

# Determining the Ideal Strategy in Facilitating Employment to Increase Public Investment in Melawi Regency using the SWOT Method

P. R. Benirobin<sup>1</sup>, Muchlis Hamdi<sup>2</sup>, Rossy Lambelanova<sup>3</sup>, Reydonnizar Moenek<sup>4</sup>  
<sup>1,2,3,4</sup> *Institut Pemerintahan Dalam Negeri, Indonesia*  
Email: [benirobinaker@yahoo.com](mailto:benirobinaker@yahoo.com)

## Abstract

This research problem focuses on determining the local government's ideal strategy in facilitating employment in the Melawi Regency to increase public investment in the Melawi Regency. The research method is qualitative by conducting interviews, observation, and documentation. Researchers also conducted a SWOT analysis to find the right strategy in determining the strategy that the local government of Melawi Regency could undertake in facilitating employment to increase public investment in the Melawi Regency. The provincial government's role in facilitating the workforce to increase public investment in the Melawi Regency is not optimal due to factors of funds, infrastructure and facilities factors, information factors, and human resource factors. The study results explain that nine strategies can be done in facilitating employment to increase public investment in Melawi Regency.

**Keywords:** *Strategy, Public Investment, Employment, SWOT Analysis.*



## A. INTRODUCTION

The concept of development has two main types, namely physical growth and non-physical development. Physical development includes developments that can be seen with the naked eye, such as infrastructure development. Examples of infrastructure include means of transportation such as toll roads, bridges, and the like, as is the case with the current Jokowi administration, which tends to prioritize physical development rather than non-physical development. Meanwhile, non-physical development is a development that tends to be invisible, especially directly. Examples of non-physical development include human development, both in terms of education and health.

Of course, funds are needed to carry out a development process, be it physical or non-physical. This financing concept is then referred to as an investment. The type of investment itself can be divided into two: the source of investment funds and the target sector of the investment itself. United Nations (2009) asserts that the two are separated based on public and private aspects. Therefore the term investment itself is divided into public investment and private investment/private.

Referring to the two types of investment, public investment is the primary investment source, especially for developing countries. This is emphasized (Pritchett, 2000) in his research that an important aspect that is also the main thing in public investment is the number of costs incurred compared to the value obtained from investments prioritized in empirical research will be more complicated in private investment.

Amid this rapid technological development, the aspect of vocational education has become a significant factor in the adaptation of human resources to the level of productivity as measured in the common element of economic development. In simple terms, the level of economic growth, including investment in it, is measured by the extent to which a resource's vocational capacity is. In research conducted in America, Rogers (1962) explained that vocational education has a high impact on productivity levels in improving the economy.

Furthermore, in other research conducted by Phelps (1980), the role of vocational education or expertise for productivity contributes to economic development has been strengthened. For example, a farmer who has access to technology and has technological ability will tend to innovate in his agriculture by implementing certain technical functions to increase his agricultural products' productivity.

Likewise, in Behrman's (2010) research three decades later, from the viewpoint of economic development, education to gain knowledge and skills can increase economic productivity. He added that education had become an essential input in economic development. Behrman also emphasized that this education is not only limited to vocational education and other formal public, such as schools.

Second, research from Boediono from the Australian National University is exciting research, wherein this research there are policy factors as one of the three aspects that affect the economy from the elements of vocational and technical education or what he briefly became VOTEC (vocational and technical education). Several policies that have contributed positively to the development of VOTEC have had a positive impact; some are even quite significant. (McMahon, 1992).

Melawi Regency is one of the new districts, a division of Sintang Regency. Following the Letter of the Minister of Home Affairs, Melawi Regency is one of 24 new districts formed by the Central Government. The basis for the establishment of the Melawi Regency is the Law of the Republic of Indonesia. The inauguration of the Melawi Regency was carried out by the Minister of Home Affairs on January 7, 2004, in Jakarta.

Judging from its geographic location, Melawi Regency is located between 0° 07'-1°21' South Latitude and 111°07'-112° 27' East Longitude, with the following boundaries:

1. Northside is bordered by Sintang District.
2. The south side is bordered by Central Kalimantan Province.
3. The Eastside is bordered by Sintang District.
4. Westside is bordered by Ketapang Regency.

Since its inception, Melawi Regency has consisted of 7 sub-districts, 82 villages, and 292 hamlets, which have subsequently been expanded to include several new sub-districts formed based on Perda No. 32 of 2007, so that currently Melawi Regency consists of 11 sub-districts, 169 villages and 525 hamlets, where the largest sub-district is Soka District with an area of 1,577.2 km<sup>2</sup> or 14.83% of the area

of Melawi Regency (10,640.8 km<sup>2</sup>), while the sub-district The smallest is Belimbing Hulu District with an area of 454.0 km<sup>2</sup> or 4.27% of the area of Melawi Regency.

Population growth in these sub-districts is an illustration of the representation of each part of the region in Melawi Regency, which can also be interpreted as a node of population and economic growth in the future. This is reflected in the population data of the Melawi Regency for 2017-2019. In detail, it can be explained that the total population of Melawi Regency in 2017 was 202,306 people; in 2018, there were 205,298 people; in 2019, there were 208,417 people. Some of the problems identified by researchers on labor issues in Melawi Regency are: First, there are deficiencies in the educational aspect of the regional work units that carry out labor affairs assistance tasks at the Manpower Office of Melawi Regency.

Second, the development of guidance and implementation of supervision based on field information obtained some information, especially concerning the lack of reality or concrete implementation of control of local and foreign workers, which is still a finding. The presence of local and foreign workers is familiar with or known to the Melawi community. However, reports about their whereabouts and activities are rarely known by the government unless the related agencies conduct unannounced checks. This information is obtained based on LAKIP. (Manpower Office, 2019), which evaluates the performance of agencies to increase the supervision of local and foreign workers.

This will lead to further problems, third, namely: the lack of data on workers and will result in violations by private companies that accept workers to carry out their obligations. Considering this, the researcher examines the lack of seriousness of the local government of Melawi Regency in supervising and implementing sustainable workforce development in Melawi Regency, one of which is related to the operations of the Manpower Office. Following the work program and the amount of the Manpower Office budget based on the Melawi Regency APBD for 2017 to 2019, it is still deemed insufficient to carry out labor supervision and guidance activities.

The next problem, fourth, workers in Melawi Regency are workers who are mostly in the industrial and agricultural sectors whose existence and activities are mostly not due to work contracts. The total number of workers is not well recorded and does not get enough attention, especially in their rights. Employment.

This is added to the fifth condition, namely the Regional Government bordering neighboring Malaysia, which often faces legality issues of domestic and foreign workers in Melawi Regency. To anticipate illegal workers, it is necessary to have professionalism for workers who are adept at managing workers within the company itself. At LAKIP (Manpower Office, 2018), it is shown that local governments need central government assistance in directing labor managers in the Melawi Regency in the form of education and training for labor managers so that in Melawi Regency they can be helped in dealing with labor problems.

The next problem, sixth, is that several companies that own labor employees have also committed various violations, especially in reporting facilities and work

wages following the UMK of Melawi Regency. Several announcements and circulars to employers have been made and have not been fulfilled. Based on the report of public complaints in Melawi Regency, which was also submitted in the LAKIP of the Manpower Office for the 2019 FY, there were 8 (eight) companies that did not meet labor ownership requirements. Melawi Regency has also imposed a wage standard following the Decree of the Governor of West Kalimantan, which, according to some people, is still low and still not up to the expected level. Several warning letters have been delivered, but they are still not fulfilling properly. This will potentially lead to disputes and labor problems if not resolved.

In this study, researchers introduced a SWOT analysis to find the right strategy in determining the strategy that the local government of Melawi Regency can undertake in facilitating employment to increase public investment in the Melawi Regency to overcome the problems previously described above.

## **B. METHOD**

In this study, the authors used a qualitative research design. Qualitative research is a method for exploring and understanding the meaning that several individuals or groups of people think comes from a social or human problem. The problem that will be studied by the researcher is social and dynamic. Therefore, researchers chose to use qualitative research methods to determine how to find, collect, process, and analyze the research data. This qualitative research can be used to understand social interactions, such as using in-depth interviews so that clear patterns will be found (Creswell, 2016).

To determine a policy strategy to increase the role of local governments to facilitate employment to increase public investment, researchers used SWOT analysis techniques (Strengths-Weakness-Opportunities-Threats). SWOT analysis is an identification of various factors systematically in formulating a company strategy (Rangkuti, 2015). According to Siagian (2002), SWOT analysis is one of the most potent analysis instruments used appropriately. Meanwhile, according to the function of the SWOT analysis presented by Ferrel and Harline (2006), namely: to get information from the situation analysis and separate it into internal issues (strengths and weaknesses) and external issues (opportunities and threats). The SWOT analysis can explain whether this information indicates something that will help the company achieve its goals or gives an indication that there are obstacles that must be faced or minimized to meet the desired income.

SWOT analysis can be applied by analyzing and sorting out various things that affect the four factors, then using it in the SWOT matrix image, where the application is how strengths can take advantage of existing opportunities, how to overcome weaknesses (Weaknesses that prevent the benefits from existing opportunities, then how the forces can deal with current threats, and finally how to overcome weaknesses that can make threats become real or create a new risk.

## C. RESULT AND DISCUSSION

In formulating the right strategy for the local government of the Melawi Regency to facilitate the workforce to increase public investment, researchers used a SWOT analysis. First, researchers formulate internal and external factors from the study's focus as the results of interviews and data obtained by researchers while researching the field.

### 1. Internal factors

#### a. Power

- 1). Melawi Regency workforce policy.
- 2). Moral support and leadership commitment in the form of directions and issuance of a circular letter related to workforce

#### b. Weakness

- 1). The absence of technical staff to mediate the settlement of inter-agency relations disputes.
- 2). Employees have not been included in the training of inputting service facilitation
- 3). Job training activities to prepare prospective workers are not carried out sustainably.
- 4). There is no work training center (BLK) in Melawi Regency.
- 5). Inadequate infrastructure and facilities to support employment programs and activities.
- 6). Lack of budget support for activities oriented towards preparing prospective professional workers.

### 2. External Factors

#### a. Opportunity

- 1). The convenience provided by technology
- 2). Increase in the number of incoming investors

#### b. Threats

- 1). The increasing number of unemployed in Melawi Regency
- 2). There are community demands for the role of local government in facilitating employment for the community
- 3). Lack of educated and trained job seekers

Based on the identification of internal and external factors above, it is known that 9 (nine) strategic issues can be used in implementing the role of the local government of Melawi Regency in facilitating employment to increase public investment. These strategies include the following:

1. The need for specific policies related to technology accommodation about employment and government accommodation to increase investors

The local government of Melawi Regency needs to prepare centralized data and information associated with Melawi Regency. The nature of the data and information is always up to date, transparent, and has sufficient information data completeness. As for this, it can function as the ability of the Melawi Regency Government to accommodate the reasonably rapid technological



developments today. On the other hand, it can become a magnet for investors, where there is an increasing number of investors in the Melawi Regency. For example, one concrete form of this is the existence of the Melawi Regency government website. However, the presence of the website has not been able to accommodate the central values mentioned above. For example, up-to-date nature, complete and adequate data, a picture of the transparency of local government administration.

2. Appoint technical staff who mediate the settlement of inter-agency relations disputes with a technology-based monitoring and evaluation system

Local governments need to appoint technical employees who mediate the settlement of inter-agency relations disputes with technology-based monitoring and evaluation systems and conduct technology-based monitoring and evaluation (use of applications and CCTV and technology-based reports).

3. Appoint technical staff who mediate the settlement of inter-agency relations disputes with a technology-based monitoring and evaluation system

The employee database that has been compiled is used to make a job market analysis (an overview of a list of jobs with high, medium, and low prospects in Melawi Regency utilizing the use of technology. Next, it is followed by making job training plans based on descriptions of labor market analysis data and long-term goals. Long, medium, and short of the utilization and organization of worker resources (workforce in economic terms) using technology.

4. Appoint technical staff who mediate the settlement of inter-agency relations disputes with a technology-based monitoring and evaluation system

Based on these data, it is necessary to analyze (cost and benefit) so that an appropriate policy can be taken (for example: is renting a building in a location more profitable than buying an area that has not been built in the long term to be used as a Vocational Training Center (BLK).

5. Appoint technical staff who mediate the settlement of inter-agency relations disputes with a technology-based monitoring and evaluation system

How the local government of Melawi Regency implements the use of the budget effectively and efficiently (optimally) is a challenge in itself. At least this can be seen from various factors: 1) the concept of optimization itself does not necessarily agree on the definitions of the regional government's different implementing groups. 2) Besides, if you are faced with the dynamics of the local government's implementation in the Melawi Regency, it will be even more problematic. 3) Furthermore, we face budgeting policies for programs and activities related to the workforce's facilitation in Melawi Regency.

Meanwhile, during this problem, steps that might be taken (although it requires in-depth data and analysis, but is often accessible in policymaking) maximize budget absorption, one of which is in the form of taxes. The researcher's suggestions for budget absorption need to be carried out legally,

given that budget absorption policies often do not have a robust argumentative basis (data and information collection and analysis required as previously described). Therefore, where this option is quite risky, the researchers considered that this option is the last. The main priority is to optimize (effectiveness and efficiency) budget management.

6. Appoint technical staff who mediate the settlement of inter-agency relations disputes with a technology-based monitoring and evaluation system  
Data collection related to job listings that have high, medium, and low prospects, then used to conduct a comprehensive and in-depth analysis of the job list data so that it is expected to provide a picture of job opportunities that can be filled by potential human resources (existing, non-existent, and able prepared in Melawi Regency). Local governments need to take policies related to HR management (workforce) in the Melawi Regency, such as how to plan for improving the quality of human resources according to opportunities that have previously been analyzed and recorded in the database. Local governments need to develop job training programs and activities following previous opportunity-taking policies.
7. Appoint technical staff who mediate the settlement of inter-agency relations disputes with a technology-based monitoring and evaluation system  
The appointment of technical personnel is continued by conducting technology-based monitoring and evaluation (use of applications and CCTV and technology-based reports) and periodically reported to the public, with the hope that transparency will emerge so that public trust can be built in the government (especially with the hope of reducing various community upheavals).
8. Appoint technical staff who mediate the settlement of inter-agency relations disputes with a technology-based monitoring and evaluation system  
After collecting labor market data, the Melawi Regency Government needs to make a job market analysis. To make job training plans based on labor market data and the long, medium, and short term goals of utilizing and organizing worker resources (workforce in economic terms) using technology.
9. Appoint technical staff who mediate the settlement of inter-agency relations disputes with a technology-based monitoring and evaluation system  
Conduct a series of data collection stages, data analysis, and optimal strategy making in the form of policies. This aspect is a particular aspect because the existing strategy is not necessarily the optimal choice. Several reasons, including 1) optimal policy selection, are in line with optimal efforts in making the strategy, for example, optimal data and information collection and optimal analysis and optimal policymaking. So if there is a lack of optimization in the process, of course, this option or choice cannot be taken. 2) The optimization level as an option is in line with the current level of challenge; in other words, making an optimal policy strategy poses quite a big challenge. Therefore, this option exists as a separate option where not most

governments often cannot take this option in reality. For example: how a government (Local Government of Melawi Regency) uses the budget effectively and efficiently; of course, there are many dynamics and challenges.

#### D. CONCLUSION

This study formulates strategies that can be carried out by the local government of Melawi Regency in Facilitating Employment to Increase Public Investment through SWOT analysis. The strategy that can be carried out by the Melawi Regency Regional Government are as follows: 1) The need for specific policies related to technology accommodation pertaining to employment and government accommodation to increase investors; 2) Appointing technical staff who mediate the settlement of inter-agency relations disputes with a technology-based monitoring and evaluation system; 3) Creating a database of employees who have or will not take part in the training by utilizing technology (in the form of a simple excel application); 4) Collecting data related to resources (especially facilities) in Melawi Regency and making the database using a simple excel application; 5) Use of the budget effectively and efficiently (for example: reducing programs that are not related to regional vision and mission and other less priority budgets); 6) The need to collect data related to the list of jobs that have high, medium, low prospects in Melawi Regency; 7) Appoint technical staff who mediate the settlement of inter-agency relations disputes, with the hope that this can improve official performance (effectively and efficiently) so as to be able to overcome unemployment problems; 8) Making labor market data (an illustration of the list of jobs that have high, medium, and low prospects in Melawi Regency using the use of technology; 9) Optimizing the implementation of job training for the community based on the previous analysis.

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