

Efforts to Increase Work Productivity through Job Training Programs Towards the Indonesian Demographic Dividend Period

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Abstract. Indonesia is predicted to experience demographic dividend from 2020 to 2030, which means that the population of productive age will be greater than the population of non-productive age, so Indonesia needs to prepare quality human resources to optimize opportunities for demographic dividend. The writing of this article aims to analyze the things that must be done by Indonesia in optimizing human resources development to face the era of demographic dividend. The research method used is descriptive qualitative. The results of this study indicate that Indonesia needs to improve and strengthen the education system to create superior human resources. Human resources development can be a solution to create superior human resources who are ready to face the era of demographic dividend, so that Indonesia can maximize opportunities to improve and strengthen the country's economy.

Keywords: Increase work productivity, job training programs, demographic dividend

INTRODUCTION

The development and progress of the organization as well as various changes that occur in the business world has encouraged the company to improve the quality of its human resources (Sima, Gheorghe, Subić, & Nancu, 2020). Improving the quality of human resources will also increase the productivity of the company (Blaga & Jozsef, 2014). Without human resources that have high competence in the field of work and responsibility, the organization will fail to realize its existence. Productivity is closely related to performance. Performance is the result obtained by an organization produced over a period (Fahmi, 2016). An organization will not be able to realize a good performance management without strong support from all components of the company's management. The company's performance is an absolute necessity for the organization to achieve its objectives by arranging harmonious cooperation between leaders and subordinates by promoting effective communication between various parties, both the internal environment of the company, and external companies (Setiawan & Yuniarsih, 2018).

According to Sedarmayanti (2016) the overall purpose of the company's performance is to foster its culture and expertise, where individuals and groups are responsible for the continuation of business processes and the improvement of their skills and contributions to the company. The United Nations (UN) in 2015 in *The Revision of World Population Prospects* reported the world's population is expected to reach 8.5 billion by 2030, then it will increase to 9.7 billion by 2050, and surpass 11 billion by 2100. Among the ten countries with the largest fertility in the world today, one of them is in five countries in Asia (Bangladesh, China, India, Indonesia, and Pakistan). The inclusion of Indonesia in the category of countries with the largest population growth rate in the world is strongly related to the term demographic dividend which peaks in 2020 to 2030.

During the demographic dividend issue, the world is still faced with the problem of high youth unemployment (15-30 years). In fact, the improvement of developed economies in 2017 (*Global Employment for Youth*, 2013). Demographic experts predict that in 2020 to 2030, Indonesia will be awarded the demographic dividend. Demographic dividend in question is when the country of Indonesia has many young or productive population, which is about 2/3 of the total population.

The demographic dividend can be seen with the dependency ratio parameter, which is quite low, which is 44. This means that in every 100 productive age residents (15-64 years) only bear about 44 unproductive populations. Data from the Indonesian Central Bureau of Statistics (BPS) in 2010 showed Indonesia's Dependency ratio at 50.5. While in 2015 dependency ratio has a smaller number of 48.6. This dependency ratio will be even smaller in 2020 to 2030, which will create a demographic dividend for Indonesia. The preparation of Indonesia's golden generation in 2045 requires the development of education in the perspective of the future, namely realizing a quality, advanced, independent, and modern Indonesian society, as well as improving the dignity and dignity of the nation. The success of building education will make a major contribution to the achievement of the overall national development goals. In such context, the development of education covers various dimensions (Ministry of Education and Culture, 2017).

To connect the Golden Generation 2045, demographic dividends need to be addressed well. Indonesia's human development must be supported by a population control policy that aims to maintain a balance between population growth and spread. In addition to controlling population growth, the distribution of the population must be done so as not to be concentrated in certain centers of economic development. Urbanization figures should be suppressed.

Population policy should be implemented in line with the policy of equalization of economic development and decentralization (Ministry of Education and Culture, 2017). This research was researched to provide an overview of improving work productivity through job training programs towards the Indonesian demographic dividend period with the aim that Indonesians can take advantage of job training in improving the quality of their productivity in order to be fully prepared for the demographic dividend period that peaks expected to occur in 2020 to 2030.

METHODS

The research method used a literature study from journals and books related to the job training program to be one of the efforts to increase work productivity towards the Indonesian demographic dividend period. The results of various literature reviews were used to identify job training programs as one of the efforts to increase work productivity towards the Indonesian demographic dividend period using qualitative descriptive.

Then, the type of data used in this study was qualitative data, which was in the form of data expressed in the form of words and sentences. The data sources were primary and secondary data. Primary data were obtained from observations and interviews. Observations were made by looking directly at the process of job training programs, namely the Training Center in Wonojati and Singosari districts, Malang. Structured interviews were conducted by asking questions to the area manager of job training program development and instructors of one of the vocational fields conducting the training. Secondary data used in this study is in the form of data obtained by researchers through intermediary media in the form of job training sop, company regulations and scientific journals related to research.

Finally, the data analysis technique used a descriptive technique. The result was to describe the results of observation findings and interviews conducted to the research subjects.

RESULTS AND DISCUSSIONS

Productivity and Performance of the Company to compete with other companies should carry out various strategies, both marketing strategies, production strategies, and strategies in terms of human resources (HR) owned. In terms of HR strategy, the company not only formulates in strategy and policy formula, but also must be practiced. To meet customer satisfaction, productivity is important for the company. Productivity is the root of determining the level of competitiveness, at the individual and corporate level. According to Sedarmayanti (2016) productivity is the result of performance measurement by considering the resources used, including human resources. Productivity can reflect

both success and failure in achieving effectiveness and performance efficiency in the use of enterprise resources. In terms of human resources, productivity includes a patriotic mental attitude that views the future optimistically, which always strives to improve in a better direction.

Sedarmayanti (2016) stated that productivity improvement can be done by (1) machine divestment, (2) determination and application of the best methods, can be with training, (3) eliminating unproductive practices, (4) utilizing human resources to work more effectively, and (5) employee training. Recruiting and selecting employees who are considered to have potential does not guarantee that they will work effectively. One of the problems is that the recruited employees do not know what to do and how to do it. To understanding the employee, know what to do, the management gives orientation and trains the employee.

Dessler (2016) also explained that employee orientation is to provide background information needed to perform their work satisfactorily and provide information about company regulations. The orientation usually includes information about employee benefits, personnel policies, daily routines, organization, and company operations. This orientation should meet four main things, namely: new employees feel accept and comfortable, new employees understand the company in a broad sense, new employees are aware of policies and procedures, and the new employee can run the process of familiarizing itself according to the company regulation. Training refers to the methods used to be given to new employees, the skills they need to do the job.

Training is an integrated process that the company uses to ensure that employees work to achieve the company's goals. Before conducting the training, the company should design a training program that will be given to employees who will attend the training. The design of the training program can use training methods to achieve the desired goals. Sedarmayanti (2016) described that training methods were divided into two: off the job training (training outside the workplace) in the form of simulation and information presentation and on the job training. The method can support the achievement of training objectives to increase productivity by carrying out various activities, among others: (1) developing literature knowledge, so that the work can be completed rationally, (2) develop skills and skills so that the work can be completed faster and effectively, (3) develop and change attitudes to give rise to the willingness of teamwork of fellow employees and leaders.

Job Training Program for Work Productivity

Today the development and competition of the industrial world moves very quickly and dynamically (Ellitan, 2020). On the other hand, the available jobs are not comparable to the labor force that is piling up every year. This buildup is increasingly becoming when the industry applies capital intensive so that intensive labor no longer exists because the industrial world only needs high skills while non-skilled workers do not sell in the world of work. This condition requires every industry to be more responsive and proactive in recruiting to find new potential workers who meet the needs of human resources. This increase in competitiveness begins with preparing quality human resources which is a superior factor in facing competition so that the world of work is currently competing in improving the quality and productivity of its performance (Tayibnapis, Wuryaningsih, & Gora, 2018).

The importance of the quality of human resources is indispensable today given the increasingly intense competition between workers globally (Vardarlier, 2016). This is proven by the gap between job seekers and labor users that has not been balanced with adequate labor placement so that there needs to be a bridge that connects one of them with the existence of work training agency. Training center as one of the government work training institutions under the auspices of the Department of Industry and Manpower has an important and strategic role in the effort to prepare a qualified and competent workforce in their fields in accordance with the needs of the world of work.

Training center as a technical implementation unit has a dual function. First as a training implementation unit for job seekers and secondly as a training pilot unit for private training institutions.

Training as one of the professional coaching systems is a positive alternative in the formation and development of qualified human resources (Ahmad & Schroeder, 2003). Because training is one of the concepts in human resource management that aims to improve cognition, affection, and psychomotor and realize the professionalism contained in the structure of the training program itself.

Training center is a strategic institution that is expected to solve employment problems that include unemployment and the quality of labor. With all training resources in the Job Training Center supported by equipment for training and instructors who are competent and certified assessors, it is expected to help in the process of improving the quality of human resources as a goal to prepare a professional, qualified, and competent workforce in their fields according to the needs of the world of work.

Human resources are an important asset of a country because human resources are the motor to achieve all the goals of the country. History showed that the most determining factor in a nation's success is not its natural wealth, but the quality of its human resources (Sudarsana, 2016). Therefore, the government needs to do human resource development.

Human resource development is needed in meeting demographic dividends, to strive for opportunities to the maximum required qualified human resources. Human resource development can be supported by improving and strengthening several factors, namely the education system, environmental and socio-cultural conditions, health and nutrition, infrastructure facilities, and employment. However, if Indonesia is unable to prepare for this, then there will be unemployment problems and become a burden for Indonesia. The problems that arise will weaken the country's economy because of low productivity, so that the welfare of the people is not achieved.

Education becomes a basic necessity for human resources, especially in the face of the era of demographic dividends (Ariteja, 2017). Education is expected to create the next generation with intellectual and character to advance the country in line with the mandate of the 1945 Constitution, which is to educate the nation's life. However, the quality of education in Indonesia is still low, based on a research from Ministry of Education and Culture in 2012 75% of schools in Indonesia do not meet the minimum education services, the average value of teacher competence is still below the expected standard, Indonesia ranks 49th out of 50 countries on mapping the quality of higher education, and according to UNESCO, only 1 in 1000 Indonesians have an interest in reading (Baswedan, 2014). Sourced from the Central Statistics Agency, the composition of the Indonesian workforce is still dominated by elementary and junior high school graduates who meet almost half the share of the workforce.

This is a challenge in the face of digital-based demographic dividends, because to face demographic dividends plus the industrial era 4.0 requires skilled human resources and integrity. Therefore, Indonesia needs to improve the quality of education in accordance with the current digital globalization, through vocational trainings (vocational education) technology-industry and character education. However, the quality of teachers also needs to be improved and the equalization of education must be considered. Teachers must obtain systemized training programs in order to maintain high professionalism and be ready to adopt innovation (Ariff, Mansor, & Yusof, 2017). With the government incentive policy in the form of "Kartu Indonesia Pintar" is expected to help underprivileged students to continue their higher education, and the plan to hold a Pre-Employment Card is also expected to improve the skills of unemployed graduates of high school, S1, and layoffs by obtaining skills training at the training center. That way, Indonesian human resources are ready to face demographic dividends because they already have quality skills.

There are seven types of human resources training and development: training employee skills (skill training), retraining, cross functional training, team training, training of corporate creativity, technology training, and language training. The explanation is follows.

1. *Training employee skills (skill training)*. The first training and development that can be done in human resources or employees of the company is to train their skills or it can be called skill training. This training is also quite often done by some companies. This training program is fairly simple, the way can be by assessing what is the need or deficiency that can then be identified through a more thorough assessment.
2. *Retraining*. Companies can also do retraining to provide skills that are really needed by existing human resources. This is done company to deal with the changing conditions of employment demands. So that with this training human resources in the company can work with more confidence when completing a job.
3. *Cross functional training*. Training and development that can be done next is conducting cross-functional training. This is a training that will involve the employees of the company to do work activities in other fields, in addition to the main job.
4. *Team training*. Providing team training to the company's human resources is highly recommended. Because employees within the company will not work alone, they must be able to solve problems or work as a team for the company's goals to be achieved.
5. *Training of corporate creativity*. Creativity training process is a training and development program that can provide opportunities so that the company's human resources can issue an idea based on rational values. The idea will be further developed to build a better company.
6. *Technology training*. Nowadays the development of technology has been increasing rapidly. The company cannot reject the technology that affects for the working system in the company. If the company cannot accept it then it is not impossible to cause lag and will not develop. Therefore, when realizing that the influence is quite large, the company should provide a training to human resources in it so as not to stutter technology. That way, human resources will be able to do work productively, creatively, and innovatively according to their time.
7. *Language training*. Language training and development should also be considered if the company wants to grow further. Do not refuse to language differences, because it could be that the market targeted by the company turns out to be abroad not in Indonesia. Take the market opportunity if it is good for the company.

Demographic Dividend

In demographic studies, Indonesia can currently be said to be experiencing a demographic dividend period. This period is marked by a doubling of the productive age population accompanied by delays in the growth of the young population and a smaller number of elderly people (Wasisto, 2015). In other words, there has been a decrease in the dependency ratio of the Indonesian population. Meanwhile, Indonesia is expected to get a window of opportunity in 2020–2030, when its dependency ratio is at its lowest level during the demographic transition period (Heryanah, 2015).

Since 2015 Indonesia has entered the era of demographic dividends where the number of productive age population is very large. This productive age population is a workforce that can be used to build Indonesia. This increasing number of workers can be utilized if they are educated, skilled, healthy and there are jobs. The Government of Indonesia is spurring the education and skills of Indonesian youth who will be in 2020-2030 is a workforce. Indonesian education is improved from the average junior high school to the average high school similar that is by the activities of mandatory programs to study 12 years. To prepare skilled personnel prepared vocational school (SMK) and training hall for those who drop out of school before 12 years must study. On the other hand, the health of the residents is also considered as a national health insurance (Dewi, Listyowati, & Napitupulu, 2018).

The peak demographic dividend in Indonesia is the year 2020-2030, and after that the demographic dividend gradually leaves Indonesia, because the dependency ratio will increase again. In

2020-2030 the lowest dependency ratio will be achieved by Indonesia at 46.9 which means that 100 people of productive age will only bear 46.9 non-productive residents. Indonesia's dependency ratio will slowly rise back to 47.3 in 2035 and beyond, as the number of non-productive populations, especially the elderly (65+) increases (Dewi, Listyowati, & Napitupulu, 2018).

Demographic dividends occur when the dependency ratio is below 50, which means that every 100 people/population of production age bear less than 50 people/population of non-productive age. To achieve the demographic dividend of a country takes a long time. There is a change in the structure of the population that causes the number of productive age population to be much more than the number of non-productive age population. Demographic dividend is a rare opportunity experienced by a country, because it will only happen once or 2 times in the history of the people's journey (Dewi, Listyowati, & Napitupulu, 2018).

Demographic dividends are like a double-edged sword (Durr-e-Nayab, 2008). On the one hand it is profitable (as an opportunity) if the productive age population has adequate education and skills and works or has a productive business (Tung, 2016). Conversely, if the productive age population has a low education and is not productive, they do not deserve to be referred to as dividends but rather as a burden (to be disastrous) (Rimbawan, 2014). Demographic dividends in Indonesia in addition to being a gift can also be a disaster. If the demographic dividend in Indonesia enjoyed in 2020-2030 cannot be utilized properly by Indonesia, then Indonesia will get a disaster. Indonesia will not get good economic growth, Indonesia will not be more prosperous society, it will even be a burden for Indonesia.

In terms of education, according to the population census in 2000, the largest education of workers in Indonesia is elementary school. So do those looking for work. With the average education in Indonesia is junior high school seems to be difficult for the population of this productive age to find work, especially for a formal secretary so that eventually they will be thrown into the informal sector. Even if they do not enter the informal sector, then they are unemployed. The unemployed will be a burden to the state. According to Kompas daily, November 2016 on open unemployment shrinks, data in Indonesia shows the growth of the industrial sector is minimal while the productive age population whose high school education is as high as many want to enter the industrial sector and not accommodated. Eventually they become unemployed, to open their own business they have no capital.

It seems the government should try to improve the level of education of the population of this productive age (Glewwe, Maiga, & Zheng, 2014). Hopefully, it is not too late. There is more that inhibits the absorption of productive age population into the job market (Nagarajan, Teixeira, & Silva, 2016). Since 2015 Indonesia has agreed to join the MEA (ASEAN Economic Community). Therefore, the Indonesian labor force (Indonesia's productive age) must compete with other MEA member workforces. Land jobs or jobs in Indonesia are contested not only by Indonesian people or workers but also by workers from other ASEAN countries (McDonald, 2014). It is feared that Indonesian workers will lose competition because the level of education is not as high as workers from other ASEAN countries. Back again they will be unemployed which means a burden for the country (Dewi, Listyowati, & Napitupulu, 2018; Silva, 2020).

CONCLUSION

The demographic dividend that our nation will receive in 2020 to 2030 is an integral part of the current rate of population growth in Indonesia. The abundance of working-age residents in Indonesia is an opportunity for both the central and local governments in the midst of the rise of the region in managing natural resources. Economic growth will grow rapidly with the availability of a young age workforce accompanied by a high level of productivity. However, this can be achieved if the growth rate of the young population is also accompanied by strategic policies from the government in improving the quality of human resources.

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