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## RESOURCE SHARING INNOVATION MODEL FOR SUSTAINABLE MANAGEMENT OF HIGH UNEMPLOYMENT RATE

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**ABSTRACT.** There are a large number of manufacturing companies in Banten Province, but it is contradictory that this region has a high unemployment rate. Therefore, conducting a study in this area is very interesting in order to reveal certain facts and provide innovative recommendations which can be applied by the local governments in a sustainable manner. The current study has an objective to investigate the correlation between (1) training revolving fund-VHS graduates competence, (2) training revolving fund-skill development center, (3) VHS graduates competence-skill development center, (4) VHS graduates competence-resource sharing innovation, (5) resource sharing innovation-skill development center, (6) resource sharing innovation-human resource competitiveness, (7) skill development center-human resource competitiveness. The current study applied Research and Development (R&D) method with the samples of apprentice participants from the graduates of Vocational High School (VHS) in selected companies. Data collection and data processing used the IBM AMOS version 2.2. Furthermore, the study findings were further confirmed using triangulation to the apprenticeship PIC at 7 companies involved in analysis. It was revealed that there was an effect of desire to apply Resource Sharing Innovation (RSI) on Human Resource Competitiveness. According to such finding, the conclusion that could be formulated was that RSI as novelty could increase the human resource competitiveness. Moreover, the managerial implication of the study findings can solve unemployment issue through RSI performed by the companies through incentive for business convenience.

Keywords: Unemployment, Resource Sharing Innovation, Sustainable

### INTRODUCTION

In 2017, Banten was the province with the second highest unemployment rate throughout Indonesia. In the following year of 2018, it became the province with the highest unemployment rate. Furthermore, in the period of August 2019, it also occupied the highest unemployment rate in Indonesia by 8.11%, even though it decreased relatively by 0.14% from 8.25% to 8.11%. The percentage was higher than the national unemployment rate of 5.28%. [1]. In fact, Banten Province is more able

to prepare employment opportunities compared to other provinces [2]. Such problem has not been solved optimally, despite many efforts developed by the Provincial Government of Banten to decrease the unemployment rate.

BPS data in 2018 showed that the number of employed population in the Province of Banten was 5.62 million people and it has increased in 2019 to be 5.68 million people. Trading sector was found as a sector with the main employment structure by 1.36 million people (23.38%), followed by processing industry by 1.13 million people (19.97%), and further mining&quarrying by 722,120 people (12.72%) [1].

Several industrial regions, namely Serang Regency, Cilegon City, and Tangerang Regency are the centers for companies in manufacture sector, which can be considered to have the potential for employment. It turns out that the three areas are the highest contributor to solve unemployment problem in Banten Province. Serang Regency became the highest contributor by 10.65%, followed by Cilegon Regency by 9.68% and Tangerang Regency by 8.91% [1]. Regarding potentials to support employment rate, Serang Regency covers 847 large companies, Tangerang Regency covers 3,858 units, and Cilegon City covers 878 companies [3]. The current study has an objective to find certain facts and solution of innovative and proper policy frameworks to deal with high unemployment rate found in Banten.

Pigou pioneered the classical theory of labor [4]. He explains that the demand and supply of labor are involved in labor market consists of. The demand for labor is a derivative demand, which corresponds to the industrial needs demand. The demand for labor is generated from the decreasing share of the labor marginal product. Previous studies regarding unemployment rate have been published such as (Alghofari [5], Baeti [6], Budiani [7], Hadroj [8], Heriansyah, Nuraini, Kusuma [9], Imsar [10], Machin and Manning [11], Santoso [12], Setiyawati and Hamzah [13], Winardi [14], Yacoub [15]).

## LITERATURE REVIEW

### Training Revolving Fund

The training revolving fund (TRF) is one of the government's efforts to provide loans for job seekers which can be paid in installments. The risk of default due to layoffs before being paid off can be protected by the guarantee and insurance company. Through this assistance, the role of regional companies in supporting the reduction of unemployment in Banten can be more significant.

Malaysia, Singapore, France and even as many as 60 countries have developed TRF systematically and sustainably. Contribution funds from the industrial sector are jointly managed by industry associations, companies and trade union representatives [16]. Another RTF scheme to be implemented is the formation of a special institution to manage government funds. This institution is in charge of distributing RTF to company training centers to hold needs-based programs that are closely linked to the patterns of recruitment selection according to company qualification standards [17].

### Competence of Vocational High School (VHS) Graduates

The labor supply and demand mechanism was firstly assumed by Pigou [4]. He states an opinion that industries always issue competency requirements of job seekers. In contrast, Mouhammed [18] states that if there is no conformity between the competencies of graduates and the needs of industry, unemployment will always occur. Hadroj [8] also put forward a similar argument that it is difficult for school graduates to find a job if there is a competence gap with labor market demand. This kind of gap can lead to a high potential for unemployment. Alghofari [5] and Baeti [6] provided other evidence regarding competence gaps. Their study found that the competence gap erased the correlation between job availability and labor absorption.

### **Resources Sharing Innovation**

Resource Base Theory (RBV) was first proposed by Penros [19] who assumes that managerial resources can be used as a driver for internal expansion in any organization. Furthermore, Barney [24] argues that assets, capabilities, and competencies affects an organization's ability to remain superior. This advantage can be maintained if the organization has such attributes that are difficult to imitate, rare, high and even irreplaceable values. This is also called company diversification that needs to be implemented to encourage company expansion (Rubin [21], Teece [22]), with the internal managerial role as the main determining factor.

Shirado, et al [23] argue that the existence of rapid environmental changes with the support of technology and collaboration between companies or between individuals will determine the success of sharing resources. Sharing of resources can be realized by means of sharing, exchanging resource needs or renting one another, making joint purchases and achieving equal economies of scale. This can strengthen the production resources of each company [24].

Based on many previous studies, the concept of sharing economy becomes a necessity in a global economy where efficiency and speed of adaptation determine success in terms of the dynamics of meeting customer needs. The sharing concept should be developed in an effort to decrease unemployment rate in Banten Province. The majority of job seekers in Banten Province still have a wide gap between skills obtained from educational and training institutions and the competences that the industrial world demands. Unfortunately, the local government is unable to provide the budget to support technology, equipment, practical materials and instructors to increase the competence of job seekers. Given this problem, The current study presents a novelty in the form of resource sharing innovation between manufacturing companies and training institutions.

The new concept presented in the current study was a 3 in 1 concept approach (training, apprenticeship, certification and job placement) to overcome barriers to the procurement of practical equipment, materials and instructors, so this proposal was offered. Training was carried out at the company's training center (TC), apprenticeship program was held on production lines, instructors/tutors and practical materials were provided by the company, competency test was conducted by professional certification institutions. After passing the training and internship, the portfolio and competence of the participants can be owned by the company.

Observations of human resource managers can provide details on the performance of the participants' hard skills and soft skills. Participants who have a certificate from the company can apply for companies in other business fields, thereby increasing the ease of getting a job.

The resource sharing innovation was then revealed with a concrete action plan in the form of a 3 in 1 approach in which the government facilitates financing through revolving funds paid by participants in installments from their income to the revolving fund manager formed by the Banten provincial government. The main function of resource sharing innovation is to provide competency-based education/training program services and competency certification for workforce based on user needs (demand driven). This user-based training model emphasizes the process of mastering expertise based on competency standards and/or actual work standards and procedures, so that it remains relevant to similar industries. This soft governance model [25] does not require investment in equipment and instructor training, because the equipment and instructors have been prepared by the industry.

#### **Skill Development Center**

The characteristics of the open unemployment rate become an important basis for formulating a policy mix that can control the open unemployment rate.

The operationalization of Presidential Instruction No.9 of 2016 through further applicative policies states that one of the solutions to overcome unemployment is to revitalize VHS and involve various stakeholders across sectors and the business world. Subsequently, National Development Planning Agency initiated the KOMPAK (Community Collaboration and Services for Welfare) program framework, which promoted collaboration between the Australian and Indonesian Governments since January 2015.

The Skill Development Center (SDC) is a means for communicating, coordinating and synchronizing the programs and activities to foster workforce skills including three main elements of stakeholders in the field of manpower, namely the government, both central and regional, education and/or training institutions, and the business/industrial world [26]. SDC is established at the provincial/Regency/city level based on a governor/regent/mayor decree. The areas of expertise developed by SDC are selected based on priority area potentials and development based on the needs of business/industrial world [25]. SDC goals include: (1) increase integration and cooperation between education and training institutions with the business/industrial world; (2) improve coordination, communication as well as synchronization of activities and programs to further develop the expertise and skills of the workforce between the central government, regional governments and other elements such as education and training institutions, business/industrial world, and the community; and (3) increase expertise and skills for workers in accordance with the needs of business/industrial world.

#### **Human Resource Competitiveness**

As quoted by Jonung [27] and Mouhammed [18] Wicksell argues that cyclical unemployment is due to by wrong capital investment. Capital is commonly invested

in areas with low returns. The findings of Mouhammed [18] revealed that job availability was the best measure for cyclical unemployment. Unemployment that takes place in the long term will cause a bad mentality in the community [11], so that urgent efforts are needed to improve the competitiveness of school and university graduates.

In the era of networks, there are challenges regarding human resources (HR) within the basis of production and supply chain at the manufacturing sector, which have increasingly penetrated the global market. Srivastava [28] proposes several human resource challenges in the manufacturing sector, namely (1) difficulty to find qualified HR talent as innovators during recruitment, (2) high turnover rate, and (3) global competition for very talented HR. Meanwhile, Tjiparuro identified the following conditions: (1) the low level of training activities and the development of human resource, (2) the unattractive salary standard compared to average salary in other industrial sectors.

Based on the review through the 5 (five) theoretical frameworks above, the following hypotheses were developed:

H1: Training Revolving Fund has a positive and also significant impact on VHS graduates competence

H2: Training Revolving Fund has a positive and also significant impact on Skill Development Center.

H3: VHS graduates competence has a positive and also significant impact on Skill Development Center will be.

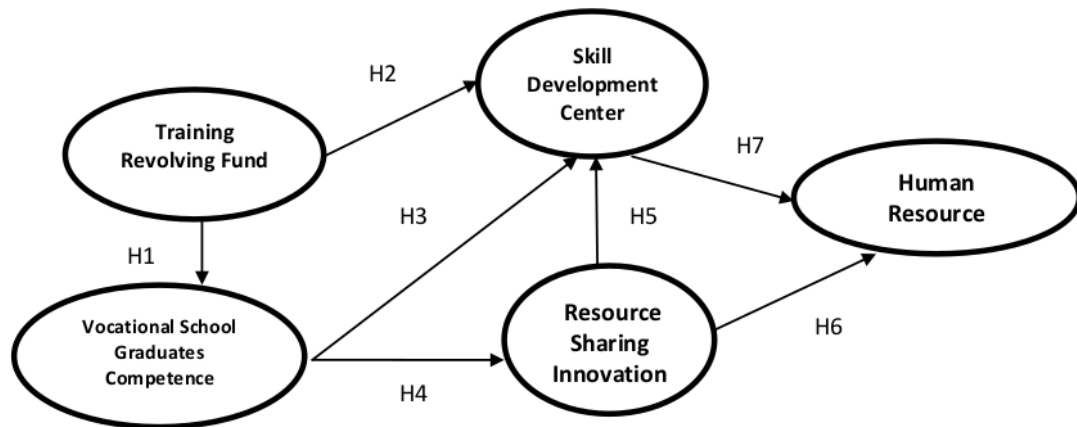
H4: VHS graduates competence has a positive and also significant impact on Resource Sharing Innovation.

H5: Resource Sharing Innovation has a positive and also significant impact on Skill Development Center.

H6: Resource Sharing Innovation has a positive and also significant impact on Human Resource Competitiveness.

H7: Skill Development Center has a positive and also significant impact on Human Resource Competitiveness.

The visualization of the hypothesis development becomes the empirical model in The current study, as shown in Figure 1 below.



## METHODS

Tangerang Regency, Serang Regency, Cilegon City and were decided to be observed in this current study since they are the three largest industrial regions in the Province of Banten. Purposive sampling technique was applied to take the study samples. Apprentices graduated from vocational schools in 7 companies had a role as the sources of the study data, which were collected using online questionnaire sent via the Google Form.

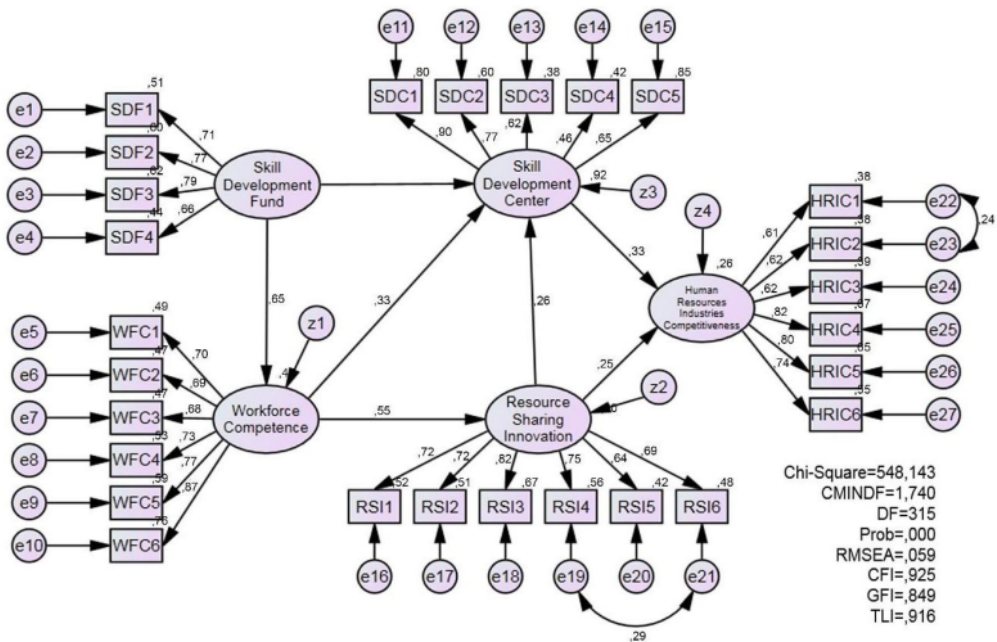
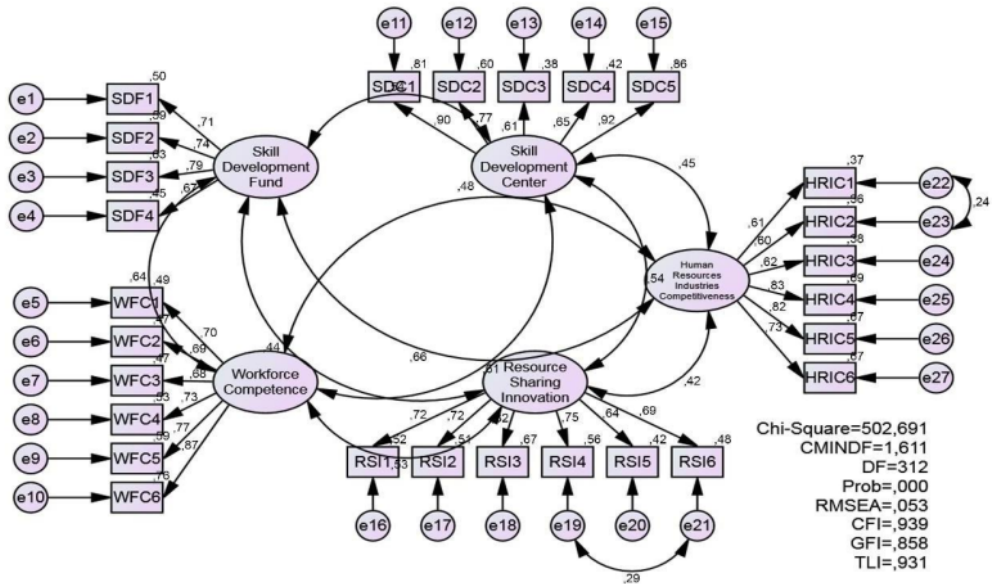
There were 5 variables involved here, namely: (1) TRF; (2) VHS Graduates Competence; (3) SDC; (4) RSI; and (5) Human Resource Competitiveness. Indicators applied for each variable were then converted into several questions and statements which were formulated and presented in a kind of questionnaire. Such questionnaire aims to explore the perceptions on the internship program of the respondents. There was a validation for the empirical model before conducting the test.

217 respondents filled in the questionnaires. The answers were analyzed using IBM Amos version 2.2. Moreover, the authors conducted triangulation among main stakeholders in the companies involved for analysis. For Tangerang Regency, the authors chose PT. Stanley Indonesia (Foreign Investment Company, Japan), PT. Sungidas (Foreign Investment Company, South Korea), PT. Sanken Argadwija (Domestic Investment/PMDN); For Serang Regency the authors involved the apprenticeship PIC at PT. Eagle Nice (Foreign Investment Company, Taiwan) and PT. Tomang Mas (PMDN); For Cilegon City, the authors chose PT. Dover (PMA, Singapore) and PT. Krakatau Steel (SOE).

## FINDINGS AND DISCUSSION

Indicators for explaining individual latent variable and the correlation between latent variables were tested through CFA model. Indicator test was performed by analyzing the loading value of the indicator on the latent variables. This was performed for endogenous and exogenous variables. The standardized regression calculations resulted in the loading value of  $>0.5$ . Thus, the entire indicators were valid for measuring the latent variables. Correlation values between latent variables within exogenous and endogenous variables could also be found in the CFA model.

**Fig. 1. CFA Model**



**Fig. 2. Full Structural Model**

Hypothesis test resulted in the estimate correlation value between the latent variables of the TRF, SDC, RSI, VHS graduates Competence, and Human Resources Competitiveness. Each variable obtained a significant correlation value. Furthermore, the test for structural model was able to be performed in light of the hypothesis developed.

**Table 1: Results of Hypothesis Test**

	Effect path	Estimate	S.E.	C.R.	P	Result
VHS_Graduates_Competence	← Training_Revolving_Fund	.615	.087	7.075	***	Significant
Resource_Sharing_Innovation	← VHS_Graduates_Competence	.570	.089	6.413	***	Significant
Skill_Development_Center	← Training_Revolving_Fund	.307	.122	2.512	.012	Significant
Skill_Development_Center	← VHS_Graduates_Competence	.478	.145	3.296	***	Significant
Skill_Development_Center	← Resource_Sharing_Innovation	.370	.108	3.443	***	Significant
Human_Resource_Competitiveness	← Skill_Development_Center	.230	.061	3.766	***	Significant
Human_Resource_Competitiveness	← Resource_Sharing_Innovation	.247	.087	2.839	.005	Significant

\*\*\* Significance of <0.001

The results of complete hypothesis test through are further discussed:

First, statistical test found that the estimate value regarding the effect of TRF on VHS graduates Competence was 0.615. Moreover, it was found a CR value=7.075 with a p-value= 0.000. Therefore, it can be concluded that there was a positive and also significant impact of training revolving fund on VHS graduates competence at a statistical significance of 0.05.

Second, statistical test found that the estimate value regarding the effect of TRF on SDC was 0.307. Moreover, it was found a CR value=2.512 with a p-value=0.012. Therefore, it can be concluded that there was a positive and also significant impact of training revolving fund on Skill Development Center at a statistical significance of 0.05.

Third, statistical test found that the estimate value regarding the effect of VHS Graduates Competence on SDC was 0.478. Moreover, it was found a CR value=3.296 with a p-value=0.000. Therefore, it can be concluded that there was a positive and also significant impact of VHS graduates competence on Skill Development Center at a statistical significance of 0.05.

Fourth, statistical test found that the estimate value regarding the effect of VHS Graduates Competence on RSI was 0.570. Moreover, it was found a CR value=6.413 with a p-value=0.000. Therefore, it can be concluded that there was a positive and also significant impact of the Competence of Vocational Education

Graduates on Resource Sharing Innovation at a statistical significance of 0.05. The average competency achievement of SMK graduates in Banten Province was still poor.

Fifth, statistical test found that the estimate value regarding the effect of RSI on the SDC was 0.370. Moreover, it was found a CR value=3.443 with a p-value=0.000. Therefore, it can be concluded that there was a positive and also significant impact of Resource Sharing Innovation on Skill Development Center at a statistical significance of 0.05.

Sixth, statistical test found that the estimate value regarding the effect of SDC on Human Resource Competitiveness was 0.230. Moreover, it was found a CR value= 3.776, with a p-value= 0.000. Therefore, it can be concluded that there was a positive and also significant impact of Skill Development Center on human resource competitiveness at a statistical significance of 0.05. This evidence suggests that collaborative bridge may be formed through the Skill Development Center.

Seventh, statistical test found that the estimate value regarding the effect of RSI on Human Resource Competitiveness was 0.247. Moreover, it was found a CR value=2.839 with a p-value=0.005. Therefore, it can be concluded that there was a positive and also significant impact of Resource Sharing Innovation on Human Resource Competitiveness at a statistical significance of 0.05. These results revealed that openness to resource sharing might result in a real technology transfer process in the manufacturing industry sector.

## CONCLUSIONS

In light of the study findings, it was revealed that there was an increase on human resource competitiveness provided by Resource Sharing Innovation which was offered as novelty. Conceptual study such as the current study may broaden the theory and concepts in human resource management practices, particularly regarding the idea of human resource training and development. Competitive advantage of the resource requirements should be consolidated as a focus of the concept of strategic management. Moreover, the managerial implication of the study findings is expected to solve the problem of high unemployment rate through Resource Sharing Innovation performed by the companies through incentives for business convenience.

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