

Labor Empowerment and Skills Enhancement Strategy to Reduce Unemployment Movement in Indonesia

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Abstrak

This study aims to identify and analyze strategies for empowering and improving workforce skills that can be carried out by the government, private sector, and the community to reduce the movement of unemployment in Indonesia, especially during the Covid-19 pandemic. This research uses a descriptive qualitative research method with a literature study. This research data was collected by reviewing and criticizing various literature sources relevant to the research topic, such as books, journals, articles, reports, and official documents. This research data was analyzed using content analysis techniques. The results of this study show that empowering and improving the skills of the workforce can provide benefits for workers, companies, and the state, and can overcome the challenges and opportunities faced in facing an increasingly competitive and dynamic labor market. This research also provides policy and program recommendations that can support workforce empowerment and upskilling strategies, such as providing access, facilities and incentives for lifelong learning, developing competency standards and certification, and improving cooperation between various stakeholders.

Keyword : Workforce empowerment, workforce skills improvement, unemployment, labor market, Covid-19 pandemic.

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Introduction

Unemployment is one of the most serious social and economic problems in Indonesia. As per the information provided by the Central Statistics Agency (BPS), the rate of unemployment in Indonesia in February 2023 was for open positions reached 7.07 percent or around 10.56 million people. This figure increased compared to August 2022 which amounted to 6.88 percent or 10.28 million people. One of the factors causing the high unemployment rate in Indonesia is the low quality and skills of the workforce that are not in accordance with market needs. In addition, many workers do not have access to resources, capital, and business opportunities that can improve their welfare (Tarihoran, Hubeis, Jahroh, & Zulbainarni, 2023).

The low quality and skills of the workforce in Indonesia can be seen from several indicators, such as education level, competency certificates, work experience, and adaptability. According to BPS data, around 57.4 percent of the total unemployed in Indonesia have a high school vocational school education background or equivalent. This shows that many workers do not have higher education that can improve their qualifications (Risdiyani, 2021). In addition, according to data from the Ministry of Manpower, only about 9.5 percent of the total workforce in Indonesia has a certificate of competence recognized by the government. This shows that many workers do not have specific skills that can increase their productivity. Furthermore, according to BPS data, around 48.8 percent of the total unemployed in Indonesia are newly

unemployed who have never worked before (Aeni, 2021). This shows that many workers do not have work experience that can increase their credibility. Finally, according to BPS data, around 62.2 percent of the total unemployed in Indonesia are unemployed who are looking for jobs that match their skills. This suggests that many workers lack the ability to adapt to dynamic labor market changes (Pambudi, & Harjanto, 2020).

To address the problem of unemployment, the Indonesian government has issued various policies and programs that aim to empower and improve the skills of the workforce. Some examples of such policies and programs are the Pre-Employment Card, the National Economic Recovery Program (PEN), the Cash Labor Intensive Program, and the Micro Business Productive Assistance Program (BPUM). These policies and programs are expected to provide incentives, assistance, training, and facilities for workers to improve their competence, productivity, and independence in facing labor market competition (Ssenyonga, 2021).

Kartu Prakerja is a training cost assistance program for workers affected by the Covid-19 pandemic, unemployed, or job seekers (Abidin, 2021). This program aims to improve the skills and competencies of the workforce in accordance with the needs of industry and the job market. The program provides training assistance of IDR 1 million per person that can be used to participate in online and offline training available on government partner platforms. In addition, this program also provides a post-training incentive of IDR 600 thousand per month for four months for participants who have completed the training (Gentilini, Almenfi, Orton, & Dale, 2020).

The National Economic Recovery Program (PEN) is a fiscal stimulus program aimed at accelerating Indonesia's economic recovery, which was hit hard by the Covid-19 pandemic. The program aims to maintain people's purchasing power, increase consumption, and boost economic growth (Pratiwi, 2020). The program covers various sectors, such as health, social protection, MSMEs, corporations, and tax incentives. One component of this program that relates to empowering and improving the skills of the workforce is the salary or wage subsidy (BSU) for formal workers who earn below IDR 5 million per month. This program provides assistance of IDR 1.2 million per person paid in two stages (Muhyiddin, & Nugroho, 2021).

The Cash Labor Intensive Program is a program that provides temporary jobs for poor and vulnerable people affected by the Covid-19 pandemic (Maun, 2020). The program aims to increase community income and welfare, as well as improve village and urban infrastructure. The program involves communities in labor-intensive activities, such as road construction, irrigation, sanitation, and the environment. The program provides a daily wage of IDR 80,000 per person paid in cash (Gentilini, Almenfi, Orton, & Dale, 2020).

The Productive Micro Business Assistance Program (BPUM) is a program that provides working capital assistance for micro businesses affected by the Covid-19 pandemic. This program aims to increase the liquidity, productivity, and competitiveness of micro businesses. This program provides assistance of IDR 2.4 million per business that does not need to be returned (Priyana, 2022, February).

However, existing policies and programs to empower and improve the skills of the workforce have not been fully effective and efficient in reducing the movement of unemployment in Indonesia. There are still many obstacles and challenges faced by the workforce, such as the lack of information, access, and quality of services provided by the government. In addition, there are still inequalities and injustices in the distribution and allocation of resources, capital, and business opportunities for labor, especially for those in remote, rural, and underdeveloped areas (Widiningst, 2020). Therefore, a more comprehensive, integrated, and sustainable strategy is

needed to empower and improve the skills of the workforce in Indonesia (Apriana, Kristiawan, & Wardiah, 2019).

The purpose of this study is to review and analyze the strategy of empowering and improving the skills of the workforce to reduce the movement of unemployment in Indonesia. This essay will discuss several things, namely: (1) concepts and indicators of workforce empowerment and skills improvement, (2) review of existing workforce empowerment and skills improvement policies and programs in Indonesia; (3) evaluation and criticism of these policies and programs; (4) recommendations and suggestions to refine and improve these policies and programs. This essay is expected to contribute and benefit policy makers, business actors, academics, researchers, and the general public with an interest in the issue of empowering and improving labor skills in Indonesia.

Literature Review

Empowerment and improvement of labor skills are two things that are interrelated and important to do in order to face the challenges of an increasingly competitive and dynamic labor market. Several studies have examined and analyzed the concepts, indicators, benefits, strategies, policies, and programs of workforce empowerment and skills improvement in various countries, including Indonesia (Streimikiene, Svagzdiene, Jasinskas, & Simanavicius, 2021).

Workforce empowerment is the process of giving authority, confidence, and ability to the workforce to make decisions, manage resources, and develop their potential (Saraswati, 2019). Workforce skills improvement is a learning and training process that aims to improve the competence, productivity, and quality of the workforce in carrying out their duties and responsibilities. These two things are interrelated because workforce empowerment requires improving workforce skills as a condition and means to achieve goals, and conversely, improving workforce skills can strengthen workforce empowerment as an impact and result of the learning and training process (Paul, Jena, & Sahoo, 2020).

Empowering and improving labor skills is very important to do in order to face the challenges of an increasingly competitive and dynamic labor market. The current job market is characterized by rapid and complex changes, both in terms of labor demand and supply (Suprihanto, & Putri, 2021). Labour demand is influenced by factors such as globalization, the industrial revolution 4.0, developments in information and communication technology, changes in consumption patterns, and social and environmental issues. Labor supply is influenced by factors such as population growth, demographic structure, geographic mobility, education level, and social welfare (Bidarti, 2020). These changes pose various challenges to the workforce, such as intense competition, skills mismatch, career uncertainty, and unemployment risk (Wachter, 2020). To overcome these challenges, the workforce needs to have relevant, adaptive, and innovative skills, as well as positive, proactive, and professional attitudes and behaviors. These skills can be obtained and improved through workforce empowerment and skills improvement. Empowering and improving workforce skills can provide benefits to the workforce, such as increasing job satisfaction, work motivation, work performance, income, and career opportunities, as well as reducing work stress, work conflict, and job rotation (Purnami & Utama, 2019). In addition, empowering and improving workforce skills can also provide benefits for companies, such as increasing efficiency, effectiveness, innovation, quality, and competitiveness, as well as reducing costs, turnover, absenteeism, and work accidents (McGunagle, & Zizka, 2020).

Several studies have reviewed and analyzed the concepts, indicators, benefits, strategies, policies, and programs of workforce empowerment and skills improvement in various countries, including Indonesia. One of the studies conducted by (Suryana, 2019) proposed a concept of

workforce empowerment consisting of four dimensions, namely independence, participation, responsibility, and recognition. This study also identified several indicators of workforce empowerment, such as freedom, involvement, influence, competence, and appreciation. This research shows that workforce empowerment has a positive and significant effect on workforce performance (Mawarni, Munandar, Harto, & Suryana, 2022).

Another study conducted by (Santoso, 2020) proposed a concept of improving workforce skills consisting of three dimensions, namely technical skills, non-technical skills, and adaptive skills. This study also identified several indicators of improving labor skills, such as knowledge, skills, attitudes, and values. This research shows that improving labor skills has a positive and significant effect on labor productivity.

Another study conducted by (Wahyuni, 2021) examines the benefits, strategies, policies, and programs for empowering and improving workforce skills in Indonesia. This study found that empowering and improving labor skills can provide economic, social, and psychological benefits for workers, such as increasing income, welfare, self-confidence, and independence. The research also suggests several strategies, policies and programs that can be implemented by the government, companies and educational institutions to support workforce empowerment and upskilling, such as providing access, facilities and incentives for lifelong learning, developing competency standards and certification, and enhancing cooperation between various stakeholders. It can be concluded that empowerment and improving labor skills are two things that are interrelated and important to do in order to face the challenges of an increasingly competitive and dynamic labor market. Several studies have contributed to reviewing and analyzing the concepts, indicators, benefits, strategies, policies, and programs of workforce empowerment and skills improvement in various countries, including Indonesia. These studies can serve as references and inspiration for researchers, practitioners, and policy makers with an interest in the issue of workforce empowerment and skills improvement (Streimikiene, Svagzdiene, Jasinskas, & Simanavicius, 2021)

Research Method

The research methodology used in this research is a qualitative descriptive research method with a literature study (Firmansyah, 2022). This research aims to identify and analyze strategies for empowering and improving workforce skills that can be carried out by the government, private sector, and the community to reduce the movement of unemployment in Indonesia, especially during the Covid-19 pandemic. This research also intends to provide policy and program recommendations that can support these strategies (Bloomfield, & Fisher, 2019).

Descriptive qualitative research method is a research method that describes and explains social phenomena using verbal or non-numerical data. This method is suitable for this research because this research focuses on aspects that are subjective, complex, and contextual, such as perceptions, motivations, attitudes, and behaviors of the workforce, as well as the factors that influence them Ibrahim, Kharisma, Kertati, Artawan, Sudipa, & Lolang, 2023). This method also allows researchers to produce in-depth, holistic, and comprehensive findings on workforce empowerment and upskilling strategies (Nassaji, 2020).

Literature study is a data collection technique carried out by reviewing and criticizing various literature sources relevant to the research topic (Fadli, 2021). This technique was chosen for this research because this research does not require primary data from the field, but secondary data from the literature. This technique can also help researchers to obtain a broad and diverse picture of labor empowerment and skills improvement strategies that have been carried out by various countries, including Indonesia (Alharahsheh, & Pius, 2020).

The data for this research was collected using the literature study technique, which involves reviewing and criticizing various literature sources relevant to the research topic, such as books, journals, articles, reports, and official documents. The literature sources used in this research come from various countries, including Indonesia, which have similar experiences and challenges in overcoming unemployment problems. The literature sources used in this research were selected using the criteria of credibility, actuality, and representativeness (Alam, 2021).

Literature study technique is a technique that utilizes literature sources as research data (Adlini, Dinda, Yulinda, Chotimah, & Merliyana, 2022). This technique can be used for various purposes, such as knowing the background of the problem, formulating hypotheses, comparing research results, or compiling a theoretical framework. This technique can also help researchers to save time, money, and energy, because there is no need to collect primary data from the field (Birkle, Pendlebury, Schnell, & Adams, 2020).

By using the research methodology described above, this research is expected to contribute to developing knowledge and understanding of strategies for empowering and improving labor skills to reduce the movement of unemployment in Indonesia, especially during the Covid-19 pandemic. This research is also expected to provide input and suggestions for stakeholders related to the issue of empowering and improving labor skills, such as the government, the private sector, and the community (Rosyadi, Kusuma, Fitrah, Haryanto, & Adawiyah, 2020).

Results and Discussion

Unemployment is a common problem in Indonesia. The government, the private sector, and the community can carry out several strategies to empower and improve the skills of the workforce to reduce the movement of unemployment in Indonesia. The small number of available jobs is also the cause of many young people in productive age being unemployed. The increasing population but not accompanied by good economic development causes few jobs so that many people are unemployed (Nadya & Syafri, 2019). Unemployment creates other problems such as poverty where people cannot earn an income causing people to be trapped in poverty. With a low level of education, people will find it difficult to survive in getting a job, so they have no income and in the end they become poor (Utami, 2020). Vice versa, with higher education, people will generally find it easy to get a job with a good salary. With education, people can improve their standard of living so that they can strive for a decent life by working (Uno, 2023).

Table 1. Unemployment In Indonesia In Recent Years

Tahun	Persentase pengangguran	Kenaikan persentase
2012	6,14%	-
2013	6,24%	1,63%
2014	5,96%	-4,18%
2015	6,18%	3,95%
2016	5,61%	-9,22%
2017	5,5%	-1,96%
2018	5,34%	-2,91%
2019	5,28%	-1,12%
2020	6,07%	14,92%
2021	5,96%	-1,81%
2022	5,83%	-2,18%

The biggest spike in unemployment during the covid pandemic in 2020 had a significant impact on the Indonesian economy, including an increase in unemployment. According to the Ministry

of Manpower, the number of unemployed people in Indonesia during the COVID-19 pandemic increased from 4.9 percent to 7 percent. the growth of COVID-19 cases affected national economic growth and even Indonesia entered a recession (Livana, Suwoso, Febrianto, Kushindarto & Aziz, 2020). The impact of the COVID-19 pandemic has clearly greatly affected Indonesia's economic growth. The increase in unemployment is the result of the implementation of PSBB or lockdown as a form of government anticipation so that there is no widespread transmission, but in fact it has an impact on national economic growth, one of which is an increase in unemployment (Livana, Suwoso, Febrianto, Kushindarto & Aziz, 2020).

To overcome the problem of unemployment, the government, the private sector, and the community can carry out several strategies to empower and improve labor skills. One of the government's strategies in overcoming unemployment through the Ministry of Manpower (Kemnaker) has several strategies to overcome unemployment and poverty, namely: Improving employment services and information systems, the Ministry of Manpower seeks to improve the quality of employment services and information systems, including job search services, job training, and labor placement. This aims to make it easier for job seekers to find information on job vacancies and increase the effectiveness of labor placement (Windusancono, 2021). Improving workers' skills and capacity: The Ministry of Manpower seeks to improve the skills and capacity of workers through job training and skills certification. This aims to improve labor competitiveness and expand employment opportunities. Development of micro, small and medium enterprises (MSMEs) and entrepreneurship: The Ministry of Manpower seeks to increase the number and quality of micro, small and medium enterprises (MSMEs) and entrepreneurship. This aims to create new jobs and improve people's welfare. Improving infrastructure including communitybased infrastructure: The Ministry of Manpower seeks to improve infrastructure including community-based infrastructure. This aims to improve accessibility and connectivity between regions, as well as increase the efficiency and productivity of the labor sector. Employment emergency program: The Ministry of Manpower seeks to provide assistance to workers affected by economic changes or natural disasters. It aims to help affected workers meet their needs and maintain their jobs (Mahawati, Yuniwati, Ferinia, Rahayu, Fani, Sari & Bahri, 2021).

With regard to the regulations set by the government No. 39 of 2012, the incentives and training provided through the Pre-Employment Card Program are a form of social security. According to Government Regulation No.39/2012, social security is an institutionalized scheme to ensure that all people can meet their basic needs (Predianto & Khoirurrosyidin, 2020). The Pre-Employment Card Program is specifically intended for people who have not yet found a job. The program aims to provide skills training and certification for job seekers, as well as assist them in finding jobs. In addition, this program also provides incentives for companies that recruit program participants (Maun, 2020). The training provided by the Pre-Employment Card program covers a wide range of fields, such as information technology, digital skills, entrepreneurship, English, management, and others. Participants can choose training that suits their interests and needs. In this program, participants will also get career guidance and opportunities to join internship programs. The PreEmployment Card program aims to provide training and skills certification for job seekers, as well as assist them in finding employment (Muhsin, 2021).

The program is designed to improve the work competency and entrepreneurship skills of job seekers, workers, and laborers who have been affected by termination of employment, as well as those who need to improve their competency, including micro and small business actors. The program also provides access to digital platforms that provide various kinds of skills training and

certification. In addition to providing skills training and certification, the Pre-Employment Card program also provides incentives for companies that recruit program participants. This incentive is provided as a form of government support in creating new jobs and reducing unemployment in Indonesia (Sanusi, Astuti & Buryadi, 2021). In this program, companies that recruit program participants will receive an incentive of IDR 1,000,000 per person recruited. Thus, the Pre-Employment Card program not only helps job seekers improve their skills and find jobs, but also provides benefits for companies in recruiting qualified workers. Improving the skills and capacity of the workforce through job training and skills certification is one of the strategies that can be carried out by the community to reduce the movement of unemployment in Indonesia (Sutarman & Kom, 2022).

To improve labor competitiveness and expand employment opportunities. In addition, people can also open micro and small businesses to create new jobs. The following is the definition of each vocational service in the pre-employment card program: First, skilling is vocational training provided to unemployed or job seekers with the aim of increasing competence (skills) in accordance with the needs of the world of work as a provision in finding work. Second, up-skilling is vocational training provided to workers with the aim of increasing competence (skills) in accordance with the needs of the work being undertaken in the context of career development. Third, Re-skilling is vocational training provided to workers who are potentially laid off or have been laid off with the aim of providing different / new skills for self-employment or changing professions to new jobs. Re-skilling can also be given to workers who will enter retirement age so that they can become entrepreneurs. Furthermore, Work Competency certification is a systematic and objective process of providing certificates that attest to the competency of an individual through competency tests that are aligned with the Indonesian national work competency standards or international standards (Mardhiyah, Aldriani, Chitta & Zulfikar, 2021).

Table 2. the number of beneficiaries of the pre-employment card program in Indonesia in the period of 2022:

Province Name	Value/person
West Java	2.492.302
East Java	1.753.174
Central Java	1.447.515
DKI Jakarta	1.243.744
Banten	821.103
North Sumatra	768.771
South Sulawesi	614.667
South Sumatra	541.061
Lampung	528.899
Riau	458.887
West Sumatra	452.369
Aceh	443.492
South Kalimantan	421.408
Nusa Tenggara Bara	384.357
West Kalimantan	372.575
Bali	342.287
Jambi	339.068

East Kalimantan	335.088
DI Yogyakarta	304.508
Riau Islands	273.539
East Nusa Tenggara	273.214
Southeast Sulawesi	267.684
Central Sulawesi	267.093
Central Kalimantan	265.64
Bengkulu	264.922
North Sulawesi	234.105
Kep. Bangka Belitung	210.2
West Sulawesi	193.3
Maluku	179.79
Gorontalo	171.99
North Maluku	114.367
Papua	112.882
North Kalimantan	104.337
West Papua	86.103

These beneficiaries are those who have passed the test and selection of the Pre-Employment Card Program, and have received incentive money for job training assistance. The recipients of the Pre-Employment Card can have the status of job seekers, workers who are laid off or affected by layoffs, workers who need to improve their work competence, non-wage earners, or micro/small business actors. During the period until 2022, the most recipients of the PreEmployment Card were in West Java, while the least in West Papua as shown in the graph. Because regional factors cause uneven distribution, the location of West Java, which is close to the center of government, makes access easier (Barany, Simanjuntak, Widia & Damuri, 2020).

The Pre-Employment Card program aims to help improve work and entrepreneurship competencies, transfer work competencies, and provide incentives provided in non-cash form. Recipients of the Pre-Employment Card will receive a benefit package worth IDR 4,200,000, consisting of training cost assistance of IDR 3,500,000 in the form of a non-cash balance that can be used to purchase various trainings on partner digital platforms including SIAPkerja, a job search cost incentive of IDR 600,000 which will be transferred to the participant's LinkAja, Ovo or GoPay bank account or e-wallet, and an evaluation survey completion incentive of IDR 50,000 per survey for two surveys (Rahmansyah, Qadri, Sakti, & Ikhsan, 2020).

In addition to encouragement from the government, the willingness of the community itself to develop is also important, community empowerment requires efforts from the government as well as the desire of the community itself. According to different perspectives on empowerment, community economic empowerment can be defined as the process of enhancing the ownership of production factors, improving control over distribution and marketing, enabling the community to receive fair wages or salaries, and providing the community with access to information, knowledge, and skills. This process must be carried out in multiple aspects, including the community's own perspective and policy aspects (Damanik, 2019). One of the problems faced by weak communities is in terms of access to capital, the low salaries or wages received by the poor and vulnerable poor are due to the fact that they generally have limited skills and poor mental attitudes, the low skills of the poor are due to their access or opportunity to get

educational services in general is poor. Therefore, a fairly realistic community economic empowerment for lower-class working people is through subsidized education and free training or courses (Habib, 2021).

The main approach of the empowerment concept is to make the community the object of its own development efforts to improve the quality of human resources, rather than making it the object of various development projects. Community empowerment should follow the following approach: First, we need to target our efforts. This is commonly referred to as alignment. The efforts are aimed directly at people in need, with programs designed to help them overcome their problems and tailored to their needs. Second, the program must involve or be implemented directly by the target community. The involvement of the supported community serves several purposes. It means that support is effective because it responds to their wishes and recognizes their abilities and needs. In addition, it has experience in design, implementation, and management, and is responsible for efforts to improve itself and the economy, thereby increasing community capacity. Third, the use of a group approach because it is difficult to solve the problems faced by individual poor people (Bairizki, 2020).

The scope of services is also over-determined if the process is done individually. This group approach is the most effective and, from the point of view, is also a more efficient use of resources. The implementation of development programs that apply community empowerment strategies is the result of a change in the national development paradigm that leads to the realization of people-centered development efforts (Hanifah, 2014). In order to evaluate the success of community empowerment, it is necessary to monitor and target the process as much as possible, and compare the results. Community empowerment is primarily focused on the economic sector, as its main objective is to empower the community, where the role of the economy is crucial. There are various methods to measure the effectiveness of community empowerment, including the Gini index, the number of people living below the poverty line, the number of poor villages, the role of small industries, agricultural exchange rates, minimum wages, and other factors (Maun, 2020).

Conclusion

Unemployment is a common problem in Indonesia. The small number of jobs available is also the cause of many young people in productive age being unemployed. The increasing population but not accompanied by good economic development causes few jobs so that many people are unemployed. Unemployment creates other problems such as poverty where people are unable to earn an income causing people to be trapped in poverty. With a low level of education, people will find it difficult to survive in getting a job, so they have no income and in the end they become poor. Vice versa, with higher education, people will generally find it easy to get a job with a good salary. With education people can improve their standard of living so that they can strive for a decent life by working. To overcome the problem of unemployment, the government, the private sector, and the community can carry out several strategies to empower and improve the skills of the workforce. One of the government's strategies in overcoming unemployment is through the Pre-Employment Card Program where this program is a government program that aims to overcome unemployment by improving the soft skills of Pre-Employment members through direct training at courses and online training prepared by the government in collaboration with several online platforms. According to Government Regulation No. 39/2012, the incentives and training provided through the Pre-Employment Card Program are a form of institutionalized social security to ensure that all people can meet their basic needs for a decent life. The Pre-Employment Card Program is a government-funded program that aims to develop

the work competency and entrepreneurship skills of job seekers, workers, and laborers who have been affected by termination of employment, as well as those who need to improve their competencies, including micro and small business actors. The program also provides access to digital platforms that provide a wide range of training and skills certification. In addition, the Pre-Employment Card program provides incentives for companies that recruit program participants as a form of government support in creating new jobs and reducing unemployment in Indonesia. The pre-employment card has an influence on increasing the role and quality of the workforce so that it can play a role in reducing unemployment in Indonesia. Community economic empowerment requires efforts from the government and the community itself. Community economic empowerment can be done by strengthening the ownership of production factors, mastering distribution and marketing, getting adequate salaries or wages, and obtaining information, knowledge and skills. One of the problems faced by weak communities is in terms of access to capital, the low salaries or wages received by the poor and vulnerable poor is due to the fact that they often have inadequate skills and negative mental attitudes, the low skills of the poor are due to the ability of individuals to obtain educational services or opportunities in general is poor. Therefore, the most realistic community economic empowerment for the lower working class is through subsidized education and free training or courses. The main approach of the empowerment concept is to make the community the object of its own development efforts to improve the quality of human resources, rather than making it the object of various development projects.

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