

Exposure of the Preparation of the Dumai City Regional Manpower Plan (RTKD)

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Abstract. This Community Service (PkM) aims to assist in the preparation of the Dumai City Regional Manpower Plan (RTKD) as a strategic instrument for data-based and participatory workforce planning. The background of the activity is based on the high level of open unemployment, mismatch between workforce competencies and industry needs, weak coordination across regional agencies, and limitations of the employment information system. The subject of the service is the Dumai City Manpower Office with the involvement of Bappeda, the business world, job training institutions, and academics. The method used is a participatory-technocratic approach through documentation studies, in-depth interviews, focus group discussions (FGDs), workshops, and simple qualitative and quantitative descriptive analysis. The results of the community service program indicate that the mentoring process successfully produced a comprehensive draft RTKD document, containing an analysis of the employment situation, strategic issues, policy directions, priority programs, and performance indicators. The formulated strategic programs include competency-based training (demand-driven training), expanded certification, strengthened industrial apprenticeships, developed the Regional Employment Information System (SIKD), and integrated cross-sector programs. In addition to producing planning documents, this activity encouraged social change in the form of increased awareness among officials regarding the importance of evidence-based planning, the establishment of a cross-sector communication forum, and the emergence of local leaders who initiated the strengthening of employment governance. Thus, the RTKD is expected to become an instrument for adaptive, inclusive, and sustainable policy transformation to improve the competitiveness of the local workforce and the well-being of the Dumai City community.

1. INTRODUCTION

Employment development is a strategic part of national and regional development, aimed at increasing productivity, community welfare, and regional economic competitiveness. Within the framework of regional autonomy, local governments have the authority and responsibility to formulate employment policies that adapt to local social, economic, and potential characteristics. (Wahyuni et al. 2024) Law Number 23 of 2014 concerning Regional Government emphasizes that employment matters fall under the jurisdiction of regional governments. Therefore, the quality of regional employment planning significantly determines the effectiveness of the resulting policy interventions.

Dumai City as one of the strategic cities in Riau Province has an economic structure dominated by the processing industry, trade, services and port activities sectors.(LE Wahyuni 2022). Its geographic location, directly adjacent to international trade routes, makes Dumai a center of economic growth and a destination for labor mobility. However, this dynamic economic growth has not been fully accompanied by improvements in the quality and competitiveness of the local workforce.(Saputra et al. 2019). Data from the Central Statistics Agency shows that the open unemployment rate in urban areas tends to be higher than in rural areas, with the productive age group and secondary school graduates being the largest contributors to the unemployment rate.(Adriani 2022)This condition indicates a gap between economic growth and local labor absorption.

Employment problems in Dumai City are also characterized by a mismatch between workforce competencies and the needs of the business world and the industrial world.(LE Wahyuni 2022). The phenomenon of skills mismatch is a common problem in developing countries.(Wahyuni and Shaliza 2021), where the education and training system is not yet fully aligned with the needs of the labor market(Anisa, Erlianti, and Jannah 2022)The impact is that the available job opportunities cannot be fully filled by local workers.(Erlianti, Hijeriah, and Adriani 2022), so companies tend to recruit workers from outside the region. Furthermore, limited integrated employment data and weak coordination between regional agencies mean that employment program planning and implementation are not yet evidence-based.(Sujianto et al. 2020).

In this context, the Dumai City Manpower Office, as the subject of community service (assisted community), faces the challenge of developing comprehensive workforce planning documents that are responsive to labor market dynamics. One strategic instrument that can address this need is the Regional Manpower Plan (RTKD).(Anomius 2022)The RTKD is a planning document that includes an analysis of employment conditions, projections of labor needs and supply, and the direction of regional employment development policies and strategies in the medium term. The RTKD, based on robust data and analysis, is expected to bridge industry needs with local labor availability and strengthen synchronization between regional planning documents.(Path nd).

The Dumai City Manpower Office was selected as the subject of the service based on the urgency of strengthening institutional capacity in developing integrated and participatory RTKD. Qualitatively, there is a need to improve the ability to analyze employment data and formulate evidence-based policies. Quantitatively,(L. Wahyuni 2022)The challenges of open unemployment, labor force participation, and the distribution of labor between sectors are

indicators of the need for more targeted strategic interventions. Through this Community Service (PKM) activity, it is hoped that social change will be realized in the form of improving the quality of regional employment planning, the development of comprehensive RTKD documents, and strengthening synergies between local governments, the business world, and educational institutions. Ultimately, this service aims to support the creation of inclusive, adaptive, and sustainable employment policies to improve the welfare of the Dumai City community.

2. METHOD

This Community Service (PkM) activity was carried out with a community organizing approach and joint action planning in the framework of preparing the Dumai City Regional Manpower Plan (RTKD). The subject of the service was the Dumai City Government, especially the regional apparatus in charge of employment and development planning (Manpower Office and Bappeda), involving elements of the business world, job training institutions, community organizations, and academics. The activity was carried out in Dumai City and specifically centered at STIA Lancang Kuning Dumai as the location for academic facilitation on November 26, 2025, and continued with a series of mentoring for two months according to the stages of RTKD preparation.

The approach used is participatory-technocratic, integrating empirical labor data analysis with the active participation of stakeholders. In the action planning process, assisted subjects are not positioned as objects, but rather as strategic partners involved from the problem identification stage, needs analysis, to document validation. This involvement is realized through coordination forums, focus group discussions (FGDs), document preparation workshops, and limited public consultations. Thus, the community organizing process aims to build shared ownership of the resulting RTKD documents.

The research methods or strategies used to achieve the objectives of community service include: (1) documentation studies of the RPJMD, RKPD, regional employment data, and national regulations; (2) in-depth interviews with regional apparatus officials and business stakeholders; (3) FGDs to identify problems, competency needs, and job market opportunities; and (4) limited observations of local job market dynamics. Qualitative data are analyzed descriptively to identify problem patterns and workforce gaps, while quantitative data are analyzed using descriptive statistics as a basis for formulating policy directions and strategic programs in the RTKD.

3. RESULTS

The implementation of Community Service (PkM) in the preparation of the Dumai City Regional Manpower Plan (RTKD) demonstrated the dynamics of a participatory and collaborative mentoring process. The process began with stakeholder coordination and mapping, followed by data collection, focused discussions (FGDs), document preparation workshops, and validation and finalization of the RTKD draft. The entire series of activities was oriented not only to the preparation of administrative documents but also to strengthening institutional capacity and collective awareness of stakeholders regarding the importance of data-based workforce planning.

During the data collection and identification phase of regional employment conditions, planning documents (RPJMD, RKPD) were reviewed, employment indicator data analyzed, and interviews with regional officials and business representatives were conducted. Through FGDs, several key issues were identified, including a mismatch between local workforce competencies and industry needs, disparities in human resource quality, weak coordination across regional agencies, and limitations in the employment information system. The participants' active participation demonstrated a shared need to improve workforce planning governance in a more integrated manner.

At the policy direction formulation stage, participants were involved in the formulation of priority RTKD programs which included: (1) competency-based training (demand-driven training); (2) expanding access to competency certification; (3) strengthening industrial apprenticeship programs; (4) development of the Regional Employment Information System (SIKD); and (5) integration and synergy of programs across regional agencies. The concrete result of this mentoring process was the preparation of a draft RTKD document for Dumai City which included a situational analysis, strategic issues, policy direction, priority programs, and key performance indicators.

In terms of social change, this activity has generated several positive dynamics. First, the establishment of a communication forum across regional government agencies and the business sector, which serves as the foundation for a regional labor coordination institution. Second, increased awareness among officials and stakeholders about the importance of evidence-based planning in formulating labor policies. Third, the emergence of local leaders from regional government agencies who actively promote data and program integration. Fourth, an initial commitment to developing the SIKD as a more transparent and accountable labor governance instrument.

Thus, the results of community service are not only in the form of RTKD documents, but also transformation in institutional aspects, coordination patterns, and collective awareness towards a more structured, participatory, and sustainable workforce planning system.

4. DISCUSSION

The results of the community service program indicate that the main employment issues in Dumai City are related to competency mismatch, disparity in human resource quality, weak institutional coordination, and limited information systems. These findings align with the literature confirming that skills mismatch is a dominant factor causing structural unemployment in developing countries.¹ This phenomenon demonstrates that sectoral economic growth does not automatically result in local labor absorption if it is not accompanied by relevant competency development policies.

The industry-needs-based training approach formulated in the RTKD is in line with human capital theory, which emphasizes the importance of investing in education and skills to increase productivity and workforce competitiveness.² Todaro and Smith emphasize that sustainable economic development requires improving the quality of human resources as the main foundation of inclusive growth.³ Thus, the RTKD's focus on competency-based training and professional certification has a strong theoretical basis.

From a public governance perspective, weak coordination between regional agencies indicates policy fragmentation. The concept of collaborative governance proposed by Ansell and Gash emphasizes the importance of cross-sector collaboration in resolving complex public issues.⁴ The process of drafting the RTKD through FGDs and participatory workshops reflects collaborative practices that bring together government, business, and academics in a deliberative forum. In this context, community service serves as a catalyst for the formation of more permanent collaborative networks.

The development of the Regional Employment Information System (SIKD) as part of the RTKD recommendations is also in line with the principles of evidence-based policy as put forward by Bardach and Patashnik, who emphasize that effective public policy must be based on valid data and systematic analysis.⁵ The availability of integrated data allows local governments to formulate more targeted and measurable interventions.

Theoretically, this community service process demonstrates that social change in the context of public policy occurs not only through regulatory changes but also through changes in awareness, interaction patterns, and institutional capacity. The establishment of cross-sector communication forums and the emergence of local leaders reflect the institutionalization of

new norms in regional labor governance. This reinforces the view that social transformation in regional development requires a combination of technocratic and participatory approaches.

Thus, the Community Service Program (PKM) activity in preparing Dumai City's RTKD not only produces policy products, but also produces institutional learning that has the potential to strengthen regional employment governance in a sustainable manner.

5. CONCLUSION

The implementation of Community Service (PkM) in the preparation of the Dumai City Regional Manpower Plan (RTKD) demonstrated that effective workforce planning requires a participatory, data-driven, and integrated cross-sectoral approach. The mentoring process not only produced the RTKD document as a policy product, but also encouraged institutional transformation by strengthening coordination between regional agencies, increasing awareness of the importance of evidence-based planning, and fostering collaborative commitment between local governments, businesses, and educational institutions. Empirically, the main findings in the form of competency mismatch, disparity in human resource quality, weak program integration, and limitations in the workforce information system confirm that workforce issues are multidimensional and require systemic intervention.

From a theoretical and reflective perspective, the results of this community service reinforce the relevance of human capital theory, which emphasizes the importance of investing in improving the quality of human resources as a prerequisite for inclusive economic development. Furthermore, the findings regarding the need for cross-sector collaboration confirm the importance of a collaborative governance approach in public policy management, particularly on employment issues that involve multiple actors and interests. The process of drafting the Regional Development Plan (RTKD) through a participatory forum demonstrates that social change in the context of regional policy lies not only in the substance of the program, but also in the formation of new interaction patterns, local leadership, and collective awareness toward more integrated and accountable governance.

Based on these results and reflections, it is recommended: (1) strengthening the implementation of the RTKD through political commitment and adequate budget support; (2) developing the Regional Employment Information System (SIKD) as a foundation for data-based policies; (3) increasing the capacity of Job Training Centers and expanding competency certification based on industry needs; (4) institutionalizing cross-regional coordination forums and strategic partnerships with the business world; and (5) implementing periodic monitoring and evaluation based on measurable performance indicators. With these steps, it is hoped that

the RTKD will not stop as a planning document, but rather become an instrument of policy transformation that can increase the competitiveness of the local workforce and encourage inclusive and sustainable economic development in Dumai City.

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