none"> 1. There is training guidance from Ministries, Provinces and Municipalities to improve the human resources of Cooperatives and Micro Enterprises 2. The existence of legal products (laws and regulations that are a reference for the implementation of activities) 3. Government support, both central and provincial, in improving the economy of the community / region. 	<ol style="list-style-type: none"> 1. Limited skilled and professional human resources 2. Facilities / Infrastructure and budget to carry out the promotion of inside and outside the region 3. There is no regulation governing micro business capital, especially banking.
	5th Mission Continuing fair and equitable development and	<ol style="list-style-type: none"> 1. Unavailability of manpower according to the qualifications of the world of work 	<ol style="list-style-type: none"> 1. Availability of sufficient facilities and infrastructure 	<ol style="list-style-type: none"> 1. Limited expansion of employment opportunities

<p>creating a conducive and environmentally sound investment and business climate and an equitable wage system.</p> <p>Objective: Increase equitable development among income groups</p> <p>Goal: Increase employment</p>	<ol style="list-style-type: none"> 2. No Job Training Center (BLK) 3. There are still limited capacity test sites and supporting resources. 4. Lack of understanding of the company in labor rules 5. The expansion of employment opportunities in the informal sector has not developed optimally 6. Labor competence has not been in accordance with global demands. 7. Not optimal action against companies that violate the provisions of labor laws 8. Not optimal institutional development of Industrial Relations. 9. The company's reporting system in Tanjungpinang City is still not optimal 10. Lack of understanding of damage in labor rules 	<ol style="list-style-type: none"> 2. Existence of a budget or funds 3. Availability of laws and regulations on labor 4. Funding assistance from private parties (companies) in the Tanjungpinang City area 5. Support from Pinpinan and OPD in Tanjungpinang City area 6. High public interest in participating in activities. 	<ol style="list-style-type: none"> 2. There is still a lack of competency-based training 3. There are still companies that have not complied with labor regulations and working conditions 4. Weak investment climate in facing global markets 5. The company's condition reporting system in Tanjungpinang City is still not optimal 6. Low level of education and labor productivity.
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Assessing the driving and inhibiting factors in the implementation of its services as a service of the Cooperative Manpower Office and Micro Enterprises is a consideration for deciding on strategies to deal with labor problems in Tanjungpinang City. Adapaun in the 5th RPJMD mission of Tanjungpinang City with the target to increase employment in Tanjungpinang City. Based on the inhibiting factors and problems faced by the regional apparatus for its implementation, its success in breaking the strategic issues in the Strategy Plan of the Cooperative Manpower and Micro Enterprises Office for 2018-2023.

Based on strategic issues that are considered by the Cooperative and Micro Enterprises Manpower Office of Tanjungpinang City in determining strategies to overcome problems in accordance with the duties and functions of the Cooperative and Micro Enterprises Manpower Office. Based on this, the strategy and policy direction to be achieved by the Cooperative Manpower and Micro Enterprises Office of Tanjungpinang City within a period of 5 years starting from 2018 with reference to the 2018-2023 RPJMD Mission related to the duties and functions of the Cooperative and Micro Business Manpower Office, namely the 2nd and 5th missions as follows:

Tabel 4 Strategy and Direction of Medium-Term Policy Services of the Manpower, Cooperatives and Micro Enterprises Office

Vision : Tanjungpinang as a Developed, Cultured, and Prosperous City in Harmony with the Diversity of Civil Society

Mission 2. Increase the development of tourism, creative economy, and community economic enterprises

Mission 5. Continuing fair and equitable development and creating a conducive investment and business climate that is environmentally sound.

Strategy	Policy Goals/Directions
<ol style="list-style-type: none"> 1. Improve the quality of actors and management of Micro Enterprises through training, coaching, mentoring and product standardization facilities 	<p>Goal: The development of industrial trade and MSME businesses</p> <p>Policy Direction:</p> <ul style="list-style-type: none"> • Increased standardization of Micro Business products and protection of Micro Business product rights
<ol style="list-style-type: none"> 2. Optimization of labor placement in the formal sector through Local Inter-Employment (AKL), Inter-Regional Work (AKAD) and Inter-State Work (AKAN programs). 3. Development of labor market information networks to optimize labor absorption in the labor market, 4. Cultivating independent business, coaching on productive work and 	<p>Goal: Increase employment</p> <p>Policy Direction:</p> <ol style="list-style-type: none"> 1. Expansion of employment opportunities supported by increased competence, labor independence. Placement of workers in decent work in the formal sector and labor protection both domestically and abroad.

- implementing Appropriate Technology (TTG) to optimize the expansion of job opportunities in the information sector
2. Development and expansion of employment opportunities in the productive informal sector and expanding employment opportunities in the informal sector

Various activity programs are carried out to achieve the goal of implementing four strategies of the Cooperative Manpower and Micro Enterprises Office with a predetermined period of time. This is expected to reduce the unemployment rate in Tanjungpinang City. The implementation of strategic plans using performance measurement in order to improve public services increases accountability with classification of outputs and outcomes that should be easy to realize an accountable program. The existence of performance measurement by comparing performance targets with performance realization during a specified time.

In terms of realization of implementation from 2018 to 2022, there are still programs that are not implemented even though a certain amount of funds have been determined for the implementation of these program activities. There are also performance targets that are not realized correctly so they do not reach the target. The secondary data that can support the results of the interview delivered by Mr. Iman as the head of the Manpower Placement and Training Division on August 2, 2023

“Here conduct job training and conduct labor placement to reduce unemployment in Tanjungpinang City. We conduct competence training as a hope that after doing this competence training they will become entrepreneurs. In 2020 we did not conduct any training activities.”

Based on performance measurement for each performance achievement target with its realization, there are still programs that are not implemented at all such as in 2020 training or coaching training at all. Even though in 2020 the unemployment rate reached the highest number of up to 9.30 percent. This is also caused by job cuts that occurred in 2020, resulting in fewer job opportunities obtained in Tanjungpinang City. This can reduce the motivation of the unemployed to increase the skills needed in employment. This year also a large regional restriction is being carried out. So that the unemployment rate in 2020 became very high with pressure from various directions. The implementation of this training is not optimal because the trainees who receive training are not proportional to the number of open unemployment that exists.

The implementation of this program although with the aim of reducing unemployment through improving the quality of the labor force, but in this activity does not have a major impact in reducing unemployment in Tanjungpinang City. This training provides motivational stimulation for job seekers to be more active in getting the job they are aiming for. Furthermore, the program to increase employment opportunities, in its output indicator in the form of the percentage of job seekers placed with its outcomes to increase job placement and expand job opportunities. This can be seen from the realization of the performance target is not achieved because the placement target is greater than the existing realization.

The placement itself is obtained from the report of companies that accept workers who provide conditions to have an AK-1 or yellow card with data from their respective regions. When the owner of a yellow card has found a job in a company, the company will provide the AK-1 number data to the manpower office as a report that the worker with the number has become an employee at the company. The existence of this proves that the self-placement program is obtained from the company and the agency only records job seekers who have been placed to become permanent workers in the company.

The protection and development program of labor institutions in terms of output indicators in the form of cases handled from MSE agreement issues, the implementation of industrial relations dispute resolution. The outcome is in the form of solving the problem according to the situation and conditions that occur. In terms of realization, the implementation of the intended target achievement of this program is not well realized because the target achieved is higher than the realization of its implementation.

The results of the interview from Mr. Hasudung Simatupang as a mediator of industrial relations and labor disputes on December 28, 2023 are as follows:

“The government provides technical guidance to resolve labor and company disputes, we try to prevent disputes and repetition of strike or company closure issues, as was the case yesterday at PT Swakarya Indah Busana because hundreds of employees did not provide 3 months' salary and as a deterrent to prevent further disputes we provide dispute resolution by giving time for PT SIB to pay first Last May's salary was paid in full if it could not be fined as much as 15 percent”

The implementation of this program serves as a mediation liaison for problems that occur between the company and existing workers. This can be found in several sectors of service work, agriculture, and industry. The existence of this proves that there is still inequality of minimum wages in Tanjungpinang City, so that this also makes the unemployed prefer to look for jobs outside the regional area in order to get even better wages. It also gives workers to find new jobs in other areas for more than those at their old jobs. The next program which is the business climate creation program and micro business development program in its output indicators is entrepreneurship training participants for micro business actors. The outcome obtained in this case is to increase the knowledge and skills of business actors. Based on this, in the implementation of its realization, the target cannot be realized because the target is higher than the realization of its implementation. In Tanjung Pinang City, there are many existing MSMEs while those that are built are not comparable to the number of MSMEs in Tanjungpinang City. Based on the results of budgeting and achieving targets, the development of this insight is constrained by the amount of budget given. The Cooperative and Micro Enterprise Manpower Office is more focused on developing MSMEs or entrepreneurs. This is with the aim of increasing labor absorption and developing trade, industry and MSME businesses.

Control of this training program is carried out by after the implementation of the training is completed with an evaluation of the work carried out, namely by designing and creating new activity programs that were not implemented in the previous year. In addition to the problem of program implementation that is not realized, there is also the problem of realization not reaching the target, there is also because the budget is still left, even though the implementation also does not reach the target. The Cooperative Manpower Office and Uasha Mikro Kota Tanjungpinang provide performance evaluations by doing, including:

- Carrying out planning, monitoring, and evaluation activities for OPD Activities Program have become the main task and function of the Planning, evaluation and reporting section so that improvements are needed in determining the target of this activity.
- Plan a number of activity budgets from planning, monitoring and evaluation activities of OPD activities amounting to Rp 10,000,000, - so that they can be reconsidered for further activities in achieving the target indicators.
- With the increasing impact of Covid-19 in Tanjungpinang City, which has caused shifts in the time of implementation and activities, it is not possible for competency activities for cooperative administrators to be carried out.
- Based on the obstacles experienced in achieving the program targets that have been set that the realization targets in the following year are as large as the realization that can be implemented.

Conclusions

It can be concluded that the strategy of the Cooperative Manpower and Micro Enterprises Office of Tanjungpinang City in reducing unemployment in Tanjungpinang City is a strategy that provides understanding to be more able to open their own entrepreneurs. The labor office, cooperatives and micro enterprises of Tanjungpinang City did not contribute and reduce the unemployment rate in Tanjungpinang City. Because based on data on the high open unemployment rate in Tanjungpinang City from year to year, the Cooperative Manpower Office and Micro Enterprises of Tanjungpinang City only succeeded in placing workers disproportionate to the number of existing open unemployed.

Various strategy formulations, of course, in the formation of the strategy carry out several processes with guidelines from the Tanjungpinang City regional development planning, namely the Tanjungpinang City RPJMD 2018-2023 by going through the process of looking at the driving factors and inhibiting factors of the strategy implementation and looking at the strategic issues for the Tanjungpinang City area in handling labor issues. The implementation of strategic plans using performance measurement in order to improve public services increases accountability with classification of outputs and outcomes that should be easy to realize an accountable program. Based on the strategy of the Tanjungpinang City Cooperative and Micro Enterprise Manpower Office in its implementation from the first program to the end, it has shortcomings that have not been fully realized. This can happen due to several factors including program planning that does not fit the budget and the number of participants facilitated by the program. The next problem is due to budget refocusing due to covid 19. Control in handling this problem cooperative and micro enterprises work offices evaluate by monitoring, replanning activities that were not implemented and allocating budgeting to programs that could not be implemented.

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