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SIGNIFICANCE OF RESOURCES SHARING INNOVATION IN
INDUSTRIAL HUMAN COMPETITIVENESS: EMPIRICAL
STUDY AT THE MANUFACTURING INDUSTRIES

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**Bambang Dwi Suseno, Furtasan Ali Yusuf, Syamsul Hidayat and Dewi Surani:
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13 **STRACT**

Banten Province is listed as the region with the highest unemployment rate in Indonesia, although there are 20,642 company units in this area (BPS, 2019). Low competitiveness of job seekers was due to gaps that arose in relation to job seekers competencies and company needs. This study was conducted to examine the significance of Resources Sharing Innovation in the relationship between the competence of vocational school graduates and human competitiveness in the manufacturing industry. This study was conducted at Serang District, Cilegon City and Tangerang District, Banten Province. The samples were taken using purposive sampling technique (Sekaran, 2008). The data collection instrument was an online questionnaire sent via the google form application.

Questionnaires from 217 respondents became the source of study data that were processed with IBM Amos version 2.2. The results of statistical tests obtained the estimate value of the effect of Resource Sharing Innovation (RSI) on the Industrial Human Competitiveness of 0.247, the CR value of 2.839 and the p-value of 0.005. The conclusion to be drawn was that a significant and positive effect of RSI on Industrial Human Competitiveness at the 5% significance level. In addition, the willingness to share resources will support these results with the aim of increasing the industrial human competitiveness.

I. INTRODUCTION

According to the World Bank (2020), in 2009 there was an unemployment rate of 8.96 million people (7.87 percent) in Indonesia which decreased to 7.24 million people (5.94 percent) in 2014. Furthermore, in 2019 at the national level, the unemployment rate in Indonesia decreased to 7.05 million people (5.28 percent). This region has a large number of manufacturing companies, but unfortunately there was a high

unemployment rate. Even though there are 20,642 company units in Banten Province, the regional government has not been able to manage resources related to the competitiveness of job seekers (Suseno, 2019). This can be seen from the 2017 data where Banten was ranked 2nd as a contributor to the national unemployment rate. At the regional level, Banten Province is listed as one of the 6 (six) provinces as centers of economic growth in Java Island. Data from the Central Bureau of Statistics showed that in the August 2019 period, the unemployment rate in Banten was the highest in Indonesia (BPS, 2019). In 2018 and 2019 Banten rose to rank 1, even though the trend of the unemployment rate decreased relatively by 0.14% (BPS, 2019). This condition has important theoretical and conceptual effects, and needs to be considered at the managerial level.

II. LITERATURE REVIEW

2.1 Skill Development Revolving Fund

A revolving fund is a fund or account to finance an organization's continuing operations to support both government and non-profit operations. Concern for job seekers has been carried out systematically and continuously by Singapore and France. This good practice in supporting job seekers has also been carried out by Malaysia and even 60 other countries have also developed the Skill Development Fund (SDF) by managing contribution funds from the industrial sector together with industry associations, companies and trade union representatives (Bahagijo, 2018).

In Indonesia, the role of the government, in this case the ministry and local government, is to prepare a Skill Development Revolving Fund for job seekers with a scheme as a loan for them. This loan is paid in installments to the SDF management institution.

Another alternative source of SDF comes from government funds managed by a special institution. This institution is in charge of distributing skill development revolving funds to company training centers which are required to design needs-based training. It is expected that such training can be accessed openly accompanied by a recruitment selection pattern in accordance with company qualification standards. The unit of training costs/participants also needs to be adjusted to the needs of materials, tools and instructors set by the company (Brojonegoro, 2019).

2.2 Competence of Vocational School

Along with the development of the world economy, the competition to enter the job market is also getting tighter. In addition, skilled personnel are also needed to be able to fill and open new jobs. Pigou (1933) pioneered a study of how the labor market was accompanied by the labor supply and demand mechanism. Alghofari (2010) and Baeti (2013) found that job availability had no effect on absorption for job seekers if competencies were not as expected.

The development of the concept of marginal production is expressed by Mouhammed (2011) that if competence is not in accordance with industry needs, unemployment will still occur. This was reiterated by Hadroj (2016) that vocational school graduates will find it difficult to get a job if the competencies they have do not match the demands of the labor market. Thus, there is a need of seriousness and synergy between educational institutions, the industrial world and the government in developing vocational education in Indonesia.

2.3 Skill Development Center

In accordance with the design of solutions to reduce unemployment, Presidential Instruction No.9 of 2016, various derivative policies have begun to be ratified. One of them is the revitalization of VHS by involving various cross-sectoral stakeholders and **the business world**. In an effort to improve the skills of the workforce in accordance **with the needs of the labor market**, the government has created a Skills Development Center program. This integrated program was initiated by the Ministry of Manpower as a center for coordination, communication, synchronization and harmonization of programs and activities to increase workforce expertise. This program involves three main elements, namely the government (central and local governments), education/training institutions, and the world of business/industry. SDC activities include (1) workforce needs identification; (2) development of competency-based education/training programs; (3) development of apprenticeship programs; (4) competency certification facilitation; (4) workers placement facilitation, (5) funds distribution to implement SDC activities; (6) regulatory recommendation; (7) education and training information center as well as the job market (Suseno and Dwiatmadja, 2016).

2.4. Industrial Human Competitiveness

The supply chain and production base of the manufacturing sector are increasingly involved in the global market, and are currently experiencing challenges related to human resources (HR). According to Srivastava (2020) these challenges are in the form of: (1) difficulty in finding qualified HR talent as innovators, (2) high turnover rate, (3) global competition in obtaining highly talented HR. On the other hand, Tjiparuro stated that there are problems related to human resources, namely: (1) low levels of training and human resource development, (2) less attractive level of salaries compared to average salaries in other industrial sectors.

Boxal (2003) showed that competitiveness could be generalized to various sectors through differentiation of massive markets, competitive arenas, and services through knowledge intensification with human resources as the main actors. Jonung (1989) and Mouhammed (2011) provided evidence that cyclical unemployment was due to capital-intensive investment. Another study concluded that the best measure against cyclical unemployment was job availability (Mouhammed, 2011).

2.5. Resources Sharing Innovation

Penros (1959) states that expansion in any institution can be internally driven by managerial resources. Barney (1991) argues that competitiveness will succeed if an organization is able to position itself as a unit that is difficult to imitate, rare, has high value and is even sustainable. In accordance with the opinion, Rubin (1973) tried to present evidence about the importance of company diversification. Anderson (1998) and other researchers across disciplines had studied the concept of resources sharing. Park and van der Schaar (2012), in line with Yusuf and Suseno (2020) proved the concept of resources sharing in wireless communication companies and concluded that optimization of resource use would improve performance outcomes.

Resources sharing can be performed in other forms, for example by renting or exchanging resource needs (Yusuf & Suseno, 2020). Making purchases and sharing was found to encourage the achievement of economies of scale which in turn would strengthen the production resources of each company (Abreu & Calado, 2017). Moreover, Shirado, et al (2019) found that companies that were willing to share resources would have more diverse, attractive and strategic options to deal with environmental changes.

The hypotheses to be tested in this study were developed based on the theoretical review described above, as follows:

H1: The Revolving Training Fund has a significant and positive effect on the Competence of Vocational School Graduates.

H2: The Training Revolving Fund has a significant and positive effect on the Skill Development Center.

H3: Competence of Vocational School Graduate has a significant and positive effect on the Skill Development Center.

H4: Competence of Vocational Education Graduates has a significant and positive effect on Resource Sharing Innovation.

H5: Resource Sharing Innovation has a significant and positive effect on the Skill Development Center.

H6: Resource Sharing Innovation has a significant and positive effect on Industrial Human Competitiveness.

H7: Skill Development Center has a significant and positive effect on Industrial Human Competitiveness.

III. METHODS

The current study was conducted in the three largest industrial areas in Banten Province, namely Serang District, Cilegon City and Tangerang District. The study samples were taken using purposive sampling technique (Sekaran, 2008). The data collection instrument was an online questionnaire sent via the google form application. The data to be processed in this study were obtained from apprentices who graduated from vocational schools in seven companies.

The 5 variables to be tested in this study were (1) Rolling Fund for Training, (2) Competence of Vocational School Graduates, (3) Skill Development Center, (4) Resource Sharing Innovation, and (5) Industrial Human Competitiveness. The indicators for each variable were then converted into questions and statements summarized in a questionnaire which aimed explore the perceptions of the respondents regarding the internship program being carried out. The empirical model had also been validated prior to test.

The source of study data was derived from the questionnaires filled in by 217 respondents which were processed with IBM Amos version 2.2. Triangulation was carried out to the main stakeholders in the company samples. Serang District was represented by the officer in charge of the apprenticeship at PT. Eagle Nice (Foreign Investment Company/FIC from Taiwan). Tangerang District was represented by PT. Stanley Indonesia (Foreign Investment Company from Japan), PT. Sungidas (Foreign Investment Company from South Korea), PT. Sanken Argadwija (Domestic Investment) and PT. Tomang Mas (PMDN). Cilegon City was represented by PT. Dover (FIC from Singapore) and PT. Krakatau Steel (Indonesia State Own Enterprise).

IV. RESULTS AND DISCUSSION

4.1. Results

Description of The Respondents

Data related to respondents involved in this study were age, gender and marital status. From the results of the assessment, it was found that of 217 samples, all of them were graduates of vocational schools. In relation to the age of the respondents, the lowest

age was 17 years and the highest was 26 years with an average age of 19.8 years. Regarding the gender, the results showed that most of the respondents were male, namely as many as 184 respondents (84.8%) and the remaining 33 respondents (15.2%) were women. A total of 183 (84.3%) respondents were unmarried and 34 (15.7%) respondents were married.

Reliability Test

The internal consistency of an indicator in a construct can be measured using reliability to indicate whether the degree refers to a common latent construct/factor (Ghozali, 2011, p.232). According to Ghozali (2011, p.233), the cut off value of the reliability construct is >0.7 while for the variance extracted is >0.5. The results of statistical test on construct reliability showed that all latent variables had the cut off value of >0.60. Likewise, the results of statistical test on extracted variance showed that all latent variables had the cut-off value of >0.50. Thus, it can be concluded that all latent variables were reliable.

Inferential Analysis of Empirical Model

Outlier data are unique data or observation found in different characteristics from other data or in the form of extreme data. The results of the study indicated that the estimate values of the relationship between each latent variables had a significant result. Thus, it the structural model test could be conducted according to the hypotheses.

Structural Equation Model

The CFA test result showed that the model was acceptable since it met the required criteria. Then the CFA model was developed into a structural model in accordance with the developed hypotheses and model.

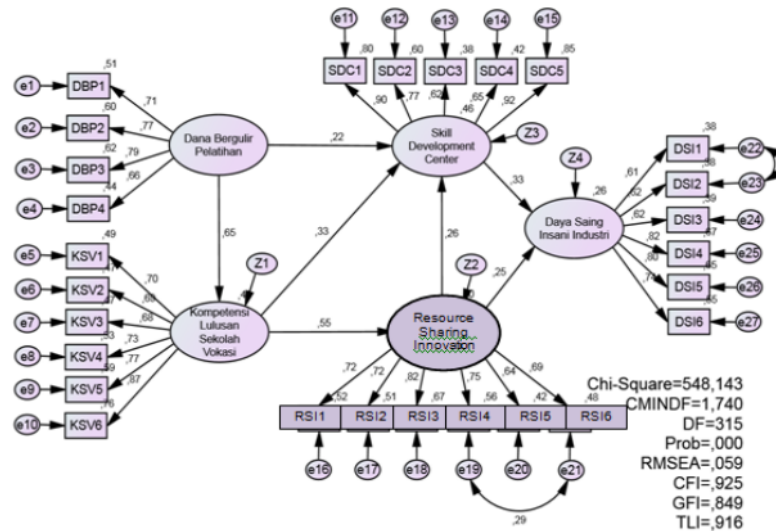


Figure 1: Confirmatory Factor Analysis

Conformity Test And Empirical Model Test

Absolute Fit Measures

These are direct measures used to find out how well the theoretical model in a study fits the sample data. Based on the results of the conformity test, it can be found that

the model used was fit, and could be tested empirically (there was conformity with the sample data).

Incremental Fit Measures

These measures are used to provide a measure on how well the hypothesized model when compared with other alternative models. Among several measures, the result showed that all measures were acceptable.

3 **Table 1:** Absolute Fit Measures

Goodness of Fit Index	Cut off value	Estimate	Information
Absolute Fit Measures			
χ^2 -Chi-square	357.39	548.143	Marginal Fit
CMIN/DF	≤ 2.00	1.740	Fit
Probability	≥ 0.05	0.000	Marginal Fit
RMSEA	≤ 0.08	0.059	Fit
GFI	≥ 0.90	0.845	Acceptable

Parsimonious Normal Fit Index (16) (PNFI)

This measure integrates the total degrees of freedom used to achieve the level of fit (Ghozali, 2011). The cut off value for PNFI is >0.50. The PNFI value obtained in the current model was 0.755, which indicated that the model was fit or acceptable.

Empirical Model Causality Test

Such test was conducted on the hypotheses developed from the model. H0 would be rejected if the critical ratio (CR) value was >1.96 and the p-value was <0.05. In contrast, H0 would be accepted if the critical ratio value was <1.96 and the p-value was >0.05. The output of the Structural Equation Modeling model indicated that all variables had a significant value shown in the table 2.

22 **Table 2.** Regression Weight of Full Model Hypothesis Test

Effect Path	Estimate	S.E.	C.R.	p	Information
Competence_of_Vocational_School_Graduates ← Training_Revolving_Fund	.615	.087	7.075	***	Significant
Resource_Sharing_Innovation ← Competence_of_Vocational_School_Graduates	.570	.089	6.413	***	Significant
Skill_Development_Center ← Training_Revolving_Fund	.307	.122	2.512	.012	Significant
Skill_Development_Center ← Competence_of_Vocational_School_Graduates	.478	.145	3.296	***	Significant
Skill_Development_Center ← Resource_Sharing_Innovation	.370	.108	3.443	***	Significant
Industrial_Human_Competitiveness ← Skill_Development_Center	.230	.061	3.766	***	Significant
Industrial_Human_Competitiveness ← Resource_Sharing_Innovation	.247	.087	2.839	.005	Significant

*** significant <0.001

4.1. Discussion

The following discussion focus of the seven hypotheses. *First*, the estimate value of the relationship between Training Revolving Fund and the Competence of Vocational School Graduates was 0.615, with CR value of 7.075 and p-value of 0.000. These results indicated that there was a significant positive effect of training revolving fund on the competence of vocational school graduates. Here, we may see the role of training revolving funds lent to job seekers to access the appropriate training which must be in accordance with the needs of the manufacturing sector industry. Nationally,

the most significant contributor to the high unemployment rate in Banten Province was inadequate competence when compared to the demands of the manufacturing sector industry. However, training revolving fund could not support it, especially regarding up skilling.

Expertness Development Tube Agency is the manager for a training revolving fund to develop competencies, which is a Malaysian legal entity with the aim of increasing access to quality positions (Malaysia Human Resource Ministry, 2020). This institution provide financial assistance through loans to individuals such as school graduates and others in pursuing Malaysian Skills Diploma (DKM), Malaysian Advanced Skills Diploma (DLKM) and Malaysian Skills Certification (SKM), in the Public or DSD-accredited Personal Skills Training Provider (Malaysia Human Resource Ministry, 2020).

In Indonesia, the Ministry of National Development Planning (Bappenas RI) has designed a training revolving fund scheme for training centers to fund training based on the needs of the manufacturing sector industry. This fund can be accessed openly in accordance with a recruitment selection pattern and industry qualification standards in the manufacturing sector. (Brojonegoro, 2019).

Second, the estimate value of the relationship between Training Revolving Fund and Skill Development Center (SDC) was 0.307, with CR value of 2.512 and p-value of 0.012. These results indicated that the training revolving fund had a significant positive effect on the Skill Development Center. It is evidenced that available revolving training fund would increased the role of SDC in optimizing the identification of human resource needs within the manufacturing sector industry. It was confirmed by the SDC Executive Director of Banten Province:

“SDC is an institution that supports the need for superior human resources who are ready to work towards the training, apprenticeship, certification and work placement programs (4 D) in the company. This is a breakthrough program is involving collaboration between government, companies, Vocational Schools, as well as institutions that provide training revolving funds. Throughout 2019 Industrial HR Education and Training Center together with the Indonesian Ministry of Industry funded the 4 D program in the framework of increasing the industrial human resources competitiveness in Indonesia. This program will be enjoyed by all stakeholders”, (Khozin, 2020).

Third, the estimate value of the relationship between Competence of Vocational School Graduates and Skill Development Center was 0.478, with CR value of 3.296 and p-value of 0.000. These results indicated that the Competence of Vocational School Graduates had a significant positive effect on the Skill Development Center (SDC). It was found that Vocational School graduates were not competent and less competitive, if they directly entered the job market. There is a need of intermediate stages through the demand-driven 4 D program in the manufacturing sector industry. SDC institutions play as conductors in the orchestra involving various stakeholders in preparing the competitiveness of industrial human resources in the manufacturing sector. The role of SDC should used as a vehicle for communication, synchronization and coordination of programs and activities to increase workforce skills that involve the government (central and local governments), education/training institutions, and the business/industrial world (Bappenas RI, 2018).

Furthermore, since January 2015 Bappenas initiated a collaborative program between the Australian and Indonesian Governments called KOMPAK (Community

Collaboration and Services for Welfare) program framework. The program aims to achieve increased access and quality of basic services and increase economic opportunities for the Indonesian people in the implementation of the 2015-2019 National Medium Term Development Plan (RPJMN).

Fourth, the estimate value of the relationship between Competence of Vocational School Graduate and Resource Sharing Innovation was 0.570, with CR value of 6.413 and p-value of 0.000. These results indicated that the Competence of Vocational Education Graduates had a significant positive effect on the enjoyment of developing talents. Suseno (2019) stated that the achievement of the average competence of Vocational School graduates in Banten Province was still not encouraging due to several factors such as the lack of facilities and infrastructure at Vocational Schools and expertise programs which was not in accordance with the needs of the manufacturing sector industry.

Fifth, the estimate value of the relationship between Resource Sharing Innovation and Skill Development Center was 0.370, with CR value of 3.443 and the p-value of 0.000. It was evidenced that Resource Sharing Innovation had a significant positive effect on the Skill Development Center. This finding illustrated that Resource Sharing Innovation would support the Skill Development Center to coordinate with stakeholders regarding workplace availability and projected industrial HR needs in an easy manner. This was confirmed by the Director of PT. Eagle Nice, the sportswear manufacturer:

"Based on experience, it is found that immediate employment without training will result in ineffective work because they cannot work well, they still have to be previously trained for example 3 months. They are not actually be able to work which will result in slow productivity". Basically the company is also willing to share resources in order to maintain the availability of human resources, especially regarding the position of production operators.

Furthermore, the Human Resource manager of PT. Stanley Indonesiawas also willing to share resources for the 4D program:

"There are regulations regarding apprenticeship which initially made me hesitated, but we learned from our main customer, Toyota. It conducted a program completely regarding the place, Work Training Center, apprenticeship coordinator and mentors who were certified as facilitators from LSP Facilitators, Instructors and Trainers. It also had Permit for apprenticeship. Of course, there were problems arose, for example from the union because there was no salary system. It was due no salary for the apprenticeship but only an allowance of 80%. However, ultimately the union could understand through education".

Sixth, the estimate value of the relationship between Skill Development Center (SDC) and Industrial Human Competitiveness was 0.230, with CR value of 3.776 and p-value of 0.000. These results indicated that the Skill Development Center had a significant positive effect on industrial human competitiveness. SDC could play a role as a collaborative bridge for several parties namely Vocational Schools, ministries, other education and training sites, as well as manufacturing sector industry and local government in the Banten Province.

PT. Eagle Nice explained its experience. "While working at PT. Eagle Nice, the outcome of training was found to fast since there were similarities in patterns (for example the materials and machines) during the Skill Training with those existed in

PT. Eagle Nice. This is also supported by the quality of experienced trainers who mastered the equal standard perception between PT. Eagle Nice and the Skill Training”.

The HR Manager of PT. Sungidas, a company from South Korea in Kemiri, Tangerang Regency further stated that:

“PT. Sungidas acknowledges that the skill development program established by the skill development center is very good since the company itself wants to break up sub-buyers so that the company can be sustainable. Therefore the 3 in 1 program is considered as the appropriate program because this is established by the government to overcome several problems, for example low salaries. It can be approved by the government, because the company cannot provide the salary according to the Micro and Small business License of Tangerang.”

Seventh, the estimate value of the relationship between Resource Sharing Innovation (RSI) and Industrial Personnel Competitiveness was 0.247, with CR value of 2.839 and p-value of 0.005. These results indicated that RSI had a significant positive effect on Industrial Competitiveness. The result evidenced that openness to resource sharing from the manufacturing sector industry had been carried out in a small scale. It was not yet structured, systematic and performed massively by businessmen. This should brought up to become a massive movement to further increase the industrial human competitiveness in Banten Province. Openness to conduct resource sharing needs should be conducted in a flexible manner and the method should always be updated so that the parties who perform it will experience the simultaneous benefits both for development of institutional and business segments.

12 CONCLUSION AND RECOMMENDATION

It can be concluded that Resource Sharing Innovation had a significant and positive effect on human competitiveness. The study finding indicated that Resource Sharing Innovation could be implemented to overcome unemployment. In the managerial level, Resource Sharing Innovation should be considered as a program to ease the burden on local governments in spending on ineffective operational costs of work training centers.

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