

## MAKING SKILL DEVELOPMENT CENTER AS BASIS FOR SUSTAINABLE ENTREPRENEURS EMPOWERMENT IN FACING CHANGES IN THE WORLD OF WORK

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### Abstract

The government develops for citizens to get a job and decent living. Nevertheless, the number of people who are unemployed and poor is still high. To solve those problems, the government establish the Skills Development Center as a basis for sustainable entrepreneur empowerment. This research aims to analyze entrepreneurial empowerment activities at the Skills Development Center, their positive impact, the dominant factor influencing success, and the effort to optimize the success of the Skills Development Center in facing changes in the world of work. This research used a qualitative descriptive method with an inductive approach. Data collection was documentation, interviews, and observation. The informants were 11 people who were determined based on the purposive sampling technique. Data analysis techniques through reduction, display, and conclusion drawing verification. The results showed the stages of awareness, enabling, and empowerment in implementing entrepreneurial empowerment very well. The positive impact is success in increasing agricultural and livestock entrepreneurship. The dominant factors are government policy support, increased cooperation, and adequate human resources. At the same time, the barrier factors are low community participation and lack of budget support. Then, the effort to optimize care coordination, verification, and facilitation of training activities, coordination and cooperation among regional agencies, and increasing cooperation with the industrial world so that the type of entrepreneurship can be varied and competitive.

**Keywords:** Skill Development Center, sustainable entrepreneurs empowerment, change in the world of work

### PRELIMINARY

The government always carries out national development so that every citizen can get a decent life as mandated in Article 27 paragraph (2) of the Constitution (State Constitution of the Republic of Indonesia Year 1945 1945). Development is a measurable and natural change in the level of welfare determined by the social, political, or legal dimensions and who plays a role in that change (Wrihatnolo and Nugroho 2006). On the other hand, in national development, the workforce has a crucial role as an actor and development goal (Law No. 13 of 2003 concerning Manpower 2003).

The imbalance between the number of the workforce and the opportunity to find work results in unemployment. The occurrence of unemployment results in an increase in the number of poor people due to the inability to meet basic needs. Data from the Central Statistics Agency shows that the total poor population in Indonesia as of March 2020 was 26.42 million people (Central Bureau of Statistics 2020b). The causes of poverty in Indonesia are various, such as population growth that continues to increase, lack of employment opportunities, and people of productive age who do not work, causing high unemployment.

Unemployment is a problem that must be immediately resolved by the central government and the Regional Government. The number of unemployed in Indonesia is still high, reaching 7.05 million, whereas the Province of West Java has an unemployment rate of 1.08 million people (Central Bureau of Statistics 2020a). This problem is supported by an increase in population so that if there is no effort or program to improve the community's quality of life, it will impact the decline in the welfare of the local community.

This phenomenon is also explained by (Budiani 2009), who argues that the number and need for labor that is not proportional to the employment field is the cause of unemployment and has the potential to cause social conflict and poverty.

West Bandung Regency is one of the areas experiencing unemployment problems. Unemployment occurs due to population growth that affects the workforce with limited employment opportunities based on the level of public education. The population in West Bandung Regency continues to grow, as can be seen in Figure 1 below:

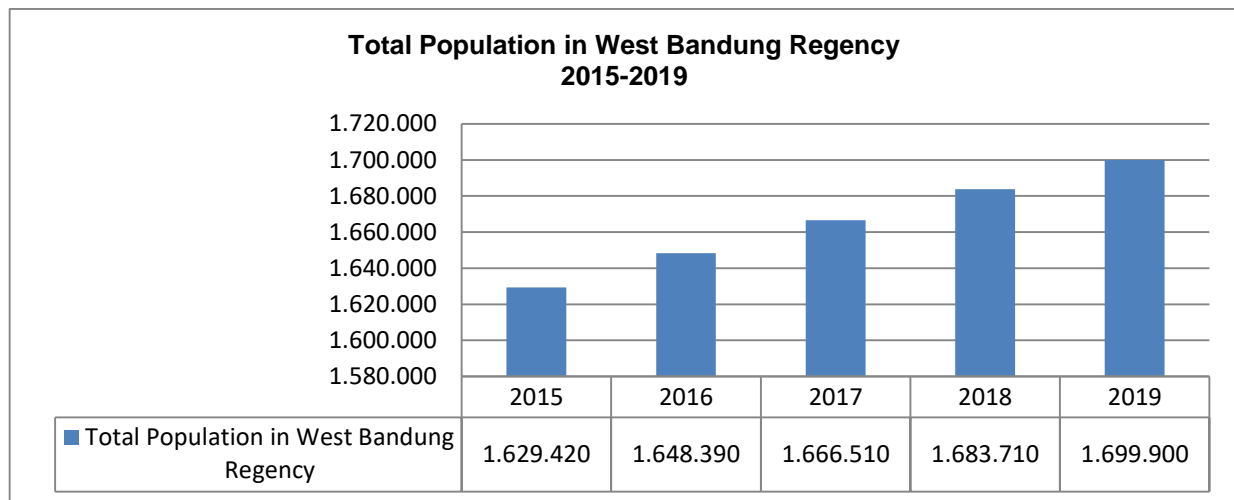


Figure 1. The population of West Bandung Regency in 2015-2019

Source: (West Bandung Regency Central Statistics Agency 2020), 2022

Figure 1 shows that the population of the West Bandung Regency continued to increase every year from 2015 to 2019. In 2015 the population was 1,629,420 people and in 2019 there were 1,699,900 people. There has been an increase of 70,480 people over the last 5 years.

High population growth has an impact on the number of the labor force and unemployment. In line with the increase in population, the number of workers will also increase and affect the number of unemployed. The number of the labor force and unemployment in West Bandung Regency during the last 5 years has increased as can be seen in table 1 below:

Table 1. Number of Labor Force and Unemployment in West Bandung Regency in 2014-2019

No.	Workforce	Year				
		2015	2016	2017	2018	2019
1.	Working	585,465	631,417	645,348	683,877	704,266
2.	Open unemployment	51,971	54,632	50,985	62,679	62,695

Source: (West Bandung Regency Central Statistics Agency 2020), 2022

Table 1 explains that the total workforce of West Bandung Regency reached 766,961 people in 2019; as many as 704,266 people were working residents, and 62,695 people were unemployed. The highest number of unemployed occurred in 2019 compared to the number of unemployed in the previous 5 years. The high number of existing labor forces causes a relatively high unemployment rate. The unemployment rate reached 62,695 people, divided into several groups according to the level of public education. The number of the workforce according to the level of public education can be seen in table 2 below:

Table 2. Number of Labor Force by Education Level  
in West Bandung Regency in 2019

No.	Level of education	Workforce		Amount
		Working	Unemployment	
1.	Elementary School (SD)	342,918	20,009	362,927
2.	Junior High School (SMP)	147,479	15,186	162,665
3.	Senior High School (Sma/Smk)	164,443	25,057	189,500
4.	College	49,426	2,443	51,869

Source: (West Bandung Regency Central Statistics Agency 2020), 2022

Table 2 explains that the number of the workforce according to the level of education in West Bandung Regency in 2019 shows that the elementary school education level has a high workforce, with a total workforce of 362,927 people, of which 20,009 people are unemployed. Furthermore, the number of junior high school graduates in the workforce is 162,665, with 15,186 unemployed people. Then the graduates of high school / vocational high school number the workforce as many as 189,500 people, with the highest number of unemployed reaching 25,057 people. Finally, there are 51,869 university graduates, totaling 2,443 unemployed people. Increased unemployment causes the number of poor people in the West Bandung Regency to be high.

Based on data from the Central Statistics Agency, the number of poor people in 2019 in the West Bandung Regency ranks 8th out of 27 regencies/cities in West Java. This district is the result of regional expansion from Bandung Regency in 2007. The number of poor people is relatively high when compared to Bogor Regency (as an autonomous region that has long been established in the West Java Province). West Bandung Regency occupies the 8th position out of 26 regencies/cities with the highest number of poor people, so if this business activity can reduce the number of poor people, it can become a pilot project for 7 other regencies/cities with a high number of poor people.

A high level of poverty accompanies a high number in the workforce, so it is necessary to implement a program or activity that can improve the quality of human resources. Meanwhile, some community business activities are divided into livelihoods in several sectors, be it agriculture, industry, services, and other sectors. These various livelihoods dominate the workforce in Indonesia. The agricultural and industrial sectors are the community's livelihoods, but there is no sustainable business development, especially in entrepreneurship in West Bandung Regency. The agricultural sector with the percentage reached 33.87%. The industrial sector reached 16.54%, the trade sector reached 15.51%, the service sector reached 9.51%, and other sectors reached 24.57%. In the agricultural sector, the most widely carried out are rice farming activities by 25%, vegetable crops by 4.67%, and fruits by 4.2%. While in the industrial sector is divided into micro and small businesses by 7.67%, processing industries by 5.57%, and the rest by micro-large enterprises by 3.3% (Central Bureau of Statistics, West Bandung Regency 2020). In this regard, the following types of occupations are presented for the residents of West Bandung Regency in table 3 below.

Table 3. Occupational Status of the Population in West Bandung Regency in 2019

No.	Job-status	Gender		Amount
		Man	Woman	
1.	Try yourself	102,934	53,990	156,924
2.	Trying to be helped by non-permanent workers	46,679	31,012	77,691
3.	Trying to be helped by permanent workers	17,981	2,594	20,575
4.	Employee/employee	219,059	74,861	293,920
5.	Free Worker	83,139	30,721	113,860
6.	family worker	8,806	32,490	41,296
Amount		478,598	225,668	704,266

Source: (West Bandung Regency Central Statistics Agency 2020), 2022

Table 3 shows that the employment status of the population in West Bandung Regency in 2019 mainly was as employees or employees, with a total of 293,920 people. Then the work of residents in West Bandung Regency classified as employees, casual workers, and family workers reached 449,076 people. Meanwhile, those who work as entrepreneurs, either alone, assisted by temporary workers, or assisted by permanent workers, are 255,190 people. The low level of entrepreneurship is a concern for further improvement so that entrepreneurial activities can increase in West Bandung Regency. This is in line with the objectives of implementing regional government, namely to provide services, empowerment, and increase competitiveness as stated in Law Number 23 of 2014 concerning Regional Government.

The people of West Bandung Regency, with the potential population in the utilization of their regional potential, need development or training to improve their soft skills and knowledge of the community, both in management and agricultural activities so that they will increase job opportunities and can do their own business without relying on available jobs. There is. Based on these needs, entrepreneurial

activities need to be increased to make the population more creative and innovative, meet their needs, and create jobs for the surrounding areas.

Through the Manpower and Transmigration Office, the West Bandung Regency Government is trying to reduce unemployment (Zein 2019) and improve people's welfare to reduce poverty. The people of West Bandung Regency belonging to the productive age need to be trained in entrepreneurship and new entrepreneurship programs. According to Lambing and Kuel (in (Nurseto 2004) ) entrepreneurship is a creative activity in developing something that does not yet exist. Entrepreneurship is an individual's attitude, behavior, and ability to make a renewal that has value and function for himself and others. Entrepreneurship is an attitude of soul and mental creative, empowered, creative and active in increasing business and income. Meanwhile, people who take advantage of opportunities skillfully to develop their businesses can improve their quality of life by opening independent businesses (entrepreneurs) to empower the wider community.

Empowerment has the meaning of developing resources, opportunities, insights, and skills in increasing community capacity through training and vocational development activities to create entrepreneurship in the region as regulated in (West Java Province Regional Regulation Number 6 of 2019 concerning Regional Entrepreneurship 2019) Article 19 point (2) letter h which states that the support of the provincial government is in the form of training facilitation and entrepreneurial assistance through cooperation with job training institutions at home and abroad. Furthermore, Article 31 Number 3 Letter (f) (West Bandung Regent Regulation Number 12 of 2018 concerning Instructions for the Implementation of Management and Implementation of Regional Education 2018) states that non-formal education for the community includes skills education and job training. The Manpower and Transmigration Office, based on Article 2 point 2 letters (c) (West Bandung Regent Regulation Number 34 of 2017 concerning Duties, Functions, and Details of Duties of the 2017 Manpower and Transmigration Office), constantly carries out the function of coaching and implementing training tasks in the context of increasing productivity, placing workers, and industrial relations/work conditions.

West Bandung Regency does community empowerment in the form of non-formal education. The community empowerment program is carried out to improve the quality of community life through training and community capacity development. The community empowerment program in entrepreneurship is a skill development center or skills development center program (Decree of the West Bandung Regent Number: 188.45/Kep.209-Office of Manpower and Transmigration/2019 concerning the Establishment of the 2019 West Bandung Regency Skill Development Center Forum).

Through the Skill Development Center program, West Bandung Regency is committed to overcoming unemployment and poverty so that the unemployment rate in West Bandung Regency is below the national average. Because SMA and SMK graduates reach 25 thousand people annually, only 40% continue, and it is estimated that there will be 63,000 unemployed in mid-2020. Based on these conditions, it is hoped that the skill development center program can overcome unemployment (Huba 2020). West Bandung Regency has collaborated with various Vocational Training Centers (BLK) in the Bandung and West Java areas to train and improve community skills, so they have high competitiveness compared to workers from other regions. Residents of West Bandung Regency who enter the workforce or are of productive age are included in the new entrepreneurship program. West Bandung Regency targets the unemployment rate in West Bandung Regency to decrease by at least 20,000 people every year. West Bandung Regency targets to reduce a minimum of 100,000 unemployment rates (Zein 2019). The Job Training Center will educate 3,200 job seekers to become entrepreneurs in the livestock and agriculture sector, from the mechanism to processing the results (Haryanto 2019).

Skill Development Center-based community empowerment program has obstacles and supporters in its implementation. The program is carried out for free with the target group of people in need without age and education restrictions. The target of working in the company is for high school and vocational high school education levels. Then the graduates of the basic education level are directed to become entrepreneurs because companies and industries cannot absorb them. The new entrepreneurial program aims to shape the community to have an entrepreneurial spirit in the hope of opening a business so that it

can empower the surrounding community. In addition, by collaborating with the business world (companies), it is hoped that the number of unemployed can decrease and have an impact on reducing the number of poor people.

Based on the phenomena that have been described, this research is focused on analyzing the stages of sustainable entrepreneurial empowerment activities at the skill development center, the positive impact on the establishment of a skill development center, the dominant factors that influence success, and the efforts made to optimize success in dealing with changes in the world of work.

## METHOD

This study uses a qualitative method with an inductive approach. The qualitative method was chosen because the research focus is related to concepts, behaviors, phenomena, and problems about humans (Moleong 2013). The theory used to analyze the stages of community empowerment is based on the view (Sulistiyani 2004), which includes the stages of awareness, enabling, and empowerment. Meanwhile, the measurement of the success indicators of community empowerment is based on the views (Sumodiningrat 1999), which include: (a) a decrease in the number of poor people, (b) the development of income-increasing efforts, (c) an increase in community awareness, (d) an increase in group independence, and (e) ) increasing community capacity and income distribution.

Data collection was carried out through documentation studies, interviews, and observations. Documentation studies seek written records/information related to research (Arikunto 2010), while interviews gather information through question-and-answer interactions with a specific purpose (Ranjit 2011). Observation is a method of collecting qualitative data in social sciences through the experience of the five senses ( Hasanah 2016). The number of informants is 11 (eleven) people who are determined based on the purposive sampling technique, which consists of 5 (five) people as government officials and 6 (six) people assisted by the skill development center with details as shown in table 4 below:

Table 4. Details of Research Informants

NO	INFORMANT	AMOUNT
1	Regional Secretary for West Bandung Regency	1 person
2	Head of the Manpower and Transmigration Office of West Bandung Regency	1 person
3	Head of Job Training and Productivity, Job Placement and Transmigration at the West Bandung Regency Manpower and Transmigration Office	1 person
4	Head of the job training and productivity section of the Manpower and Transmigration Office of West Bandung Regency	1 person
5	Head of Job Training Center in West Bandung Regency	1 person
6	Assisted residents (unemployed) of the Skill Development Center (SDC) program of West Bandung Regency	6 people
	1. Residents who graduated from elementary school	2 persons
	2. Inmates who graduated from junior high school	1 person
	3. Inmates graduated from SMA/SMK	2 persons
	4. Inmates who graduated from college	1 person

Source: processed by the Author, 2022

After the data is collected, the validity of the data is then tested to determine its accuracy of the data (Creswell 2016). The technique of determining the validity of the data is carried out through a data source triangulation strategy as stated by (Creswell 2016), which is described as follows:



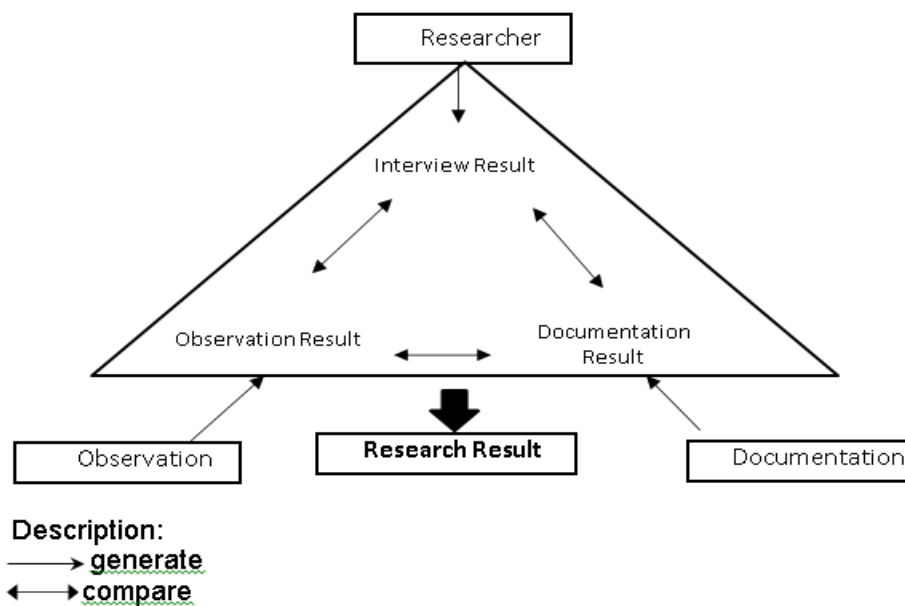


Figure 2. Concept of Triangulation Method and Data Source

Source: processed by the Author based on triangulation analysis, 2022

When the data has been tested for validity, then the data is analyzed. Data analysis techniques are carried out through reduction, presentation, and verification of conclusion drawing as described by Miles and Huberman (in (Sugiyono 2012) ). The activity begins with selecting and summarizing data/information, presenting it in descriptions, tables, and research variable relationships, and finally drawing conclusions based on robust and consistent evidence.

## RESULTS AND DISCUSSION

### 1. Overview of Skill Development Center

The Skill Development Center is community empowerment involving local stakeholders to overcome employment problems (Goenawan 2019). The basis for establishing a skill development center forum is (West Bandung Regent Decree No. 188.45/Kep.209-Office of Manpower and Transmigration/2019 concerning the Establishment of the West Bandung Regency Skill Development Center (SDC) Forum 2019). The Skill Development Center was formed as a skill development center for people who do not or do not have a job (unemployed) through training, mentoring, and mentoring activities to improve skills, abilities, and expertise so that they can be competitive, have creativity and innovation in developing a business. After participating in the activities, the assisted residents can open jobs for themselves or provide work opportunities for the surrounding community. The skill development center program is implemented through collaboration between local governments, Job Training Centers, industry, and the community, in order to improve the community's economy so that it is expected to be able to reduce the number of unemployed and increase the number of new entrepreneurs by creating new jobs and increasing people's income.

Community empowerment based on a skill development center is carried out through 5 (five) stages/flows, from potential regional analysis to evaluation. The skill development center development flow can be seen in Figure 2 below:

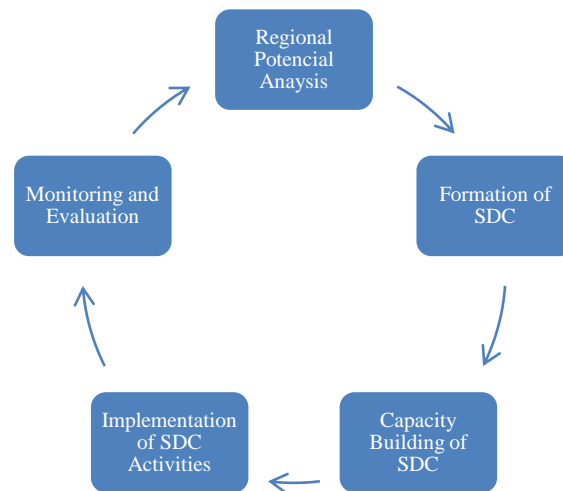


Figure 3 . Skill Development Center (SDC) Development Flow

Source: Report from the Department of Manpower and Transmigration of West Bandung Regency, 2022

Figure 3 shows the skill development center development flow. The initial stage begins with analyzing regional potential through identification and mapping related to labor, education, and community competencies based on the age and education level of unemployed people (who do not yet have a job). Then the data/information is used in establishing a skill development center to coordinate, consult, and facilitate improving the effectiveness of the labor market, which is attended by the West Bandung Regency Government, Job Training Center, and Industry. After the agreement and cooperation, the next stage is capacity building which is carried out by determining the workplace skill development center following development activities, both entrepreneurs and industrial workers through education and vocational training activities according to the job opportunities needed. Furthermore, the implementation stage of the skill development center activity is carried out directly at the development activity, both in the village (entrepreneurs) and in the industry (labor). After implementing development activities, the Skill Development Center Management Team conducts periodic monitoring and evaluation every 3 (three) months of the workplace and the place for implementing the skill development center. The community empowerment management team based on the skill development center is the regional head as the general person in charge of empowerment which is tasked with coordinating all programs and activities of government agencies and non-government institutions. In carrying out his duties, the Regent is assisted by a Management Team chaired by the Head of the Manpower and Transmigration Service. In contrast, team members are leaders of regional apparatus, other government agencies, private institutions, experts/experts, community organizations, training centers, and other organizations.

## 2. Stages of Sustainable Entrepreneurial Empowerment Activities at the Skill Development Center

The stages of empowerment activities include awareness, enabling, and empowerment as described by (Sulistiyani 2004). Each stage of the empowerment activity is described as follows:

First, the awareness stage is carried out with direct outreach to the community and village government in 16 (sixteen) sub-districts. Awareness activities are carried out through socialization of the skill development center, which includes the background, goals, and objectives of holding community empowerment based on the skill development center in increasing entrepreneurship. Awareness activities are essential because, in the early stages, there needs to be enlightenment or motivation to provide understanding to the community so that the skill development center can be accepted and implemented (Dwiyanto and Jemadi 2013).

Second, the enabling stage is a transformation of abilities carried out by providing insight and skills to increase competence to play a role in the development of oneself and society (Noor 2011). The enabling dimension includes several important things related to the holding of community empowerment

based on skill development centers in increasing entrepreneurship, namely: the role of the government and non-formal education institutions in order to increase community participation, implementation constraints, and the budget used by the skill development center in increasing entrepreneurship.

Finally, the empowerment stage is an activity that is expected to be able to improve the skills and expertise of the community and be able to increase the independence of the community's business (Sukirman 2community's independent community will form creativity and innovation independent business has development carried out.

### 3. Positive impact on the establishment of a Skill Development Center

Various positive impacts caused by the establishment of a skill development center are as follows:

#### a. Reducing the number of unemployed

Based on data from the Bandung Regency Government (West Bandung Regency Central Statistics Agency 2020), it is known that the number of unemployed in 2019 amounted to 62,695 people. Of the total 62,695 unemployed people, there are 17,194 people who are targeted for training based on age group and education level.

Based on the results of an interview with the Head of the Job Training and Productivity Section of the Manpower and Transmigration Office on January 21, 2021, the number of job seekers who registered to take part in the skill development center-based community empowerment program was 4,909 from 16 sub-districts as described in Figure 4 below:

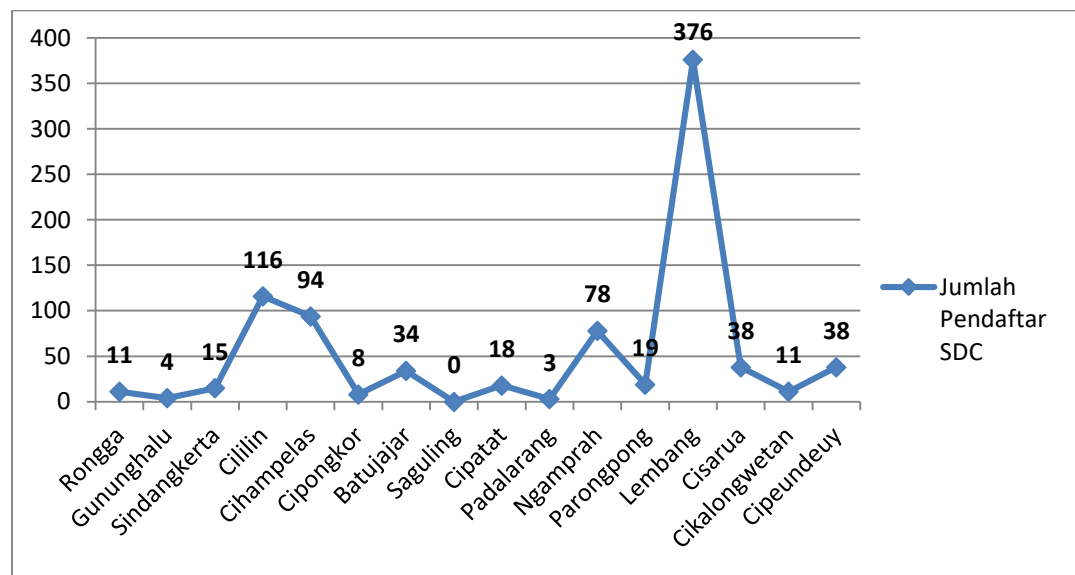


Figure 4 Number of Applicants for Skill Development Center Training in 2019

Source: Processed by Researchers, 2022

Skill development center -based community empowerment program was Lembang District with 376 applicants, followed by Collin District with 116 applicants. Meanwhile, no one from the Saguling sub-district has registered.

After participating in the training activities, 863 new entrepreneurs have been created, simultaneously reducing the number of unemployed. The new entrepreneurs are spread over 16 sub-districts engaged in agriculture, as many as 733 people, and 130 are engaged in animal husbandry. The details of new entrepreneurs per sub-district are described in Figure 5 below:



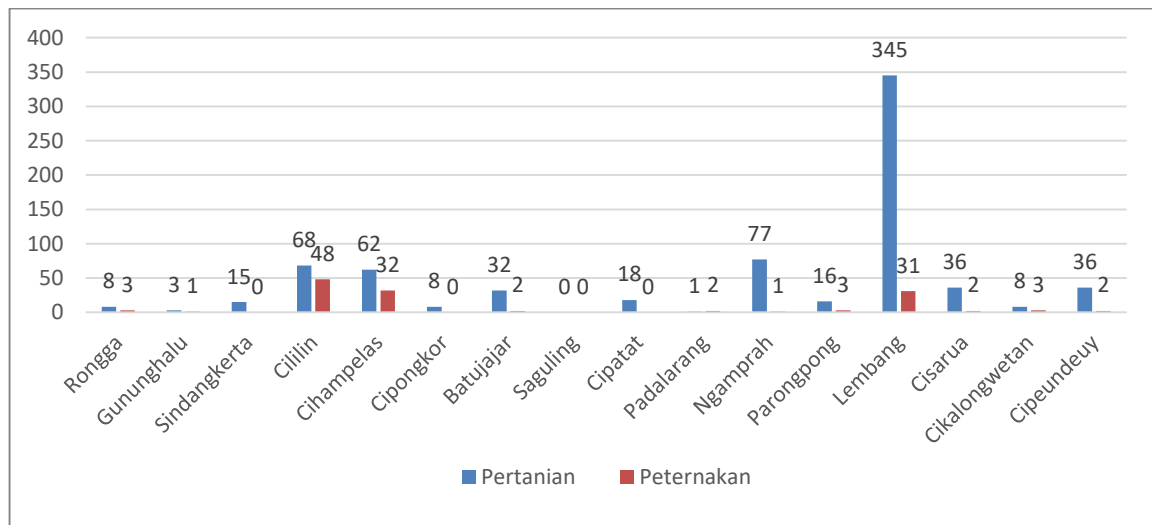


Figure 5 Number of New Entrepreneurs Post Training

Source: Processed by Researchers, 2022

Based on these results, community empowerment based on the skill development center has reduced the number of unemployed after participating in skills development activities, resulting in 863 people becoming new entrepreneurs in the field of agriculture and animal husbandry. Thus, the number of unemployed decreased by 1.37 percent (the number of unemployed decreased by 863 people from 62,695 people), from 8.17 percent to 6.8 percent.

#### b. Reducing the number of poor people

The high number of poor people is evidence that the community's welfare has not been achieved (Ras, 2013), so this activity is expected to reduce the number of poor people. Based on data from the Central Statistics Agency of West Java Province (2021) that the number of poor people in West Bandung Regency from year to year is still high, as shown in Figure 6 below:

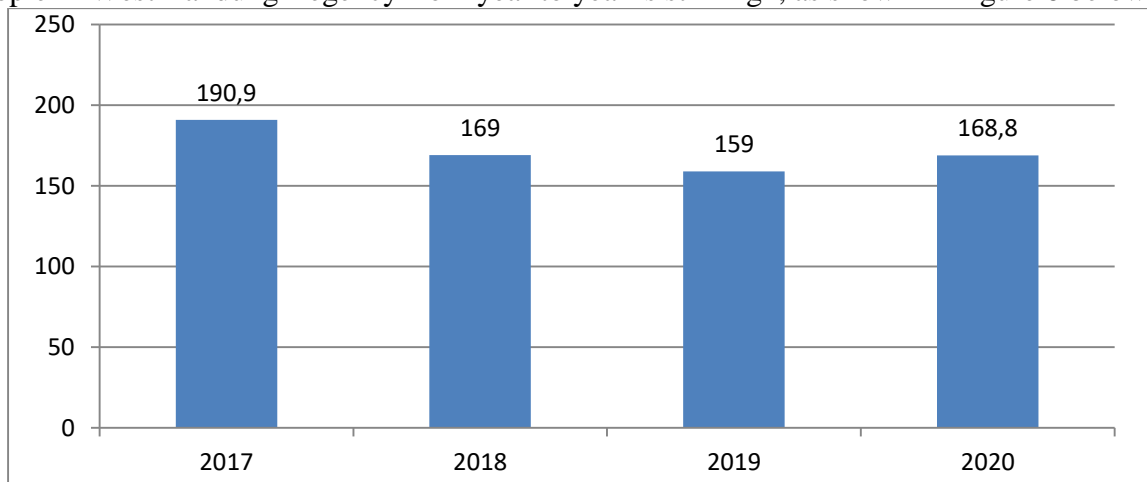


Figure 6. Number of Poor People (Thousands) in West Bandung Regency in 2017-2020

Source: Central Bureau of Statistics of West Java Province, 2022

Figure 6 shows that the number of poor people in the West Bandung Regency is still very high, as many as 168,800 people. Although from 2017 to 2019, it decreased from 190,900 people to 159,000 people, it increased in 2020 to 168,800 people. The increase in the number of poor people in 2020 is suspected as a result of the Covid-19 pandemic, and community empowerment activities based on skill development centers cannot be carried out due to budget constraints.

Skill development center-based empowerment activities that began in 2018 have absorbed many workers and reduced the number of unemployed. One is through business activities in agriculture and animal husbandry, which are still running today. This is also supported by an

interview with the Head of the Manpower and Transmigration Service on January 22, 2021, that empowerment activities through skill development centers can reduce the number of poor people. In 2018 the number of poor people amounted to 160,000 and decreased by 10,000 in 2019. Of the 160,000 poor people, of which 55.77% do not have jobs and 19.16% work in the agricultural sector, and if viewed based on education then, the number of poor people who graduated from Elementary School / Junior High School is as much as 77.33%, did not graduate from Elementary School by 13.6% and the remaining 9.07%.

Based on documentation studies, interviews, and field observations, it shows that community empowerment activities based on skill development centers have been able to reduce the number of poor people through entrepreneurship in the agricultural sector because they can absorb quite a lot of labor in agriculture so that farmers can earn daily income. Day to meet their daily needs. This success is supported by cooperation with industries engaged in agriculture.

**c. The development of business to increase income**

Community empowerment is carried out to develop the potential of the community so that they can meet their needs and achieve prosperity. Community empowerment activities based on skill development centers through entrepreneurship in agriculture and animal husbandry it has shown an increase in community income. The increase in income came from the business development of agricultural products in the form of edamame nuts and quail eggs. This is following what was stated by one of the entrepreneurs in the agricultural sector, that edamame bean farming for farmer groups brings profits, although not much, but can increase sustainable income through the production of peanuts which are harvested every three months after planting. The details of the costs of expenses, income, and profits for the edamame nut farming business in 2019 to find out business governance are presented in table 5 below:

**Table 5. Benefits of Edamame Nut Farming in 2019**

No	Activity	Price (Rupiah)	Amount	Total Cost (IDR)
<b>Expenditure</b>				<b>7,300,000</b>
1	Seed Purchase	10,000	7 kg	700,000
2	Plant Management	600,000		600,000
3	Picking and Sorting Fee	5,000	1,200 kg	6,000,000
<b>Income</b>				<b>13.200.000</b>
4	Sales to buyers (premium grade)	11,000	1,200 kg	13.200.000
<b>Business profit</b>				<b>5,900,000</b>

Source: Processed by Researchers, 2022

Table 5 shows that edamame beans are sold to buyers at Rp. 11,000 per kilogram for premium grade quality. The profit obtained from one harvest with 1000 meters of land can reach 1,200 kilograms by spending 7 kilograms of seed which costs Rp. 10,000 per kilogram. After deducting the cost of picking and sorting wages, the net profit is Rp. 5,000, and the cost of planting management is Rp. 600,000, which is Rp. 5.900,000. Meanwhile, for Edamame Peanut Farmers, their income depends on the activities of planting and picking, which are paid Rp. 100,000 per day.

The success of the skill development center program in increasing community income was also expressed by one of the assisted residents who graduated from Junior High School and High School Graduates. They said that community empowerment activities in the field of edamame bean farming were very helpful in increasing income through the edamame nut sorting process and harvesting process. Although the money received is not much, it is sustainable so that it can help meet daily needs.

As stated by one of the laying quail farming entrepreneurs, the income for laying quail farmers is obtained from the sale of quail eggs. Based on the results of interviews with laying quail farmers on January 20, 2021, the income of the people who are members of the quail egg breeder group is obtained from the sale of quail eggs in Mekar Tanjung village which is harvested after 45 days with a total of 475 eggs per month or as much as 5 kilograms. The eggs are sold for Rp. 30,000 per kilogram to residents and get a sale of Rp. 1,500,000 with the expenditure of 22 kilograms of feed for Rp. 147,400 to obtain an income of Rp. 1,352,600 per month. The informant's statement was also supported by one of the fostered residents who graduated from elementary school and vocational high school. Based on the interview results on January 30, 2021, the researchers received information that laying quail farming activities help them to have a job continuously, even though the wages they get are not large but are sustainable monthly.

Based on the results of observations and interviews that researchers have carried out, it can be concluded that community empowerment activities based on skill development centers have increased entrepreneurship by increasing income for community groups participating in training. Although the income obtained is not too large, it is continuous to support the fulfillment of the community's daily needs.

**d. Increased public awareness**

Community empowerment activities are basically to advance the welfare of the community. Through the skill development center, the community is empowered according to their potential to develop competencies and improve their economy and the environment. Thus, community empowerment can be successful if the concern for the community increases, whether carried out by individuals, groups, or organizations.

They were increasing people's income as expressed by one of the entrepreneurs in the agricultural sector that edamame bean farming in Mekarsari Village has only been carried out by the Tunas Karya Dadi Barokah Farmer Group, which consists of 16 Mekarsari residents. The amount of wages given in the edamame bean sorting activity is based on the agreement of the farmer members. The cost of sorting edamame beans is Rp. 2,000 per kilogram. Previously, residents who were not members of farmers but were interested in growing edamame nuts were given prior understanding by members of the farmers regarding planting to selling so that residents could comprehensively understand the business process of edamame nuts. Unemployed residents also usually participate in edamame nut picking activities and are given a salary of IDR 1,000 per kilogram. A similar statement was also expressed by one of the heads of the laying quail group, who said that the laying quail farming activities in Mekar Tanjung village had only been carried out by the livestock group who attended training at the Job Training Center. The sale of quail eggs is carried out to sellers around the village and to people who grow corn. The laying quail group buys corn to make bran as feed for the laying quail.

Skill development community-based community empowerment activities have provided concern for others, especially for unemployed residents, so they participate in agricultural and livestock activities, both as workers and business partners, in business development. Community care can be done by sharing knowledge with other communities to open up new job opportunities and increase the number of entrepreneurs in the surrounding area.

**e. Increased group independence**

Community empowerment activities after skill development are expected to encourage community independence through business group activities, both in marketing and business management, so that the number of entrepreneurs can increase. The researcher interviewed one of the assisted residents in the agricultural sector on January 30, 2021, who stated that he supported the success of community empowerment activities after attending training at the Job Training Center. Previously it required assistance in purchasing seeds, planting, managing, harvesting, and marketing by the Department of Manpower, but now they can do it themselves, such as searching for peanut seeds online, managing land leases, to marketing to buyers. The role of the Department

of Manpower, which initially assisted from beginning to end, shifted to monitoring and evaluating business development. In addition, entrepreneurs have also begun opening up job opportunities for the community through picking and sorting edamame nuts to providing information about planting edamame nuts to increase the participation of edamame nut entrepreneurs.

Furthermore, the response of the community, especially those unemployed, many are joining in entrepreneurship, even planting edamame beans on their respective lands. This statement is supported by what was expressed by laying quail farming entrepreneurs on January 30, 2021, that at the beginning of the laying quail business activities, they only relied on capital in the form of quail from the Job Training Center with feed that is usually purchased in the market. However, over time the chairman of the entrepreneur and other livestock members agreed to collect cash for quail livestock management activities and modify quail feed with corn bran and fish with a specific composition and still meet the nutritional content for quail. To maintain quail, night pickets are carried out and rotated marketing to the community and traders in the village.

Based on the results of observations and interviews of researchers, the group's independence in community empowerment activities through the skill development center can be increased according to the field of business. The group's independence is increased through agricultural and livestock business activities, management activities to the marketing of business products. So that the Manpower Office only monitors and evaluates the efforts of training members to improve business quality and sustainability in the future.

#### **f. Improving community capacity and income distribution**

Indicators of community welfare can be seen from fulfilling or non-fulfillment of the needs of people's lives. The fulfillment level of life's necessities is in accordance with the income earned by each community, group, or organization. So that community empowerment activities are expected to be able to realize independence and sustainably increase income so that they can meet the needs of life. Activities to increase community capacity and equalize income is carried out through a mutually beneficial joint effort.

Based on the interviews conducted by researchers with the inmates on February 5, 2021, community capacity building and income distribution have been carried out through edamame nut farming. Capacity building is carried out by recruiting business partners with unemployed residents to increase the number of edamame nut business actors and can generate income evenly following what is done by agricultural business actors. The operating results are divided according to the contribution after marketing activities. Likewise, what is done in laying quail farming activities, that future capacity building in livestock business development through knowledge sharing to the surrounding community and income distribution is given every harvest, once every 70 days following sales efforts? Quail eggs. The following is the status of entrepreneurship which is detailed in the following table 6:

**Table 6. Population Entrepreneurship Status in 2019-2020**

No.	Job-status	2019			2020		
		Man	Woman	Amount	Man	Woman	Amount
1.	Self-employed (entrepreneur)	102,934	53,990	156,924	1108,567	51,532	160,000
2.	Trying to be helped by non-permanent workers	46,679	31.012	77,691	45,481	24,362	69,843
3.	Trying to be helped by permanent workers	17,981	2,594	20,575	13.004	900	13,907
4.	Employee/employee	219,059	74,861	293.920	192,100	59,778	251.878
5.	Free Worker	83.139	30,721	113.860	32,975	15,743	48.718
6.	family worker	8.806	32,490	41,296	12,819	34,945	47,764
	Amount	478,598	225,668	704.266	404.946	187.260	592,206

Source: Processed by researchers based on West Bandung Regency data in Figures, 2022

Table 6 shows that the entrepreneurial population has increased, from 156,924 people in 2019 to 160,009 people in 2020. This also follows the observations, interviews, and data acquisition researchers have analyzed. So it can be concluded that community empowerment activities through skill development centers can increase entrepreneurship in agriculture and animal husbandry.

#### **4. Dominant Factors Affecting the Success of Skill Development Center-Based Community Empowerment**

Implementing community empowerment based on the skill development center in increasing entrepreneurship is influenced by various factors, as conveyed by the Acting Head of the Manpower and Transmigration Office of West Bandung Regency on January 20, 2021. Based on the results of interviews and observations, implementing community empowerment based on skills development center in increasing entrepreneurship cannot be separated from the dominant factor consisting of supporting and inhibiting factors.

The dominant supporting factors in the implementation of skill development center-based community empowerment in improving entrepreneurship are described at each stage of empowerment as follows:

##### **a. Awareness Stage**

The form of support at the awareness stage is the creation of a legal umbrella and cooperation with related parties. The support in the form of making a legal umbrella as referred to is the stipulation of the Decree of the Regent of West Bandung Number: 188.45/Kep.209-Office of Manpower and Transmigration/2019 concerning the Establishment of a Skill Development Center Forum for West Bandung Regency, so that there is a foothold in the implementation of the skill development center and minimizes inspection findings. . While the support in the form of cooperation is the existence of a Cooperation Agreement between the National Development Planning Agency and the West Bandung Regency Government Number 800/1135/DINAS MANPOWER AND TRANSMIGRATION/V/2019 regarding the Implementation of the Pilot Project of the West Bandung Regency Expertise Development Center. This support helps understand the background and objectives of community empowerment for the target of skills development center-based activities.

##### **b. Enabling Stage**

enabling stage, the Department of Manpower and Transmigration is supported by human resources, government collaboration, and the potential of the West Bandung Regency area so that the transformation activities of providing knowledge and training significantly impact the success of community empowerment. Human resources owned by the Department of Manpower and Transmigration of West Bandung Regency are competent in mobilizing regional apparatus to implement community empowerment based on skill development centers. On the other hand, West Bandung Regency has excellent economic potential in agriculture, so empowerment activities focus on edamame bean farming and laying quail farming. There is support from stakeholders, namely the village government and sub-district government, who assist in socialization activities and entrepreneurial surveys in implementing community empowerment based on skill development centers. Furthermore, it is also supported by the synergy between the Department of Manpower and Transmigration of West Bandung Regency with the Lembang Job Training Center, which helps provide the needs for implementing community empowerment based on skill development centers both in infrastructure and in community skills and expertise training activities to monitoring and evaluating entrepreneurship activities.

##### **c. Empowerment Stage**

empowerment stage, community empowerment activities are supported by continued assistance related to entrepreneurial activities, which are carried out with assistance in the form of



laying quail farming business capital as well as periodic evaluations of every entrepreneur carried out by the community. There is assistance from several parties as a form of corporate social responsibility. The assistance the collaborating parties provided immensely helped implement community empowerment based on skill development centers, such as assistance for 1,005 laying quail for each group of livestock entrepreneurs and assistance in obtaining superior edamame nut seeds for agricultural entrepreneurs.

The dominant inhibiting factors in the implementation of skill development center-based community empowerment in increasing entrepreneurship are described at each stage of empowerment as follows:

**a. Awareness Stage**

Based on the results of observations and interviews, socialization activities in the community related to entrepreneurial activities are still lacking in participation at the awareness stage. The enthusiasm of the village head and the assisted residents in the socialization and implementation of community empowerment based on the skill development center has a different spirit regarding the entrepreneurship that will be carried out, both from the village head and the assisted residents.

**b. Enabling Stage**

This second stage is in the form of providing insight and skills. The implementation of activities is still hampered due to the lack of synergy between the Manpower and Transmigration Office with other Regional Apparatus Work Units in the implementation of skill development center-based community empowerment, so the implementation of entrepreneurship has not been well established and has resulted in a gap between agricultural members and the assisted residents of the skill development center in Bandung Regency. West.

**c. Empowerment Stage**

This stage of increasing independence is still hampered due to a lack of capital for community business sustainability. One of the causes is in agricultural activities, where business capital depends on the capital of the community group so that a lot of it is borne by the head of the business group. Whereas in laying quail farming activities, the capital only depends on the provision of quail by the Job Training Center.

**5. Efforts Made To Optimize The Success Of The Skill Development Center In Facing The Changing World Of Work**

The Department of Manpower and Transmigration continues to strive so that the goal of community empowerment based on skill development centers in increasing entrepreneurship can be achieved. Following this, The efforts made are based on the results of observations, documentation, and interviews that have been analyzed by researchers based on the stages of community empowerment according to Sulistiyani (2004) as follows:

**a. Awareness Stage**

Initially, the Manpower and Transmigration Office verifies the list of people in the village or sub-district who do not have jobs as prospective inmates. Verification activities are carried out in coordination with the Regional Development Planning Agency of West Bandung Regency and the Lembang Work Training Center related to data and information on community work needs at every level of education by looking at regional potential and community potential in West Bandung Regency. The verified unemployment and potential regional data are then used as the basis for determining entrepreneurs who will be run by the assisted residents, which in turn facilitates coordination meetings such as workplace and inmates determination meetings as well as evaluation meetings to monitor the progress of implementing community empowerment based on skill development centers in improving entrepreneurship in West Bandung Regency with collaborators and the Lembang Job Training Center.

**b. Enabling Stage**

In the stage of providing skills and expertise to the community, this service improves coordination with collaborating parties, such as the National Development Planning Agency, the Ministry of Education and Culture, the Ministry of Trade and Industry as well as the Ministry of Manpower Training Institution in implementing community empowerment based on skill development centers in improving entrepreneurship in West Bandung Regency so that through the Lembang Job Training Center, the community is trained and formed their expertise for 16 (sixteen) working days according to the field of entrepreneurship which will be carried out after training activities in each community entrepreneur group.

**c. Empowerment Stage**

In the stages of increasing community independence through empowerment based on skill development, this service provides flexibility to the inmates in managing finances for business capital resulting from the skills development center training and flexibility in conducting entrepreneurship and selling business products to buyers or buyers companies and industries. In addition, the Department also provides follow-up training regularly every 3 (three) months in monitoring and evaluation activities for the assisted residents of the skill development center so that the community's business continues and can share knowledge with the surrounding community in agricultural and livestock entrepreneurship activities.

Efforts were made by acting as a training facilitator after the training was carried out with the aim that the entrepreneurial activities could be sustainable and encourage independence, and increase income and community work in West Bandung Regency. In addition, the efforts made by encouraging the sharing of experiences and knowledge of the community in the surrounding environment aim to encourage the entrepreneurial spirit of other communities who have not attended the skill development center at the Lembang Job Training Center while still getting information related to entrepreneurship both in agriculture and animal husbandry.

**CLOSING**

Based on the research results, community empowerment activities based on skill development centers consisting of awareness, enabling, and empowerment stages have been going well based on the analysis of the success indicators of community empowerment. However, various inhibiting factors need to be minimized to optimize the results. Cooperation with various parties needs to be improved, especially with industry, because it is better to know the direction of changing the world of work. By paying attention to the dominant factors in the implementation of community empowerment through the skill development center, the researchers provide several suggestions for the implementation of skill development center-based community empowerment in increasing entrepreneurship in the face of changing the world of work. First, the Department of Manpower and Transmigration, in order to succeed in community empowerment activities based on the Skill Development Center, should do the following things. At the awareness stage, it is necessary to increase direct socialization regularly by collaborating with Karang Taruna and the village government to make it more effective and facilitate communication with village communities.

Furthermore, at the enabling stage, it is necessary to collaborate with various elements of stakeholders, both the government, the private sector, academia to the community, so that training activities are carried out through The Lembang Job Training Center can partner with several companies and schools related to community empowerment training activities that are not only in agriculture and animal husbandry but can be expanded with creative entrepreneurial activities in the food processing industry so that the types of entrepreneurs can be varied and competitive in the market. Then at the empowerment stage, in addition to collaborating with the Lembang Job Training Center, it also embraces several related agencies, such as the Agriculture Service, Social Service, and Village Community Empowerment Service, to facilitate the administration of citizens who need to be empowered and provide social assistance in entrepreneurial activities that are carried out. The success of community empowerment based on skill development centers needs to be optimized by paying attention to increasing income and the poor through several indicators of

income success and poverty to facilitate determining the level of success of entrepreneurial activities carried out, both agricultural and livestock entrepreneurs. Second, to overcome the inhibiting factors for community empowerment activities based on skill development centers in increasing sustainable entrepreneurship, it is necessary to improve coordination and socialization among the village government and village community institutions so that they can facilitate socialization activities and increase the enthusiasm of villagers in participating in community empowerment activities through the expertise development center in Job Training Center. Furthermore, the West Bandung Regency Government needs to work with banks or industry to obtain financing for improving facilities and training funding. The Department of Manpower and Transmigration needs to cooperate with agricultural groups and the Department of Industry and Trade so that in producing agricultural products, especially edamame nuts, it can increase production and facilitate product sales activities, both edamame nuts, and quail eggs.

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