



THE ROLE OF THE MANPOWER OFFICE IN INCREASING LABOR PRODUCTIVITY

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ABSTRACT

This study aims to analyze the role of the Manpower Office of Biak Numfor Regency in enhancing labor productivity through training and skill development programs. The informants of this study include employees of the Manpower Office, training participants, and partner companies involved in the programs. Data collection techniques employed were in-depth interviews, participant observation, and document review related to implementing training and job placement programs. The collected data were analyzed using descriptive qualitative methods with a thematic analysis approach, linking field findings to theories of human resource development and labor productivity. The results indicate that the Manpower Office has conducted competency-based training per the Indonesian National Work Competency Standards (SKKNI). Yet, challenges remain, such as uneven facility distribution, limited practical equipment, and a job placement system that is not yet optimally integrated. Theoretically, improving labor productivity requires enhancements in training infrastructure and strengthening synergistic partnerships among the government, businesses, and trainees. In conclusion, although the training programs have been implemented, optimizing their outcomes depends on improving the quality of facilities and establishing a more effective job placement system.

Keywords: Access to Employment, Labor Productivity, Skills Training

ABSTRAK

Peningkatan produktivitas tenaga kerja adalah isu krusial dalam pengembangan ekonomi daerah, khususnya di Kabupaten Biak Numfor. Penelitian ini menganalisis peran Dinas Tenaga Kerja dalam meningkatkan produktivitas melalui program pelatihan dan pengembangan keterampilan. Teknik pengumpulan data dilakukan melalui wawancara mendalam, observasi partisipatif, dan studi dokumentasi terkait pelaksanaan program pelatihan dan penempatan kerja. Data yang terkumpul dianalisis menggunakan metode analisis kualitatif deskriptif dengan pendekatan analisis tematik yang mengaitkan temuan lapangan. Hasil penelitian menunjukkan bahwa Dinas Tenaga Kerja telah melaksanakan pelatihan berbasis kompetensi sesuai Standar Kompetensi Kerja Nasional Indonesia (SKKNI), namun terdapat kendala berupa ketidakmerataan fasilitas, keterbatasan alat praktik, serta sistem penempatan kerja yang belum terintegrasi secara optimal. Berdasarkan analisis teoritis, peningkatan produktivitas tenaga kerja memerlukan perbaikan infrastruktur pelatihan dan penguatan sistem kemitraan yang sinergis antara pemerintah, pelaku usaha, dan peserta pelatihan. Kesimpulannya, meskipun program pelatihan telah berjalan, optimalisasi hasilnya bergantung pada peningkatan kualitas sarana dan sistem penempatan kerja yang lebih efektif.

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1. Introduction

Biak Numfor Regency, one of the regions in Eastern Indonesia, faces significant challenges in human resource development amid the digital transformation era. Recent data from the Central Statistics Agency (BPS) indicates that the unemployment rate in this regency has reached 5.72%, a figure that is higher than the national average of 5.45%. Furthermore, only about 28% of the local workforce possesses competency certification, highlighting a substantial gap between the workforce's skills and the industry's needs. This gap is exacerbated by the fact that there is a 65% disparity between the qualifications of the available workforce and the needs of the rapidly growing maritime industry in the region. The limited vocational training infrastructure in the archipelagic area also serves as a hindrance to improving the quality of the workforce.

In this context, this research aims to analyze the role of the Biak Numfor Regency Manpower Office in enhancing the productivity of the local workforce. This study will evaluate the effectiveness of competency-based training programs that have been implemented and analyze the digital-based labor distribution system. Additionally, this research will formulate a partnership model between the government, the industrial sector, and training institutions to support competency development in the maritime sector.

This research is highly relevant, considering the importance of improving the quality and productivity of the workforce in supporting regional economic growth. With the Job Creation Law aimed at creating jobs and increasing investment, this study is expected to contribute to formulating more effective policies relevant to the needs of the local labor market.

Through a comprehensive approach, this research will fill the existing knowledge gap regarding the effectiveness of training programs and the role of the Manpower Office in the local context. Thus, the results of this study are expected to provide useful recommendations for the development of more inclusive and

sustainable labor policies in Biak Numfor Regency and have a positive impact on the welfare of the local community.

2. Theory

In this research, the theory used to analyze the role of the Manpower Office (Disnaker) in enhancing the productivity of the workforce in Biak Numfor Regency is the Structural Functional Theory developed by Robert K. Merton (1984) as cited in Izzati (2022). This theory focuses on how various societal elements function to maintain social stability and how the interactions between these elements can influence desired outcomes.

a. Manifest Functions

Manifest functions are planned functions that have a direct impact. In the context of the Manpower Office, the indicators used to measure manifest functions include: Training and Skill Development Programs: The Manpower Office organizes training programs to enhance workforce skills. The indicators used include the number of training sessions held, the level of workforce participation in training, and the relevance of the training to labor market needs.

Placement and Increased Access to Employment: The Manpower Office helps place trained workers in jobs. The indicators used include the number of workers successfully placed after training, partnerships with companies to provide job opportunities, and policies for mentoring and facilitating labor.

Labor Regulations and Policies: The Manpower Office is also responsible for implementing policies aimed at improving the quality of the workforce and overseeing and protecting labor rights.

b. Latent Functions

Latent functions are unplanned functions with long-term impacts. The indicators used to

measure latent functions include Social and Economic Changes in the Workforce, Which Measures the improvement in workers' welfare as a result of implemented policies and the shift in work patterns from the informal to the formal sector.

Workforce Adaptation to Technology and Innovation: Measuring the enhancement of workforce skills in using new technologies and the emergence of new entrepreneurs as a result of training programs.

c. Manifest Dysfunctions

Manifest dysfunctions are negative impacts of ineffective planned policies. The indicators used to measure manifest dysfunctions include Mismatch of Programs with Labor Market Needs, Which Measures the extent to which training programs offered are relevant to industry needs.

Barriers in Program Implementation: Identify constraints such as a lack of budget and resources for workforce quality improvement programs and limitations in training facilities.

d. Latent Dysfunctions

Latent dysfunctions are unplanned negative impacts that emerge in the long term. The indicators used to measure latent dysfunctions include Social Inequality and New Unemployment, which measure whether programs only benefit certain groups unevenly and the increase in educated unemployment due to a mismatch between skills and industry needs.

Dependency of the Workforce on Government Programs: Identifying the lack of initiative among workers to improve their skills independently, and the community's high expectations towards the government, without

any independence in developing workforce potential.

3. Research Methodology

This type of research employs a descriptive qualitative approach to produce descriptive data in the form of speech, writing, behavior, and in-depth explanations about the phenomena that occur and can be observed from the workforce or specific subjects in detail. According to Moleong (2017), qualitative research refers to the methods or approaches used in the research process to obtain valid or reliable data. The type of research can be classified based on objectives, strategies, procedures, and data collection techniques. In other words, this research seeks to understand social phenomena from a specific perspective. In this study, the author investigates the role of the Manpower Office in enhancing workforce productivity in Biak Numfor Regency.

The research subjects consist of seven key informants who were purposely selected using snowball sampling techniques, as stated by Sugiyono (2017). These informants include structural officials from the Manpower Office (Head of the Office, Head of Training and Work Productivity, Head of Job Placement Provision), technical implementers (Head of UPTD LLK and Training Instructors), and alumni of training programs as beneficiaries. These informants are selected based on their depth of knowledge and direct experience related to workforce productivity enhancement programs.

Data analysis follows the interactive model proposed by Miles and Huberman, which includes three main stages. The data reduction stage is conducted through an open coding process to identify key themes that emerge from the field data. The results of the coding are then presented in the form of descriptive narratives that connect policies, implementation, and the resulting impacts. Verification of findings is

carried out through data source triangulation and member checking with key informants to ensure the accuracy of data interpretation.

This research specifically focuses on evaluating competency-based training programs and job placement mechanisms, paying attention to the alignment between program outputs and the needs of the local labor market. The qualitative approach used allows the researcher to understand the complexities of policy implementation and capture the meanings constructed by various stakeholders involved.

4. Research Results and Discussion

This study examines the role of the Manpower Office in enhancing workforce quality and productivity in Biak Numfor Regency, using Robert K. Merton's (1948) Structural Functional Theory as the analytical framework. Merton's theory categorizes social functions into four dimensions: Manifest Function, Latent Function, Manifest Dysfunction, and Latent Dysfunction. The following discussion elaborates on the research findings based on these four dimensions, supported by relevant previous studies.

1. Manifest Function

Manifest functions are the intended and recognized consequences of social policies or actions. In this study, the Manpower Office's planned activities, such as training programs, skill development, and employment facilitation, represent manifest functions that directly improve workforce productivity.

The findings indicate that the Manpower Office has implemented structured training programs aligned with the needs of the local labor market. These programs focus on enhancing technical skills and vocational competencies, which directly contribute to

workforce quality. This is consistent with Sari and Nugroho (2020), who found that training programs tailored to industry requirements significantly improve participants' employability and job readiness. The competency-based system applied by the Manpower Office ensures that training outcomes meet specific labor market demands, increasing the relevance and effectiveness of the programs.

Furthermore, the Manpower Office has expanded access to employment opportunities by facilitating job matching and collaborating with private sector employers. This function aligns with Susanto's (2019) findings, which emphasize the role of training institutions in bridging the gap between job seekers and employers, thereby reducing unemployment rates. The direct impact of these efforts is evident in the increased number of trained workers entering the workforce, contributing to regional economic growth. However, the study also identifies the need for continuous curriculum updates to keep pace with evolving industry standards. Maintaining the relevance of training programs is crucial to sustaining workforce competitiveness in a dynamic economic environment.

2. Latent Function

Latent functions are unintended and often unrecognized consequences that emerge over time. This study reveals several latent functions resulting from the Manpower Office's initiatives, which extend beyond the immediate goals of training and employment facilitation. One significant latent function is the stimulation of innovation and entrepreneurship among training participants. Although the primary objective of the training programs is to prepare individuals for employment, many participants have leveraged their newly

acquired skills to start small businesses or engage in creative economic activities. This finding supports Putra (2019), who reported that skill development programs can foster entrepreneurial mindsets and creativity, which are vital for local economic diversification and resilience.

The training programs have also contributed to social empowerment by enhancing participants' self-confidence and community engagement. This social capital development encourages collaborative problem-solving and collective action within communities, aligning with broader development goals such as poverty reduction and social inclusion.

The latent functions observed in this study highlight the multifaceted impact of workforce development programs and underscore the importance of designing interventions that nurture long-term socio-economic transformation beyond immediate employment outcomes.

3. Manifest Dysfunction

Manifest dysfunctions are the negative consequences of planned policies or actions that are recognized and often unintended. Despite the positive outcomes, the study identifies several manifest dysfunctions associated with the Manpower Office's programs.

A primary dysfunction is the challenge of resource limitations, including inadequate training facilities, insufficient funding, and a shortage of qualified instructors. These constraints have led to suboptimal program delivery, reducing the overall effectiveness of training initiatives. Wibowo (2018) notes that resource scarcity is a common barrier in workforce development programs, often

resulting in lower training quality and participant dissatisfaction.

Moreover, some training programs suffer from a mismatch between curriculum content and actual labor market needs despite efforts to align them. This mismatch can lead to graduates who are ill-prepared for available jobs, undermining the programs' intended function. This issue reflects the complexity of maintaining dynamic and responsive training systems in rapidly changing economic environments.

Another manifest dysfunction is bureaucratic inefficiency within the Manpower Office, which sometimes delays program implementation and reduces responsiveness to participant feedback. Such administrative challenges can erode stakeholder trust and limit program scalability.

Addressing these manifest dysfunctions requires strategic investments in infrastructure, capacity building for trainers, and enhanced coordination with industry partners to ensure curriculum relevance. Streamlining administrative processes is also essential to improve program agility and participant satisfaction.

4. Latent Dysfunction

Latent dysfunctions are unintended negative consequences that emerge over time and are often unrecognized initially. This study reveals several latent dysfunctions that pose risks to workforce development efforts' sustainability and long-term impact.

One critical latent dysfunction is the potential dependency of training participants on government programs. Some individuals may rely heavily on state-sponsored training without developing the initiative or capacity for continuous self-improvement. This dependency can stifle personal motivation and limit the

development of autonomous learning habits essential in today's knowledge-driven economy. Rahmawati (2021) highlights the importance of sustainable empowerment strategies to prevent such dependency and ensure that training effects endure beyond program completion.

Additionally, latent dysfunctions include the risk of social stratification, where only certain groups, those with better initial access or resources, benefit from training programs, while marginalized populations remain excluded. This unintended consequence can exacerbate existing inequalities and undermine social cohesion.

Another latent dysfunction is the possible misalignment between training outcomes and broader economic development strategies. If workforce development is not integrated with regional planning and industrial policies, the benefits of training may be isolated and fail to contribute to systemic economic growth.

To mitigate latent dysfunctions, the Manpower Office should implement follow-up support mechanisms like mentoring, continuous learning opportunities, and entrepreneurship incubation. Inclusive program design and integration with regional development plans are also vital to maximize positive outcomes and minimize adverse side effects.

5. Conclusion

Based on the research findings regarding the role of the Manpower Office in enhancing workforce productivity in Biak Numfor Regency, it was found that although there are significant efforts in the implementation of training programs, skill development, increasing access to employment, and training relevance, there are still several challenges that need to be addressed. These findings reflect novelty and originality in the approach used, as

well as demonstrate pioneering efforts in the application of a competency-based system.

This research also possesses universality, as the challenges faced by the Manpower Office in Biak Numfor can be found in many other regions in Indonesia. Its scientific contribution lies in a deeper understanding of the factors influencing the effectiveness of training programs and access to employment, as well as recommendations that can be applied to improve the quality of these programs.

The implications of these research results in the development of knowledge indicate that to enhance workforce productivity, the Manpower Office needs to strengthen collaboration with the private sector and industry. This will not only create more job opportunities but also ensure that the training provided aligns with market needs.

From a social and economic perspective, increasing access to employment can reduce unemployment rates and improve community welfare. In a cultural context, relevant training programs can enhance the community's skills and knowledge, thereby encouraging innovation and entrepreneurship. Politically, the success of these programs can strengthen the legitimacy of local government in managing employment issues and increase public trust in government institutions.

Thus, this research not only provides new insights into the development of employment policies but also offers practical solutions that can be implemented to improve the effectiveness of training programs and access to employment in Biak Numfor Regency and other regions.

Suggestion

1. Enhancing Collaboration with the Private Sector: The Manpower Office needs to establish stronger partnerships with local companies and

industries to create more job opportunities for training alumni. This can be achieved through more structured internship or job placement programs.

2. Improving Job Vacancy Information Dissemination: A more effective information system is needed to disseminate job vacancy information to alumni. The Manpower Office can utilize digital platforms and social media to reach more job seekers.

3. Post-Training Support: Training alumni need better support after completing their programs. The Manpower Office can provide career counseling and guidance services to assist alumni in finding jobs that match the skills they have learned.

4. Enhancing Quality and Relevance of Training: The Manpower Office should continuously update training curricula to meet the ever-changing labor market needs. This includes introducing training in emerging fields such as digital technology and entrepreneurship.

5. Evaluation and Monitoring of Training Programs: Regular evaluations of training programs and their outcomes should be conducted to ensure that training is practical in enhancing skills and workforce productivity. Good monitoring can also help identify areas that need improvement.

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