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Effectiveness of Workforce Placement Services at The Ternate City Manpower Department

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ABSTRACT: From the analysis of this research data, it is concluded as follows: The results of the research and discussion show that the effectiveness of the employment placement service at the Ternate City Manpower Office is carried out in accordance with the following conclusions; (a) Achievement of Objectives. The implementation of the Ready to Work Application has succeeded in significantly increasing the success rate of job placement from 13.5% to 37.4%, while also proving the effectiveness of the system in minimizing the mismatch between job seekers' competencies and industry needs. (b) System Integration. Digitalization through a single platform has eliminated bureaucratic barriers through cross-sector data synchronization and strategic collaboration with the private sector (Karirhub API), thus creating a transparent, accurate, and functional service flow. (c) Adaptation. The Ternate City Manpower Office demonstrates high flexibility by reducing the service duration from 30 minutes to under 10 minutes and providing inclusive solutions (web version and hybrid job fair) that ensure the sustainability of the digital transition for both officials and the public. (d) Factors Affecting the Job Seeker Card (AK1) through the Ready to Work application are influenced by internal factors such as limited APBD budgets which cause stagnation in feature development and vulnerability of office hardware and network infrastructure. Then external factors such as the distribution of telecommunications infrastructure and the level of digital literacy in the community, where network constraints and low technological skills are still the main obstacles for end users.

KEYWORDS: Effectiveness, Service, SIAPKerja Application

INTRODUCTION

The primary objective of public administration is public service. Public service delivery is a top trending issue in society because the service delivery process still seems static (standing still). From an economic perspective, poor public service can impact public income, particularly among the lower-middle class due to the lack of service efficiency, where people spend considerable time accessing public services (Manafe, 2019:16).

In this context, the Ternate City Manpower Office plays a vital role as the government agency responsible for providing administrative and employment services. The effectiveness of this agency's services is a crucial benchmark, given that the employment sector directly impacts the economic well-being of the community. However, the challenge in achieving dynamic and responsive services often arises from the gap between established service standards and the reality of available resource capacity on the ground.

This service gap is clearly evident in the job placement process, which should be a solution to the unemployment problem in Ternate City. Ideally, government agencies should act as facilitators, quickly and accurately connecting job seekers with market needs.However, indications of structural and operational barriers have led to a suboptimal service process, resulting in the benefits of public administration's presence in this area not being fully felt by job seekers or companies as partners.

The previously mentioned static conditions in public services are reflected in several crucial phenomena currently facing the Ternate City Manpower Office. These problems are not only related to internal organizational limitations but also influenced by the lack of information synergy and the use of digital technology in the regional employment ecosystem. Based on initial observations, several key points pose fundamental obstacles to the effectiveness of job placement services, which will be further elaborated as the primary focus of this research.

Job placement services are a manifestation of the government's role in regulating and bridging the gap between labor supply and demand. In Ternate City, the effectiveness of these services is crucial to reducing open unemployment. Theoretically, Richard M. Steers (1985) in his book on organizational effectiveness emphasizes that the success of an institution is measured by its ability to achieve goals with optimal resource support.

In today's digital era, the Ministry of Manpower has launched the SIAPkerja application (including the online yellow card/AK1 service) to simplify bureaucracy. However, in Ternate City, the level of understanding and utilization of this application remains very low, both among job seekers and employers. This aligns with the Technology Acceptance Model (TAM) theory proposed by Davis (1989:68), where ease of use and perceived usefulness are the determinants of technology adoption. Digital literacy constraints and a lack of widespread outreach have resulted in this platform, which should facilitate job market monitoring, becoming an underutilized administrative burden.

The low adoption of SIAPkerja technology indicates a disconnect between policy regulations and implementation on the ground. Failure to integrate these service elements not only hinders local workforce absorption but also widens the gap between the city government's vision of reducing unemployment and the reality of community competitiveness. If not promptly and thoroughly analyzed, this stagnation in the placement system will continue to be a long-term socio-economic burden for Ternate City.

Therefore, a comprehensive evaluation is needed to map the extent to which the Ternate City Manpower Office is able to effectively carry out its intermediary role amidst the challenges of the digital era and the dynamics of a competitive job market. A deeper understanding of both internal and external factors within the organization is essential as a foundation for improving the quality of public services in the employment sector.

RESEARCH METHODS

The type of research used is qualitative with a descriptive research format. Qualitative research is very suitable for this research because the author will observe and analyze critically with the author's ability to the object of research, Faisal (1999; 31) states that "this method is one form of problem-solving strategy by identifying these problems". According to Cresweel (2016: 4), qualitative research is a method for exploring and understanding the meaning that a number of individuals or groups of people are considered to originate from social or humanitarian problems. According to Sugiyono (2016: 9), qualitative research methods are research methods based on the philosophy of postpositivism, used to research in natural object conditions, (as opposed to experiments) where the researcher is the key instrument, data collection techniques are carried out by triangulation (combined), data analysis is inductive/qualitative, and qualitative research results emphasize meaning more than generalization.

RESULTS AND DISCUSSION

Seeker Card (AK1) Services Through the Siap Kerja Application

The transition to a digital system through the Siap Kerja Application is expected to address the geographic and mobility challenges of Ternate City residents. With centralized data integration, job seekers are no longer required to undergo repeated physical registration, which often leads to long queues at government offices. The success of this digitalization is an important indicator in assessing the output and outcome of public service policies, where timely processing (responsiveness) and data accuracy are key parameters in determining whether the service is running effectively in accordance with established standard operating procedures.

However, the effectiveness of an application system depends heavily on the synergy between the readiness of the technological infrastructure and the competence of the human resources managing it. On the one hand, the Siap Kerja application offers automation that promises better accuracy in job seeker data for the Ternate City Government in mapping unemployment figures. On the other hand, this success is also determined by external factors, namely the level of digital literacy of users (the public) and the stability of the internet network in the Ternate area, which directly impact the quality of interactions between public servants and service recipients.

In more depth, this discussion of effectiveness will refer to several organizational success criteria, such as goal achievement, system integration, and adaptation to dynamic labor market needs. Through the Ready to Work Application, the Ternate City Manpower Office strives to create a more inclusive and accountable service ecosystem.

1. Goal Achievement

Goal achievement is a fundamental indicator in assessing the effectiveness of a program or public policy. In the context of the Job Seeker Card (AK1) service at the Ternate City Manpower Office, the primary goal of implementing the Ready to Work Application is to create a faster, more transparent, and more accurate registration process. Effectiveness is measured by the extent to which the resulting output, namely ease of access for job seekers, aligns with the organization's strategic goals of reducing bureaucratic barriers and improving the quality of the employment database at the regional level.

The success of an organization in achieving its goals depends heavily on the accuracy of the strategy implemented and the availability of supporting resources. According to Richard M. Steers (1985), in his theory of organizational effectiveness, effectiveness is the extent to which an organization realizes its goals. This achievement encompasses aspects of adaptability, productivity, and satisfaction with the services provided. Therefore, in the context of the Ternate City Manpower Office, goal achievement is not only measured by the technical availability of the application, but also by the satisfaction of the public (job seekers) and the accuracy of the distribution of job vacancy information integrated within the system.

Achieving this goal also reflects the agency's commitment to carrying out the mandate of the Public Service Law, which is based on the principles of legal certainty and speed. The Ready to Work application is a key instrument for shifting the service paradigm from a passive to a proactive one. To determine the extent to which these targets are realized empirically in the field, it is necessary to examine primary data obtained from service managers and users.

2. System Integration

System integration is a key pillar in the digital transformation of public services, where various data components and work procedures are combined into a coherent whole. In the context of the AK1 Card service at the Ternate City Manpower Office, integration through the Ready to Work Application is not simply transferring paper forms to a computer screen, but rather an effort to synchronize job seeker data with national population and labor market databases. An integrated system enables a seamless flow of information, thereby reducing the risk of data duplication and accelerating verification processes that were previously carried out manually and separately.

The success of this integration significantly determines the quality of an organization's output. Regarding the importance of this integration, McLeod & Schell (2007:29) in information systems theory state that an integrated system is one that has the ability to connect various modules or subsystems so that data entered in one section can be made available to other sections, improving operational efficiency and decision-making quality. Therefore, the effectiveness of the Ready to Work Application in Ternate City is measured by the extent to which it is able to bridge the needs of job seekers with the availability of real-time job vacancy information within a unified digital ecosystem.

The integration dimension of service effectiveness at the Ternate City Manpower Office has demonstrated policy synchronization efforts through the use of a single database (centralized SOP) that digitally connects various stakeholders. The implementation of the SIAPkerja application reflects the success of unifying previously fragmented work procedures into a coherent system, creating a more efficient communication flow between job seekers, job providers, and the government as policymakers. This demonstrates that organizational integration relies heavily on robust communication systems and procedural dissemination to minimize data overlap, which in this context is realized through easy access to nationally standardized job vacancy information.

The existence of a centrally integrated digital system necessarily requires data validation in the field to ensure the information presented in the application remains accurate and relevant to local job market conditions in Ternate City. A crucial role in maintaining the accuracy of this system rests with the Job Recruitment Officers (Functional), who are tasked with directly verifying all information entered into the system.

Although functional integration has been implemented through the application, the effectiveness of this system also depends heavily on the extent to which the digital data is distributed and utilized collectively by various work units within the office. This is crucial to ensure that job seeker data does not just stop at the placement function, but is also absorbed into program planning in other areas such as training or productivity.

The success of this integration at the technical and inter-sectoral levels is certainly inseparable from the strategic role of leadership in formulating policies that bridge the national system with the realities of regional needs. As the highest authority at the agency level, the Head of the Manpower Office is responsible for ensuring that the implementation of the Ministry of Manpower's SIAPkerja application is properly adapted to the characteristics of the labor market in Ternate City.

3. Adaptation

Adaptation is a crucial dimension in measuring organizational effectiveness, especially when government agencies are faced with regulatory changes and advances in information technology. In the context of the Ternate City Manpower Office, adaptation is reflected in the organization's ability to shift from conventional service patterns to the responsive use of the Ready to Work Application. This adaptation process involves not only the technical aspects of the application but also encompasses a change in the mindset of implementing officials and the flexibility of service procedures to address the dynamic needs of increasingly digitally savvy job seekers in Ternate City.

This adaptability determines whether an innovation can survive and have a long-term impact. Regarding the significance of this aspect, Richard M. Steers (1985:53) explains that adaptation reflects an organization's ability to respond to internal and external changes, where an organization's success is largely determined by the extent to which it can adapt to the demands of an ever-changing environment. In this case, the effectiveness of the AK1 service depends heavily on how quickly the Manpower Office identifies technical obstacles in the application and adapts them to real-world conditions, such as accessibility challenges for job seekers in areas with poor signal reception.

The success of the adaptation is also evident in the synchronization between central government policies, through the Ministry of Manpower, and implementation at the regional level. The Ternate City Manpower Office is required to continuously update the competencies of its human resources to operate the evolving system. This adaptation challenge is worth examining in more depth to determine whether the system changes have been fully accepted by the public or whether residual administrative barriers remain.

Certainly, the process of organizational adaptation to service digitalization requires strong leadership commitment to bridge the gap between technology policies and human resource readiness. As the driving force of the organization, the Head of the Office

plays a central role in managing resistance to change and ensuring that all personnel are able to adapt their work rhythms to the speed of the digital system. In addition to internal challenges, the office's adaptability is also tested in responding to the limited infrastructure and digital literacy of the diverse community in Ternate City. Regarding leadership strategies for navigating this transition and solutions to technical challenges within the community, the following sections will be discussed.

The adaptation strategy implemented by the Ternate City Manpower Office encompasses a comprehensive approach combining internal capacity building through technology-based vocational training and external education through digital literacy for the community. The innovative initiative of holding a hybrid Job Fair demonstrated the organization's flexibility in bridging the transition period, where the use of online application platforms was supported by offline interactions to facilitate users who were not yet fully digitally independent. Providing these digital service facilities and accommodations demonstrates that the organization is not simply forcing system changes but is also actively creating a supportive environment so that all stakeholders can adapt to the demands of new information technology gradually and sustainably.

The success of the macro-level adaptation strategy initiated by the office leadership requires precise technical execution at the operational level, particularly in the Administrator or Operator function of the SIAPkerja application. As the frontline in mastering technology, operators play a key role as agents of change, responsible for transferring knowledge to colleagues and ensuring the system remains inclusive for job seekers with limited devices. Operators' ability to simplify complex features and provide technical solutions for users with low-spec phones is an important indicator of the system's flexibility to local environmental constraints.

The adaptation process at the Ternate City Manpower Office represents the success of the organization's transformation in responding to environmental changes from conventional service patterns to the SIAPkerja digital system. Based on field findings, this adaptation not only touches the technical dimension, but also the strategic dimension through adaptive and inclusive leadership. This is evidenced by the Head of the Office's steps to combine vocational training for officials with digital literacy education for the community, as well as the innovation of a hybrid Job Fair as a transition bridge for users. As explained by Steers (1985:53), "adaptation reflects the ability of an organization to respond to internal and external changes, where the success of an organization is largely determined by the extent to which the organization is able to adjust to the demands of an ever-changing environment." In this context, the Ternate City Manpower Office has demonstrated its flexibility by creating a supportive environment that allows system changes to be continuously accepted by staff and the wider community.

Factors Affecting the Job Seeker Card (AK1) Service Process Through the Siap Kerja Application

1. Internal Factors

Internal factors are elements originating from within the Ternate City Manpower Office that directly control the operation of the SIAPkerja system. These factors include the readiness of Human Resources (HR) in operating technology, the availability of digital infrastructure, and managerial commitment to overseeing changes in work procedures. Service effectiveness depends heavily on the extent to which this internal capacity can support the digital workload, given that even a sophisticated system will not function optimally without the support of competent personnel and adequate infrastructure.

Based on research findings, internal factors influencing service effectiveness at the Ternate City Manpower Office demonstrate a dichotomy between procedural readiness and limited physical infrastructure. On the one hand, the organization has achieved managerial and regulatory stability, as evidenced by Standard Operating Procedures (SOPs) that are synchronized with the digital system and initiatives to improve HR competency through gradual technical guidance. The absence of bureaucratic obstacles provides operational certainty for counter staff and operators in carrying out online service functions without confusing administrative hurdles. This indicates that structurally, the Ternate City Manpower Office has a strong governance foundation to support responsive public service transformation.

However, this effectiveness is still hampered by limited regional fiscal support (APBD), which directly impacts the quality of technological infrastructure. Budget constraints have led to stagnation in application feature development and hardware maintenance, with local server disruptions, computer hardware failures, and internet network instability becoming major obstacles to the data verification process. Although implementing human resources have a good understanding of the system, the high dependence on the reliability of physical infrastructure means that the effectiveness of AK-1 services is highly vulnerable to technical failures. Therefore, strengthening internal factors in the future requires prioritizing budget allocations that focus more on updating digital facilities to balance the readiness of procedures and the competency of already optimal apparatus.

2. External Factors

Analysis of external factors indicates that the effectiveness of the SIAPkerja application in Ternate City is highly dependent on sociological and infrastructure conditions beyond the organization's control. Research findings reveal a fundamental barrier in the form of low digital literacy among the public, which results in suboptimal system utilization. This digital competency gap not only hinders the efficient transition from manual to digital services but also triggers new risks related to data security and vulnerability to information fraud. This emphasizes that the success of technological innovation in the public sector requires a user

ecosystem that is on par with the sophistication of the system being developed, with public education being a key factor in ensuring that available features are functionally accessible to job seekers.

On the other hand, telecommunications infrastructure constraints, such as unstable internet networks, are a major technical obstacle directly felt by the public as end-users. Uneven signal accessibility in Ternate City forces people to exert extra effort to simply complete basic administrative processes, such as uploading documents, which often fails mid-process. The disparity between the ease of procedures offered by the application and the reality of limited connectivity on the ground creates significant operational barriers to service productivity. Overall, these external factors indicate that the effectiveness of digital job seeker card (AK-1) services is interdependent with the quality of national digital infrastructure and the level of technological adaptation of the community, which requires a comprehensive solution beyond just internal agency intervention.

CONCLUSION

Objective Achievement: The implementation of the Ready to Work application significantly increased the job placement success rate from 13.5% to 37.4%, while demonstrating the system's effectiveness in minimizing the mismatch between job seekers' competencies and industry needs. System Integration: Digitization through a single platform has eliminated bureaucratic barriers through cross-sector data synchronization and strategic collaboration with the private sector (Karirhub API), creating a transparent, accurate, and functional service flow. Adaptation: The Ternate City Manpower Office demonstrated high flexibility by reducing service duration from 30 minutes to under 10 minutes and providing inclusive solutions (web version and hybrid job fair) that ensure the sustainability of the digital transition for both officials and the public.

Internal Factors: The service has a strong procedural foundation (SOP), but its effectiveness is still hampered by budget constraints in the regional budget (APBD), which has led to stagnant feature development and vulnerabilities in hardware infrastructure and office networks. External Factors: The success of the system is highly dependent on external factors in the form of equitable distribution of telecommunications infrastructure and the level of digital literacy in society, where network constraints and low technological skills are still the main obstacles for end users.

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