

**DEVELOPING MODEL MANAGEMENT OF SPECIAL EMPLOYMENT UNIT (BKK) OF SMK AS SMK GRADUATES MARKETING****Edi Drajat Wiarto** , **Samsudi, Joko Widodo, Haryono**

Educational Management of Postgraduate Program of Semarang State University

Info Artikel*Sejarah Artikel:*

Diterima September 2014
Disetujui Oktober 2014
Dipublikasikan
November 2014


Keywords:

*management, marketing,
employment, BKK*

Abstract

Vocational High School (SMK) is a type of secondary education that specifically prepares its graduates to become skilled and trained workers. Therefore, there is an urgency to provide a marketing service for the graduates through a special employment unit (BKK). This study discusses the development of a BKK management model in SMK. The preparation of BKK model design began with the field study to obtain factual condition in the field. This research was conducted using of Research and Development (R & D) method. This study was set in four vocational schools which had BKK. The four study sites were in SMK N 4 Semarang BKK, SMK N 6 Semarang BKK, SMK N 8 Semarang BKK, SMK N 9 Semarang BKK, as well as the representatives of industrial market in Central Java. The steps of the model in this study include (1) a factual analysis models of Special employment unit (BKK), (2) development of a conceptual model, (3) the needs analysis of BKK, (4) the development of a hypothetical model, (5) the development of a final model. The results show that the factual conditions in SMK BKK do not exhibit any optimal progress, especially dealing with their duties in marketing the SMK graduates. The aspect of finance greatly affects the implementation of SMK BKK. BKK Model Management in SMK is expected to overcome the problems encountered in the area of BKK.

© 2014 Universitas Negeri Semarang

 Alamat korespondensi:

Kampus Unnes Bendan Ngisor, Semarang, 50233
E-mail: pps@unnes.ac.id

ISSN 2085-4943

INTRODUCTION

Djojonegoro (2007: 1) reveals that education, especially vocational high schools (SMK), significantly demands a thorough action to search the potential requirements needed by the industrial market. The notion derives from the fact that there is a huge gap between the education and job market/industry (link and match). Education must strive continuously in pursuing and adjusting the expected competencies required by the unpredictable and uncertain job market. In this case, SMKs need to consistently improve their graduates' core competencies and qualities in encountering the job market competition.

Therefore, there is a necessity to provide a worker marketing agency which is not only from government agencies responsible for workers and legal private institutions, but also worker marketing service in secondary and vocational education unit called the Special Employment Unit (BKK) which is in charge of marketing services employment especially vocational graduates. According to Terry and Fayol in Wahyudi (1994), there are four stages in the management components, namely: planning, organizing, implementation, and monitoring.

Planning is an important element because it significantly affects a particular activity. Planning also becomes a foundation for leaders and officers to conduct their work. Organizing is classically defined as a structure describing the hierarchy. In a modern sense, organization is defined as a relationship between people who

are working to achieve the goals that have been consensually set. Nevertheless, the organization can be defined as the integrative arrangement of the parts so that their relationship is influenced by the overall connection. Implementation is an action which supports and encourages all members of the group so they strive to achieve the goal and act according to the planning and organizing stages. The final stage in the management of an organization is monitoring. This stage supervises every activity to check whether they are already implemented according to the plan that has been determined, the instruction that has been given, and the principles that have been outlined.

In management process, there are core functions performed by principals, namely planning, organizing, directing, and controlling. Therefore, management is defined as the process of planning, organizing, directing, and controlling all of aspects of organization in order to be able to achieve organizational goals effectively and efficiently.

One of the main activities conducted by BKK is marketing. Kotler (1999) explains that marketing is a social and managerial process by which a person or group obtains what is needed and wanted through creating and exchanging particular products and value. So it can be said that the orientation of marketing management is to determine the needs, desires and judgments of the target market and to adjust the organization's activities in such a way to provide more efficient and effective satisfaction.

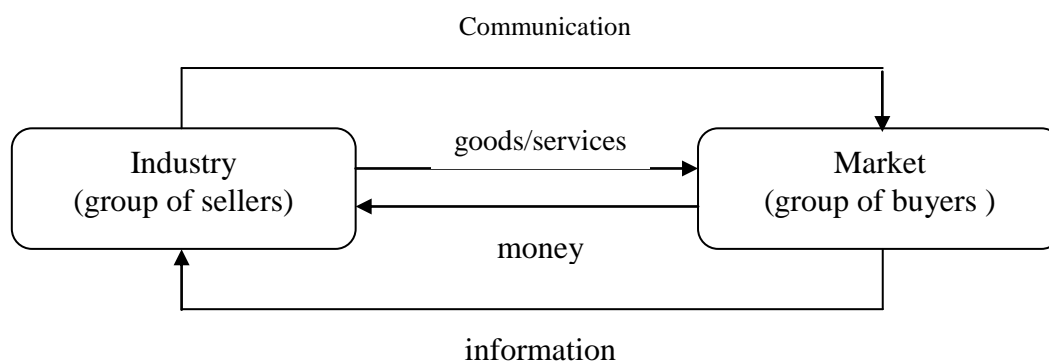


Figure 1. Basic Concept of Marketing according to Kotler

Therefore, marketing involves wide scope of activities. Kotler (2003: 8) and Sucherly (1996: 27) suggest some factors that indicate the scope of marketing activities namely: (1) involving various stakeholders; (2) involving managerial functions; (3) selling not only goods but also products in a broad sense including ideas, services, information and experiences; (4) achieving the goals which is to achieve satisfaction of the stakeholders involved in the process.

Based on the Act no. 13 2013 about employment, employers or workers are everyone who is able to do the work of producing goods and services in order to fulfill the private or public needs. The productive age according to statistical center agency (BPK) in 2008 and as suggested by International Labor Organization (ILO) is 15 years old and above which are categorized into working or non-working group.

The employment for SMK graduates is the result of the demand from job/industrial market. Therefore, the employment of SMK graduates can be regarded as the worker demand for SMK graduates (Kuncoro, 2002).

The demand of industrial market for SMK graduates is different with the demand of consumer for goods and services. People purchase things because it provides pleasure and enjoyment for the purchaser. And the intention of employers to hire someone is to help them in producing goods or services for consumers. Therefore, the increase in demand of industrial world upon SMK graduates depends on the increasing number of public demand for the produced goods. Such demand for SMK graduates is called as a derived demand (Simanjuntak, 1998).

Special Employment Unit (BKK) is an institution which is responsible to arrange a meeting between job seekers and users of worker. BKK is an employment unit in secondary education that performs activities providing labor market information, counseling and guidance office as well as the distribution and marketing of labor.

The legal basis of BKK are as follows: (1) Cooperation agreement between the Ministry of

Education and Culture and the Ministry of Manpower No. 076 / U / 1993 and Kep-215 / MEN / 993 on the Establishment of Special Employment Unit and the Guidance of Employment Unit Implementation in the secondary and higher education unit; (2) The joint decision of the Director General of Primary and Secondary Education of Ministry of Education and Culture and the Director General of Labor Placement of Ministry of Manpower No. 009 / C / KEP / U / 1994 and. Kep.02 / BP / 1994 on the Establishment of Special Employment Unit in secondary education unit and operating organizers of employment unit.

Generally, the tasks of BKK in secondary vocational education units are as follows: (1) providing employment information services to the students and alumni who will enter the job market; (2) guiding and developing the cooperative relationships with the government and private agencies, including the business community and alumni in the provision of employment information including information about job training and labor distribution; (3) conducting activities related to the recruitment and selection of candidates for the workers based on the demand from both government agencies and private sectors under the assistance of Department of Labor; (4) maintaining the relationships with alumni who have worked and succeeded in the business to help providing opportunities to channel and place the new graduates of his alma mater that need jobs; (5) supporting the development and improvement of educational programs, paying attention to the demands of job market, and increasing the role of teachers in the career development of students and alumni; (6) improving the human resource development activities including the development of soft skill and hard skill.

RESEARCH METHOD

The study used the approach of Research and Development (R&D). However, taking into account of the limited time, the design of this study was simplified as presented in the chart below.

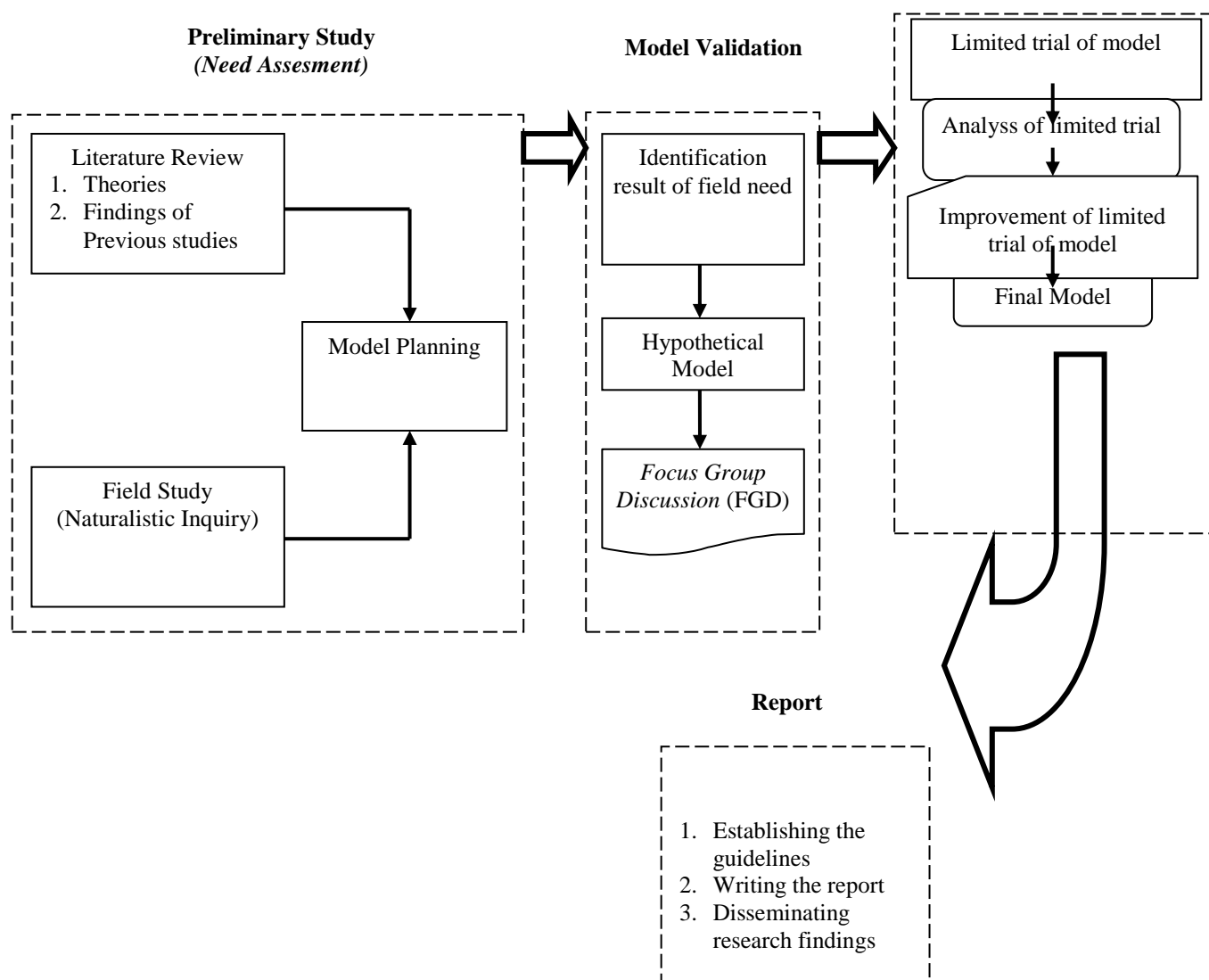


Figure 2. Flow Chart of Research and Development of BKK Management Model

According to the the data collection technique, the data collection instruments were: a diagnostic instrument to map out the competencies of SMK graduates, a diagnostic instrument to map out the model of BKK, a diagnostic instruments to map out industrial market which would encourage cooperation, questionnaires about BKK models for SMK

graduates, industrial market, and managers of SMK BKK, check list to observe the BKK in SMK in Central Java.

A complete connection between the research phase, data sources, data collection instruments, and the type of data can be seen in the following table:

Table of Research Planning

No	Research Stage	Data Collection Instruments	Data	Data Sources
1.	Preliminary Study	Observation Diagnostic Instrument (questionnaire)	Descriptive Data of BKK SMK Implementation in Semarang Responses of SMK Principals, BKK operators Industrial Market, SMK Teachers and students.	BKK Documents in SMK of Semarang Observation of Model Management implementation of BKK in SMK of Semarang.
2.	Limited trial	Observation Diagnostic Instrument (questionnaire)	Model of BKK SMK Management	Observation of Model Management implementation of BKK in SMK of Semarang.

Source: Processed Data (2014)

This study used descriptive qualitative data analysis technique based on Miles and Huberman (1998:20) consisting the following stages:

1. Data Reduction

Data reduction is an analysis which sharpens, classifies, directs, excludes the unnecessary data, and organizes data in such a way that the eventual conclusions can be drawn and verified. The stage of data reduction in this study was to analyze the results of questionnaires completed by the respondents including the SMK graduates, industrial market, and BKK staffs. The result of the analysis of the questionnaire was used as a basis for creating a management model of SMK BKK to help SMK graduates entering the job market.

2. Data Presentation

The stage of data presentation in this study included: (1) presenting the results of questionnaires completed by SMK principals; (2) presenting the results of questionnaires completed by BKK staffs; (3) presenting the results of questionnaires completed by industrial market; (4) presenting the results of questionnaires completed by SMK Teachers; (5) presenting the results of questionnaires completed by SMK students. Based on the results of data presentation, the findings were

summarized to answer the problems in this study.

3. Conclusion or Verification

Verification is part of the process which comprehensibly configures all the data to answer the research questions and research objectives by analyzing the results of questionnaires to create a BKK management model for assisting the SMK graduates entering job market.

RESULTS AND DISCUSSIONS

The general steps of model development in this study include (1) a factual model analysis of Special Employment Unit (BKK), (2) development of a conceptual model, (3) the needs analysis of BKK, (4) the development of hypothetical model, (5) the development of final model. BKK management model is developed in the form of factual model, conceptual model, hypothetical model and final model.

In detail, the mechanisms and steps of model development in this study are presented in the following explanation. The facts on the field show that BKK is not yet implemented optimally. This is supported by the finding of the study from Sutarno (2012: 4) which states that the limitations experienced by BKK including (1) lack of human resources (most of BKK staffs

are also working as teachers, so that the time allocated to BKK is very limited), (2) lack of operational funding, (3) appointment letter of BKK staff has not been issued, and (4) lack of socialization by the government related to the Labor Act.

The conceptual model or design model as a preliminary step in this study is conceptually developed based on the theoretical studies. Therefore, this model is often known as the theoretical model. This model is then developed through several stages according to the stages of Research and Development. This BKK management model specifically addresses three aspects of model development, namely 1) the development of BKK management, 2) the development of BKK Human Resources, and 3) development of BKK financing. The following will be described in detail on the development of BKK management model.

The initial step of research is by conducting a preliminary study on the implementation of BKK in SMK and exploring the information about BKK management. The analysis of the findings serves as the justification of the final model development. The model of BKK is used to help the SMK graduates to enter the job market as the output of this study.

Based on the results of observations made in several vocational high schools in Central Java, the obtained data is to describe the condition of BKK in SMK. The samples taken in this study involve SMK N 4 Semarang BKK, SMK N 6 Semarang BKK, SMK N 8 Semarang BKK, and SMK N 9 Semarang BKK. The four schools in this study have established the special employment unit (BKK) in their schools.

There are some fundamental features in the implementation of BKK in SMK: (1) BKK is

not yet implemented optimally in accordance with its duties and functions, (2) The pattern of communication and information flows are not optimal yet, (3) The passive contribution of BKK in cooperating with the job market, (4) there is no clear management from planning, organizing, implementing, and monitoring.

In addition to the findings in SMK BKK, the result of analysis serves as an input to develop a hypothetical model of management in BKK SMK. The developed management model of SMK BKK includes the following components: (1) vision, mission, and purpose of the model, (2) background of BKK in SMK, (3) procedures for establishing a BKK of SMK, (4) tasks of SMK BKK, (5) scope of BKK SMK, (6) model management (planning, organizing, implementing, and monitoring), (7) development of BKK human, (8) finance of SMK BKK, (9) the evaluation of the model, (10) requirements for the implementation of management models of SMK BKK.

Hypothetical model draft is developed from an improved conceptual model based on the analysis results of BKK future trend, the need and mapping of BKK, and the reflective analysis of BKK role and function as well as the factual implementation in the field. The analysis is conducted through the triangulation of data sources, observation, interviews, discussions, and documentation. Within the implementation of SMK BKK, there is a set of cyclical process from planning, organizing activity, implementing program, and control and evaluation. Hypothetical model is developed from the conceptual model, the analysis results of exploratory field study, and factual finding of BKK implementation in SMK.

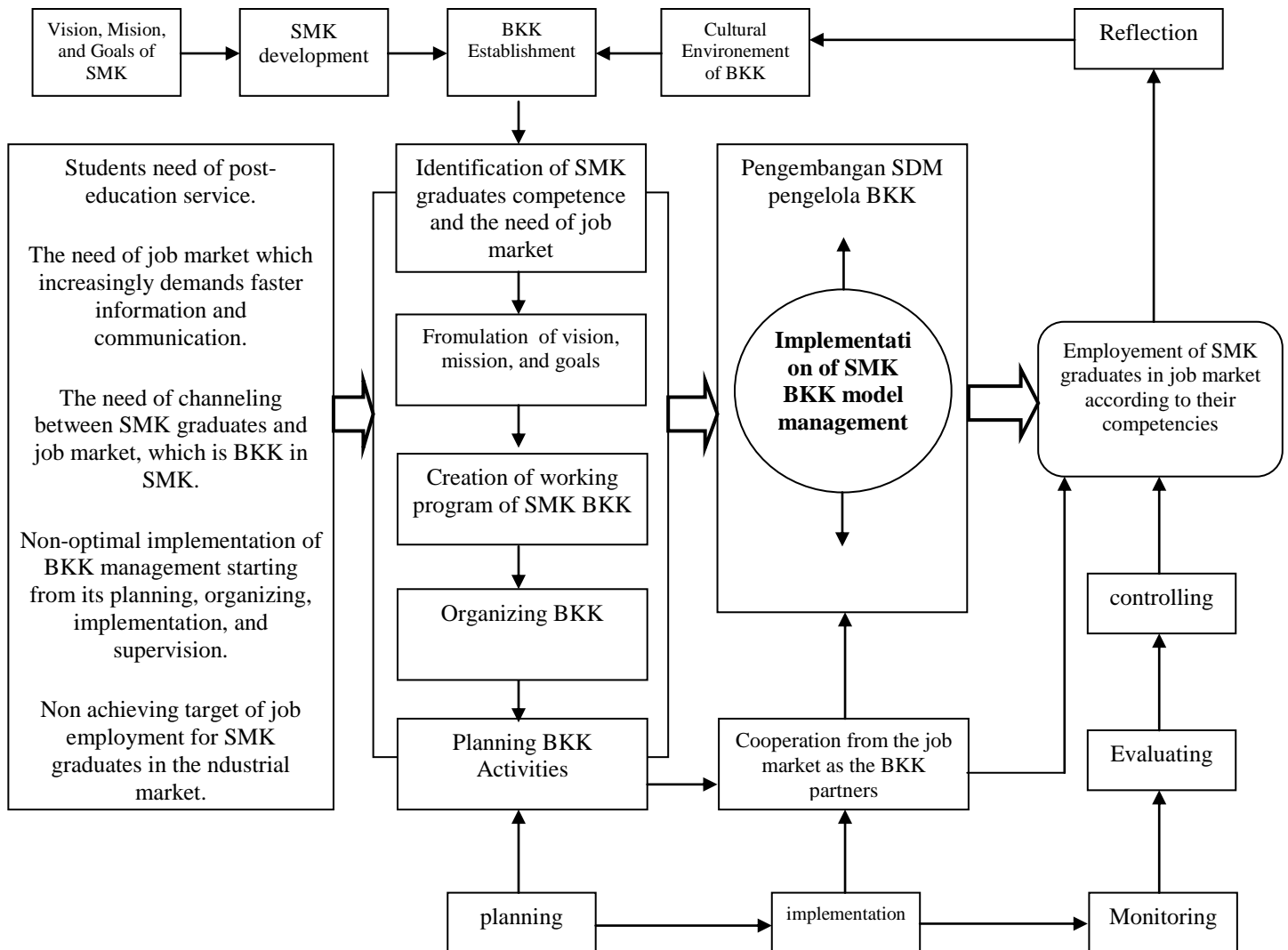


Figure 3. The Hypothetical Model of SMK BKK Management Development

The hypothetical model is then validated by some experts and stakeholders (SMK Principals, Head of BKK, and industrial market) to obtain the input for improving the hypothetical model management of SMK BKK. The model effectiveness trial is conducted by exercising limited experiment through the perception of BKK operators. The result will be tested and compared with the factual

effectiveness of BKK management models found in the field.

Based on the validation that has been carried out by the experts, the process creates a final model for BKK in SMK. The final model is a refinement of the hypothetical model developed by the researcher. The final model can be described in the below figure:

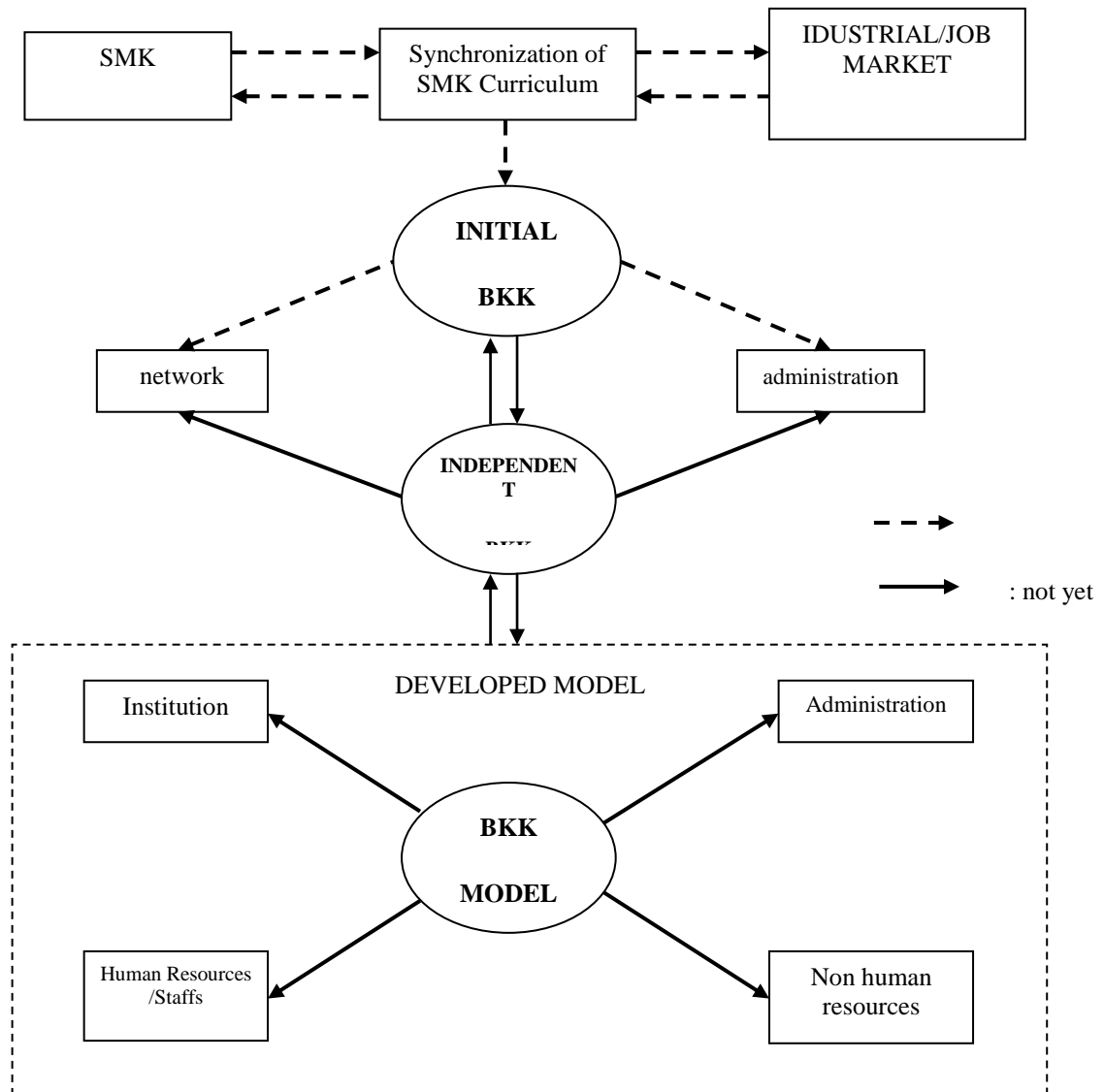


Figure 4. Final Model of SMK BKK ManagementDevelopment

CONCLUSION AND SUGGESTION

Based on the research findings and the development of SMK BKK models, it can be concluded that BKK is an institute which is needed by SMK in order to cope with the allocation and distribution of SMK graduates. With the existence of this model, it is expected that the problems dealing with graduate employment can be resolved. And also the target of SMK graduates working in the job market can be achieved.

The success indicators of BKK can be measured by using the following criteria 1) The

achievement of employment information services on SMK graduates that could be beneficial for alumni to easily enter the job market based on their relevant competences, potentials, and job analysis, 2) the existence of valid data of SMK graduates according to the qualification of alumni. Therefore, it will be easier for industrial market to access the data of workers for the companies, 3) the existence of SMK graduates employment data which is to track the number of graduates who have worked in the industrial market, 4) There is a graduate tracking data to determine the graduates who are working, being self-employed, continuing

education, and not working. This activity is carried out periodically, 5) the achievement of the cooperative relationship development with the industrial market by the evidence of MoU or other cooperations, 6) the maintenance of alumni relations with the vocational school proven by the formation of SMK alumni association, 7) The learning synchronization between industrial market with the schools so there are similarities that exist in school learning programs and the competencies required by the companies, 8) The soft skill training to prepare the graduates from the industrial market or consultancy agencies before entering the market.

In an organization, the financing element is one of the determining components for the program success. In the implementation of BKK management activities, the source of funds that can be used from a variety of sources does not deviate from the provisions. In practice, the sources that can be used are, 1) School budget (RAPB) in order to meet the primary objective, namely the employment of SMK graduates in the industrial market, 2) the donation form the industrial market under circumstance where the the cooperation are consentually approved by both parties since the beginning of the recruitment process, 3) operational support from the workers that are accepted in the recruitment process with the agreement of both parties prior to the recruitment or voluntarily, 4) Results of the legitimate business activities of the organization as well as from non-binding donations / grants.

REFERENCES

- Depdiknas. 2008. *Teropong Wajah Sekolah Menengah Kejuruan di Indonesia*. Jakarta: Ditjen Dikdasmen. Dit. Dikmenjur.
- Djojonegoro, W. 1998. *Pengembangan Sumber Daya Manusia Melalui Sekolah Menengah Kejuruan*. Jakarta: PT Jayakarta Agung Offset.
- Kotler, Philip dan Armstrong. 2001. *Prinsip-Prinsip Manajemen, Jilid 1 Edisi Kedelapan, Alih Bahasa Oleh Damos Sihombing, MBA*. Jakarta: Penerbit Erlangga.
- Kotler, Philip. 2003. *Manajemen Pemasaran Edisi Kesebelas*, Jakarta: Indeks kelompok Gramedia.
- Kotler, Philip. 1999. *Manajemen Pemasaran. Jilid II. Edisi Milenium*. Jakarta: PT. Prenhallindo.
- Hollensen, Svend. (2003). *Marketing management: A Relationship Approach*. Prentice Hall: England.
- Czinkota, Michael R and Masaki, Kotabe. 2001. *Marketing Management, Second Edition*, New York: South-Western College Publishing.
- Sucherly. 1996. *Strategi Pemasaran dalam Industri Kayu Penggajian dan Pengaruhnya terhadap Penjualan di Propinsi Jawa Barat*. Bandung: Disertasi, Universitas Padjadjaran.
- Kuncoro, Mudrajad. 2002. *Manajemen Perbankan: Teori dan Aplikasi*. Yogyakarta: BPFE
- Simanjuntak, P.J. 1998. *Pengantar Ekonomi Sumber Daya Manusia*. Depok: Fakultas Ekonomi Universitas Indonesia.
- Miles, M.B. & Huberman, A.M. 1994. *Qualitative data analysis: An expanded sourcebook*. New York: SAGE Publications.