

THE PARTNERSHIP STRATEGY OF THE SINGOSARI VOCATIONAL TRAINING CENTER WITH STAKEHOLDERS IN DEVELOPING QUALITY OF HUMAN RESOURCES

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ABSTRACT

The partnership strategy is a strategy carried out between two or more parties in establishing cooperation with the aim of mutual benefit between the parties involved. This study aims to analyze the strategies adopted by the Singosari Vocational Training Center in developing the quality of human resources through partnerships with stakeholders. This research uses a case study research type with a qualitative approach. This study uses data collection techniques through in-depth interviews, observation, and documentation techniques. Data analysis uses Miles and Huberman's interactive data analysis model. The results showed that the efforts that had been made by Singosari Vocational Training Center were the implementation of competency-based training, the implementation of Mobile Training Unit, the implementation of competency tests with certification and professional institutions, and the implementation of training following the New Normal Standart Operational Procedure. However, from the results of the research, the efforts that have been made have several weaknesses such as the introduction or socialization of the Singosari Vocational Training Center program is less effective and the implementation of the training does not involve the business and industry party so that the training participants do not receive training according to the business and industry standard. Based on the results of the SWOT analysis and the findings in the study, several strategies can be carried out by Singosari Vocational Training Center, namely branding strategies, integration strategies, alliance strategies, and market development strategies.

Keywords: Partnership Strategy, Competency Based Training, Quality of Human Resources.

INTRODUCTION

Human resources are factors that have an important role in the industry and business world. In the economic sector, human resources are one of the benchmarks in the progress of a country's economic growth, the better the quality of the resources, the better the country's economic growth.

In Indonesia, quoted from (katadata.com, 2019) the quality of human resources is ranked 87 out of 157 countries, this was conveyed by the head of Bappenas saying that the quality of Indonesian human resources is still far behind other countries, including Vietnam. Indonesia's human capital index is 0.53 or is ranked 87th out of 157 countries. When looking at China, the quality of Indonesian human resources is far behind. The country views the importance of human resources as an asset in the country's economic development, thus placing HR development as a top priority. In the planning and implementation stages, the HR development agenda gets priority and support both financially and from various policies, with policy support and consistency in human resource growth making the country successful in building a qualified and highly competitive workforce.

Currently, competition in the world of work, especially in the era of competition in the ASEAN Economic Community (AEC), companies require workers who have the skills and work experience. The role of job training institutions is very much needed to prepare workers who have the skills, competencies, and knowledge needed by the business world and the industrial world.

In Indonesia, job training providers are job training institutions that meet the requirements to carry out job training. Training institutions in Indonesia are located in almost all cities or provinces. One of them is the Singosari Vocational Training Centre from the Department of Manpower and Transmigration of East Java Province. The task of the Singosari Vocational Training Centre, in general, is to recruit training participants, train participants according to the competencies of each training. The output of the training that has been carried out is to distribute training participants to companies that need workers or are given guidance to apply their competencies to the business world to create new jobs.

Human resource training activities at the Singosari Vocational Training Centre are a non-formal education program organized by the government. Based on the Law of the Republic of Indonesia Number 13 of 2003 in Article 9 concerning Manpower, this is the basis for labor training carried out by the Singosari Vocational Training Centre which explains that "training is organized and directed to equip, improve, and develop work competencies to increase productivity and competence. well-being.

Singosari Vocational Training Centre has also collaborated or formed partnerships with various companies to facilitate training activities carried out for training participants. In this case, the Singosari Vocational Training Centre does not only partner with companies but also partners with universities, schools, and community communities to develop the quality of human resources and share experiences that have a positive impact on the partnership. Partnerships are made to provide beneficial reciprocity for the partnering parties.

The existence of the covid-19 pandemic in Indonesia, one of which is in East Java, has temporarily halted community activities, this has also affected training activities at the Singosari Vocational Training Centre and partnering companies so that it becomes a fairly serious problem.

The reason for researching the partnership strategy of Singosari Vocational Training Centre is that currently based on the vision, mission, and goals of BLK Singosari it has not met expectations because the training program has not met market demand or needs. To discuss this partnership strategy, the strategy theory proposed by Rangkuti is used. Which in the strategy there are several goals to be achieved based on the mission that has been set. Therefore, the existence of a partnership strategy will make a positive contribution to realizing the vision, mission, and goals of Singosari Vocational Training Centre. Until now, the partnership carried out by Singosari Vocational Training Centre is only limited to continuing the work program that has been carried out previously and has not utilized the partnership as part of a collaborative effort in carrying out training. So for this reason, researchers are interested in knowing the efforts that have been made by Singosari Vocational Training Centre in carrying out training and analyzing and formulating strategies that can be used to develop the quality of human resources through the partnership strategy based on a SWOT analysis.

LITERATURE REVIEW

Quality of Human Resources

The quality of human resources consists of two components, namely quality and human resources. Quality itself refers to the degree of conformity of the specifications attached to something, either goods or services. According to the Big Indonesian Dictionary, quality is a good or bad level of something or a degree or level (skill or intelligence). While human resources are the power possessed by a human being. According to (Suparman, 2016) human resources are essentially humans who work in an organization as a driver to achieve the goals of the organization. The quality of human resources affects competition in various lives, both in science and in the field of technology, (Yusutria, 2017) furthermore, the quality of human resources is determined by the quality and level of education. According to (Widodo, 2015) human resources can be said to be of high quality if they can carry out or carry out the duties and responsibilities assigned to them. There are indicators in measuring the quality of human resources proposed by (Suparman, 2016) namely the ability in the field of physical, intellectual ability, and psychological ability that affect the progress or decline of an organization. According to (Susanti, 2014) the quality of human resources is a quality possessed by humans and has an important role in an organization to achieve the goals of the organization. Some aspects affect the quality of human resources according to (Hermiyanty, 2017), namely physical aspects related to the human body and non-physical aspects which include human intellectual and mental or spiritual abilities.

Human Resource Development

Human resource development according to (Hidayat & Sa'ud, 2015) is an organizational need to prepare a person to develop the abilities or skills possessed following the demands of the job and the goals to be achieved. It was further explained that the development of human resources is an effort that is carried out sequentially to increase one's competence to support the achievement of the goals of an organization.

The human development index as measured by several indicators such as education, welfare, and health levels is used to see the quality of human resources (Rachmastika, 2018). According to (Sujanto, 2016) see human resources who are ready to work on three important factors influence, namely skills, knowledge or insight, and attitude or a person's character. (Adam, 2017) argues that success in building human resources will have a positive impact on accelerating the increase in labor productivity, and vice versa, human resource development is an important foundation in efforts to increase competitiveness and labor productivity.

According to (Ruhana, 2012) the development of human resources is an attempt to improve one's skills or abilities in dealing with tasks and implementing the skills needed following the existing job. The same thing was expressed by (Labola, 2019) that the development of human resources is a very important benchmark for achieving organizational goals and objectives because human resources are an important asset to compete in the era of globalization. The quality of human resources is one of the determinants of success because if you have skilled quality human resources, the company's development will be more optimal (Kamarubiani, 2012).

Partnership Strategy

A strategy is an approach that is closely related to ideas, planning, and implementation of activity within a certain period. According to (Siregar, 2018) strategy is an overall approach related to the idea, planning, and execution of an activity or activity within a certain period. Michael Porter reveals strategy is a set of different activities or actions to deliver unique value, in his article entitled competitive strategy in the Harvard Business Review (Rachmat, 2014). According to (Assauri, S., & Assauri, 2011) basically, the function of strategy is an effort so that the strategy that has been prepared can be implemented effectively. There are stages in the planning of strategy preparation, namely the data collection stage, the analysis stage, and the decision-making stage (Rangkuti, 2016).

A partnership is a collaborative relationship between entities to work towards a common goal through a mutually agreed division of labor a partnership is a complex means to produce practical solutions in the field and at the strategic level (Publow, 2010). According to (Ellitan, 2014) a partnership strategy is a strategy carried out between two or more parties in establishing cooperation with the aim of mutual benefit between the parties involved. According to Hasanah (2012), implementing partnerships with the industrial world is the main key in increasing the professionalism and competitiveness of the labor market. According to (Wikaningrum et al., 2020) there are several stages of the partnership strategy process, namely, building strategic partnerships, developing competitive strategies, and maintenance management. According to (Arifin, 2012) in developing the quality of human resources, the partnership relationship between training institutions and the industrial world has their respective roles in which the industrial world is a partner as well as the user of the workforce. (Mustikaningsih et al., 2019) revealed that the partnership strategy

is a contract-based and temporary relationship between partners who depend on each other to reduce uncertainty and carry out some joint activities. In addition, (Manninen, 2019) argues that setting main goals is very important in establishing partnerships.

RESEARCH METHODS

This research approach uses a qualitative approach. (Sugiyono, 2016) stated that qualitative research is often called a naturalistic research method because the research is carried out in natural conditions, referred to as a qualitative method. After all, the data collected and the analysis are qualitative. The study in this study is a partnership strategy carried out by the Singosari-Malang Job Training Center with stakeholders in developing the quality of human resources. The type of research used is a case study. The case study, in this case, is to reveal and analyze and describe the partnership strategy carried out by the Singosari Job Training Center with stakeholders in improving the quality of human resources.

Location This research was conducted at the Singosari Vocational Training Centre which is located at Jalan Raya Singosari, Song Song, Ardimulyo, Singosari District, Malang, East Java Province. The informants in this study were the head of Singosari Vocational Training Centre, head of training and certification section, head of development and marketing section, instructors, training participants, and partners of Singosari Vocational Training Centre.

In this study, the researcher used several data collection techniques, because the main purpose of the study was to obtain data using the snowball method. The data collection techniques using observation techniques, in-depth interviews, and documentation. The data analysis technique used in this study is an interactive model data analysis technique proposed by Miles and Huberman with four stages, namely, the data collection stage, in which the researcher conducts research and collects data following the research focus which becomes a guide in collecting the data needed in this research. SWOT analysis. The data reduction stage, namely the data that has been obtained is grouped and adjusted to the research focus. The data presentation stage, namely the reduced data is presented to facilitate understanding and the final stage is concluding.

DISCUSSION

There are three findings based on the results of research that has been carried out, namely, first, Singosari Vocational Training Centre is not yet known by the community in more depth and the public only knows about Singosari Vocational Training Centre as a place for job training. Although the Singosari Vocational Training Centre has intensively carried out continuous socialization by way of direct delivery or word of mouth. However, this turned out to be less effective in introducing Singosari Vocational Training Centre widely because there were still many people who did not know about Singosari Vocational Training Centre in more depth. As revealed by (Agustine & Prasetyawati, 2020) in their research that e-WOM and the quality of information provided greatly affect a company to introduce the self-image of an institution or company. That is, to respond to this, Singosari Vocational Training Centre introduces its programs apart from direct delivery, Singosari Vocational Training Centre must also take advantage of other ways to introduce themselves through social media or mass media.

Second, Singosari Vocational Training Centre does not involve the business world and industry in job training. the business world and industry play an important role in developing the quality of human resources, in this case, is job training. Indriaturrahmi also stated in his research that the involvement of the business world and industry in curriculum preparation in the form of curriculum workshops has a positive effect such as increasing the expertise or productive skills of teachers, and can be a place for students to carry out industrial work practices that will provide experience (Indriaturrahmi & Sudiyatno, 2016). The involvement of the business world and industry will provide new insights and knowledge. So that the training participants can also understand the competency standards of the business world and industry. The involvement of the business world and industry will also provide a reciprocal relationship for Singosari Vocational Training Centre in the utilization of training equipment owned by the business world and industry.

Third, Singosari Vocational Training Centre has not utilized its website optimally. Optimal use of the website to provide information about the profile of Singosari Vocational Training Centre and training programs will have a positive impact, namely the recognition of Singosari Vocational Training Centre by the wider community. As revealed by (Hasugian, 2018) in his research revealed that the website can be a solution in conveying information to the public effectively and efficiently so that Ves Boutique stores can use them in selling products.

Efforts that have been carried out by Singosari Vocational Training Centre in developing the quality of human resources are conducting competency-based training and Mobile Training Unit training based on the Indonesian National Work Competency Standards. Carry out certification for training participants through professional certification bodies. And Singosari Vocational Training Centre conducts training based on standard operating procedures for the New Normal to prevent and reduce the risk of being exposed to the Covid-19 virus.

Based on the results of the SWOT analysis presented in the Internal Factor Analysis Summary and External Factor Analysis Summary tables, the data are as follows:

Table 1: Internal Factor Analysis Summary

No	Internal Strategic Factors	Weight	Rating	Score
a Strength				
1	Government Owned Institution	0.125	4	0.5
2	Have a Budget	0.125	4	0.5
3	Competent human resources	0.125	4	0.5
4	Adequate facilities and infrastructure	0.125	4	0.5
5	Have a competency test place	0.125	4	0.5
Total Strength Score				2.50
b Weakness				
1	The number of Human Resources continues to decrease	0.100	2	0.2
2	Old equipment and machinery	0.075	2	0.15
3	The training program has not fully met market needs	0.075	2	0.15
4	Don't have a special theory room yet	0.075	2	0.15
5	Old building	0.005	1	0.05
Total Weakness Score				0.7
difference between (S – W)				1.80

Information:

1. The weighted value shows the result of how much urgency or level of importance it has, with a score scale of 1 (not important) to 5 (very important).
2. The weight value is obtained from each point score divided by the total point score.
3. The rating value shows how good the real performance or performance is, with a value scale of 1 to 4.
4. Giving a rating value is said to be good if it is given a score of 3 or 4

Based on the data from the IFAS matrix table above, after evaluating each aspect, it can be seen by assigning weight and rating to the strength aspect, the total strength score is 2.50, then reduced by the total weakness score of 0.70, the difference is 1.80.

Table 2: External Factor Analysis Summary

No	External Strategic Factors	Weight	Rating	Score
c Opportunity				
1	Sociopreneurship Program for Employer Skills	0.20	4	0.80
2	Independent Learning Program from Academics	0.20	4	0.80
3	The business world and industry world that require skilled workers	0.20	4	0.80
Total Opportunity Score				2.40
b Weakness				
1	COVID-19 pandemic	0.14	2	0.24
2	Enforcement of Foreign Workers Entering Indonesia	0.14	2	0.24
3	Other Job Training Institutions	0.16	2	0.32
Total score Weakness				0.80
difference between (O - T)				1.60

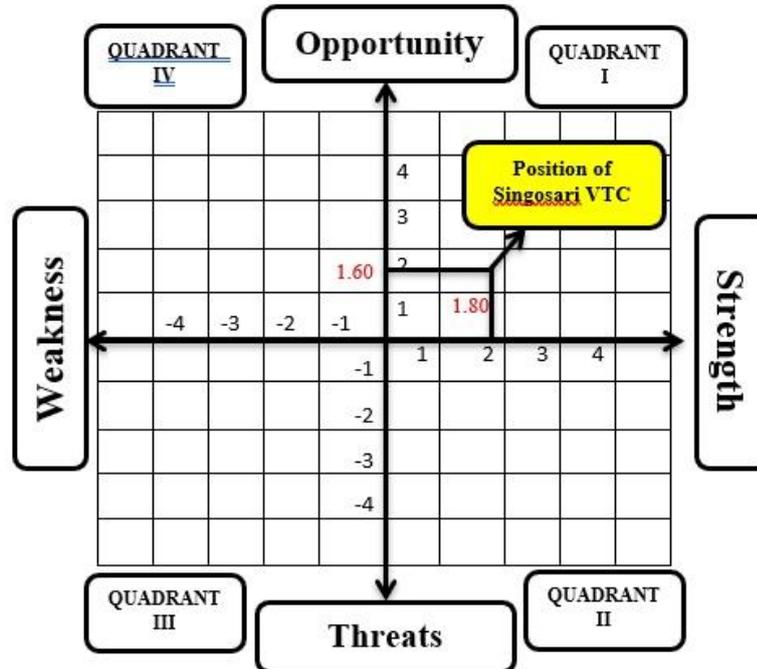
Information:

1. The weighted value shows the result of how much urgency or level of importance it has, with a score scale of 1 (not important) to 5 (very important).
2. The weight value is obtained from each point score divided by the total point score.
3. The rating value shows how well it responds to indicators and how much influence these indicators have on Singosari Vocational Training Centre.
4. Giving a rating value is said to be good if it is given a score of 3 or 4

Based on the data from the EFAS table above, after evaluating each aspect of the opportunity with a total score of 2.40, while the total score on the threat aspect is known to be 0.80, the difference in score between the opportunity and threat aspects is 1.60.

After knowing the results of internal (IFAS) and external (EFAS) factors, the next step is to determine the position of Singosari BLK for the selection of alternative strategies which can be presented in the following figure:

Picture 1: Position of Singosari Vocational Training Centre based on the results of the SWOT analysis



Based on the picture above, shows that Singosari Vocational Training Centre has a position that allows it to take more aggressive strategic steps because it is in quadrant one. Several strategic steps that can be taken by Singosari Vocational Training Centre to realize the vision, mission and goals in an effort to develop the quality of Human Resources are as follows:

1. Branding Strategy

The branding strategy in this case is a strategy that is sought to introduce Singosari Vocational Training Centre to the public. This branding strategy can be done by utilizing the website that is owned to instill a self-image and provide information about Singosari Vocational Training Centre, the activities that have been carried out, and the advantages it has so that people can get to know Singosari Vocational Training Centre better.

2. Integration Strategy

The integration strategy is carried out to gain control over suppliers and competitors. This means that Singosari Vocational Training Centre seeks to control for competitors such as private training institutions by offering cooperation in terms of certification for training participants who have carried out training at private training institutions to obtain competency test certificates through the Professional Certification Institute owned by Singosari Vocational Training Centre.

3. Alliance Strategy

The alliance strategy can be interpreted as an effort to develop cooperation or partnerships with various parties. This means that Singosari Vocational Training Centre seeks to cooperate with various parties, both world business and industry, academics, entrepreneurs, and other training institutions to develop the quality of human resources.

4. Market Development

The market development strategy, in this case, is that Singosari Vocational Training Centre can seek new market segments not only in the East Java area but also seek wider market segments through cooperation or partnerships with world business and industry in manpower training.

CONCLUSION

Based on the results of research on the partnership strategy between BLK Singosari and stakeholders in developing the quality of human resources, several conclusions can be drawn as follows:

1. The findings of this study are that the Singosari Vocational Training Centre is not yet known by the public in more depth. The two Singosari Vocational Training Centre did not involve world business and industry in job training. Third, Singosari Vocational Training Centre has not utilized its website optimally.
2. Efforts have been made by Singosari Vocational Training Centre in implementing competency-based training and Mobile Training Unit, implementing certification in collaboration with professional certification bodies, and conducting training based on standard operating procedures for the New Normal.
3. Based on the results of the SWOT analysis which places the position of Singosari in the first quadrant so that the strategies that can be carried out by BLK Singosari Vocational Training Centre are branding strategies, integration strategies, alliance strategies, and market development strategies.

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