



Local Government Strategies to Reduce Unemployment

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ABSTRACT

Purpose – The research aims to determine and analyze strategies for reducing unemployment, supporting and inhibiting factors, as well as efforts to overcome inhibiting factors of local government strategies in reducing unemployment in Padang City, West Sumatra Province.

Methodology – Research methods using qualitative. Data collection techniques for interviews, questionnaires, and documentation. The informant and respondent were employees of the Padang City Manpower and Industry Office. The analysis technique uses qualitative data analysis with 1) Reduction Data, 2) Data Display, 3) Conclusion Drawing, and 4) Verification. SWOT analysis technique.

Findings – The Padang city government has taken serious steps to tackle unemployment, including reconstructing the organizational structure and improving the budget and training facilities, which received a positive response from the workforce. Nevertheless, several challenges remain, such as inadequate Cooperation with the private sector, suboptimal information systems, and insufficient infrastructure availability, especially in large city areas.

Originality/Novelty – This study delves into the issue of unemployment in Padang City, assessing the mismatch between government initiatives and rising unemployment rates while considering economic and social impacts. The aim is to formulate recommendations that help local governments create more effective and innovative strategies to tackle unemployment.

Implications – This study highlights the need to strengthen management information systems and socialization of job training programs, accompanied by adequate budget allocation and integration of national policies, as critical strategies to reduce unemployment in Padang City. These recommendations are designed to overcome barriers, stimulate innovation, and improve workforce quality.

Keywords: Strategy, Local Government, Unemployment

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Unemployment is an important and complex issue faced by many countries, including Indonesia. High unemployment not only reflects a lack of employment but also has the potential to lead to various other social and economic problems, such as poverty, crime, and social instability.

The unemployment problem is not only the duty of the government to address it but also a shared obligation as citizens who own this country. Padang City has the highest number of unemployment among districts/cities in West Sumatra Province; here is data on the number of unemployment in West Sumatra Province:

Table 1. Number of Unemployed West Sumatra Province

District/City	Open Unemployment Rate (TPT) by District/City (Percent)		
	2020	2021	2022
Kab. Kepulauan Mentawai	3.98	2.79	1.39
Kab. Pesisir Selatan	7.00	5.97	4.61
Kab. Solok	4.65	4.67	5.89
Kab. Sijunjung	5.30	3.57	4.87
Kab. Tanah Datar	4.79	4.63	5.91
Kab. Padang Pariaman	8.13	8.41	6.60
Kab. Agam	4.61	5.06	4.93
Kab. Lima Puluh Kota	3.03	2.25	3.72
Kab. Pasaman	5.04	4.92	5.38
Kab. Solok Selatan	5.62	4.84	3.71
Kab. Dharmasraya	5.31	5.00	6.23
Kab. Pasaman Barat	4.69	5.02	6.33
Kota Padang	13.64	13.37	11.69
Kota Solok	8.35	5.15	3.90
Kota Sawahlunto	8.20	6.38	5.00
Kota Padang Panjang	7.22	4.90	4.84
Kota Bukittinggi	7.51	6.09	4.90
Kota Payakumbuh	6.68	6.47	5.16
Kota Pariaman	5.73	6.09	5.19
Provinsi Sumatera Barat	6.88	6.52	6.28

Source: Badan Pusat Statistik Kota Padang, (2023)

From the table above, the number of unemployed in Padang City is the highest in West Sumatra Province. The highest numbers occurred in 2020 and 2021 during the Covid-19 pandemic. The negative impact of Covid-19 has seen a spike in unemployment (Su et al., 2022), (Baek et al., 2021).

Technological advances, such as machines replacing humans, are one of the causes of unemployment. Technology is like two sides of a coin. The impact of technology on the labor market is that machines replace tasks, so the demand for labor will decrease, but the need for new digital professions is high (Sandri et al., 2022).

The government must have a strategy to reduce unemployment. Unemployment in big cities is a serious problem that must be tackled together. Attract investors to open companies to create jobs to reduce unemployment (Citra & Y Yulmardi, 2022). The role of entrepreneurs or investors in reducing unemployment has a real contribution (I Ismail, 2021), (Rahmatullah & D Khaerudin, 2021), (Widyastuti, 2023). An increase in employers will result in high demand (McKenzie, 2017). Not only in urban and rural areas, but unemployment is also a problem (Gar & RA Rodgers, n.d.).

Unemployed people are uneducated and highly educated people who do not have jobs (Fattah et al., 2021). Developing entrepreneurial strategies can reduce unemployment (Manuain et al., 2021). Countries must encourage and have strategies (Bakry et al., 2019), But contrary to research (Jubane, 20, unemployment is still rising despite government initiatives. The strategy and the government must reform the education and training system directed at the world of work (Refrigeri & Gabriela Aleandri, 2013). Unemployment is a global threat (Adam, 2020). Government spending needs to be increased to reduce unemployment (Holden & Victoria Sparrman, 2016), (Albertini et al., 2021)

The gap in this study is the need for an in-depth explanation of concrete strategies adopted or proposed by the local government of Kota Padang to reduce unemployment, especially in overcoming unemployment. Although the research highlights the importance of government strategies, such as attracting investors and entrepreneurial development, as well as education and training reforms, it has not been described in detail how these measures will be implemented and have a real impact on tackling the unemployment problem. In addition, the contradiction between research results that state government initiatives but unemployment continues to rise is also an aspect that needs further analysis. Therefore, this study can fill the gap by focusing on an in-depth analysis of local governments' concrete strategies for dealing with unemployment, including an evaluation of the successful implementation of these measures.

This research was raised because the problem of unemployment has a significant impact on the social and economic development of a region. By examining the strategies implemented by local governments, this study reflects the urgency of addressing the problem of unemployment that harms the community. These strategies contribute to economic growth, create jobs, and meet people's demands for progressive and solutive policies.

In addition, this research is supported by the importance of developing skills and human resources in the face of global and technological changes. The implementation of national policies also provides the foundation for this research, while the long-term impact of unemployment reduction strategies shows the potential to create sustainable change. By identifying best practices and formulating new recommendations, the research can steer local governments toward innovation in tackling unemployment and fulfilling their responsibilities toward inclusive and sustainable development.

METHOD

The method used in this study is qualitative, using a descriptive approach. This study analyzes and explains the governance strategy of Padang City in reducing unemployment. Data collection techniques were used using interviews, questionnaires, and documentation. Interviews are conducted by taking informants based on purposive sampling techniques, with criteria that are considered credible in answering research problems. Here is the informant data:

Table 2. Research Informant Data

No	Interviewed informants	Sum
1.	Mayor of Padang City	1 Person
2.	Chairman of the Padang City DPRD	1 Person
3.	Regional Secretary of Padang City	1 Person
4.	Head of the Manpower and Industry Office	1 Person
5.	Secretary of the Manpower and Industry Office of Padang City	1 Person
6.	Head of Placement, Training, and Productivity	1 Person
7.	Head of Section for Placement and Expansion of Employment Opportunities	1 Person
8.	Head of Training and Labor Productivity Section	1 Person
9.	Head of Job Market Information Section	1 Person
10.	Public Figures	1 Person
11.	Religious Figures	1 Person
12.	Educator Figures	1 Person
Sum		12 people

The research instruments used by the researchers are in the form of interview guidelines or questions and data collection as documents so that the process of obtaining data can work well with the research location at the Manpower and Industry Office of Padang City.

Tabel 3. Interview Instrument Grid

Heading	Theme	Under the theme under the theme	Sub-Sub theme	Indicator	Question Item	Report
(1)	(2)	(3)	(4)	(5)	(6)	(7)
Local Government Strategies for Reducing Unemployment	1. It is inhibiting and supporting factors in the strategy of handling vulnerable workers.	a.Supporting Factors	1) Internal Supporting Factors	(a) Organizational Structure	1	1,2,3,4,5,6,7,8,9
				(b) Human Resources	2	3,4,5,6,7,8,9
				(c) Budget	3	2,3,4,5,6,7,8,9
				(d) Technology	4	4,5,6,7,8,9
				(a) National Policy	5	1,2,3,4,5
		b.Inhibiting Factors	2) External Supporting Factors	(b) Labor Conditions	6	7,8,9,10,11,12
				(c) Cooperation with Private Parties	7	1,4,5,6,7,8,9
				(a) Management Information System	8	3,4,5,6,7,8,9
				(b) Organizational Culture	9	1,2,3,4,5
				(c) Facilities and Infrastructure	10	2,3,4,5,6,7,8,9

Heading	Theme	Under the theme under the theme	Sub-Sub theme	Indicator	Question Item	Report
(1)	(2)	(3)	(4)	(5)	(6)	(7)
				(a)Geographical Conditions	11	1,7,8,9,10,11,12
			4) External Inhibiting Factors	(b) Natural Disasters	12	1,6,10,11,12
				(c) Economic Conditions of the Country	13	1,2,3,4,5,6
				(a) Management Information System Improvement	14	1,4,5,6,10
	1. Efforts to overcome the inhibiting factors of vulnerable worker handling strategies	a.Direct Efforts	1) Internal Direct Efforts	(b) Facilities and Infrastructure Assistance	15	1,4,5,6,7
			2) Direct External Efforts	(c) Increased Labor Force Participation	16	1,4,5,6,8
			3) Internal Indirect Efforts	(d) National Policy Support	17	1,4,5,6,9,10,11,12
		b.Indirect Efforts	4) External Indirect Efforts	(e)Improve coordination with OPD	18	1,4,5,6,10,11,12

Subsequent data collection by questionnaire. SWOT questionnaire with an assessment of current conditions and evaluation of the urgency of handling internal and external factors of the Padang City Government in reducing unemployment. Strategy in this study is operationally defined as the direction, plan, reference, and goals or mission in the long term of a Government Agency to achieve the desired vision or expectations by utilizing resources and being able to adjust to existing conditions based on the view of what is the hope of the community in the future. The phenomenon or symptom can be measured by indicators of a combination of conditions from 4 (four) factors: *Strength*, *Weakness*, *Opportunities*, and *Threats*. As explained in the matrix as follows:

Table 4. Strategy Concept Operational Matrix

Heading	Theme	Under the theme	Sub-Sub theme
Local Government Strategies for Reducing Unemployment	Local Government Strategies in Reducing Local Government Angka Pengangguran	<i>Strenght</i>	1. Organizational Structure
			2. Human Resources
			3. Budget
		<i>Weakness</i>	4. Technology
			1. Management Information System
			2. Organizational Culture
			3. Facilities and Infrastructure

Heading	Theme	Under the theme	Sub-Sub theme
		<i>Opportunity</i>	1. National Polic 2. Labor Conditions 3. Cooperation with private parties
		<i>Threats</i>	1. Geographical Conditions 2. Natural Disasters 3. Economic Conditions of the Country
	Inhibiting and Supporting Factors in Reducing Unemployment	Supporting Factors	1. Internal Supporting Factors 2. External Supporting Factors
		Inhibiting Factors	1. Internal Inhibiting Factors 2. External Inhibiting Factors
	Efforts to overcome the inhibiting factors of local government strategies in reducing unemployment	Direct Efforts	1. Internal Direct Efforts 2. Direct External Efforts
		Indirect Efforts	1. Internal Indirect Efforts 2. External Indirect Efforts

Source: Processed by Researchers, 2023

Qualitative data analysis techniques with 1) Data Reduction, 2) Data Display, 3) Conclusion Drawing, 4) Verification. SWOT analysis techniques with a qualitative approach consisting of *strengths, Weaknesses, Opportunities, and Threats*. SWOT analysis means analysis based on *Strength-Weakness-Opportunities-Threats*, i.e., Strength-Weakness-Opportunity-Constraint. Through SWOT analysis, it will help in the conclusion of the study. SWOT analysis uses an internal factor evaluation (IFE) matrix and *an external factor evaluation (EFE) matrix*, where IFE covers strengths and weaknesses, and EFE covers opportunities and challenges.

RESULTS AND DISCUSSION

The following is the description of descriptive statistics from respondents for SWOT analysis:

Table 5. Demografi Responden

Gender	Quantity
Man	13
Woman	39
	52
S1	51
S2/S3	1
	52

Analysis of Internal Strategic Factors and External Factors of the Manpower and Industry Office.

Table 6. Analysis of Internal and External Factors

Factor Analysis	Factor
	Internal Factors
Strengths	The organizational structure of the Manpower and Industry Office of Padang City is effective, adequate, and accurate in dividing tasks.
	Human Resources are adequate so that the direction can be carried out properly.
Weaknesses	Adequate budget to reduce unemployment
	Adequate technology to reduce unemployment
	Data collection and up-to-date data are insufficient because the Management Information System is inadequate.
	Organizational culture has not been good enough in the process of reducing unemployment.
Opportunities	Logistics/material planning is not good, and less attention.
	External factors
	The legal basis is a national policy to reduce unemployment.
	The workforce knows the need for help, so it is easy to direct.
Threats	Cooperation with the private sector to help effectively reduce unemployment
	The vast geographical conditions make it difficult to reach the entire workforce.
	After the Covid-19 pandemic caused a lot of unemployment
	The country's economic condition is declining.

Based on the SWOT matrix table, the results of the SWOT analysis are obtained as follows:

Table 7. SWOT Matrix of the Department of Manpower and Industry

IFAS	STRENGTH (S)	WEAKNESS (W)
EFAS	1. The organizational structure of the Manpower and Industry Office of Padang City is effective, adequate, and accurate in dividing tasks.	1. Data collection and up-to-date data are insufficient because the Management Information System is inadequate.
	2. Human Resources are adequate to carry out the direction properly.	2. Organizational culture has not been good enough to reduce unemployment.
	3. Adequate budget to reduce unemployment.	3. Logistics/material planning is not good and requires less attention.
	4. Adequate attention. to reduce unemployment	
OPPORTUNITY (O)	SO STRATEGY	WO STRATEGY
1. The legal basis is a national policy to reduce unemployment.	Utilizing adequate human resource capabilities with good enough technology to provide the best service in managing matters related to needs.	Improve management information systems to increase workforce enthusiasm in meeting the requirements.
2. The workforce knows the need for help, so it is easy to direct.	Formulation: S2, S4-O2	Formulation: W1-O2
3. Cooperation with the private sector to help effectively reduce unemployment.	Utilizing the quality of human resources to establish Cooperation with the private sector so that the trust	Motivate employees to improve a good organizational culture so that Cooperation with the private sector can reduce unemployment.

	of the private sector is large in Cooperation. Formulation: S2-O3	Formulation: W2-O3
	Optimizing an adequate budget coupled with national policies so that the budget will be better and unemployment coverage will be reduced and helped. Formulation: S3-O1	With national policies that are the basis for reducing unemployment, the facilities and infrastructure that support employees in handling it can be improved. Formulation: W3-O1
	With an adequate organizational structure, it can be used to streamline the system in reducing unemployment. Formulation: S1-O2	
THREATS (T)	ST STRATEGY	WT STRATEGY
1. The vast geographical conditions make it difficult to reach the entire workforce.	Natural disasters in the form of the coronavirus that hit Indonesia, which then became the cause of the increase in unemployment problems, can be overcome by utilizing adequate technology to reduce unemployment coupled with adequate quality human resources. Formulation: S2,S4-T2	Improve management information systems by building good coordination even with wide geographical conditions to remain affordable through intense communication. Formulation: W1-T1
2. After the Covid-19 pandemic caused much unemployment	The vast area of Padang City can be overcome by the quality of good human resources, namely utilizing good quality human resources in building excellent and intense coordination, Formulation: S2-T1	
3. The country's economic condition is declining.	The deteriorating economic conditions due to the corona can be offset by a reasonable budget that the Manpower and Industry Office has previously designed to fulfill the priorities of the Padang Mayor program. Formulation: S3-T3	

Source: Processed by Researchers, 2023

The following is a table of value and weight assessment as well as weighting and rating:

Table 8. Determination of IFAS Weight Value of Manpower and Industry Office

No	STRENGTH indicator	Ranking	Weight
1	Effective organizational structure in realizing a decrease in unemployment	10.5	0.168
2	Availability of adequate human resources in realizing the decline in unemployment	7.3	0.117
3	Availability of an adequate budget to realize the decline in unemployment	10.5	0.168
4	Availability of adequate technology to realize the decline in unemployment	7.5	0.120
	Sub Total	35.8	0.573

No	WEAKNESS Indicator	Ranking	Weight
1		9,5	0,152
2	An organizational culture that is not supportive enough	7,8	0,125
3	Inadequate facilities and infrastructure	9,1	0,146
Sub Total		26,4	0,423
Total		62,2	1

Table 9. Determination of EFAS Weight Value of the Department of Manpower and Industry

No	OPPORTUNITY Indicator	Ranking	Weight
1	Decreasing unemployment with the existence of national regulations that oversee employment in terms of labor	9,6	0,193
2	High awareness of the workforce on welfare needs so that it is easier to fulfill welfare	8,8	0,177
3	There is Cooperation with the private sector so that unemployment decreases.	8,3	0,167
Sub Total		36,6	0,57
No	THREAT Indicator	Ranking	Weight
1	Large and not centralized areas make it difficult to reduce unemployment	5,1	0,103
2	The COVID-19 pandemic has hampered workforce growth	9,6	0,193
3	The country's deteriorating economic condition hampered the decline in unemployment	8,1	0,163
Sub Total		22,8	0,459
Total		49,5	1

Table 10. Calculation of Weights x IFAS Rating

No	STRENGTH Indicator	Rating	Weight	Weight X Rating	Commentary
1	Effective organizational structure in realizing a decrease in unemployment	4	0,168	0,672	Can form an effective and efficient work system
2	Availability of adequate human resources in realizing the decline in unemployment	5	0,117	0,585	Make it easier to get better results
3	Availability of an adequate budget to realize the decline in unemployment	5	0,168	0,84	Important factors that support any organizational resources
4	Availability of adequate technology to realize the decline in unemployment	4	0,120	0,48	Facilitate employees in implementing programs
Sub Total			0,573	2,577	-

Table 11. Calculation of Weights x IFAS Rating

No	WEAKNESS indicator	Rating	Weight	Weight X Rating	Commentary
1	Incomplete and unintegrated data	1	0,152	0,152	As a result of the vast area so that without good coordination it causes difficult data collection

No	WEAKNESS indicator	Rating	Weight	Weight X Rating	Commentary
2	An organizational culture that is not supportive enough	2	0,125	0,250	The work system needs to improve in the implementation of the program.
3	Inadequate facilities and infrastructure	1	0,146	0,146	Work systems that become hampered.
Sub Total			0,423	0,548	-
Total			1	3,125	-

Table 12. Calculation of weights x EFAS rating

No	OPPORTUNITY Indicator	Rating	Weight	Bobot X Rating	Commentary
1	Decreasing unemployment with the existence of national regulations that oversee employment in terms of labor	5	0,193	0,965	Become the basis for local governments to focus on Disnakerin in reducing unemployment.
2	High awareness of the workforce on welfare needs so that it is easier to fulfill welfare	5	0,177	0,885	Make it easier for the government to direct the workforce
3	There is Cooperation with the private sector so that unemployment decreases	5	0,167	0,835	Increase network coverage for the workforce in providing assistance
Sub Total			0,537	2,685	-

Table 6 Calculation of weights x EFAS rating

No	THREAT Indicator	Rating	Weight	Weight X Rating	Commentary
1	Large and not centralized areas make it difficult to reduce unemployment	1	0,103	0,103	Causing difficult data collection because it is not affordable for government equipment
2	The Covid-19 pandemic has hampered workforce growth	1	0,193	0,193	Complicate the movement of employees and continue to increase the number of workers.
3	The country's deteriorating economic condition hampered the decline in unemployment	2	0,163	0,326	Impact on the budget that is likely to decrease unemployment
Sub Total			0,459	0,622	-
Total			1	3,307	-

The following is a recapitulation table of EFAS and IFAS score scores:

Table 14. EFAS and IFAS score scores:

Internal Score	External Score	Strategy Options
S > W (+)	O > T (+)	Growth
2,577 > 0,548	2,685 > 0,622	
S < W (-)	O < T (-)	Survival
S > W (+)	O < W (-)	Diversification
S > W (-)	O > T (+)	Stability

Source: Processed by Researchers, 2023

The choice of strategy that is more specific than the value obtained is included in the strategy choice diagram because the table results show that the existing scores lead to the choice of growth strategy and then determine a more specific growth strategy. Based on the score that shows that strengths are smaller than opportunities (Opportunities), the results appear in this diagram:

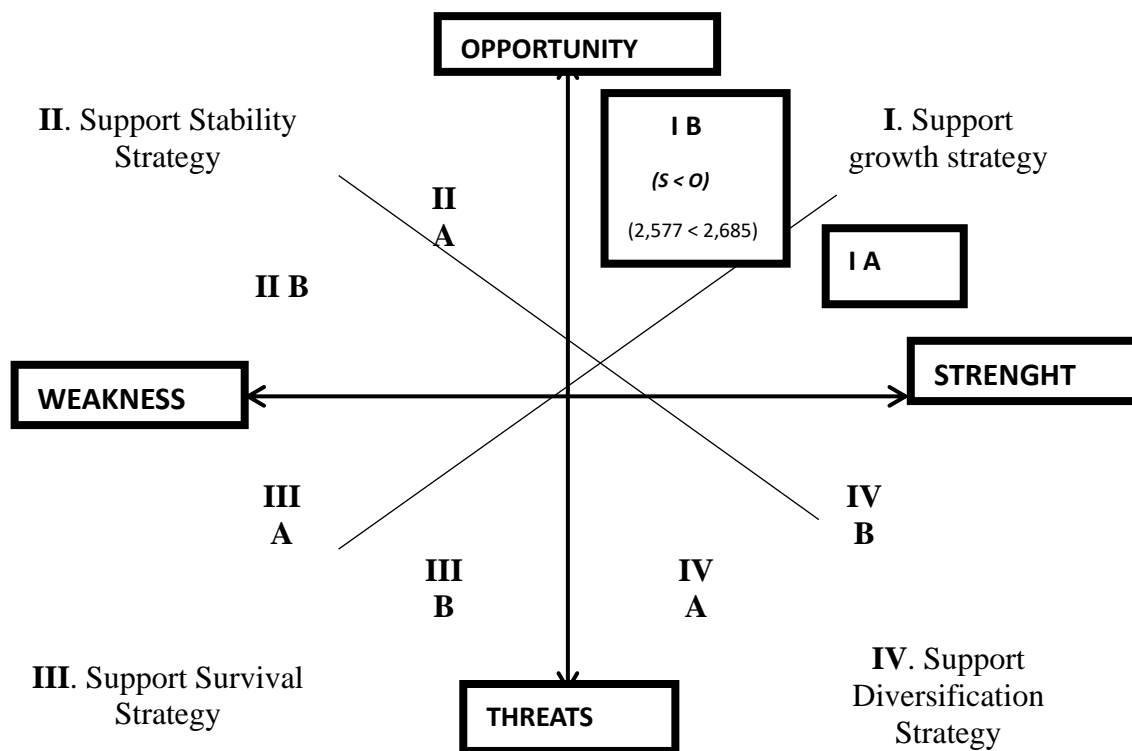


Figure 1. SWOT Analysis Diagram of the Department of Manpower and Industry

Table 7. Choice of Manpower and Industry Office Strategy

Technical Strategic	Score	Quadrant	Strategy Options
Growth	S > O	I A	Rapid Growth
	S < O	I B	Stable Growth
Survival	W > T	II A	Turn Around
	W < T	II B	Guerilla
Diversification	S > T	III A	Conglomeratic
	S < T	III B	Concentric

Technical Strategic	Score	Quadrant	Strategy Options
<i>Stability</i>	$O > W$	IV A	<i>Aggressive Maintenance</i>
	$O < W$	IV B	<i>Selective Maintenance</i>

Source: Processed by Researchers, 2023

After a SWOT analysis is carried out, a plan to reduce unemployment will be formulated based on a diagram based on the SWOT calculation of the Manpower and Industry Office with an $S < O$ score, which is a greater opportunity than the existing strength, where the policy direction of the Manpower and Industry Office is in a stable growth strategy condition.

Positive internal and external factors mean that the strengths of the Manpower and Industry Office are relatively superior to their weaknesses, while the environment currently faced outweighs the threats. Therefore, the Manpower and Industry Office can turn potential into better achievements and performance so that the right policy direction to be implemented is to increase and enlarge the role of the Manpower and Industry Office in various activities by their capabilities as well as to expand their role and take advantage of various opportunities.

This policy direction is the basis of policy in growth strategy conditions. Strategy choice based on stable growth strategy. This means that in future development, the Manpower and Industry Office can use a role growth strategy carried out gradually according to the priority scale. The strategy is supported by alternative opportunities to increase greater results in reducing unemployment and achieving it effectively and efficiently.

Discussion

The aspect that needs to be done to reduce unemployment is paying attention to the labor force, especially its expertise, to improve the quality of the labor force and evaluate shortcomings in reducing unemployment from the perspective of the labor force so that there continue to be improvements that make the Padang City Manpower and Industry Office better in West Sumatra Province. Job training programs are indispensable for research (Fredriksson, 2021). There needs to be employer involvement to meet employer needs.

Internal supporting factors are one of the factors that support local government strategies in reducing unemployment. In reducing unemployment, the Manpower and Industry Office is strongly supported by the Padang City Government to form a good and directed organizational structure. The Manpower and Industry Office has formed an excellent organizational structure that has so far not encountered obstacles in carrying out its duties in terms of organizational structure.

The quality of human resources in the Regional Government, especially the quality of human resources in the Manpower and Industry Office, has been very good in providing services to the community or the workforce and executing excellent directives to get good results. Research (Tjahjanto et al., 2023) The main actors who play a role in reducing unemployment are the Regional Development Planning Agency, Ministry of Manpower, Ministry of Education, Community Leaders, job training centers, and Industry. So is research (Prasetyo & EN Cahyani, 2022). Human Resource Capacity is critical in reducing unemployment. Resource constraints and policy-making are great challenges faced by a country (Kelly & Witko, 2014)

Anggaran yang ada di Kota Padang perihal bantuan kepada Angkatan kerja yang mengikuti pelatihan kerja telah memadai dan sangat baik dan hal ini juga didukung oleh data Angkatan kerja yang telah menerima bantuan yang ada di Dinas Tenaga Kerja dan Perindustrian. The budget provided by the government is increasing to reduce unemployment in Padang City. The budget from the APBD is used for an information system to monitor the

number of unemployed (Setyaningsih et al., 2022). Cooperation with the private sector is very important so that the process of reducing unemployment can be better and the scope is wider.

Inhibiting factors have been vulnerable by the Padang City Manpower and Industry Office. However, the availability of management information systems is still not well available. Management Information Systems that are still difficult to renew. Organizational culture is a supporting factor in reducing unemployment in the Padang City Manpower and Industry Office. However, in reality, the organizational culture in the Manpower and Industry Office is still not good enough, so it becomes an inhibiting factor in implementing the Manpower and Industry Office program, especially in reducing unemployment. Organizational culture is now an obstacle to reducing unemployment due to reduced discipline and tasks that are not on deadline due to the COVID-19 pandemic. Still, now it has begun to improve as the Covid-19 pandemic disappears.

Facilities and infrastructure are supporting factors in reducing unemployment. However, the availability of assistance in the facilities and infrastructure of the Manpower and Industry Office in Padang City is still inadequate. Geographical conditions are one of the important factors in implementing an organization's program, as well as those experienced by the Manpower and Industry Office in facing geographical conditions to reduce unemployment. Geographical conditions where Padang has sufficient area make it difficult for the government to reach the workforce throughout Padang City. Natural disasters that occur certainly hamper the implementation of programs that have been designed, with the COVID-19 pandemic causing difficulties in the government in efforts to reduce unemployment.

The country's economic condition is a supporting factor in reducing unemployment, the Padang City Manpower and Industry Office. However, in reality, the State's economic condition causes the possibility of the budget of the Manpower and Industry Office declining so that it can be an inhibiting factor in implementing the Manpower and Industry Office program, especially reducing unemployment. The country's current economic condition will be an obstacle to reducing unemployment if the situation worsens due to the government's focus, which will only be on health workers.

Efforts to overcome the inhibiting factors of local government strategies in reducing unemployment in Padang City, West Sumatra Province, began with the improvement of management information systems that the workforce who attended the training did not get regular assistance every week or every month, but the workforce who participated only received pocket money and skills when they carried out training to increase their skills. However, many workers are still confused looking for information to register for the training, making disseminating information uneven and not on target.

One of the factors that became a factor in the difficulty for the Manpower and Industry Office in the management information system was the lack of coordination. The Office did not know what happened throughout Padang City, which thus needed intensive coordination with people in a smaller scope. This is also because many do not know about job training for free and get pocket money when attending job training.

Local Governments, especially the Manpower and Industry Office, have made improvements to management information systems in the form of Conducting socialization with the workforce regarding how to register for job training, which, before registering, must first meet the requirements determined by the Office that the management information system is better. Conducting intensive coordination with the sub-district in Padang City, which then coordinates with the RT / RW and obtains the latest data from its scope, with which the Manpower and Industry Office will continue to have an updated information system.

Facilities and infrastructure are important to reduce unemployment in the Manpower and Industry Office in Padang City. With obstacles related to limited facilities and infrastructure in reducing unemployment, the Regional Government of Padang City provides direct assistance in the form of additional facilities and infrastructure at the Manpower and Industry Office. The satisfaction of the Padang City Manpower and Industry Office apparatus for the assistance provided by the Regional Government, which was previously a big question about the seriousness of the Regional Government, has been answered with the assistance of infrastructure facilities as a form of government care and attention to the workforce. One of the other efforts that can overcome the inhibiting factor is to increase labor force participation in orderly population administration. Where increasing labor force participation will have a positive impact on the organization, the Regional Government's strategy in reducing unemployment in Padang City, West Sumatra Province, there is an effort in the form to increase community participation, in this case, the labor force will be aware in terms of administration. The Regional Government strategy for reducing unemployment in Padang City, West Sumatra Province, is an effort in the form of good coordination with OPD related to administrative matters for the workforce.

The national policy on employment in the Job Creation Law No. 11 of 2020 by the Central Government, which contains job creation, is explained in Article 81 No. 1, namely job training organized by government job training institutions, private employment institutions, and the company's job training institution which later became a guideline for the Padang City Manpower and Industry Office in reducing unemployment. Following the research (Mallick & Md. Haider Ali Biswas, 2017), Government policy is one way to plan for unemployment reduction.

With direct and indirect efforts made by the Padang City Government, it can overcome the inhibiting factors in reducing unemployment in Padang City in a sustainable manner, and it is hoped that in the future, there will be creativity and innovation for the Regional Government and the community in seeking obstacles in unemployment. According to the research (Gralewicz, 2022) (Philip et al., 2021), The government must strive and have a strategy to reduce unemployment. Strategies should be developed to reduce unemployment (Kalkavan et al., 2021). Unemployment must be reduced because it negatively affects individuals (Bauer, 2018). The government can use policies to overcome unemployment (Lu, 2019).

Implications

This study's implications significantly impact local government efforts to reduce unemployment in Padang City. First, expanding and improving more effective management information systems is necessary to ensure more regular and accurate management of training, registration, and workforce monitoring data. In addition, it is important to increase socialization in the community regarding job training programs and strengthen coordination with various related parties, such as sub-districts, RT/RWs, and training institutions, so that relevant and accurate information can be conveyed properly. Second, this implication also underlines the need for adequate budget allocation to develop the facilities and infrastructure of the Manpower and Industry Office, including training facilities and supporting technology. This is accompanied by encouragement to increase active labor force participation in population administration and utilization of training programs. In addition, the use of national policies, such as the Job Creation Law, also needs to be integrated into the strategy plan of the Manpower and Industry Office to maximize national support. All these implications synergize to overcome inhibiting factors and direct more innovative and effective measures to reduce unemployment and improve the quality of the labor force in the region.

CONCLUSION

The study concluded that the budget provided to reduce unemployment in Padang City is adequate, and the measures taken by the Manpower and Industry Office have shown positive results in addressing the unemployment problem. SWOT analysis has been used to formulate unemployment reduction plans, focusing on steady growth and utilization of existing opportunities. Positive internal and external factors provide support for sustainable growth strategies. However, some inhibiting factors still affect the implementation of the program.

Improvements in management information systems, better socialization related to job training, and improved facilities and infrastructure are needed. Increasing community participation, especially the labor force, in population administration is also important to facilitate program implementation. The Manpower and Industry Office must better coordinate with relevant parties, including local governments, sub-districts, RT/RWs, and training institutions. SWOT analysis can be a useful tool in formulating unemployment reduction strategies. A steady growth approach and utilization of opportunities can assist organizations in dealing with complex challenges. The research also highlights the importance of internal and external coordination in implementing policy programs. Limitations of the study include a lack of in-depth information about the specific factors influencing changes in unemployment rates. In addition, limitations in data collection may also limit a more in-depth analysis of the effectiveness of the measures taken. Future research can focus on evaluating the effectiveness of measures to reduce unemployment and their impact on communities and local economies. Developing further strategies that consider social, economic, and political developments can also be an interesting topic to research. To improve the effectiveness of job training, future research may also explore innovative approaches such as technology-based training, collaboration with the private sector, and the utilization of digital platforms for information dissemination. In addition, analysis of the impact of national policies, such as the Job Creation Law, on implementing local government strategies in reducing unemployment can also be an interesting research focus.

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