

# Re-Organizing of Indonesian Migrant Worker Recruitment Services in Belu Regency

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**Abstract.** Bureaucratic reform continues to be echoed in improving the quality of public services, including the recruitment of Indonesian Migrant Workers (PMI). This service is closely related to poverty and unemployment, such as in Belu Regency. This research focuses on the optimization of PMI recruitment services at the Belu Regency Cooperative, labor and Transmigration Office as the technical Regional Apparatus Organization (OPD) in managing PMI recruitment services. Optimization of public services will be analyzed with the performance theory of public service bureaucracy performance. The result shows that PMI recruitment service in Belu Regency is not fully optimized and needs to be improved in 5 aspects of performance theory, namely as productivity, service quality, responsiveness, responsibility, and accountability.

**Keywords:** Public Service, Service Optimization, Recruitment of PMI

## 1 Introduction

Poverty, nowadays, is no longer understood only as economic inability, but also the failure to fulfill basic rights and differences in treatment for a person or group of people in carrying out a life of dignity. An illustration of the interrelationship between one right and another can be found in the context of employment. Poor people will find it difficult to get access to proper education. Thus, the poor will find it difficult to compete for jobs with the rich or well-off. This can trigger an increase in the unemployment rate. When the unemployment rate rises, the poverty rate also rises and when the unemployment rate falls, the poverty rate falls as well. In theory, there is always a relationship between unemployment and poverty, because people who are unemployed have no income, so they will certainly fall into poverty [1].

The Labor Condition in Belu Regency is in line with the situation illustrated above. The total labor force in Belu Regency in 2022 was 107,348 people out of a total population of 224,306 people [2]. The percentage is 94% of the population aged 15 years and over. From this number, 93.70 percent are employed with an unemployment rate of 6.38 percent. The employment data reflects work done in the past week and is subject to rapid change. In Belu Regency, job vacancies are scarce, leading many working-age individuals to seek quick, easy employment. This desire for immediate income drives people to pursue unofficial work abroad as PMIs, which offers higher salaries than local jobs. Most residents, primarily farmers and planters, find domestic and plantation work accessible. However, detecting illegal workers is challenging, as their activities often remain hidden.

The Cooperative, Labor and Transmigration Office of Belu Regency serves as a vital link for the community in accessing employment services. This office faces challenges related to

population issues, including high unemployment and economic conditions, as it is responsible for workforce matters. Prospective workers wishing to work abroad must follow government procedures to ensure support in case of unexpected issues. The office's performance is outlined in its Government Agency Performance Accountability Report (LAKIP) for 2021 and 2022, revealing inconsistent results across various indicators [3,4]. In 2021, it achieved an 88% score for increasing labor force participation but only 6% for labor placement. In 2022, the score for labor participation dropped to 8.6%, while labor placement remained at 6%. These outcomes highlight the need for improvement in performance.

To address the current challenges, the government, specifically the Cooperative, Labor, and Transmigration Office of Belu Regency, must take decisive action to improve public services. Research by Novia Tumilantouw et al. [5] emphasizes that enhancing service quality requires continuous, comprehensive improvements as outlined in relevant legislation. Communities expect services to be fast, accurate, and comfortable, reflecting a demand for high quality. Similarly, Surtyani et al. [6] highlight that public services must evolve to meet growing community needs, yet many services remain lacking in quality. As public awareness of their rights increases, so do expectations for government accountability. Delivering quality services not only fulfills these expectations but also leads to greater community satisfaction, which is defined by the alignment of experiences before and after receiving services. Optimal service is achieved by providing the best resources available.

## **2 Literature Review**

### **2.1 Public Service**

Public service is the fulfilment of the wants and needs of the community by state administrators. The elements in public services are systems, procedures and methods; personnel; facilities and infrastructure; society as a customer [7]. According to Law number 25 of 2009 concerning public services [8], public services are activities or a series of activities in order to fulfil service needs in accordance with laws and regulations for every citizen and resident for goods, services, and / or administrative services provided by public service providers. The principle of this service is carried out in accordance with established principles such as public interest; legal certainty; equal rights; balance of rights and obligations; professional; participatory; non-discriminatory; openness; accountability; facilities and special treatment for vulnerable groups; punctuality and fast, easy and affordable. In addition, the law also requires public services to be delivered professionally, with both internal and external supervision. Internal supervision involves oversight by direct and functional supervisors according to regulations. External supervision includes public feedback, ombudsman reviews, and oversight from various levels of people's representative councils.

Government policies, especially those related to public services must continue to be reviewed and reviewed and need to improve their quality through analysis of these policies, so that they can really provide excellent service to the community, which in turn will encourage creativity from the community in all fields [9]. This means that the area of public policy is the domain of public interest, so that the results of policy analysis are solely measured by the extent to which public services can be realized as well as possible. If the output and outcome of a policy are able to accommodate excellent public services, it is often called a successful policy or good policy.

### **2.2 Optimization of Public Services**

Optimization according to Surtyani et al [6] is a measure that causes the achievement of

goals when viewed from the point of view of effort. Optimization is the process of implementing planned programs or activities in accordance with predetermined values or results that are in line with expectations and the best to achieve goals or targets effectively and efficiently so that performance can be optimally improved. This means that there is a follow-up to the implementation that has been carried out previously but is deemed not to have run primarily efficiently and effectively so that it needs to be improved and improved. In line with the nature of change for better results. In the context of public services, optimization of public services is the provision of excellent, professional and quality services that focus on community satisfaction [5].

The form of public services provided to the community can be divided into several types, namely government services, development services, utility services, and social services. To improve the quality of services, several principles are used in the provision of services in the public sector. According to La Madjid [9] in his writing *Optimizing Public Services from David Osborne's Perspective*, public services can be improved in the following ways: 1) Establish service standards, namely standard service procedures in relation to providing quality services; 2) Open to all criticisms, facilities, and complaints and provide all the information needed in the service; 3) Treat all people as customers fairly, and customers are transparently given choices; 4) Facilitate access to all customer communities; 5) Use the resources used to serve customer communities efficiently and effectively; 6) Always seek renewal and strive to improve service quality.

In addition, to improve the performance of public services provided by government organizations, Dwiyanto [10] proposed a performance theory of public service bureaucracy performance which was further developed into five indicators, namely productivity, service quality, responsiveness, responsibility and accountability. The two main measures to assess the performance of government organizations are as follows: a) Productivity measures, which are generally understood as the ratio between inputs and outputs. b) Quality of services measures, which measure the extent to which services provided to the public meet quality standards [10]. In addition, there are three additional indicators that serve to support the overall performance of government organizations, namely: 1) Responsiveness, which reflects the organization's ability to recognize the needs of the community, develop service agendas and priorities, and develop programs that are in line with community aspirations. 2) Responsibility, which shows the alignment between service programmes and activities with the needs and aspirations of the community, in order to achieve the stated mission and objectives. 3) Accountability, which measures the extent to which politicians and government officials are committed to fighting for the aspirations of the community [10].

### **2.3 Indonesian Migrant Workers (PMI) Recruitment Service**

The recruitment service for Indonesian Migrant Workers (PMI) is a public service provided by regional labor departments. According to Law No. 13/2003 on Employment [11] these services include population and labor management, job training, labor productivity, industrial relations, working conditions, wages, and social security. With regional autonomy, local governments can address community needs through mandatory and optional affairs. Employment falls under mandatory affairs for local governments, encompassing job training, labor placement, and industrial relations as outlined in Law No. 23/2014 on Regional Government [12]. Local governments are also responsible for protecting PMIs before, during, and after placement. The management process includes three stages: pre-work (file collection, selection, interviews, and training at BLK), during work (monitoring PMI conditions), and post-work (conducting regular monitoring and maintaining a database of former PMIs).

Employment services are carried out on the principle of integration through cross-sectoral functional coordination at the central and regional levels [13]. In this case, it means that the principle of manpower development is based on the principles of national development, especially the principles of Pancasila democracy, the principles of justice, and equity. As part of public services, employment services also require supervision so that they can run professionally and answer the needs of the community. Benchmarks used as guidelines for the implementation of Manpower services and references for assessing service quality as obligations and promises of organizers to the community in the context of quality, fast, easy, affordable and measurable services.

### **3 Method**

This research uses a descriptive qualitative method with a literature study model. A qualitative approach is a process of research and understanding based on a methodology that investigates social phenomena and human problems [14]. The research location is the Cooperative, Labor and Transmigration Office of Belu Regency. Data was obtained through the collection of reports, technical guidelines, or laws and regulations in accordance with the duties and functions of the relevant agencies. In addition, data collection was also obtained through literature studies in journals or research related to the research topic and the results of observations at the research location. This research focuses on optimizing public services that refer to indicators such as productivity, service quality, responsiveness, responsibility, and accountability. This model from Dwiyanto [10] was chosen, from other models of public service optimization, because it is considered simpler, more operational, and relevant to public services in the regions, including in Belu Regency. These indicators will also be used as analytical tools in looking at the public service process in the employment sector in relation to efforts to optimize PMI recruitment services in Belu Regency.

### **4 Result**

#### **4.1 Productivity**

Productivity relates to the amount of public demand for PMI recruitment services for services provided by employees to the community. The LAKIP results show that the achievement of target realization in 2021, 2022 and 2023 is still not consistent [3,4,15]. In 2021, the target performance indicator for the percentage of registered workers who were placed was 4.7% with a realization of 84% and a realization achievement of 6%. Thus the performance achievement in 2021 was <6% in the “sufficient” category. While in 2022, the target performance indicator for the percentage of registered workers placed in the information sector above is 4.77% with a realization of 76.39% and a realization achievement of 6.24. Thus the performance achievement in 2022 > 6.24 in the “less” category. In 2023, the target performance indicator of the percentage of registered workers placed is 4.86% with a realization of 100% and a realization achievement of 20.58% which is included in the “less” category.

### Source: LAKIP 2021

Berdasarkan analisis yang telah dilakukan terhadap laporan kinerja dan keterkaitan antara realisasi Renstra dan Renja dengan tingkat capainnya, maka dapat di simpulkan hal- hal sebagai berikut :

- Sasaran Strategis :
  - Meningkatnya partisipasi angkatan kerja
  - Meningkatnya kualitas pelayanan publik
- Capaian Kinerja Tahun 2021
  - Indikator 1 : Persentase besaran Tenaga Kerja yang mendapatkan pelatihan berbasis kompetensi, Capaian Kinerja 88 Predikat "baik" capaian kinerja terpenuhi.
  - Indikator 2 : Persentase besaran Pencari Kerja yang Terdaftar di Tempatkan, Capaian Kinerja 6 %, Predikat " cukup"
  - Indikator 3 : Besaran Kasus ketenagakerjaan yang Diselesaikan Capaian Kinerja 96 %, Predikat " baik"
  - Indikator 4 : Persentase kawasan dan lokasi transmigrasi yang difasilitasi pencadangananya, Capaian Kinerja 0 %, Predikat "kurang"
  - Indikator 5 : Persentase unit permukiman yang difasilitasi pembinaannya , Capaian Kinerja 100 %, Predikat " kurang"
  - Indikator 6 : Nilai saki, capaian kinerja 100 %, predikat "baik"

### Source: LAKIP 2022

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  - Meningkatnya kualitas pelayanan publik
- Capaian Kinerja Tahun 2022
  - Indikator 1 : Persentase besaran Tenaga Kerja yang mendapatkan pelatihan berbasis kompetensi, Capaian Kinerja 8,66 Predikat "kurang" capaian kinerja terpenuhi.
  - Indikator 2 : Persentase besaran Pencari Kerja yang Terdaftar di Tempatkan, Capaian Kinerja 6,24 %, Predikat " kurang"
  - Indikator 3 : Besaran kasus ketenagakerjaan yang Diselesaikan Capaian Kinerja 14,51 %, Predikat " kurang"

**Figure 1.** Comparison of LAKIP of the Cooperative, Labor and Transmigration Office of Belu Regency in 2021 and 2022

Productivity needs to be supported by the availability of professional and adequate apparatus resources. In 2023, the number of employees in this office was recorded at 32 people. Employment issues are handled by 2 divisions with the PMI service being run by the division of placement and labor training [15]. The number of employees in the division is 4 people. With the establishment of regulations on functional positions in the region, all employees currently have functional status but unfortunately do not understand how a functional employee works, especially in the functional position as “pengantar kerja” that is directly related to the duties of PMI services.

The training and placement division has key vacancies, including the head of training and the PMI placement organizer, which are currently filled by existing employees. This leads to inefficiency, as employees prioritize their primary duties over these important roles. These vacancies have persisted for two years, indicating poor coordination with the regional employment agency. Additionally, many staff members are nearing retirement, necessitating careful staffing planning to address upcoming challenges. The office also has two provincial labor inspectors covering three regencies—Belu, North Central Timor, and Malaka—which limits their effectiveness, especially in tackling the rapid movement of illegal PMI brokers.

To improve productivity, better facilities and infrastructure are essential. Current resources, such as computers and printers, are insufficient and in disrepair, hindering service delivery. Staff members also lack proficiency in using technology. Therefore, procuring new computers and printers is crucial for enhancing document accuracy, speed, and overall service quality.

## 4.2 Service Quality

This aspect relates to the use of facilities and infrastructure to serve the customer community efficiently and effectively. The facilities and infrastructure include: parking and waiting areas, facilities for those with special needs, front office facilities and other supporting facilities. This office has an adequate parking area and waiting room that can accommodate many citizens if they come in large numbers. The parking area is even available for motorcycles and cars. However, this adequate waiting room is not yet accompanied by a good front office. There is a front office but it is only a table and chairs and the service is not as good as the front office service. The results showed that a secretariat employee was assigned as a front office officer, but only during the morning service hours. Whereas front office officers are those who must

always be at their place of duty as the front line of service that determines the overall service. Front office staff also need to be provided with the basics of the PMI processing process and its stages so that they do not give poor directions that are poorly understood by customers.

The impact of the absence of a front office is that service recipients will automatically wait and become confused with the flow of services. The results show that unclear service procedures and waiting will reduce the morale of the prospective migrant workers. Moreover, most service recipients are from outside the city, making the time-consuming process more likely to make them reconsider their offer to work quickly, even if it is illegal. Efforts to break the chain of illegal migrant workers will be difficult if this continues.

Another means that will also be discussed in relation to service quality is regarding budget resources. Budget resources are very important because basically the Regional Apparatus Organization is not only a service provider, but also a budget manager. Without an adequate budget, various important programs related to employment and PMI issues cannot be carried out. The results of research on employees in this office showed that on several occasions employees used private vehicles to carry out tasks, such as picking up illegal PMI and delivering them back to their families. This is because the budget line for pre- and post-retirement PMI protection activities will no longer be available in 2022. Another implication is that the fulfillment of tasks for this activity is not optimal because it uses personal facilities and infrastructure and creates its own reluctance. In contrast to 2021, in 2022 many of the budget items from this agency were eliminated and diverted to other affairs which put the supposedly vital labor affairs to be neglected.

However, on the other hand, there are positive aspects that should be maintained in efforts to provide services to the community, namely the absence of illegal levies that are often detrimental and make people feel burdened. This is especially applicable to recruitment services for PMI, which have now been fully exempted from fees by the Government through a policy known as zero cost. With this policy, people no longer need to pay anything for recruitment services, so they can focus more on preparing for departure and job placement, without having to worry about additional costs that may arise.

### **4.3 Responsiveness**

Responsiveness refers to the compatibility between program activities and the needs of the people who use the services. In this study, it was found that there were several instances where these workers were forced to become migrant workers by their parents or families. Therefore, the effort to conduct interviews by office employees at the recruitment stage with PMI candidates is a positive thing that needs to be maintained because through this method various motives will be explored and discovered. In addition, through these interviews, employees also socialize the importance of becoming a legal migrant worker and the disadvantages or dangers that can arise when becoming an illegal migrant worker.

Efforts to enhance responsiveness involve digital information systems that improve access, ease, and speed of public service information. The Ministry of PAN-RB [16] encourages government agencies to input data into the Public Service Information System (SIPP). However, during the research, the SIPP website was inaccessible due to ongoing improvements. In Belu Regency, while SIPP is not yet in use, there is a district website, [www.belukab.go.id](http://www.belukab.go.id), that offers various services, including the "Siapkerja" application for PMI recruitment. This application serves as a foundation for employment services across Indonesia, facilitating document processing for job seekers and PMI candidates [17]. Despite its importance, "Siapkerja" is underutilized and not well-known among the community, limiting its accessibility. Optimizing this application could enhance data tracking on labor issues and improve two-way service access

for the public.

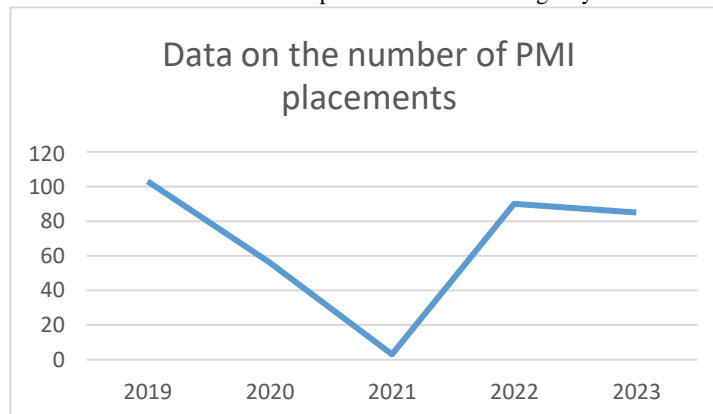
#### 4.4 Responsibility

Responsiveness measures the extent to which the implementation of public service activities is in accordance with organizational policies. Based on Law No. 23/2014 on Regional Government [12], sub-affairs in the field of employment include job training and labor productivity, labor placement, and industrial relations. Labor market information, including the distribution of job vacancies, is very important in overcoming unemployment in a region. Unfortunately, this activity does not run optimally due to the lack of dissemination of job vacancy information by the agency. In one year, only a small amount of vacancy information can be delivered, although this authority is within the main tasks and functions of the section head of labor market information and labor productivity. The office has not been proactive in collecting labor market information from various companies, mostly waiting for information from the provincial government and the Ministry of Labor.

In the context of job training, the system applied tends to be passive, where the office is more waiting than looking for opportunities. The training that is carried out is not followed by monitoring and evaluation, so the benefits cannot be ascertained. Without monitoring and evaluation, training becomes merely ceremonial with no real impact on the survival of the participants, who may just sell the training assistance for instant profit.

Job placement is an option for the office after the training. However, research shows that if the training process is not optimal, placement is only done for those who apply directly, as migrant workers without having to be trainees from the office previously.

**Table 1.** Data on the number of PMI placements in Belu Regency in the last 5 years



Source: PPTK Division of Belu Cooperative, Labor and Transmigration Office, 2023 [18]

Data shows that the placement of PMI continues to increase after COVID-19. Those recruited will have their training facilitated at the Labor Training Center (BLK) in Kupang, with all accommodation paid for by the recruitment company. However, this data does not reflect those who have received training from the agency for labor placement. This suggests that the agency has not comprehensively linked the training program with placement.

#### 4.5 Accountability

Public service organizations publish service standards to ensure high-quality services,

clarify expectations, and uphold principles of accountability and openness. However, at the Office of Cooperatives, Labor, and Transmigration, employment services, particularly for PMI candidates, lack clear procedures due to the absence of these standards. The processing of PMI candidates occurs in three stages: pre-placement (file collection, interviews, and training), during placement (data preparation and monitoring), and post-placement (regular monitoring and database management). Research indicates that service recipients often compare quality, leading to varied perceptions and encouraging some to opt for illegal migration due to inconsistent service. The lack of service standards results in inefficiencies, causing backlogs that force employees to work extra hours without compensation.

In the age of information disclosure, government agencies must explain and justify their actions to the public and stakeholders, ensuring transparency in decision-making and resource use. However, the agency currently lacks a complaint hotline, such as a widely used phone number or social media accounts like WhatsApp and Instagram. It only has an unofficial Facebook account that is poorly managed and does not effectively engage with the community. This is unfortunate, as strong accountability in public services can enhance public trust and improve service quality.

## **5 Discussion**

### **5.1 Productivity**

Productivity relates to the amount of public demand for PMI recruitment services against the services provided by the apparatus to the community. This includes a comparison between the number of people served and the number of PMI documents issued. In addition, there is also a comparison between the people who processed PMI documents and the number of people who should have been served. Therefore, every service apparatus must understand the basic principles in providing services, namely the principle of technicality, which requires an in-depth understanding of the technical aspects of service based on clarity, accuracy, and system stability. With limited capabilities, achieving the goals that have been determined becomes more difficult.

The limited number of employees at the agency in providing services needs to be supported by the HR planning process. Good HR planning is a strategic process that involves forecasting, analyzing, and developing human resource needs within an organization [19]. The goal is to ensure that the organization has the number, type, and qualifications of the workforce that match current and future needs. HR planning involves identifying workforce needs, developing employee procurement and selection programs, training and development programs, and succession plans to ensure the future viability of the organization [20]. In HR planning, an important first step is to conduct a workforce needs analysis. This involves identifying the number of employees required, the positions to be filled, and the qualifications and competencies required for each position.

Apart from recruitment, current employees can be developed through training and technical guidance to improve skills and work techniques. However, technical training is hardly followed, leaving the apparatus stuck in old service patterns without innovation. The process of knowledge transfer through experience sharing is also important to nurture new employees, especially through on-the-job training. High motivation can improve performance, and support from professional apparatus will help achieve organizational goals effectively and efficiently.

Regarding essential supporting facilities and infrastructure such as computers and printers, to ensure that the equipment functions properly, maintenance is carried out regularly in accordance with the available budget to keep it in normal condition. The limitations of facilities and infrastructure still occur because the addition of equipment has not been realized.



Nevertheless, the fulfillment and provision of facilities is adjusted to the ability of the budget and the level of urgency that exists. Determination of specifications is also an important consideration based on the needs and capabilities of the computer that has been determined. Maintenance of facilities and infrastructure is supported by an adequate budget, including the determination of the service life and replacement of equipment. Tool replacement is adjusted to the specifications of the needs and expected quality.

## **5.2 Service Quality**

Standardizing public services is essential for skilled staff to adhere to set standards. Currently, the Office of Cooperatives, Labor, and Transmigration lacks technical competency standards, leaving community expectations unmet. Residents seek services that are easy, affordable, fast, accurate, and comfortable. "Ease" refers to straightforward procedures and accessible office locations. "Affordable" means service fees should match the community's purchasing power. "Fast" indicates quick document processing times, while "accurate" ensures that services meet legal and data requirements. Lastly, "comfortable" involves a well-organized environment with clean facilities and adequate amenities like parking and restrooms. By setting service standards, namely standard service procedures, it can produce quality services.

According to Sailendra [21] Standard Operating Procedure is a guide that aims to ensure that the work and operational activities of an organization or company run smoothly. Not only smoothly, the interesting thing revealed by Sailendra about SOP is that the use of SOP will be carried out by companies and agencies that want to progress and develop. In addition, this SOP also contains mechanisms and stages of completion as well as requirements in the form of documents needed for the completion of a matter as a juridical requirement [5].

Adequate budget support is also very important in efforts to improve public services. A sufficient budget can ensure that government agencies have the necessary resources to improve the quality of services provided to the public. The budget of the Office of Cooperatives, Labor and Transmigration has been diverted for other purposes, especially those related to migrant worker services. The fact that the recruitment of migrant workers is closely related to TPPO practices should provide evidence that this aspect should not be underestimated. This fact needs to be a concern, especially during budget determination meetings, because the problem of TPPO (Trafficking in Persons) has become a national concern to be eradicated, including the NTT Province [22]. Illegal recruitment of migrant workers is a variation of TPPO so it should be a concern in PMI enclaves such as Belu Regency as well as the implementation of Money follow program rather than money follow function which is currently echoed by the government.

## **5.3 Responsiveness**

Responsiveness refers to the suitability between program activities and the needs of people who use services, and this is very important in public services. Responsiveness shows the organization's ability to recognize community needs, develop service agendas and priorities, and develop programs in accordance with community aspirations [10]. In this context, service officers must show a swift, agile, friendly, polite, and responsible attitude when providing services. Apparatus are also expected to be patient and not temperamental, and not angry or yelling when serving, so that the services provided are fair and equitable. Every community that needs services, especially in the management of PMI, must be served indiscriminately. By serving PMI, employees in the field of labor contribute to helping them improve their lives, without anyone having the right to obstruct their goals for work and provide flexibility in making choices regarding this matter.

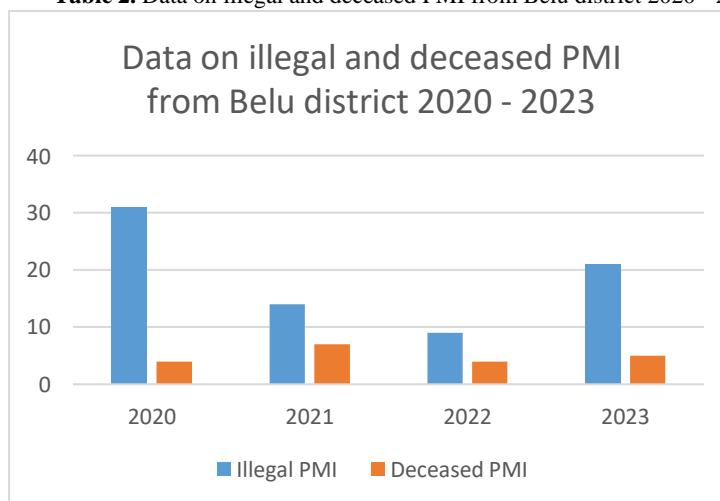
To enhance agency responsiveness, integrating electronic-based public services is essential.

A key component of the Electronic-Based Government System (SPBE) is utilizing big data for public service information. The Public Service Information System (SIPP) encompasses information storage, management, and delivery to the public in various formats, ensuring accessibility and accuracy. The Ministry of PANRB [16] actively encourages government agencies to input data into SIPP, providing strong support for regions like Belu Regency to adopt these electronic services.

#### 5.4 Responsibility

Responsibility in public service measures how well activities align with organizational policies. Improving facilities and infrastructure is essential for faster work completion. Continuous renewal and enhancement of service quality are key responsibilities of providers. To improve labor market information and job training services, greater coordination with provincial and central governments, especially the Ministry of Manpower, is crucial. Efforts should focus on job fairs, both online and offline, and optimizing the Ministry’s integrated application, “Siapkerja”. Effective socialization of the “Siapkerja” application to both job seekers and employers can enhance the visibility of job vacancies. Additionally, coordination is needed to access well-funded training programs at both the provincial level and the Ministry, utilizing Siapkerja’s various program offerings to absorb workers effectively. Innovation relies on skilled human resources, making it crucial to enhance HR capacity [6]. The office currently faces staff shortages and competency gaps, with many nearing retirement and lacking tech skills. More tech-savvy personnel, especially for applications like Siapkerja, are needed. Improvement can come from recruitment, study assignments, or training programs, allowing employees to train as counselors or instructors. Counselors will educate illegal PMIs and CPMIs, while instructors will train future workers. Additionally, introducing mobile employment services can improve community outreach and oversight, including job seeker card issuance and preventing illegal recruitment. Establishing a Labor Training Center (BLK) could further develop essential skills in areas like domestic work and agriculture. After training, placement should occur through recruitment agencies or G to G schemes, fulfilling the office's obligation to place trained candidates.

**Table 2.** Data on illegal and deceased PMI from Belu district 2020 - 2023



Source: BP3MI East Nusa Tenggara Province [23]

Another innovation that can be done by the agency is to find new markets for workers from Belu Regency. Research shows that Malaysia is the main destination for workers from this area, especially in the household and plantation sectors. However, the Belu Regency government can look for other more promising options, such as Australia. According to Sonbay [24], Australia is currently opening wide opportunities to recruit foreign labor, especially after Covid-19, when they are facing labor shortages. Companies in Australia offer internships and internationally licensed courses, even for workers without specific skills. Compared to Malaysia, Australia provides higher wages, for example AUD 20-25 per hour for domestic workers, who can earn 40-50 million per month after taxes and expenses are covered by the employer. Australia's strict regulations also reduce the potential for illegal labor. It is time for the government to take advantage of this opportunity to create better conditions for Indonesian workers abroad.

### **5.5 Accountability**

The current demand for bureaucracy is the implementation of good governance. Accountability measures the extent to which public services conform to societal values and norms, and it is important to receive feedback on complaints. Service procedures and public response are indicators of accountability, while openness and publication of information encourage public participation. Bureaucratic reforms are needed to streamline services, including reducing illegal migrant worker recruitment practices. It is important to improve service access through social media and WhatsApp-linked complaint hotlines, especially in remote areas. Establishing coordination groups with regional leaders can speed up the handling of reports. In addition, the agency needs to provide channels for service-related criticism and suggestions, to enable transparency and evaluation. An open attitude to criticism can start with a suggestion box in the office and the establishment of a team to distribute questionnaires on service improvement. This will systematically collect feedback and improve accountability. The office should strive to treat all communities as customers fairly, providing transparent choices. Despite efforts, there has not been consistent implementation of a reward and punishment system, which could motivate employees to improve service quality.

## **6 Conclusion**

From some of the things that have been discussed, it can be concluded that the performance of the Belu Regency Cooperative, Labor and Transmigration Office in population administration services is quite good, although there are still some shortcomings. The advantages of this organization can be seen in the ability to serve the community, timeliness and cost, and motivation to complete services in a timely and accurate manner. In terms of service quality, this organization demonstrates a friendly, dexterous, and highly dedicated attitude. In terms of responsiveness, as a public organization, they can provide answers to public complaints in general through improving systems, performance, and existing infrastructure. In terms of responsibility, although the services provided are less proactive and based on habit, they still prioritize honesty and without extortion. In terms of accountability, the performance of this organization is good, as seen from the transparency efforts made. However, there are several weaknesses that are quite striking, such as the lack of efforts to evaluate service activities, lack of community involvement in the evaluation process, lack of office facilities and infrastructure, and the absence of flow charts related to service standardization.

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