

The Policy Effectiveness in Karawang Regency Towards Change Profession in Sirnabaya Village East of Telukjambe District West Java

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ABSTRACT

The purpose of this study is to analyze the effectiveness of the Karawang Regency Government policy in transferring livelihoods in Sirnabaya Village, Telukjambe Timur District. The research method used a qualitative descriptive type of research. The data was collected through observation, structured interviews, and documentation. The results showed that the local government's policy towards less productive land, allocated into industrial estates, was highly effective. Through the Job Training Center at the Manpower and Transmigration Office, the local government provides solutions by improving the skills of the workforce that transfers livelihoods to accommodate 60% of the local workforce in the company.

Keywords: Effectiveness, Labor Proportion, Livelihood Transfer, Policy, Wages.

INTRODUCTION

As an agricultural country, most of Indonesia's population has a livelihood as farmers. Through the Census on Agriculture in 2013, there were 16.55 million farmers in Indonesia with a distribution of crops and rice 8.61 million, shallots, garlic, chilies, oranges and so on 1.25 million, palm oil, rubber and coconut 4.72 million, the rest raised such as chickens, cows, goats and so on (Central Statistics Agency of West Java Province). Even Indonesia managed to be food self-sufficient, rice reached 25.8 tons and received an award from the FAO (Food and Agriculture Organization) in 1985 (National Statistics Center Agency).

Karawang Regency, West Java Province, is an area of 173,730 hectares, covering an area of 98,615 hectares of paddy farming land with a rice production of 1.4 million tons. To date, agricultural production is famous in West Java as it is called a rice granary area (Central Statistics Agency of West Java Province).

Land conversion is not conducted carelessly. To anticipate this from happening, the local government made a policy of the Karawang Regency Regional Regulation Number 1 of 2018 concerning Protection of Sustainable Food Agricultural Land. Article 8 explains that the Regional Government determines agricultural food land and sustainable food agricultural reserve land, covering an area of 87,253 Ha spread across several districts.

Currently, the regency has six industrial estates that are already operating. They contributed IDR 18 trillion/year to the West Java Provincial Government, thus causing the UMR (Regional Minimum Wage) to be the highest in the province, amounting to Rp. IDR 3,919,291.19 followed by Bekasi City of IDR 3,915,353.71, Bekasi Regency of IDR 3,837,939.63, and the lowest was Pangandaran Regency of IDR 1,558,793.94 (Decree of the Governor of West Java Number 561 / Kep.774-Yanbangsos / 2020).

With this policy, the pace of industrial development reached 150 hectares/year, or the land became shrinking by around 150 hectares/year. The land that was originally used for rice production was turned into residential areas, factories/industries, business centers, and other infrastructure (Central Statistics Agency of Karawang Regency). The reduction of the agriculture land area, the number of households of smaller farmers (less than 0.5 hectares) to 1.2 million households of smallholder farmers has an impact on the income they earn, with the presence of the industry (Central Statistics Agency of Karawang Regency).

The development of the industrial estate is expected to provide benefits to the community. The reduction in the livelihoods of the farming community certainly forces the transfer of land functions from agriculture to industry. However, the government's policy on the cost of goods sold (COGS) of rice and grain is to protect the community from the intermediaries due to the insistence of needs that cannot be delayed, so they are forced to sell their rice before being harvested. On the other hand, the rice standards required by the local Dolog are difficult for farmers to meet. As a result, the benchmark price set by the government does not bring much benefit.

The presence of industry for them is an alternative to improve welfare, especially among young people who perceive farmers as a low profession with low income. However, they have to compete with more skilled migrant workers. As a result, conflicts between the company and the migrant jealousy of the local population are inevitable. This creates a

gap that resulted in an unemployment of 114,004 people in 2016, despite the 8,900 industrial units in the regency (Burhani, 2013).

Sirnabaya Village, one of the villages in Telukjambe Timur District, has less productive agricultural land allowing its designation as an industrial estate is appropriate. Some people sold their land to industrial managers, especially those whose houses were close to industrial areas. They switch their livelihoods from the agricultural sector to the industrial sector; some still survive their livelihoods as farmers. To tackle these conditions, the Karawang Regency Government, especially the Manpower and Transmigration Service, facilitates and takes tactical and technical measures and solutions.

The population's loss of livelihoods due to the conversion of agricultural land to industry forces them to look for alternative jobs to become factory workers, traders, house renters, food stall sellers, and other micro and small enterprise owners. In addition, the agreement between the Karawang Regency Regional Government through the Manpower and Transmigration Office and the industry management that the industry manager provides internship opportunities for 5,000 job seekers from the Karawang Regency area is an encouraging policy. Although the interns show the quality of their work, the industry will appoint them as permanent employees.

The internship program is one of the solutions from the local government to reduce the unemployment rate (Karawang Regent Regulation Number 28 of 2011). This study was conducted to analyze the Effectiveness of the Karawang Regency Local Government Policy on livelihood transfer in Sirnabaya Village, Telukjambe Timur District.

LITERATURE REVIEW

The shift in people's livelihoods from vegetables to coffee plants is influenced by several factors, including land conditions that are in accordance with the requirements for the growth of coffee plants, especially arabica coffee in the form of height, landform, rainfall, and PERHUTANI rules that regulate the sustainability of plantation areas. The price of coffee in the market is quite high compared to vegetables, so residents are quite tempted to switch to coffee plants (Saepuloh, 2019).

The changes in livelihoods that have been carried out by the people of Depok Hamlet have an impact on their economic and socio-cultural lives. As the economic impact, after becoming fishermen, their income has increased. The social impact can be seen in the pattern of social relations, farmer families, and their neighborly life. One of the most prominent cultural impacts is on their belief or religious system in which the religious expressions are manifested in the form of rituals or ceremonies. The impact on mental attitudes is indicated in the changes of their lifestyle. After they become fishermen, they have a consumptive or extravagant lifestyle (Sulistiyono, Suwanto, & Rindarjono, 2015).

Land conversion on LP2B (Sustainable Food Agricultural Land) land can only be done for the public interest, while other conversions are not allowed. This is emphasized through the regulation on incentives which means that the government compensates farmers affected by LP2B; this must also be conveyed to the community (Octavianti & Nurikah, 2021).

According to Gibson, Ivancevich, Donnelly, & Konopaske (2009), effectiveness is an achievement of goals mutually agreed upon, where the level of organizational effectiveness can be said to be successful in achieving its goals. Meanwhile, Handayani (2008) stated that effectiveness is carried out to measure predetermined goals or objectives. If the goals are not achieved in the predetermined time, the implementation of the work is not effective. Martoyo (2008) gives the definition of "Effectiveness can also be interpreted as a condition or situation, where in choosing the goals to be achieved and the means used, as well as the abilities possessed are right, so that the desired goals can be achieved with satisfactory results".

The effectiveness of the small industry development policy in Jayapura can be measured by the extent to which the policy has resulted in a positive increase in small industries in Jayapura City. The increase can be seen through small industry development programs in the fields of production and processing, marketing and human resources, so that small industries in Jayapura grow into small industries that are resilient and independent (Hitokdana, 2018).

The opinions above conclude that effectiveness in the process of a program cannot ignore the targets that have been set so that operationalization to achieve the success of the implemented program can be achieved while paying attention to quality. In its general sense, effectiveness is an ability that shows how far a pre-determined goal is achieved. It is not much different from the notion of effectiveness, according to Hidayat (2006), stating that "Effectiveness is used as a measuring instrument that will state how far the target (quantity, quality and time) has been achieved. So that through these measurements it can be seen that the greater the percentage of targets achieved, so the higher effectiveness is produced". This underlines that effectiveness has an important role in the success of an organization. With good effectiveness, an organization can achieve the desired goals.

In addition to employee performance contribution to organizational effectiveness (Dwiyanti & Dudija, 2019), organizational effectiveness is influenced by four factors: involvement, consistency, adaptation, and mission. The involvement makes the staff accountable for the actions it takes (Casida, 2007). Involvement in expressing opinions needs to be appreciated regarding ideas to advance and develop the organization. It consists of three indicators: empowerment, teamwork (team orientation), and capability development (Casida, 2007). Consistency emphasizes the belief system, values, and symbols understood in the organization's implementation. In the implementation of the organization, consistency is important to maintain the strength and stability of the organization. Denison and Mirsha (1995) stated that consistency can be seen from three indicators, namely core values, agreements, coordination and integration.

Adaptability is an organization's ability to translate the environment's influence on the organization. It is the ability of the organization to respond to changes in the external environment by making changes in the internal organization. Denison and Mirsha (1995) stated that adaptability can be seen from three indicators: change (creating change), focusing on patients (customer focus), and organizational circumstances (organizational learning).

The mission demonstrates the organization's core objectives that keep the members of the organization steadfast and focused on what the organization considers essential. In accordance with Denison and Mirsha (1995), organizations that lack to implement the

mission will result in staff not understanding the results to be achieved and the long-term goals set become unclear. Denison and Mirsha (1995) stated that the ability to realize the mission can be seen from three indicators: directed and fixed strategies (strategic direction and intent), goals and objectivity (goals and objectives), and vision (Casida, 2007).

RESEARCH METHODS

The current research used a qualitative research design with a descriptive analysis method. Data collection techniques were carried out through observation, interviews, and documentation. Data sources were obtained from primary data through interviews with informants and secondary data were obtained through literature studies.

The informants in this study were the Head of the Manpower and Transmigration Service and staff, the Head of the Industry and Trade Service and staff, the Head of BAPPEDA and staff, the Head of the ATR (Agrarian and Spatial Planning / Land Service and staff, the Head of the Plantation and Livestock Forestry Agriculture Service, the Head of BLK (Job Training Center), the Director of The Company / Corporation, Trade Unions, Sub-districts and the community.

Data analysis techniques were carried out by inventorying agricultural land that has changed its function to become an industrial area, inventorying the amount of labor absorbed in the industry, and analyzing how effective the Karawang Regency Government's policies are in facilitating solving the problem of livelihood transfer.

RESULTS

To see the effectiveness of the Karawang Regency government's policies, we used the theory of effectiveness through the four approaches: involvement, consistency, adaptability, and mission by Casida (2007).

Involvement

The Regional Regulation Policy Number 1 of 2011 concerning the Implementation of Manpower was made to improve the skills of job seekers, conduct training, internships, and labor productivity through the Job Training Center at the Manpower and Transmigration Office in collaboration with companies, and private educational and training institutions. The training program includes Competency-Based training (PBK), such as computer science engineering, electrical engineering, welding engineering, lathe, office administration, automotive engineering, information engineering, apparel garments (sewing patterns), electronics, manufacturing, beauty management, and PLC (computer assembly). Entrepreneurship/Community Based Training consists of ten packages, namely food management, handicraft (creative industry), apparel garments (sewing patterns), and cosmetology. For 2018, 27 packages were allocated out of the 30 proposed packages. One training package consists of 16 people for one vocational. One vocational sometimes consists of two packages. The allocation for entrepreneurship/community-based training includes three packages of apparel garments and three packages of beauty. Meanwhile, the state budget allocation, out of 40 packages, realized 34 packages.

To attract people to participate in the training, the Manpower and Transmigration Office made a training brochure that presented a variety of training and was free. This brochure

was published for the people of Karawang Regency to provide the community with skills. The training was carried out before the workforce worked in the industry and was opened to the public, recruited by the Karawang Regency Manpower and Transmigration Service.

In 2018 in one year, there were six training batches. After completing the training, they were placed in the company through the selection process. However, 75% more went all to the industry because the workforce already had skills, good attitudes, and knowledge. Unfortunately, they worked only two-three weeks because the mentality was not strong. The shift of work requires mental adjustment because it is common to work freely and switch to a job full of rules, although before the work, the industrial workforce is trained in MFD (Mental Physical Discipline).

Consistency

The Regional Regulation number 1 of 2018 concerning The Protection of Sustainable Food Agricultural Land shows that the regional government of Karawang Regency remains consistent in maintaining productive land, lest there be a conversion into non-agricultural land because Karawang Regency is one of the rice granaries in West Java Province.

This policy was followed up with Karawang Regency Regional Regulation Number 1 of 2016 concerning Amendments to Karawang Regency Regional Regulation Number 5 of 2013 concerning Location Permits. These permits can also be used to ensure that the company operates on land suitable for its designation.

The government's policy is highly effective, although it impacts the loss of people's livelihoods. However, to reduce the unemployment rate, the government issued a policy of Regent Regulation Number 8 of 2016, as an effort to create an expansion of job opportunities for the community. Article 7 explains that companies must absorb local workers, at least 60% of the indigenous people of Karawang, by proving the ownership of local identity cards.

For local job seekers who do not have skills and attitudes, prospective workers are given non-formal education at the BLK. Subsequently, the workforce was given the opportunity to intern at the company in 2018 for 5,000 people. After the internship, they were included in the admissions selection and worked in industries spread across Karawang Regency. The company is consistent in complying with local government policies.

Unfortunately, the industry manager only hires employees who are 18-20 years old. Those above 20 years are no longer used, and the industry manager will recruit prospective employees 18-20 years old. However, their work experience is applicable to other industries. This requires the intervention of the Karawang Regency Regional Government through the Manpower and Transmigration Office to conduct an assessment.

Adaptability

Adaptability here means the ability to respond to changes in the external environment by making changes in the internal organization. Denison and Mirsha (1995) explained that adaptability could be seen through three parts: change, customer focus, and organizational learning.

Companies within Karawang Regency respond well to the local government's policy of keeping 60% of its employees recruited from local residents who change their livelihood functions who originally worked in the company. The acceptance of employees from local residents does not reduce customer service because before being hired, the workforce of local residents is carried out first and given training so as not to reduce the quality of work. Most of the surrounding workforce can adapt to the organizational environment, although some are still forced to leave the company because they have not been able to follow the organizational rules, which can usually be done freely before entering the business.

Mission

The government's mission in protecting its waga is realized through the strategies taken including the following: a. The strategies taken are directed and fixed (strategic direction and intent): Local government policies are the government's strategy in protecting their citizens. The determination of barren land intended for industrial sites is the right strategy because if it is planted, the results are not proportional to the costs incurred. Land owners who are forced to sell their land to companies by the government are given a solution by collaborating with private parties to synergize together to overcome unemployment by providing training and also the apprenticeship approach of local job seekers, even the government is able to force companies to hire 60% of the local population. b. Goals and objectives: Based on number 5a, it proves that the government is present in the community to provide solutions to its citizens, that the existence of the government for its citizens aims to find a way out of the problems that occur for people who have lost their livelihoods due to land conversion; c. The vision created reflects the future desire that must be realized through the mission. The government's vision is nothing but for the welfare of its people. Where the measure of prosperity is being able to meet the needs of food, health, and education.

DISCUSSION

The local government has issued a policy of Regional Regulation Number 1 of 2011 to improve job seekers' skills by collaborating between the Job Training Center at the Manpower and Transmigration Office with companies, private education, and training institutions. However, even though prospective workers have obtained the skills, the company still conducts selection again, accepting as much as 75%.

The local government of Karawang Regency remains consistent in maintaining productive land as agricultural land because the regency is one of the rice barns in West Java Province as a policy that has been issued based on Regional Regulation number 1 of 2018 concerning the Protection of Sustainable Food Agricultural Land. The government's policy on transferring less productive land into industrial areas is very effective, even though it impacts the loss of people's livelihoods. However, the local government has anticipated, through a policy based on Regent Regulation Number 8 of 2016, an effort to expand job opportunities for the community. According to Article 7, the company must be able to absorb local workers, at least 60% of the original population of Karawang, by proving ownership of the ID Card.

Companies in the Karawang Regency area responded well to the policy that 60% of their employees were recruited from local residents who changed their livelihoods from farming. Recruitment of employees from the local residents does not reduce the quality because they are given apprenticeships and training before being hired. Most can adapt

to the organizational environment, although some are still forced to leave the company because they have not been able to follow organizational regulations, which can be done freely before entering the company.

The government's mission to protect its citizens is realized by determining barren land for industrial locations, which is the right strategy because if planted, the results are not worth the costs incurred. Landowners who are forced to sell their land are given a solution to overcome unemployment by providing training and apprenticeship approaches for local job seekers. Even the government can force companies to employ 60% of the local population.

CONCLUSION

Government policies to improve skills through training coaching and apprenticeships in collaboration with private education and training institutions are solutions to reduce unemployment. However, the work shift is not everyone can adjust mentally from the one who originally worked freely and then switched to a job full of rules.

The policy of the Karawang Regency Government remains consistent in maintaining productive land. Each industry's location licensing ensures that the company operates on land suitable for its designation. The government's policy that the company should be able to absorb 60% of the local workforce is an effective policy to reduce the number of unemployed local workers and, at the same time, add experience to the workforce. However, it still needs to be reviewed regarding the company's policy of dismissing its employees after the age of 20. This is contrary to the legislation that the age of 20 years is the productive age.

The company accommodates the local government policy, namely placing 60% of its employees from local communities. The quality of employees from local communities does not reduce customer service because training and internships are given first before being hired. The surrounding workforce can adapt to the organizational environment, although some still leave because they are not used to following organizational regulations.

The government's policy of designating barren land for industrial sites is the right strategy. The government provides solutions to its citizens who have lost their livelihoods. This proves that the government is present in society as the purpose of the government's existence is to protect its people. The government's vision is to prosper its people, where the measure of prosperity is that the community can meet the needs of food, health, and education.

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