

Evaluation of Employment Policy in Papua Province: Study of Papua Governor's Regulation Number 34 of 2019 Concerning the Organization and Work Procedures of the Department of Industry, Trade, Cooperatives, Small and Medium Enterprises and Labor

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ABSTRACT

The high unemployment rate in Papua Province, reaching 65,000 people, is one of the main challenges in achieving regional development goals, especially in the employment sector. This unemployment is spread across various districts/cities in Papua and is an obstacle to achieving the targets of the Papua Provincial Government's technical institutions, namely the Department of Industry, Trade, Cooperatives, Small and Medium Enterprises and Manpower (Perindagkop UKM dan Manpower), which is regulated by Gubernatorial Regulation Number 34 of 2019. This regulation only regulates employment matters but does not cover aspects of workforce placement, which should be an important part of reducing unemployment. This research aims to describe and analyze the evaluation of employment policies in Papua Province, especially those related to Gubernatorial Regulation Number 34 of 2019 concerning the organization and work procedures of the Department of Industry and Trade, UKM, and Manpower, and identify the obstacles that exist in implementing these policies. This research uses a qualitative approach with descriptive methods and data collection through in-depth interviews and Focus Group Discussions (FGD) with stakeholders related to employment policies in Papua

INTRODUCTION

The government is committed to implementing fair and equitable development throughout the homeland by the mandate of the 1945 Constitution, the 5th Principle, namely Social Justice for all Indonesian people, which is further explained in Article 27 paragraph (2) of the 1945 Constitution which reads "Every citizen has the right to work and a living that is worthy of humanity. ". Employment development aims: a. Empowering and utilizing the workforce optimally and humanely, b. Realizing equal employment opportunities and providing labor by national and regional development needs, c. protect workers in realizing prosperity. To guarantee the rights of citizens, a law was issued that regulates employment namely Law Number 13 of 2003 concerning employment, but as time went by and employment problems, the government took a policy to overcome the many provisions and derivative regulations in legislation, so President Jokowi ordered the issuance of Law 11 of 2020 to be revoked with the issuance Perppu No. 2 of 2022 concerning Job Creation and in 2023 Law No. 6 of 2023 was issued concerning the Determination of Perpu No. 2 of 2022 to become the Law concerning Job Creation. The aim is to provide legal certainty in the administration of employment affairs.

Implementation of development in a region cannot be separated from the support of the demographic bonus of the population as the main capital in driving progress in the implementation of development. The residents of Papua Province always experience this every year increase, this is as shown in the following table. The population of Papua Province based on the results of the population census as of September 2021 is:

Table 1. Population and Density Level of Papua Province in 2021

Year 2021			
Man	Woman	Amount	Density
2.294.811	2.008.891	4.303.707	13.78 people/km ²

Source: Papua Province in Figures, 2021

Based on the table above, in 2021, according to the results of the September population census, the population of Papua Province reached 4,303,707 people, consisting of 2,294,811 men and 2,008,891 women with a population density of Papua in 2021 of 13,78 people/ km².

In general, the population of Papua Province in 2020 has increased quite significantly compared to the results of the 2010 population census showing the population of Papua Province was 2.83 million people. Meanwhile, the results of the 2020 population census show a population of 4.30 people. In 2020 distribution of residents in Papua Dominated Jayapura City is 9.26 times larger than the total population. When compared by age group, the population of Papua Province of productive age (15-64 years) is 69.73 percent. Based on the results of things August 2021 The open unemployment rate (TPT) is 3.33%. This means that out of 100 people in the workforce, there are around 3-4 unemployed people. In August 2021, PTP decreased by 0.44 percentage points compared to February 2021, or a decrease of 0.95 percentage points compared to August 2020. The

decrease in TPT occurred in urban and rural areas. Urban TPT as big as 7.06 % in August 2021, down from the percentage previously it reached 8.96%. Meanwhile, TPT in rural areas is lower than in urban areas, namely 2.09%. This figure is lower than August 2020 which was 2.59. Based on the numbers, as many as 65 thousand Papuans are unemployed. This number decreased 14% from 75.6 thousand in August 2020. This is as in Table 2 below

Table 2. Working Age Population and Labor Force, August 2020-August 2021

Employment Status	August 2020	February 2021	August 2021	Change Agst 2020- Agst 2021		Change February 2021-Agst 2021	
	people	people	people	people	percent	people	percent
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
Working Age Population	2.449.145	2.494.062	2.494.142	44.997	1.84	0.00	0.00
Workforce	1.767.403	1.832.278	1.952.777	185.374	10.49	120.499	6.58
- Work	1.691.745	1.763.180	1.887.781	196.036	11.58	124.601	7.07
- Unemployment	75.658	69.098	64.996	-10.662	-14.09	-4.502	-5.94
Not the Workforce	681.741	661.784	541.365	-140.377	-20.59	-120.419	-18.20
	Percent	Percent	Percent	Percent Points		Percent Points	
Open Unemployment Rate	4.28	3.77	3.33	-0.95		-0.44	
- Urban	8.96	7.02	7.06	-1.90		0.04	
- Rural	2.59	2.71	2.09	-0.50		-0.62	
Labor Force Participation Rate	72.16	73.47	78.29	6.13		4.82	
- Man	79.84	83.58	86.41	6.57		2.83	
- Woman	63.47	62.06	69.10	5.63		7.04	

Source: Lakip Department of Industry, Trade and Cooperatives, UKM and Manpower in 2021

Through the potential demographic bonus of the Papuan population which becomes the capital in regional development for the welfare of the community of 4,303,707 people, there are still 65,000 highly unemployed people, plus the potential area of Papua Province is 312,224.37 which covers 28 regencies and 1 city in the region administration The Papua Provincial Government consists of 28 districts and one city. Furthermore, in 2019 Papua Province was recorded as having 576 districts with 5,549 villages/sub-districts inhabited by resident multicultural.

The high unemployment rate in Papua Province, amounting to 65,000 unemployed people spread across the districts/cities of Papua Province, is a weakness that hinders success achievement of the goals and objectives of the technical institutions of the Papua Provincial government, namely the Department of Industry, Trade, Cooperatives, Small and Medium Enterprises and Manpower (Perindagkop UKM and Energy Work) by the mandate of regional regulation No. 2 Papua Province, Papua Province Regional Regulation Number 2 of 2009 concerning Amendments to Regional Regulations with Composition and Structure Organization Papua Province Industry, Trade and Cooperatives, UKM and Manpower Service and by Gubernatorial Regulation No. 34 of 2019 concerning the Organization and Work Procedures of the Industry, Trade, Cooperatives, Small and Medium Enterprises and Manpower Service. In the institutional structure according to Gubernatorial Regulation Number 34 of

2019, it only regulates Employment Affairs and does not regulate the Placement of workers. This is confirmed through Law 13 of 2003 Article 31 concerning every worker has the same rights and opportunities to choose, get or change jobs and obtain income who are qualified inside or outside the country. More in article 32 paragraph (1) Employment placement implemented based on the principles of open, free, objective and fair and equal without discrimination, (2) workforce placement is directed at placing workers in the right positions according to their skills, skills, talents, interests, and abilities by taking into account dignity and rights. human rights, and legal protection, (3) Placement of workers is carried out by taking into account the equal distribution of employment opportunities and the supply of workers by the needs of national and regional programs. Meanwhile, the placement of workers themselves consists of the placement of workers within the country and the placement of workers abroad. Every worker has the same rights and opportunities to choose, obtain, or change jobs and earn a decent income at home or abroad. Referring to the mandate of articles 31,32 and 33 of Law Number 13 of 2003 regarding the placement of workers not going well as regulated in chapter VI regarding the Placement of Workers article 32 paragraphs (1), (2), and (3) regarding the principles of placement of workers work, suitability in position placement, the principle of equal employment opportunities and the provision of labor by national and regional program needs. According to researchers, the implementation of Policy Article 32 has not gone well, where the employment sector which is the work sector in its section does not regulate the duties of the authority to implement placements in Papua Province. Meanwhile, regarding the placement of workers at home and abroad, the employment sector does not have data, either data from labor placement companies or data on labor related to domestic and foreign workers, both about the Inter-Regional Labor Force and the Inter-State Labor Force matters are not running as well. it should. Meanwhile, the number of domestic investment companies (PMDN) is 184 companies and foreign investment companies (PMA) are 323 companies in 2020.

By the institution's field of work regarding domestic investment and foreign investment, it has become the responsibility of the Papua Province One-Stop Integrated Investment and Services Service, so that data regarding foreign workers working in Papua Province in the management of reporting their whereabouts is not recorded or registered with the Department Papua Province Workers and at the Regency/City level. Meanwhile, in the Papua Special Autonomy Law No. 21 of 2001, article 62 Chapter ability, paragraph (2) Indigenous Papuans have the right to have the opportunity and priority to obtain employment in all fields of work in the Papua Province region based on their education and expertise. In the Registration policy, mandatory reporting of vacancies by Presidential Regulation No. 4 of 1980 concerning the List of Job Vacancies is no longer valid so the function of controlling the mobilization of workers between provinces and other provinces in Indonesia and between one district and another district in Indonesia cannot be detected properly. Good. In addition, the status of foreign workers or foreign workers working in the Papua

region cannot yet be recorded and registered properly at the district/city level or at the provincial level.

Weaknesses and shortages in matters of workforce placement are an obstacle for the Department of Industry, Trade, Cooperatives, Small and Medium Enterprises and Labor of Papua Province in carrying out its main tasks and functions effectively and efficiently and it seems that it has not been able to integrate the Vision and Mission of the Regional Head with the goals and objectives of the Instrument. Area (OPD) in the Medium Term Development Plan (RPJMD), that the Papua Provincial government for 2019 - 2023 established a Development Vision, namely "Papua Rises Independently and Prosperously with Justice". Meanwhile, the Vision is expressed in 5 (five) missions, namely: 1. Determine the quality and competitiveness of human resources, 2. Strengthen a sense of security, peace, and tranquility as well as democratic life in strengthening the Unitary State of the Republic of Indonesia, 3. Strengthen governance and manage government, 4. Strengthening and accelerating the regional economy according to local superior potential and sustainable culture-based regional development, 5. Accelerating development of the outermost and certain disadvantaged regions. Responding to demands and challenges related to service matters employment with a study of the Evaluation of Employment Policy in Papua Province, which is currently facing challenges for the population of Papua Province to be productive in terms of employment targets, namely the population of Papua Province is 4,303,707 people, of which there are 65,000 unemployed, which is a serious concern for the Papua Provincial Government, it is necessary to carry out research for alternative policies with focus study with the title "Evaluation of Employment Policy in Papua Province (Study of Regulation of the Governor of Papua Number 34 of 2019 concerning the Organization and Work Procedures of the Department of Industry, Trade, Cooperatives, Small and Medium Enterprises and Manpower)".

LITERATURE REVIEW

Policy Evaluation

Policy evaluation that considers impact, implementation, and substance is known as policy evaluation (Anderson, 1975). Policy evaluation is seen as a useful task. This shows that policy checks are carried out throughout the process, not just at the end. According to William Dunn, the term "evaluation" refers to various scales of value applied to the results of policies and initiatives. Conclusion, classification, criticism, change, and reformulation of issues are all included in the evaluation.

According to William Dunn (1999:608-610), evaluation is related to generating data about the value or benefits of policy results. Evaluation contributes to the clarification and criticism of the values underlying the selection of goals and objectives. Evaluation also contributes to the application of other policy analysis methods, such as problem formulation and recommendations. Evaluation provides valid and reliable information about policy performance, especially the extent to which needs, values, and opportunities have been achieved through public action. Therefore, despite its relevance to the overall policy-making process, policy assessment is primarily focused on how well the

policy performs, particularly in terms of public policy implementation. According to Dunn, the following standards are used to assess government policy.

Table 3. Types of Evaluation According to Dunn

Criterion type	Question	Illustration
Effectiveness	Whether the desired results have been achieved	Service unit
Efficiency	How much effort is required to achieve the desired result	Unit cost, net benefit, ratio, Ratio <i>cost-benefit</i>
Adequacy	The extent to which achieving the desired result solves the problem	Cost remains Effectiveness remains
Alignment	Are the costs of benefits distributed evenly?	Pareto Criterion, Kaldor Criterion- Hicks, Criteria
	to different groups	Rawls
Responsiveness	Whether policy outcomes satisfy the needs, preferences, or values of particular groups	Consistency with survey citizen
Accuracy	Is the desired outcome (goal) truly useful and valuable?	Public programs must be equitable and efficient

Source: William N. Dunn, 2000

Subarsono (2011) further explained the objectives of public policy evaluation in more detail. These goals are:

- a. Determining the performance level of a policy. The level of success of policy goals and objectives can be assessed through evaluation.
- b. Assessing the effectiveness of a policy. With the assessment, costs, and benefits of a policy can also be calculated.
- c. Determining the quantity and quality of spending or production of a policy, or assessing the level of output (*outcome*) a policy.
- d. Analyze the impact of a policy, both favorable and unfavorable.
- e. To identify any variations by comparing target success with goals and objectives.

Meanwhile, Howlet and Ramesh (in Nugroho, 2012) group policy evaluation into three, namely:

1. Administrative evaluation, which is concerned with evaluating the administrative side of the budget, and cost efficiency of the policy process within the government relating to:
 - a. *Effort evaluation*, which assesses the input side of the program developed by policy
 - b. *Performance evaluation*, which assesses the output of the program developed by the policy
 - c. *Adequacy of performance evaluation* or *effectiveness evaluation*, which evaluates whether the program is carried out as it has been set
 - d. *Efficiency evaluation*, which assesses program costs and provides an assessment of their cost-effectiveness
 - e. *Process evaluations*, assess the methods used by organizations to implement programs.
2. Evaluation is judicial, evaluation that related to issues of legal validity where policies are implemented, including possible violations of the constitution, legal system, ethics, state administrative regulations, and even human rights.
3. Political evaluation, judging to what extent constituent acceptance of implemented public policies.

Policy Evaluation Indicators

Bridgman and Davis (in Badjuri and Yuwono, 2003) mention four main indicators for evaluating policies, namely:

1. Indicator *Input* (input) focuses on assessing what supporting resources and basic materials are required to implement policies. These indicators may include human resources, money, or other supporting infrastructure.
2. Indicator *Process* (process), focuses on assessing how a policy is transformed into direct services to the community. This indicator includes aspects of the effectiveness and efficiency of the methods or methods used to implement certain public policies.
3. Indicator *Output* (output), focuses assessment on the results or products that can be produced from a public policy system or process. This outcome indicator is, for example, how many people successfully participated in a particular program.
4. Indicator *Outcome* (impact), focuses on questions of impact received by the wider community or parties affected by the policy.

Department of Industry, Trade, Cooperatives, Small and Medium Enterprises and Manpower

Department is a Regional Apparatus which is the implementing element of Government Affairs that falls under the authority of the Region. The Department of Industry, Trade, Cooperatives and SMEs and Manpower was merged into one service based on Governor's Regulation Number 34 of 2019 concerning Organization and Work Procedures of the Department of Industry, Trade, Cooperatives, Small and Medium Enterprises and Manpower and Papua Governor's Regulation Number 23 of 2020 concerning Job Descriptions and Functions of the Department of Industry, Trade, Cooperatives, Small and

Medium Enterprises and Manpower of Papua Province. This occurred along with changes in nomenclature implementation XX National Sports Week (PON) 2021 in Papua, so this has an impact on food financing, there is a change in nomenclature in all services, agencies, and bureaus in the Papua Province government. The Department of Industry, Trade, Cooperatives, SMEs, and Manpower of Papua Province consists of 7 (seven) areas of affairs based on their respective duties and functions. The names of the fields include: (1) Industrial Sector, (2) Trade Sector, (3) Cooperative Sector, (4) Cooperative Sector SMEs, (5) Manpower Sector, and (6) Industrial Relations Sector and Secretariat Sector, not only that, the department also has several Service Technical Implementation Units (UPTD) which were formed under the Department of Industry, Trade, Cooperatives, SMEs and Provincial Manpower.

METHODOLOGY

This research is descriptive, namely to describe the Evaluation of Employment Policy in Papua Province (Study of Papua Governor Regulation Number 34 of 2019 concerning the Organization and Work Procedures of the Department of Industry, Trade, Cooperatives, Small and Medium Enterprises and Manpower). The type of research used is descriptive qualitative, namely a type of research that aims to provide a systematic, factual, and accurate description of data in the field (Umar, 2001).

The focus of this research is a study of the Evaluation of Employment Policy in Papua Province (Study of Papua Governor Regulation Number 34 of 2019 concerning the Organization and Work Procedures of the Department of Industry, Trade, Cooperatives, Small and Medium Enterprises and Manpower).

The data collection technique that the author uses is an in-depth interview technique conducted with several sources related to the research problem, including the Department of Industry, Trade, Cooperatives, Small and Medium Enterprises and Manpower, the Legal Bureau of the Secretariat of the Papua Provincial Government, as well as reviewing the Performance Accountability Report of the Service of Industry and Trade. Small and Medium Enterprises and Labor Cooperatives in 2021.

Data analysis according to Bogdan (in Sugiyono, 2014: 244) is the act of methodically searching for and organizing data after collecting it from field notes, interviews, and other sources so that it is easy to understand and share with other people. Data analysis involves grouping data into units, summarizing them, synthesizing them, combining them into patterns, selecting what is significant and requiring further investigation, and drawing findings that can be shared with others. Miles and Huberman recommend that qualitative data collection analysis activities be interactive and carried out continuously until the data is saturated. Data reduction, data presentation, and drawing/verifying data conclusions are all data analysis tasks.

RESULTS AND DISCUSSION

The discussion of the results of this research refers to the policy evaluation indicators presented by Bridgman and Davis (in Badjuri and Yuwono, 2003) who mention four main indicators for evaluating policies, namely: *Input* (Input), *Process* (Process), *Output* (Exit) And *Outcome* (Impact).

a. *Input*

These indicators may include human resources, money, or other supporting infrastructure.

- *Human Resources Input*

To achieve maximum public policy results, sufficient human resources are needed both in quality and quantity, this is as carried out by the Department of Industry, Trade, Cooperatives, Small and Medium Enterprises and Manpower, where the total number of ASN personnel from the Department of Industry, Trade, Cooperatives and There are 260 (two hundred and sixty) SMEs and Papua Province Workers and 12 (twelve) Contract Workers, with employee composition according to position in the organization of the Papua Province Industry, Trade, Cooperatives, SMEs and Manpower Services.

First, of the total number of human resources in the Department of Industry, Trade, Cooperatives and SMEs and Manpower of Papua Province, the Manpower and Expansion of Opportunities Section is assigned to deal with employment issues. The number of personnel is still very low, with current employment problems which are increasing in burden and challenge, so human resource input is very lacking because it is not commensurate with the existing problems.

To overcome the employment problems that exist in Papua Province, the Department of Industry, Trade, Cooperatives, and SMEs and Papua Province Workers cannot work alone, because employment problems are not only a problem of job opportunities but also a problem of placing good workers in companies within country or abroad, it is necessary to collaborate with the Department of Investment and One-Stop Integrated Services of Papua Province so that data regarding foreign workers working in Papua Province in the management of reporting their whereabouts is not recorded or registered with the Department of Manpower of Papua Province or at the level Regency/City.

Second, the Department of Industry, Trade, Cooperatives and SMEs and Manpower of Papua Province have low-quality human resources, where employees often only carry out the responsibilities and tasks assigned without any encouragement to innovate for the benefit of more efficient policy implementation.

According to Winarno (2012), the quantity and quality of human resources influence the success of policy implementation. To achieve these policy objectives as effectively as possible, local governments must be able to grow human resources by increasing the number of employees and workforce competency by their respective roles and functions.

- **Time Input**

Based on the research that has been carried out, it was found that the implementation of the policy of Governor Regulation Number 34 of 2019 concerning the Organization and Work Procedures of the Department of Industry, Trade, Cooperatives, Small and Medium Enterprises and Labor and Papua Governor Regulation Number 23 of 2020 concerning Description of Duties and Functions of the Department of Industry, Trade, Cooperatives, Small and Medium Enterprises and Labor in Papua Province, especially in overcoming employment problems, it has been almost 5 years, but the employment problems in Papua Province have still not been resolved properly. This can be seen from data on unemployment which is still high in Papua Province.

Thus, it is important to increase human resource input both in number and competency, to resolve employment problems in Papua Province can be carried out quickly and efficiently. Apart from that, the Department of Industry, Trade, Cooperatives and SMEs and Manpower of Papua Province are further improving coordination and cooperation between departments, especially with the Department of Investment and one-stop integrated services of Papua Province in dealing with employment in Papua Province so that it can be resolved immediately and well.

- **Cost Input**

Judging from the input costs allocated per year as stated in the Budget Implementation Document (DPA), the amount is quite large. However, when analyzed, it was found that budget input had not been utilized optimally to implement employment policies in Papua Province, because the level of budget absorption was still low both by job seekers and by the Department.

Table 4. Allocation Per Development Target

Target	Performance Indicators	2021 Budget	Realization 2021	Percentage (%)
Increasing the number of jobs filled	Open Unemployment Rate	159.999.135	159.999.135	100
	Labor Force Participation Rate (TPAK)	339.991.185	339.991.185	100
	Employment Opportunity Level (TKK)	999.995.877	999.995.877	100

Source: Lakip Disperindagkop, SMEs and Manpower, 2021

The budget allocation above is used to finance several activities including The process of implementing education and skills training for job seekers based on cluster coaching and measuring competencies, coaching and measuring productivity, expanding job opportunities as well as coordinating and synchronizing RPTKA ratification which does not contain changes in position, number of foreign workers and work locations in 1 (one) region.

In reality, until now the employment problems in Papua have not been fully absorbed. The high budget absorption by the Department of Trade and Cooperatives, MSMEs, and Manpower in 2021 is due to organizational structure reform, namely the merger of the Department of Industry, Trade, Cooperatives and SMEs and Manpower was formed into one service based on Papua Governor Regulation Number 23 of 2020 concerning Job Descriptions And the functions of the Department of Industry, Trade, Cooperatives, Small and Medium Enterprises and Manpower of Papua Province. This has resulted in a change in nomenclature in line with the implementation of the XXth National Sports Week (PON) in 2021 in Papua, this has had an impact on food financing, there has been a change in nomenclature in all departments, agencies, and bureaus in the Papua provincial government.

This explanation is in line with Kuswoyo's (2011) statement that effective budget preparation and implementation have an impact on how much money is spent. The level of budget absorption will be higher because clearer budget planning will result in more optimal implementation. Therefore, to achieve high budget absorption and effective and efficient policy implementation, the government must establish a reasonable budget where the specifics of budget allocation and implementation must be clearly stated.

b. Process

• *Effectiveness*

In this case, we will see the effectiveness of the methods used to overcome employment problems in Papua Province. The policy implementation methods carried out by the Papua Province Department of Trade and Cooperatives, UKM, and Manpower include: 1) increasing vocational and soft skills training for job seekers and facilitating apprenticeships for job seekers, to increase knowledge and work capacity so that they are ready to work and open up fields. own work 2) encourage the growth of business sectors, especially labor-intensive sectors so that they can absorb labor to reduce the unemployment rate in Papua Province, 3) strengthen coordination between the Department of Industry and Trade, SMEs, and Labor of Papua Province with the Regional Apparatus Organizations (OPD) to increasing the synergy of economic development in Papua Province.

According to Islamy (2010), state policy is successful if it has a good influence on society, or in other words if the people who are part of society act in a way that is by the wishes of the state or government. Based on several justifications above, it can be concluded that the policy for handling labor problems is still not effective because the community activities chosen as policy objectives are not in line with the government's wishes.

Method-method The implementation of this policy has referred to Papua Governor Regulation Number 23 of 2020 concerning Description of Duties and Functions of the Department of Industry, Trade, Cooperatives, Small and Medium Enterprises and Manpower of Papua Province, but has not shown effective results in overcoming employment problems in Papua Province. . This can be seen from the low ability of the community to access information and search for job vacancies online, where if we look at the level of education, the

majority of the workforce has an elementary school education. Apart from that, local cultural factors and geographical conditions are obstacles for job seekers.

The low quality of human resources is one of the causes of inefficient policy implementation methods. According to George C. Edward in Subarsono (2011), a prerequisite for successful implementation of a policy is that the implementer knows what needs to be done and how to communicate the aims and objectives of the policy to the target audience to minimize implementation distortion. For goals and objectives to be achieved as effectively as possible, high-quality implementers will provide the most efficient means to do so.

Communication between organizations, apart from having highly knowledgeable human resources, is another factor that influences how well a policy is implemented. Successful implementation of a policy requires strong coordination and cooperation between policy-implementing institutions, as indicated by Van Meter and Van Horn (Winarno, 2012). In this regard, the Department of Industry, Trade, Cooperatives, Small and Medium Enterprises, and Manpower of Papua Province should be able to increase cooperation between various agencies and groups involved in employment issues.

Therefore, local governments must be able to improve human resource skills to develop efficient means of implementing policies to deal with employment problems. Implementing institutions must be able to foster collaboration and collaboration across diverse organizations, especially with regional governments which are the government institutions closest to the community. The collaboration will make it easier for the public to get employment information, starting from available vacancies to the placement of workers according to their skills and knowledge.

- *Efficiency*

According to Dunn (2003), effectiveness correlates with how many resources must be used to achieve a certain level of efficiency. Thus, the effectiveness of policy implementation will be compared with the budget resources required to carry out the efficiency analysis in this study.

Based on the study conducted, it was found that the high level of budget resources used was not commensurate with the results or effectiveness achieved. Here's the explanation:

First, the Open Unemployment Rate Indicator, which includes the process of implementing education and skills training for job seekers based on cluster coaching and measurement competencies, the budget used was 159,999,135, but the output produced did not show significant changes in employment.

Second, the Labor Force Participation Level (TPAK) indicator, through coaching and productivity measurement activities with a budget of 339,991,185, also has not yet obtained a significant picture of the participation level of the labor force in Papua Province.

Third, the Employment Opportunity Level (TKK) indicator, through activities to expand employment opportunities and coordination between the Department and other Departments and Institutions in one region related to employment issues in Papua Province with a budget of 999,995,877, overall the funds have been absorbed 100 percent, but the results of the activities The

employment problem is not yet visible, this is still the high unemployment rate in Papua Province.

When considering the effectiveness of policy implementation in overcoming employment problems, several factors show that the results have not been successful. Efficiency, according to Dunn (2003), is the relationship between effectiveness and resources consumed. The large input of budget resources used, which has not resulted in a high level of policy effectiveness, is perceived as inefficiency in policy implementation.

Based on the explanation above, the Regional Government, in this case, the Papua Province Department of Industry, Trade, Cooperatives, Small and Medium Enterprises, and Manpower, should increase its commitment to realizing the plan. The first step to achieving this right is to expand the quantity and quality of human resources. To increase job vacancy information to the job-seeking public and collaborate with institutions outside the government, such as companies or workforce placement agencies.

c. Output (Exit)

Results Evaluation is an evaluation that assesses the policy output. The output in this study is analyzed based on a comparison of the number of unemployed workers from August 2020 to August 2021, namely 75.6 thousand in August 2020 and 65 thousand in August 2021, which means there is a decrease of around 14% from 2020. This is as per the data in the table below:

Table 5. Employment Status in 2021

Employment Status	August 2020	August 2021	Change Agst 2020- Agst 2021	
	people	people	people	percent
(1)	(2)	(4)	(5)	(6)
Working Age Population	2.449.145	2.494.142	44.997	1.84
Workforce	1.767.403	1.952.777	185.374	10.49
- Work	1.691.745	1.887.781	196.036	11.58
- Unemployment	75.658	64.996	-10.662	-14.09
Not the Workforce	681.741	541.365	-140.377	-20.59

Source: Lakip Disperindagkop, SMEs and Manpower, 2021

Based on the table above, seen from the output side, the results of the implementation of policy programs to address employment are already underway, but are still not optimal. This can be seen from the percentage level for one year there was only a change of 14%. The low output produced by the policy program shows that the input in terms of human resources, time resources, and budget resources has not run optimally, so the lack of input affects the results obtained in implementing the policy. Apart from that, the ineffectiveness and inefficiency of implementing policy programs that have been established is also a driving factor in the lack of results achieved by policy implementation.

d. Outcome (Impact).

According to Dye in Winarno (2012), there are many ways to see the influence of a policy, including 1) its impact on social issues or the individuals involved, 2) its impact on groups other than the target, and 3) its impact on the present and future. front. Based on this, the following factors will be taken into consideration in assessing the effectiveness of regional government programs in resolving employment problems in Papua Province. Among others:

First, the impact of policies on public problems. Based on several policy implementation methods that have been carried out by the Papua Provincial Government, if we look at the effectiveness of their implementation, there are several methods that are still not effective in overcoming employment problems.

Second, the impact of policies on groups outside the target. Based on the research results, even though the regional government has a policy program to overcome employment problems through the Department of Industry and Trade, UKM, and Manpower, job seekers still find it difficult to find vacancies and jobs.

Third, the impact of the present on the future. The influence of policies on the current situation is not yet fully realized, according to research results. This can be observed depending on how little the Papua Provincial Government does to create opportunities for job seekers through policy programs.

However, future policies are expected to have a more positive impact in overcoming problems involving existing stakeholders and if the government is strongly committed to improving the implementation of current policies. This can be done by increasing the number and expertise of human resources and monitoring budget allocations.

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the results of the discussion of the manuscript that has been carried out, the following results were obtained:

1. Evaluation of policy input shows that HR input as policy implementers is still low in quality and quantity. Time input shows that solving employment problems takes a slow time, due to a lack of human resources and lack of coordination with other regional agencies. While the allocated input costs are quite high, they have not been able to be utilized optimally to make policy implementation a success.
2. The process evaluation shows that the policy implementation method has not been effective and efficient in overcoming employment problems. The low quality of human resources to create innovation in implementing policies is one of the obstacles, apart from that, cooperation and collaboration between related agencies also influence the low success of policy implementation.

3. Evaluation of the results, it was found that the output of policy implementation was less than optimal, because within one year labor absorption only reached 14%, so the unemployment rate was still high.

Low levels of input, process, and output then influence the impact of policy implementation felt by the community, especially job seekers who already have the skills and knowledge.

Reccomendation

Each study has limitations; thus, you can describe it here and briefly provide suggestions for further research.

FURTHER STUDY

Every research is subject to limitations; thus, you can explain them here and briefly provide suggestions for further investigations.

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