



COORDINATION BETWEEN REGIONAL DEVICES IN THE MANAGEMENT OF INTERESTED INDONESIAN MIGRANT WORKERS IN MALAKA DISTRICT

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ABSTRACT: Coordination is a basic function of management which explains the orderly unification of actions in the implementation of activities. In government organizations, coordination is needed to ensure that the implementation of government programs becomes more focused. One of the programs that requires coordination is the Management of Indonesian Migrant Workers (PMI) which is carried out in Malacca Regency. In this study, researchers will examine the Coordination between Regional Apparatuses in the Management of Retired Indonesian Migrant Workers in Malacca Regency with the aim of describing and Coordination between Regional Apparatuses in the Management of Retired Indonesian Migrant Workers in Malacca Regency. The theory used as the basis for researchers in this study is the theory of management functions according to Luther Gulick, known as POSDCORB and is an indicator in this research, namely: Planning, organizing, staffing, directing, controlling, reporting and budgeting. This research is qualitative. The informants selected purposively were 11 people. The research findings show that all informants know the purpose of the full PMI empowerment program but not all informants know what activities will be carried out in the full PMI empowerment program; technically there are 3 related areas in the program; coordinating the program is the field of training and placement of workers; there is no agreement in the meeting so far; the preparation of reports is only carried out by the field of training and placement of workers; not all related fields have budgeted special funds for retired PMI. The conclusion of this study is that so far the coordination between fields related to the empowerment of retired PMI has not been going well. Suggestions from researchers are that for a program to run well, continuous coordination is needed so that all parties involved can know what will be planned, carried out, and the extent of its implementation.

Keywords: *coordination, regional apparatus, management, retired indonesian migrant workers.*

INTRODUCTION

Migrant workers (in this study referred to as Indonesian Migrant Workers/ PMI) refers to temporary or permanent movement of a person to another country to seek work or study, or to escape from the political conditions of his country (Goldin and Reinert, 2006 in Kageyama, 2008 in Prihantika), Meiliyana, and Caturiani, 2016). The migration of a person or group of people from one area to another is caused by several factors, the main of which is the desire to live a better life from a social, economic and political perspective.

Policies in the field of employment, namely sending workers to other countries economically have a positive impact on the country's foreign exchange generated from remittances. The impact on a micro scale (individual and family) is an increase in family income (Kageyama, 2008). PMI remittances abroad in the short and medium term have also been widely studied in Indonesia and other countries (Anwar, 2013; UN, 2013; Barai, 2012 in Prihantika, Meiliyana, and Caturiani, 2016).

Fazili (2009) who revealed that remittances received by families can be used to build houses or open a small trading business. These two types of activities can absorb manual labor in the

surrounding environment. However, Kageyama (2008 in Prihantika, Meiliyana, and Caturiani, 2016) through his research in Sri Lanka concluded that international remittances had no impact in the long term. How about after PMI returns to the country of origin (after PMI)? Does the post-PMI economy still have an economic and social impact on development for the surrounding environment?



Source: BP2PMI, 2015 (www.bnptki.go.id)

Figure1. PMI Return Chart

If we look at PMI's return data from 2006-2014 (see figure 1) and compare it to the empowerment efforts carried out by the government (see graph 2), there are still gaps. The government's special attention to the post-PMI is important, because the post-PMI are in the productive age range when they return to their homeland. According to Ristyana and Hamidah (2014) the threat of youth unemployment

is not only job seekers who have just finished school or college, but also ex-PMI from abroad. Retired PMIs, on average, were under 35 years of age when they decided not to work abroad anymore, thus increasing the number of unemployed in the country. PMI's return from abroad brings its own problems because many of them are not used to using productive results to continue their lives in the country. The results obtained while working abroad tend to be used for consumptive needs so that there is a desire to return to work abroad until a certain age.

One of the efforts to prevent PMI, especially in the informal sector, from returning to work abroad, is by coaching and empowering through entrepreneurship training. Although most of them have the capital to open a business, the government still has to be able to open the minds of post-PMI to have the desire to be an entrepreneur. Local governments can maximize programs and activities to tackle poverty and unemployment problems by facilitating community empowerment through post-PMI entrepreneurship guidance (Jaya and Subrata, 2014 in Prihantika, Meiliyana, and Caturiani, 2016). Meanwhile, research by Abas, et al, (2014 in Prihantika, Meiliyana, and Caturiani, 2016) suggests that post-migration PMI families who are not economically or socially independent can be empowered through productive economic efforts. Moreover, with entrepreneurship, PMI is able to boost local economic growth.

The government encourages former PMIs to appear as entrepreneurs in their hometowns. To be successful, provision of knowledge and practice is facilitated through the Full PMI Empowerment Technical Guidance program held by 19 offices of the PMI Placement and Protection Service Center (BP3PMI) in 19 provinces throughout Indonesia. As a result, several studies have reported that in some areas after PMI was able to transform into a figure of a young entrepreneur. Supriana and Nasution (2010) conducted a study of 140 former PMIs who had businesses in North Sumatra; Abas, et al (2014) provide an alternative model for empowerment after PMI in Ponorogo; while Jaya and Subrata (2014) concluded in their research that the inability of post-PMI workers to utilize the economic capital they received upon their return to their homeland was due to a lack of guidance and guidance from the government before and after they worked as PMIs. From these studies, it can be concluded that there is a need for efforts from the government to provide economic and social development and empowerment for retired PMIs. The gap that exists is that coaching and mentoring are sometimes only

limited to temporary 'projects' that are not sustainable.

The Malacca Regency Government itself through the Malacca Manpower and Transmigration Office has made efforts to empower the former PMI to the Malacca community who had been PMI and returned to Malacca Regency. This empowerment is carried out through the management program for Indonesian Migrant Workers Full-time in Malacca Regency.

In the context of decentralization, local governments have an obligation to improve the welfare of their people in accordance with Law No. 32 of 2004, but on the other hand, the obligation to manage PMI also lies with the National Agency for the Placement and Protection of Indonesian Migrant Workers (BP2PMI) and its derivative agencies/institutions. Apart from these two public institutions, there are still private institutions and third parties who voluntarily or with economic motives pay attention to candidates, PMI and post-PMI (Chandra and Munthe, 2011).

The management of post-PMI cannot be done alone by the Government or other institutions. In the context of work, there needs to be coordination between the stakeholders involved. Coordination comes from the words coordination, *co* and *ordinare* which means to regulate from the empirical approach associated with etymology, coordination is defined as activities carried out by various equal parties (equal in rank or order, of the same rank or order, not subordinate) to give each other information and arrange (agree on) certain things (Ndraha, 2011). Normatively, coordination is defined as the authority to move, harmonize, harmonize, and balance specific or different activities so that all of them are directed at certain goals. While functionally, coordination is carried out in order to reduce the negative impact of specialization and streamline the division of labor (Ndraha, 2011).

Although various steps have been taken by the Malacca Regency government in an effort to empower full-time PMI as has been carried out through various programs described in table 1.1, in reality the empowerment has not achieved the satisfactory or expected results. Many beneficiaries of the program then closed their businesses or ended and did not run again when no mentoring or training was carried out. This is based on the initial observations made by the researcher due to the coordination that has not gone well between all regional apparatuses that have duties and functions in ensuring the implementation of empowerment of retired PMI in Malacca Regency. The absence of

good coordination between regional apparatuses in Malacca Regency makes the empowerment of retired PMIs only limited to initial training without the community being able to continue their own business until it develops after the training period is complete.

Based on the above background, the researcher is interested in conducting a study with the title "Coordination between Regional Apparatuses in the Management of Retired Indonesian Migrant Workers in Malacca Regency".

THEORY

Organization

An organization can be formed because it is influenced by several aspects such as the unification of vision and mission as well as the same goals as the realization of the existence of a group of people in society. Organization as a means of socialization and as a forum created to accommodate the aspirations of the community and to achieve common goals.

Organization according to Siagian (2008:6), states: "Organization is any form of alliance between two or more people who work together and are formally bound in order to achieve a predetermined goal in a bond that contains one person/several people who are called superiors and one person. /a group of people called subordinates." Organizations are basically used as a place or place for people to gather, work together rationally and systematically, in a planned, guided and controlled manner in utilizing resources, infrastructure, data, and so on that are used efficiently and effectively to achieve organizational goals. .

Manullang (2009: 59) suggests that: "The word organization comes from the Greek term organon and the Latin term organum which means tool, part, member, or body. Organization is the form of every human association to achieve a common goal. Meanwhile, the organization according to Hasibuan (2007: 5) argues, that: "The organization is a formal union system of two or more people who work together to achieve certain goals".

People in an organization have a continuous relationship. This sense of connection, it does not mean a lifetime membership. However, organizations face constant changes in their membership, even when they become members, people in the organization participate on a relatively regular basis. Organizational forms according to Manullang (2009:61), namely: (1) Line Organizational Forms, Line organization is the oldest and simplest form of organization. Often also called a military organization because it was used in

ancient times in the military. (2) Organizational Form, Functional Functional organization is an organization in which a handful of leaders do not have clear subordinates because each superior has the authority to give orders to each subordinate, as long as it has something to do with the function of the superior. (3) Line and Staff Organizational Form This organizational form is generally adopted by large organizations, the area of work is wide and has diverse and complex fields of work, and the number of employees is large. In line and staff organizational forms, there are one or more staff members. (4) Staff and Functional Organizational Forms Staff and functional organizational forms are a combination of functional organizational forms and line and staff organizational forms.

Organizations, both formal and informal, in carrying out all their activities, there must be a relationship between the people who carry out these activities. The more activities you do, the more complex the relationship will be. To overcome this problem, an organizational structure is made that describes the relationship between groups/sections.

Management

Management comes from the word "to manage" which means to manage. Arrangements are made through a process and are arranged according to the order of the management functions. So, management is a process to realize the desired goal. The management elements consisting of 6M are man, money, method, machines, materials, and market. Management is a way / art of managing something to be done by others. To achieve certain goals effectively and efficiently that are massive, complex and of high value, management is certainly very much needed. Human resources are organizational assets that must be utilized optimally so that management is needed to manage human resources in such a way as to achieve the goals that have been set from the start.

There are several definitions of management in general, although the definitions vary in sound, but basically the elements in it are the same, including: The definition of management according to Terry (in Saydam, 2005: 4), namely the process of achieving goals that have been applied previously through efforts. done by other people. Handoko (2009: 8) says management is the process of planning, organizing, directing, and supervising the efforts of organizational members and the use of other organizational resources in order to achieve the organizational goals that have been set. Meanwhile, Gulick (in Handoko 2009: 11) defines management as a field of science that seeks systematically to

understand why and how humans work together to achieve goals and make this cooperative system more beneficial to humanity.

The definition of management quoted by Hasibuan (2012; 1) states "management is the science and art of managing the process of utilizing human resources and other resources effectively and efficiently to achieve a certain goal". Then the definition of Management according to Massie (in Arsyad, 2002: 1) states "Management is a process in which a group cooperatively mobilizes its actions or work to achieve common goals. The process includes the techniques used by managers to coordinate the activities or activities of others towards the achievement of common goals.

Meanwhile, according to Terry (2010: 16) explains that "Management is a distinctive process consisting of planning, organizing, mobilizing, and controlling actions to determine and achieve goals through the use of human resources and other resources".

The definition of management according to Bucher & Krotee (2002: 4) is the process of planning, organizing, directing, and controlling the efforts of organizational members and the use of other organizational resources to achieve goals. Meanwhile, DuBrin, Ireland, and Williams (2001: 20) provide a definition of management as a process of coordination and integration of the use of an organization's resources (such as human (human), financial (money), physical (physical), informational/technological. (information and technology), technical (technique)) to achieve specific goals through the functions of planning, organizing, leading, controlling, and staffing

The above definition explains that management is an effort to achieve certain goals through the activities of people. In this definition, management focuses on efforts to use other people in achieving these goals, so people in the organization must have clear authority, duties and responsibilities for their work. Based on the definitions above, it can also be concluded that management is a science, art and process of activities carried out in an effort to achieve common goals by optimally managing human resources and other resources through cooperation between members of the organization.

Human Resource Management

Human resources are important assets and play a role as the main driving factor in the implementation of all agency activities or activities, so they must be managed properly through Human Resource Management (HRM). According to human resource management experts are as follows: According to

Handoko (2011:3), human resource management is the withdrawal, selection, development, maintenance, and use of human resources to achieve both individual and organizational goals. According to Dessler (2015: 3), human resource management is the process of acquiring, training, appraising, and compensating employees and for managing labor relations, health and safety, and matters relating to justice. According to Simamora in Sutrisno (2015:5), human resource management is the utilization, development, assessment, remuneration and management of individual members of the organization or group of workers.

According to Mangkunegara (2013:2), "Human resource management is a planning, organizing, coordinating, implementing, and supervising procurement, development, remuneration, integration, and separation of workers in order to achieve organizational goals". Human resource management can also be defined as a management and utilization of existing resources in individuals (employees).

The management and utilization are developed optimally in the world of work to achieve organizational goals and individual employee development. Furthermore, according to A.F Stoner (in Siagian, 2013: 6), "Human resource management is an ongoing procedure that aims to supply an organization or company with the right people to be placed in the right positions and positions when the organization needs them". Meanwhile, according to Hasibuan (2011:10), "HR is the science and art of regulating the relationship and the role of the workforce to be effective and efficient in helping the realization of the goals of the company, employees, and society".

Concept of Indonesian Migrant Workers

According to Simanjuntak (in Agusmidah, 2010: 6), workers are residents who are already or are working, are looking for work, and who carry out other activities, such as attending school and taking care of the household. Furthermore, Hamalik (2005:7) said that the workforce is a human resource that has the potential, the ability to be effective, efficient, personal in certain categories to work and participate in development, as a result of use for himself and society as a whole. Manpower according to Law Number 13 of 2003 concerning Manpower is any person who is able to do work to produce goods and or services both to meet their own needs and for the community. The definition of manpower in Law Number 13 of 2003 enhances the notion of manpower in Law Number 14 of 1969 concerning the Basic Provisions of Employment

which provides the definition of manpower as anyone who is able outside the employment relationship to produce goods or services to meet the needs of the community. . Regulation of the Head of the National Agency for the Placement and Protection of Indonesian Migrant Workers Number 04 of 2017 concerning Empowerment of Indonesian Migrant Workers, Retired Indonesian Workers, and Their Families Indonesian Migrant Workers, hereinafter abbreviated as TKI, are every Indonesian citizen who meets the requirements to work abroad in an employment relationship for a certain period of time by receiving wages.

Since 2017 the mention of Indonesian Migrant Workers (TKI) has been changed to Indonesian Migrant Workers (PMI) marked by the enactment of Law No. 18 of 2017 concerning the Protection of Indonesian Migrant Workers, Protection of Prospective Indonesian Migrant Workers or Indonesian Migrant Workers which includes: Pre-employment Protection, Protection During Work; and After Work Protection. Protection of Indonesian Migrant Workers (PMI) according to Law No. 18 of 2017 means all efforts to protect the interests of Prospective Indonesian Migrant Workers and/or Indonesian Migrant Workers and their families in realizing guaranteed fulfillment of their rights in all activities before work, during work and after work in legal, economic, and social aspects After PMI works at the destination, it does not mean that the protection from the Government stops. After placement until the repatriation period, PMI returns to their country of origin. The form of protection for PMI that can be provided by the Government is in the form of problem solving, defense of the fulfillment of PMI's rights and restoration of PMI's dignity (physical and psychological) and management of PMI's return. The government provides protection by applying open management in terms of protection and handling of Indonesian Migrant Workers (PMI).

METHODS

This study uses a qualitative approach. This approach was used because the researcher wanted to explore the problem of coordination between regional apparatus in the management of retired Indonesian Migrant Workers. The choice of this approach also aims to identify variables that are not easy to measure or listen to faint or low voices and want a detailed and complete understanding of the problem (Creswell, 2010).

The type of research used in this research is a case study. Case studies themselves have two types, namely first, intrinsic case studies that want to

understand a particular case because of its specificity/uniqueness so that it is not oriented to understanding abstract constructs or certain general phenomena and not to formulate a theory, and second, case studies. instrumental (instrumental case study) used to examine a particular case in order to present a perspective on a theory (Stake, 2009 in Denzin & Lincoln, 2009: 301). The type of research used in this research is a case study research type with an instrumental case study type.

The location of this research was carried out in Malacca Regency, East Nusa Tenggara Province, especially at the Malacca District Manpower and Transmigration Office. Determination of the location of this research is done using a purposive technique which uses certain considerations in determining the location of the study. Because the Department of Manpower and Transmigration is an OPD that oversees workers in local governments.

Informants in this study were determined using a purposive technique, namely by using certain considerations. The considerations used in this study are the people or each party involved in the management of retired Indonesian Migrant Workers in Malacca Regency. Thus, the informants in this study were 11 people: (1) stakeholders in the District Manpower and Transmigration Office were those who were experts in the field of empowerment of the Retired PMI in 2016 - 2019; (2) Stakeholders in Relevant Regional Apparatus Organizations who are involved and considered experts in the field of empowerment of retired Indonesian Migrant Workers; and (3) Program recipient communities are those who are considered experts in participating in training and managing assistance in the PMI Retirement empowerment program.

For field data collection, researchers used interviews, document studies and observation.

The data analysis used in this study is the data analysis proposed by Miles and Huberman (2007), according to them, qualitative data analysis consists of three activities that occur simultaneously, namely; data reduction, data presentation, conclusion drawing/verification.

RESEARCH RESULTS AND DISCUSSION

Result

Hamalik (2005:7) says that the workforce is a human resource that has the potential, the ability to be effective, efficient, personal in certain categories to work and participate in development, as a result of use for himself and society as a whole. Manpower according to Law Number 13 of 2003 concerning Manpower is any person who is able to do work to

produce goods and or services both to meet their own needs and for the community. In relation to employment issues, in this case Indonesian Migrant Workers (PMI) in Malacca Regency, the number of people who choose to work abroad tends to vary. From the results of a search conducted by researchers, it is known that from 2016 to 2020 there have been as many as 668 people who have become PMI. For more details can be seen in the description of table 4.4 below:

Table 1. Number of PMI in Malaka Regency who left and who returned from 2016 - 2020

No	Year	PMI (persons)	
		Leave	Return
1	2016	159	130
2	2017	173	120
3	2018	145	132
4	2019	124	152
5	2020	67	176
Total		668	710

Source: Disnakertrans Kab. Malaka, 2021

The data in table above shows that throughout 2016 as many as 159 people left for PMI and in the same year there were 130 PMIs who returned to Kab. Malacca. In 2017 there were 173 residents who went to become PMIs and during the same year there were also 120 PMIs who returned home. In the following year, 2018, as many as 145 people became PMIs and there were 132 PMIs who returned. In the following years, the number of PMI departures decreased in line with the number of PMI returning to Kab. Malacca is increasing, namely 67 people who go to PMI and 176 PMI return to Kab. Malacca.

Law No. 32 of 2004 states in general that local governments have an obligation to improve the welfare of their people, but on the other hand, the obligation to manage PMI also lies with the National Agency for the Placement and Protection of Indonesian Migrant Workers (BNP2PMI) and its derivative agencies/institutions. Apart from these two public institutions, there are still private institutions and third parties who voluntarily or with economic motives pay attention to candidates, PMI and post-PMI.

The empowerment program for PMI, PMI Purna, and their families consists of 2 (two) types of training, namely: 1) Self-employed, this training is intended for Retired PMI and their families who have an interest in entrepreneurship. The independent entrepreneurship program focuses on 4 (four) fields/programs, namely: (a). food security,

for example: livestock, fisheries, plantations; (b). creative economy industry, for example: crafts and other creative industries; (c). tourism industry, for example: culinary, travel guide; and D). service industry, for example: welding, sewing, electronic service, workshop, salon, and others.

2) Productive Workforce, this training is intended for Retired PMI and their families who have an interest in working again in companies in Indonesia.

The two types of training mentioned above were also adopted by the local government of Malacca Regency to empower PMI, PMI Purna, and their families in Malacca Regency. The PMI Purna empowerment program has been running since 2016-2019, namely through training, debriefing and assistance.

Coordination between regional apparatus in the planning stage (Planning).

Planning in this study can be interpreted as the process of preparing various plans and decisions made by several OPDs related to PMI empowerment to achieve predetermined goals. Planning is one of the absolute requirements for every management activity, without planning, the implementation of an activity will experience difficulties and even fail to achieve the desired goals.

Planning includes activities to determine what is to be achieved, how many people are involved, how many meetings and the form of activities that have been planned. This plan is made before an action is carried out (Action).

Goals are directions or results to be achieved in the PMI Purna empowerment program. The purpose of the PMI Purna empowerment program is to provide motivation, new insights and provide knowledge by opening/developing economic businesses to open entrepreneurship. This was conveyed by Agustinus Bere Seran (Informant No. 1) as the program recipient community (interview on January 12, 2021):

"Tujuan dari Program pemberdayaan PMI Purna yaitu memberikan motivasi dan membuka cara berpikir saya yang sudah pulang bekerja diluar negeri sebagai supaya saya mau berusaha dan membuka peluang usaha agar saya bisa menambah pendapatan bagi keluarga Saya".

Jani Liunome and Marselinus Nahak as the recipients of the program also stated the same thing, they said that:

"Program pemberdayaan PMI Purna memiliki tujuan untuk membuka pola pikir kami yang sudah pulang dari luar negeri

sebagai PMI supaya kami bisa membuka usaha sendiri dari apa yang sudah ada di kami". (wawancara tanggal 12 Januari 2021)

Hendica Matrona Un (informant No. 7) as staff in the field of Training and Work Placement of the Malacca Manpower and Transmigration Office added that: (interview on January 14, 2021)

"Adapun tujuan dari program pemberdayaan PMI purna adalah untuk memberikan peluang bagi PMI Purna agar dapat lebih produktif dalam memanfaatkan penghasilan mereka saat menjadi PMI dan menggunakan kemampuan yang ada pada tiap PMI purna untuk meningkatkan kesejahteraan PMI dan keluarganya sehingga yang bersangkutan tidak kembali bekerja sebagai PMI di luar negeri lagi".

From the excerpts of some of the interviews above, it can be seen that the objectives of the PMI Purna empowerment program are known by all elements in the full PMI empowerment program. The purpose of the empowerment of Indonesian workers, retired Indonesian workers and their families is to provide opportunities for Indonesian workers, retired Indonesian workers and their families to be more productive in utilizing existing income and capabilities and is expected to improve the welfare of Indonesian workers and their families so that the Indonesian workers concerned do not return to work as Indonesian workers abroad, restore the psychological trauma of retired Indonesian workers and improve the quality of life of Indonesian workers and their families left behind to work abroad.

Goals as targets and achievements must then be stated in an activity so that it can be seen and assessed whether these goals can be achieved and achieved. Talking about the full-time PMI empowerment program, it is necessary to make activities related to the management and empowerment of the retired PMI in Malacca Regency.

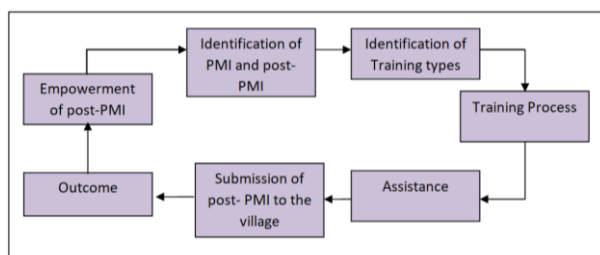


Figure 2. Mechanisms for implementing full-time PMI empowerment according to BP2MI

Agustinus Bere Seran (Informant No. 1) and Jani Liunome (Informant No. 2) argued that the post-

PMI empowerment program was carried out through training and strengthening of PMI as well as assistance with business goods. (interview on 12 January 2021):

"Setahu kami program pemberdayaan PMI purna di Kabupaten Malaka ini melalui kegiatan pelatihan dan penguatan berwirausaha untuk PMI dan kami juga diberikan bantuan awal berupa barang-barang untuk usaha".

This is different from what was conveyed by Hilarius Seran (Informant No. 11) as a small and medium enterprise (UMKM) staff. He said that he did not know that all the activities carried out were related to the empowerment of PMI Purna. Here's a snippet of the interview:

"Saya tidak mengetahui semua kegiatan yang berhubungan dengan pemberdayaan PMI purna Karena itu merupakan bagian dari Nakertrans. Kami hanya mengurus tentang usaha kecil dan menengah saja".

The statement from Hilarius Seran was further strengthened by Raymond Yani Baria (Informant No. 10) as the head of the Small and Medium Enterprises sector. (interview on January 16, 2021):

"Penyusunan kegiatan selama ini hanya dilakukan oleh Nakertrans, karena merupakan OPD teknis yang membawahi ketenagakerjaan di Kabupaten Malaka. Jadi saya pribadi tidak mengetahui tentang kegiatan pelatihan dan pemberian bantuan oleh Nakertrans kepada PMI Purna tersebut".

Maria Serafina Luruk Seran as Head of the Training and Placement of Manpower (Informant No. 6, interview on 14 January 2021) said it was true, training activities for retired PMI and providing assistance were activities carried out by the Training and Job Placement sector, as for the activities that have been carried out planned and carried out include: identifying retired PMI and their families, identifying types of training, implementing training and providing assistance.

From some of the interview clips above, it shows that activities in the context of empowering PMI retired are only carried out by Nakertrans because it is an OPD that specifically oversees and oversees employment in Malacca Regency. This is also clearly seen in Figure 4.2 above, where most of the above mechanisms/activities are carried out by the Malacca District Manpower and Transmigration Office.

Coordination between regional apparatus in the organizing stage.

Organizing is the necessary grouping of activities, namely the determination of the

organizational structure as well as the duties and functions of each unit in the organization, as well as determining the position and nature of the relationship between each of these units. Organizing can also be formulated as the overall management activity in grouping people and determining the duties, functions, authorities and responsibilities of each with the aim of achieving activities that are efficient and effective in achieving predetermined goals.

Things that need to be considered in organizing, among others, are that the division of tasks of authority and responsibility should be adjusted to the experience, talents, interests, knowledge and personality of each person who is needed in carrying out these tasks.

Achieving the goals of the PMI Purna empowerment program that has been previously determined requires the intervention and role of the relevant elements, namely the Regional Government through related OPDs and PMI Purna itself as the object of empowerment.

The implementation of the PMI Purna empowerment program in Malacca Regency is carried out by the Manpower and Transmigration Office (Nakertrans) for the Training and Placement of Manpower, the Small and Medium Enterprises (UKM) Division of the Cooperatives and SMEs Office, and the Control and Investment Division of the Control and Investment Office in at the One Stop Licensing and Investment Service (DPMPTSP). The results of the interview with Maria Luruk as the recipient community (interview on January 13, 2021), the following are excerpts of the interview:

"Selama ini yang saya tahu hanya Dinas Nakertrans Kab. Malaka saja yang berperan dalam Program pemberdayaan PMI Purna. Untuk dinas-dinas lain saya tidak tahu karena tidak pernah melihat atau berurusan dengan dinas-dinas lain itu menyangkut PMI".

The same thing was conveyed by Kristoforus Bere as the recipient of the program where everything related to the empowerment of PMI after directly coordinating with the Manpower and Transmigration Service only. (interview January 13, 2021):

"Saya kurang tau kalau ada dinas lain yang ikut bekerjasama dalam program pemberdayaan PMI purna karena selama ini yang tahu hanya Dinas Nakertrans saja, mulai dari dihubungi oleh pihak Nakertrans untuk melakukan pelatihan sampai pada saat sekarang".

Herminus Seran as staff in the Control and Investment Division (informant No. 9) confirmed the statements of several previous informants. He said:

"Secara aturan memang kami terlibat tapi selama ini pihak DPMPTSP tidak langsung aktif mengikuti pelatihan pemberdayaan PMI purna, teknis pelatihan merupakan tupoksi dari Nakertrans sebagai Dinas yang membawahi ketenagakerjaan dan PMI". (wawancara tanggal 15 Januari 2021)

The Head of Control and Investment (PPM) at the One Stop Licensing and Investment Service (DPMPTSP) Tarsi Roman (Informant No. 8) strengthened Herminus Seran's opinion, he said that DPMPTSP was not directly involved technically in PMI empowerment training because all of its main functions and duties.

"Sehubungan dengan pelatihan pemberdayaan PMI selama ini pihak DPMPTSP khususnya bidang Pengendalian dan Penanaman modal tidak pernah mengikuti pelatihan tersebut sehingga pantas kalau PMI penerima program tidak mengetahuinya, secara teknis pelatihan merupakan kewenangan dan dinas Nakertrans". (wawancara tanggal 15 Januari 2021)

From some of the results of the interviews above, it shows that there are other OPDs that participate in the empowerment program in terms of their main functions related to small and medium enterprises. It takes clarity on the division of tasks from the fields that oversee small and medium enterprises so that there is no overlap of authority in handling the PMI Purna in Malacca Regency.

Coordination between regional apparatus in the staffing stage.

The preparation of employees that occurs in the post-PMI empowerment program is carried out in accordance with the program's technical instructions, so that the fields related to the retired PMI and small and medium-sized businesses play a role and take part in this program, but someone is needed to coordinate the entire process of activities in order to know the extent of the empowerment program. PMI after running.

Jani Liunome as the beneficiary (Informant No. 2, interview on 12 January said that those who coordinated the PMI training activities were the head of the Training and Manpower Placement Division. The following is an excerpt from the interview:

"Selama saya mengikuti pelatihan sampai sekarang yang saya tahu hanya pegawai dari Nakertrans saja yang selalu melakukan

pendekatan, pelatihan dan pemberian bantuan untuk kami para PMI sehingga saya tahu pasti kalau ibu Kabid yang mengkoordinir semuanya".

In line with what has been conveyed by Hendica Matrona Un (Informant No. 7) said that the one who coordinates all empowerment activities is the Head of the Training and Placement of Manpower. Here's a snippet of the interview. (14 January 2021)

"Selama ini yang mengkoordinir semua kegiatan yang berhubungan dengan tenaga kerja dan PMI adalah ibu Kabid Pelatihan dan Penempatan Tenaga Kerja, apalagi selama adanya program pemberdayaan PMI purna, saya lihat ibu kabid selalu berperan aktif untuk sukseskan kegiatan ini".

The two opinions above were confirmed by Maria Serafina Luruk Seran as the Head of Training and Placement of Manpower (Informant No. 6), he said that it was true that the Head of Training and Placement of Manpower was coordinating the empowerment program for the Retired PMI. The following is a snippet of the interview on January 14, 2021;

"Iya memang benar saya selaku Kabid Pelatihan dan Penempatan Tenaga Kerja yang mengkoordinir program pemberdayaan PMI purna, hal tersebut dikarenakan bidang Pelatihan dan Penempatan Tenaga Kerja membawahi semua urusan tentang tenaga kerja dan penempatannya termasuk di dalamnya adalah urusan calon PMI, PMI aktif dan PMI purna sehingga secara otomatis saya yang dipercayakan".

A program will definitely involve many parties so it takes someone to coordinate it, related to training activities and providing assistance to PMI after it is known that coordinating all lines is the Head of Training and Manpower Placement.

Coordination between regional apparatus in the stage of division of labor (Directing).

The management of post-PMI cannot be done alone by the Government or other institutions. Although various steps have been taken by the Malacca Regency government in an effort to empower full-time PMI as has been done through various programs that have been carried out, in reality the empowerment has not achieved the satisfactory or expected results. To minimize these problems, a clear division of tasks is needed to the parties involved in the program.

The division of tasks between OPDs is the basis so that every OPD related to the empowerment of

retired PMI can run according to the needs of the program. The division of tasks between already exists and it is clear where each related OPD moves according to their respective fields. (results of an interview with Informant No. 7 Hendica Matrona Un as a staff in the field of Training and Manpower Placement) he said:

"Pembagian tugas antar OPD sudah ada dan jelas, dimana masing-masing bidang dalam OPD terkait berjalan sesuai dengan bidangnya dan berkelanjutan, sehingga tidak ada bidang yang lebih dominan".

The same statement was also conveyed by Maria Serafina Luruk Seran as the Head of Training and Placement of Manpower (Informant No. 8), saying that:

"Bidang kami tidak bisa melewati batas kemampuan dan wewenang yang sudah diberikan kepada kami. Program pemberdayaan PMI purna ini berkelanjutan sehingga setiap Bidang mempunyai porsinya masing-masing. Seperti pada bidang Pelatihan dan Penempatan Tenaga Kerja kami hanya mendata PMI purna yang ada di Kabupaten Malaka terus kami kasi pelatihan dan memberikan bantuan berupa barang-barang yang menjadi modal awal bagi para PMI purna yang sudah kami latih untuk membuka usaha secara mandiri, selanjutnya kami serahkan kepada kepala desa setempat untuk didampingi, selanjutnya usaha itu mengurus surat ijin yang difasilitasi oleh bidang Pengendalian dan Penanaman modal setelah itu dilanjutkan pendampingan dari bidang Usaha Kecil dan menengah, hal tersebut berkelanjutan hingga usaha dari PMI purna bisa berkembang".

The results of interviews from several informants above show that there is already a clear division of tasks between OPDs related to the empowerment and management of Retired PMIs where each field related to the empowerment of retired PMI already has its respective authority according to the portion in its field.

The information that has been obtained by researchers becomes the basis for researchers to conduct research on documentation. The thing that was found was that many participants were beneficiaries of the program whose business was closed or ended and no longer running when there was no further assistance or training. It is alleged that the coordination has not been going well between all regional apparatuses that have duties and functions in ensuring the implementation of empowerment of retired PMIs in Malacca Regency.

The absence of good coordination between regional apparatuses in Malacca Regency makes the empowerment of retired PMIs only limited to initial training without the community being able to continue their own business until it develops after the training period is complete.

The PMI Retirement training which has been carried out from 2016 - 2019 in Malacca Regency has included 471 participants with details of 150 men and 321 women, and all participants are Retired PMIs. These conditions can be seen from the following table:

Table 2 Business Conditions of Retired PMI Training Participants in Malaka Regency (2016-2019)

Year	Participants			Assesment	Help Form	Business Condition (Person)	
	M	F	Total			On Process	Congested
2016	1	39	40	Sewing	Sewing Machine, Overlock Machine, Button Making Machine	29	11
	40	0	40	Furniture	Electric Scaff, Electric Drill, Grinder	26	14
	0	10	10	Appropriate Technology (Processing local materials)	Meat Mole, Spinner	8	2
2017	0	10	10	Sewing	Sewing Machine, Overlock Machine, Button Making Machine	9	1
	15	0	15	Furniture	Electric Scaff, Electric Drill, Grinder	9	6
	0	10	10	Appropriate Technology (Processing local materials)	Meat Mole, Spinner	7	3
	0	60	60	Independent Workers (Training on weaving)	Yarn, yarn dye	20	40
2018	10	0	10	Furniture	Electric Scaff, Electric Drill, Grinder	7	3
	0	60	60	Independent Workers (Training on weaving)	Yarn, yarn dye	20	40
2019	0	16	16	Sewing	Sewing Machine, Overlock Machine, Button Making Machine	11	5
	80	20	100	Independent Workers	Fish pond and feed	40	60
	0	60	60	Independent Workers (Training on weaving)	Yarn, yarn dye	20	60
	0	20	20	Independent Workers (Tourism object management)	Game facilities at tourist park	20	20
2020	15	125	140	Independent Workers (Training on weaving)	Yarn, yarn dye	20	20
TOTAL	161	430	451	-	-	226	265

Source: Current Research, 2021

The table shows that PMI Purna Training participants come from individuals and also business groups. The 2016 PMI Retirement Training covers the types of sewing, furniture and appropriate technology (local material processing) businesses,

which involved 90 PMI Retirees with details of 42 men and 49 women.

The table above shows that of the 471 people who were given assistance, only 145 people were still walking, while the other 326 people were stuck or no longer walking. This description becomes the

basis so that in the future a program needs a clear division of tasks between related OPDs.

Coordination between regional apparatus in the coordination stage (Coordinating).

Coordination in this study is defined as the activity of uniting and connecting and aligning the work of several OPDs related to the empowerment of full-time PMI so that everything takes place in an orderly and rhythmic manner towards achieving goals without problems of overlapping authority, responsibility and job vacancies.

Coordination exists because of the division of labor and specialization in achieving goals, so coordination is deemed very necessary, because without coordination, each employee in the related OPD will walk alone without direction. Without coordination, the relevant fields within the OPD will lose their grip on their role in handling PMI Retirement. They will start pursuing their own interests, which are often detrimental to the achievement of overall goals because they want to show sectoral ego even though there are instructions or rules governing an activity or program. The flow of coordination and communication that is in accordance with the rules and agreed upon and in accordance with the field in charge is very clear but the realization in the field is often not appropriate, it can be seen in figure below:

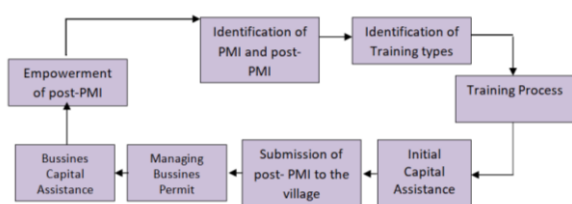


Figure 3. Implementation flow according to the coordination agreement between lines

The picture above is the flow of implementation and coordination that must be carried out by related fields that are in sync and collaborate in the empowerment activities of full-time PMI. In each activity, the roles of various related fields are needed so that there is no overlap of work and is directed.

Coordination in the empowerment process for full-time PMI should be in accordance with applicable regulations where all fields in the related OPD must play a role in accordance with their respective fields. This was conveyed by Informant No. 9 Herminus Seran (interview on January 15, 2021), the following is an excerpt from the interview:

"Koordinasi yang disepakati biasanya sesuai dengan petunjuk sehingga semua OPD bekerja sesuai dengan bidangnya masing-

masing namun koordinasi harus sering dilakukan agar program yang sudah dicanangkan dapat berjalan dengan baik, terarah dan tujuan dapat tercapai".

The same thing was also conveyed by Informant No. 8 Tarsi Roman (interview on 15 January 2021), he said that:

"Sebenarnya bukan sebuah kesepakatan namun lebih kepada petunjuk dalam aturan yang berlaku sehingga berjalannya program tidak tumpang tindih dan tidak berjalan".

Raymond Yani Baria as Informant No. 10, he said that it was not easy to coordinate several different fields in different OPD so that they could run according to the wishes and directions. (interview on January 16, 2021):

"Aturan dan arahan memang sudah ada namun untuk mengkoordinir beberapa bidang dalam OPD yang berbeda memang sulit. Memang benar bidang Pelatihan dan Penempatan Tenaga Kerja yang mengkoordinir kegiatan pemberdayaan PMI purna namun hanya menjalankan fungsi koordinasi yang telah sesuai dengan aturan yang berlaku pada program pemberdayaan PMI purna tersebut.

The implementation of the coordinating function in the empowerment of full-time PMI is more about carrying out tasks according to the rules, so that each field works according to the directions in the rules. Intense coordination will be able to describe the information and achievements that have been implemented in the full PMI empowerment program.

Coordination between related fields is very important in achieving program objectives, but so far in the PMI full empowerment program this has not happened, this was conveyed by Hendica Matrona Un as informant No. 7, he said that:

"Koordinasi antar bidang terkait memang sangat penting namun yang terjadi selama ini yang berhubungan dengan pelaksanaan pemberdayaan PMI purna tidak berjalan dengan baik karena bidang-bidang lain hanya meminta data dan tidak berpartisipasi dalam kegiatan pemberdayaan PMI tersebut. (wawancara tanggal 14 Januari 2021)

Herminus Seran as informant No. 9 is of the opinion that he will follow up on the proposal only if there is a proposal from the business owner: (interview on January 15, 2021).

"Selama ini kami dari bidang Pengendalian dan Penanaman modal akan bekerja dan mengeluarkan ijin apabila ada usulan dari pemilik usaha kecil. Kalau tidak ada berarti kami tidak bisa mengeluarkan ijin begitu saja karena tugas kami dibidang ini seperti itu".

Hendica Matrona Un as informant No. 7, said that activities that involve several OPDs, the form of coordination that occurs is usually only in the form of data submission:

"Dalam setiap program atau kegiatan yang melibatkan beberapa OPD maka bentuk koordinasi yang terjadi biasanya hanya berupa penyampaian data saja, sedangkan informasi dan komunikasi kurang terjadi. Memang tidaklah mudah karena masing-masing bidang sibuk dengan tugas pokok sehingga tidak bisa dipaksakan. hal tersebut yang sering terjadi di Kabupaten Malaka selama ini".

The need for coordination depends on the nature and need for communication in the implementation of tasks and the degree of interdependence of the various units of implementation. If these tasks require the flow of information between the fields tends to be intense, then it is the best coordination because each part will always communicate and coordinate with each other. good coordination will be very beneficial for the achievement of program objectives.

Coordination between regional apparatus in the reporting stage (Reporting).

Reporting in this study is defined as the delivery of the results of the implementation of the PMI full-time empowerment program in stages in accordance with the progress of the implementation of activities in the field. What the researcher wants to see consists of how the coordination in the preparation of the 2016-2019 activity reports between OPDs is in accordance with technical instructions and the reality that is happening.

Reporting in the Regulation of the Head of the National Agency for the Placement and Protection of Indonesian Migrant Workers Number 04 of 2017 concerning Empowerment of Indonesian Migrant Workers, Retired Indonesian Migrant Workers, and Their Families, Point D concerning Monitoring, Evaluation, and Reporting states that the implementation of PMI empowerment training has been carried out by the Nakertrans Service District /

City so that implementation in the District. Malacca is also carried out by the Kab. Malacca in monitoring and evaluating all empowerment activities carried out.

The main tasks of reporting in the post-PMI empowerment program include: monitoring the implementation of empowerment training and post-training monitoring every 3 (three) months after the empowerment implementation is complete; obliged to make a report on the implementation/organization of activities for the Empowerment of Indonesian Migrant Workers, Retired TKI, and their families; and are required to make reports on program monitoring and evaluation.

Reports made by the Manpower and Transmigration Office in this case are under the supervision of the field of Workforce Training and Placement, including PMI identification reports, economic business identification reports, reports on full-time PMI training and debriefing, PMI economic business development reports (in this case concerning businesses that have been registered and have permits). from the Malaka District DPMPTSP and assistance from the Malacca District Cooperatives and SMEs Service).

Maria Serafina Luruk Seran as informant No. 8 said that specifically for reporting so far this was made by the Manpower and Transmigration Office, regarding data we usually request from the relevant fields if needed. The following is a snippet of the results of the January 14, 2021 interview:

"Selama ini, pelaporan menyangkut program pemberdayaan PMI puna dilakukan oleh bidang Pelatihan dan Penempatan Tenaga Kerja. Hal-hal lain yang menyangkut data yang berhubungan dengan bidang lain maka kami tinggal memintanya via telp saja"

Herminus Seran as informant No. 9 agrees with what has been conveyed by Maria Serafina Luruk Seran, she is of the opinion that the coordination in making reports in the post-PMI empowerment program is usually only via telephone, both in the form of data and information. (interview January 15, 2021)

"Selama ini, pembuatan pelaporan menyangkut program pemberdayaan PMI puna sepenuhnya dilakukan oleh bidang Pelatihan dan Penempatan Tenaga Kerja karena bidang ini yang membawahi semua yang menyangkut ketenagaakerjaan dan penempatan yang ada di Kab. Malaka. Sehingga apabila

ada bidang lain yang membutuhkan data atau informasi tentang pemberdayaan PMI purna tinggal menghubungi pihak bidang Pelatihan dan Penempatan Tenaga Kerja saja, itupun biasanya kami hubungi via telp saja".

It is true, the coordination in reporting regarding the full-time PMI empowerment program has so far only been by telephone, (results of an interview with Raymond Yani Baria as informant No. 10 on January 16, 2021):

"Memang benar, selama ini koordinasi yang kami lakukan sehubungan dengan pelaporan program pemberdayaan PMI purna hanya ssebatas meminta data ataupun informasi sseputar pelaksanaan kegiatan tersebut saja. Itupun kami sering kontak menggunakan hp saja biar cepat dan mudah mendapatkan datanya". Secara keseluruhan laporan menyangkut pelaksanaan kegiatan program pemberdayaan PMI purna selalu dilakukan oleh bidang Pelatihan dan Penempatan Tenaga Kerja".

From some of the interview clips above, it shows that coordination between OPDs in preparing reports on activities for the full PMI empowerment program from 2016-2019 is only carried out by the field of Training and Manpower Placement. And if there are other fields that require data or information about the empowerment program, they just need to communicate via cellphone so they can get it.

This is deemed very ineffective because there should be intense communication and coordination so that all fields can know the achievements of the full PMI empowerment program so far.

The results of the researcher's search regarding the preparation of activity reports from 2016 - 2019 found that reports on the progress of implementation and the success rate of the PMI empowerment program for full-time in 2021, more businesses that have been initiated by PMI have stopped and are no longer running. Data regarding the success rate of the PMI Purna Training Program in Malacca Regency from 2016-2019, is displayed in table 4.5 below:

Table 3. Success Rates of the Post-PMI Training Program in Malaka Regency in 2016 - 2019

Year	Participants	Helps	Management		Bussines Condition (Persons)		Program Achievement (%)
			Personal	Group	On Going	Congested	
2016	40	Sewing	√		29	11	72,50
	40	Furniture	√		26	14	65,00
	10	Appropriate Technology (Local food)	√		8	2	80,00
2017	10	Sewing	√		9	1	90,00
	15	Furniture	√		9	6	60,00
	10	Appropriate Technology (Local food)	√		7	3	70,00
	60	Appropriate Technology (Weaving)		√	20	40	33,33
2018	10	Furniture	√		7	3	70,00
	60	Appropriate Technology (Weaving)		√	20	40	33,33
2019	16	Sewing	√		11	5	68,75
	100	Appropriate Technology (Fish cultivation)		√	40	60	40,00

	60	Appropriate Technology (Weaving)		√	20	60	33,33
	20	Appropriate Technology (Game facilities)		√	20	20	100,00
2020	140	Appropriate Technology (Weaving)		√	140	0	100,00
TOTAL	591	-	-	-	226	265	38,24

Source: Current Research, 2021

From the data in the table above, it shows that out of a total of 471 people who were trained in full-time PMI empowerment activities, only 142 people (30.15%) whose businesses are still running well, the other 346 people have not opened a business anymore because they do not have sufficient funds to support their business. manage the business they have started through the full-time PMI empowerment program. When viewed from the manager's point of view, the businesses that suffer the most traffic jams are group businesses, this is due to many factors, including: mutual suspicion about financial management, indifference, members tend to let the business be managed by the group leader, do not want to take part in improving or procuring damaged goods or equipment and lack of funds to manage the business.

Coordination between regional apparatus in the budgeting stage (Budgeting).

Budgeting in the Regulation of the Head of the National Agency for Placement and Protection of Indonesian Migrant Workers Number 04 of 2017 concerning Empowerment of Indonesian Migrant Workers, Retired Indonesian Migrant Workers, and Their Families point C concerning Financing states that the budget for the Empowerment of PMI, Retired PMI and their families shall be borne by DIPA. each Work Unit (Central/Prop/District/City).

The budget is one of the main keys so that a program can run according to the plan and the objectives can be achieved. The budget is usually used to finance activities that support the running of a program.

The budgeting referred to in this study is how the availability of the budget to finance the implementation of full-time PMI empowerment activities from 2016-2019 in Kab. Malacca. The thing that wants to be researched is how is the budget support in financing the empowerment

program for Retired TKI and whether all OPDs also provide budget support in the implementation of empowerment activities from 2016 - 2019.

Hilarius Seran as informant No. 11 said that the budget used is usually pre-planned and has been stated in the DIPA/DPA of each OPD. The following is an excerpt from his interview on January 16, 2021:

"Anggaran yang akan dipakai biasanya sudah direncanakan dan dirapatkan secara intern dalam OPD tahun sebelumnya. Apabila kita berbicara mengenai dukungan anggaran dalam pembiayaan program pemberdayaan PMI purna yang pastinya ada dana yang tersedia secara umum dibidang kami".

The same thing was also conveyed by Tarsi Roman as informant No. 8, he said that in every sector there must have been funds but specifically for the post-PMI empowerment program, we did not provide special funds. The following is a snippet of the results of the interview conducted on January 15, 2021:

"Setiap bidang OPD pasti tersedia dana tapi untuk membiayai kegiatan-kegiatan yang sudah direncanakan sebelumnya. Kalau menyangkut dukungan anggaran dalam pembiayaan program pemberdayaan TKI Purna secara spesifik di bidang kami tidak menyediakan dana tersebut".

Hendica Matrona Un as Informant No. 7 confirmed the previous statement from Tarsi Roman and Hilarius Seran, he said that the existing budget was to finance planned activities.

"Setiap OPD pasti ada anggarannya masing-masing, anggaran-anggaran tersebut untuk membiayai pos-pos kegiatan yang sudah direncanakan sebelumnya. Sehingga kegiatan-kegiatan yang sudah direncanakan bisa berjalan sesuai dengan harapan. Khusus

untuk program pemberdayaan PMI purna memang sudah ada dananya untuk membiayai kegiatan-kegiatan yang sudah direncanakan". (hasil wawancara tanggal 14 Januari 2021)

In the implementation of the empowerment program, there are several flow of activities as shown in chart 4.1 where the flow must have a special budget to finance it. In this position, all OPDs related to the empowerment of retired PMIs and small businesses must be able to take part in accordance with their respective fields. Tarsi Roman as Informant No. 8 said that we did provide support but only in the form of granting an operational permit. The following is a snippet of the results of the interview conducted on January 15, 2021:

"Kami sebagai OPD yang terkait dengan pemberdayaan PMI purna pasti member dukungan anggaran tapi lebih kepada pemberian surat ijin operasional bagi badan usaha yang melakukan kegiatan usaha yaitu berupa Surat ijin usaha perdagangan (SIUP) atau Surat ijin tempat usaha (SITU), agar para usahawan PMI dapat menjalankan usahanya dengan baik dan terdaftar".

Raymond Yani Baria as informant No10 expressed a similar opinion, he said that the budget in our field does exist but it is used to provide assistance to people or groups who have their own small or

medium-scale businesses. The following is an excerpt from the interview:

"Dibidang kami memang memiliki anggaran, namun anggaran tersebut dipergunakan untuk member bantuan kepada usaha-usaha yang berskala kecil dan menengah yang ada di Kab. Malaka ini. Jadi tidak serta merta karena PMI purna maka harus didahulukan, kami harus mengecek kelayakan tempat usahanya, surat-surat seperti SIUP/SITUnya dulu, kebutuhan-kebutuhan seperti apa yang dibutuhkan oleh usahawan tersebut, sehingga bantuan anggaran yang kami kasi tidak mubasir nantinya.

From the descriptions of the results of the interviews above, it shows that indeed each OPD has its own budget to finance previously planned activity posts. In relation to the empowerment of retired PMI, each business group/individual must play an active role in managing supporting documents for their own business.

From the information that has been obtained by the researcher, the researcher then uses a study documentation where the researcher asks for data on the use of funds used for training and the provision of goods by the field of training and placement of workers. The amount of the budget that has been used in the empowerment of full-time PMI is as shown in table 4.7 below:

Table 4. Amount of Ceiling Funds, Types of Business Activities and the cost of the amount of goods assistance from 2016 - 2020

NO	Year	Activities	Total Budget (IDR)	Allocation for PMI (IDR)	Note
1	2016	Capacity Bulding: Furniture	262.400.000	5.000.000	For personal
		Appropriate Technology Training	70.800.000	2.000.000	For personal
		Capacity Bulding: Sewing	188.900.000	5.000.000	For personal
2	2017	Capacity Bulding: Furniture	258.865.000	5.500.000	For personal
		Appropriate Technology Training	75.000.000	2.800.000	For personal
		Capacity Bulding: Sewing	149.060.000	5.000.000	For personal
		Independent Training (Weaving)	180.000.000	30.000.000	For group
3	2018	Capacity Bulding: Furniture	147.265.000	5.000.000	For personal

		Independent Training (Weaving)	180.000.000	30.000.000	For group
4	2019	Independent Training (Fish cultivation)	350.000.000	200.000.000	For group
		Independent Training (Weaving)	280.000.000	160.000	For group
		Independent Training (Game Facilities)	70.000.000	40.000.000	For group
5	2020	Independent Training	420.000.000	280.000.000	For group
TOTAL			2.632.290.000	610.460.000	

Source: Current Research, 2021

From the data in the table, it can be seen that from 2016 - 2020 the field of training and placement of Manpower and Transmigration Disnakertrans Kab. Malacca has used a budget of Rp. 2,632,290,000,- to finance the full-time PMI empowerment program, of which the budget is Rp. 610,460,000,- is used to buy goods for business purposes which will later be given to PMI who are training participants.

DISCUSSION

Coordination is an integral part of other management functions. Coordination carried out within an organization with parts of the organization or with parts outside the organization. coordination must have been carried out starting from the planning stage to the reporting stage.

Basically, the handling of full-time PMI cannot be carried out only by 1 (one) party, but it takes many parties so that there is a need for coordination between the stakeholders involved. Coordination comes from the words coordination, co and ordinare which means to regulate from the empirical approach associated with etymology, coordination is defined as activities carried out by various equal parties (equal in rank or order, of the same rank or order, not subordinate) to give each other information and arrange (agree on) certain things (Ndraha, 2011). Normatively, coordination is defined as the authority to move, harmonize, harmonize, and balance specific or different activities so that all of them are directed at certain goals. While functionally, coordination is carried out in order to reduce the negative impact of specialization and streamline the division of labor (Ndraha, 2011).

In connection with the empowerment of Indonesian migrant workers (retired PMIs in Malacca Regency where there is an interconnected

process with groups in achieving goals so that clarity of authority and responsibility for their work assignments is needed, the researcher feels it is appropriate to use the 7 management functions presented by Luther Gulich (in Manullang, 2009) known as POSDCORB (Planning, organizing, staffing, directing, controlling, reporting and budgeting).

Coordination between regional apparatus in the planning stage (Planning).

Empirical facts found by researchers in Coordination between regional apparatus in the planning phase of the full PMI empowerment program show that the coordination function between OPDs is not going well, this is based on table 4.8 (table of research findings) where all informants know the goals they want to achieve. achieved in the full PMI empowerment program but not all informants know what activities will be carried out, only the training and placement of Manpower and Transmigration Disnakertrans activities plan and carry out activities. This fact has led to several polemics, including: invited and included in the planning stage, in the field of training and placement in charge of retired Indonesian migrant workers (PMI) who oversee the workforce in Malacca Regency feel fully responsible for the program so that it is the decision maker, and other fields feel that the Empowerment of full-time PMI is not their responsibility so they feel indifferent.

Planning according to Richard L. Daft means identifying various goals for future organizational performance and deciding on the tasks and use of resources needed to achieve them. Planning is an action taken to determine the company's goals. According to Daft, planning is something that is

needed to achieve goals by identifying various organizational performance goals, deciding on tasks and using future resources. Planning is selecting a set of activities and deciding what to do, when, how, and by whom. Meanwhile, according to Robbins, planning is a process that involves determining organizational goals or objectives, developing an overall strategy to achieve the goals set, and developing an overall hierarchy of plans to integrate and coordinate activities.

Planning is the process of establishing an outline of what needs to be done and the methods used to do it in order to achieve the goals that have been set for the organization. Managers must first decide what they want to do. He must set short-term goals and long-term goals for the organization, and decide what tools will be used to achieve these goals. In order to do this, he must predict the extent to which this possibility can be achieved in terms of the economic, social, political environment in which the organization operates in relation to the available resources to realize the plan.

From the above understanding it can be concluded that planning is a process that involves determining future organizational goals or objectives, deciding on tasks, as well as developing a comprehensive strategy to achieve the stated goals, and developing an overall hierarchy of plans to integrate and coordinate activities.

Coordination between regional apparatus in the organizing stage (Organizing).

The fact when conducting research shows that coordination between regional apparatus in the organizing stage is considered sufficient because it can involve several OPDs in one program. This shows that the stages of organizing are related activities related to the preparation of structures designed to help achieve the goals that have been determined. Organizing is a process of organizing people to carry out their main mission. Every goal to be achieved. Requires expertise in the job. In organizing, the manager decides the positions that need to be filled and the duties and responsibilities attached to each position. But the work done by the members of the organization requires mutual relations which in the end also need to be prepared tools to coordinate it. Gullick (Ngumar, 1998) organizing is helping to divide tasks to members of a company to carry out their respective jobs according to their expertise. The results of each employee's work will then help achieve the company's goals.

Employee management like this is very important to ensure all employees get the right assignments. In addition, the division of tasks according to expertise can minimize stress. Although for the development of expertise, they tend to only focus on one thing according to their expertise.

Coordination between regional apparatus in the staffing stage.

Activities related to determining who will carry out all work in accordance with their respective fields and expertise in the organization and recruiting and employing personnel to carry out important agency work. In organizing, the manager creates positions and decides the duties and responsibilities attached to each position. In staffing, managers try to find the right person for each job. In every company, people are usually sought after the positions are determined. However, both organizing and staffing are mostly related jobs because changes in planning and goals often require changes in the organization, this is usually followed by a total reorganization. While staffing in reality cannot be done all at once or in whole, because staffing is carried out in connection with a quit, retire, accident or death. Often changes in the organization give rise to new positions and these positions must of course be filled by the right people (Ngumar, 1998).

The results obtained by researchers at the time of the study related to coordination between regional apparatus in the staffing stage was deemed sufficient because the authority should be given to the field that has the authority to coordinate the PMI full-time empowerment program is the field of Training and Manpower Placement because the field that is specifically in charge of training and placement of workers including PMI and PMI after. Meanwhile, related fields are fields that support the continued implementation of full-time PMI training. This is in line with what was said by Moekijat (2003; 58) that the preparation of the workforce is a continuous process of determining the need for labor, getting employees, attracting their attention to participate in the organization, selecting those deemed most suitable, , prepare them for effective participation and retain them for long and short periods during which their cooperation is mutually beneficial.

According to Tangkilisan (2005: 189) must have three qualifications, namely (1) inherent loyalty, dedication, and work motivation in carrying out their duties, (2) possessing professional abilities and expertise, and (3) implementing positive mental attitudes. oriented to a work ethic that is orderly,

honest, disciplined, productive, and works selflessly. Furthermore, Notoatmodjo (1998: 25) states that in the preparation of employees it is necessary to look at two aspects, namely education which is a factor to determine the placement of formations or positions in an organization, and skills (ability) related to a person's ability to complete a job efficiently, accurately, and effectively. Staffing (staffing) usually in carrying out the organization in charge of staffing will provide technical assistance and support the wishes and authority of leaders at all levels who have certain tasks.

Gullick (Ngumar, 1998) argues that staffing or placement is to determine, select, appoint, and also guide human resources so that they can achieve the company's goals or ideals. The selected employees will be adjusted to the expertise as well as the standards that have been set by the company. However, in the science of management, the selection of employees or human resources must be adjusted to the needs. Both in terms of expertise and in terms of the number in each section.

Coordination between regional apparatus in the stage of division of labor (Directing).

The results of the researchers' observations during the study showed that the coordination between regional apparatus in the directing stage was not carried out properly so that each related field was more focused on their daily work, so that although training and initial assistance in the form of work tools were carried out to PMI retired however, further action is needed so that the business already established by PMI is not stuck.

This is clearly not entirely in accordance with the view of Gullick (Ngumar, 1998) who argues that directing is to provide explanations and also guidance to all company employees so that they can carry out their duties properly. So that the company's goals can be realized immediately.

Activities related to guidance efforts, providing guidance, suggestions, orders, instructions so that the predetermined goals can be achieved. Since no one can predict exactly what problems or opportunities will arise in day-to-day work, usually the tasks to be performed are outlined in a rather flexible list. The next manager must provide daily direction to his subordinates. He must make sure that they (his subordinates) know the results expected by the organization, help them improve their skills and in some cases explain a task. If he is a good manager he must be able to make his subordinates want to carry out their duties or work

as well as possible and not be satisfied with just enough results (Ngumar, 1998).

Coordination between regional apparatus in the coordination stage (Coordinating).

According to Fayol, coordinating is connecting and harmonizing all work so that they can synergize with each other so that there is no chaos, clashes, or vacancies in activities. Coordination is important to be able to avoid problems in carrying out all the duties of each employee. Without good coordination, employees can be confused about what they want to do and there is a risk of vacancies and vice versa. An unfair division of labor can result in one employee harvesting a lot of work and never getting it done. On the other hand, there are employees who tend to be too relaxed, resulting in an unequal division of labor. This can cause problems so it needs to be coordinated properly. This has also been a problem in the implementation of full-time PMI empowerment in Malacca Regency so far. Based on observations made by researchers, it is clear that many businesses that have been built by PMI have ended up stalled due to lack of coordination between related fields. The findings from the researchers include: there is no mutually agreed upon agreement by the related fields, There is no meeting between the relevant fields in the full PMI empowerment program, if there are related fields that require data, then communication is only through telephone media.

Gullick (Ngumar, 1998) explains that management has a coordinating function. This function is to carry out activities so that there are no vacancies in the schedule and chaos in the work by aligning all existing work. This function ensures that management will help to divide the work well and create perfect coordination. So that each employee will work together to help achieve one goal, namely the ideals of the company.

Orderly synchronization of efforts (efforts) to achieve timing (timing) and guided (directing) in the results of the implementation of a harmonious and united to produce the goals that have been set (stated objectives) (Manullang, 1983).

Coordination between regional apparatus in the reporting stage (Reporting).

Facts on the ground show that the preparation of reports on PMI empowerment activities is only carried out by the field of Training and Placement of Manpower, while other related fields do not play much of a role. This makes information and data

only limited to what is needed, so they are considered too important.

Basically the activity reporting function relates to reports of every event, whether the activity is smooth or not, whether there is progress or not. This is the opposite of directing that comes from superiors to subordinates who are from the bottom up (Manullang, 2009). According to Gullick (Ngumar, 1998) reporting (reporting) is to provide information to managers so they can find out developments within the company. This information is very important to help managers take the next steps. When the activity planning does not go as expected, the next management plan will be prepared as an alternative. If it is according to plan and in the sense that there are no obstacles. So the manager can breathe a sigh of relief and occasionally conduct surveillance on the pitch.

Coordination between regional apparatus in the budgeting stage (Budgeting).

Budgeting is a function related to organizational control through fiscal and accounting planning

CONCLUSION AND SUGGESTION

Conclusion

Based on the results of the research and discussion that have been described previously, in this study it can be concluded that the overall coordination that occurs in the empowerment program for retired Indonesian Migrant Workers (PMI) is not going well, coordination is still limited when needed. The role of the fields related to the empowerment program for retired Indonesian Migrant Workers (PMI) also lacked adequate information about the implementation of the program so that they were indifferent to the existence of the program, because they felt that the empowerment program for retired Indonesian Migrant Workers (PMI) is the duty and responsibility of the field of training and placement of its own workforce so that in its journey the field appears to be running on its own. In detail, it can be concluded that 1) All informants know the goals to be achieved in the full-time PMI empowerment program but not all informants know the activities that will be carried out in the full-time PMI empowerment program and the activities are only planned and carried out by the Nakertrans; 2) In the empowerment of full-time PMI in Malacca Regency, it is technically carried out by 3 OPDs involved in the full-time PMI empowerment program, namely the Department of Energy, the Office of Licensing and One Stop Investment

(Manullang, 2009). This is in line with Gulick (Ngumar, 1998) who argues that planning also includes what is meant as a budgeting function, because the budget is a plan to spend a certain amount of money to carry out a goal. Furthermore, Gullick (Ngumar, 1998) argues that budgeting is needed to control the company by carrying out accounting and fiscal planning regarding the budget needed by the company. Of course, the budget needs to be regulated in terms of the amount and use for any purposes or needs. Without proper management, the company's budget can swell. While the results can be far from expectations, so management has this function to prevent it. This right is in line with the facts on the ground where there is a budget that has been prepared by the relevant sector, but not all related sectors have a fund post for the empowerment of the retired PMI. The facts found by researchers include: Budget support is only in the DIPA/DPA Disnakertrans only and in the SME sector it has a budget but general financing posts are for all SMEs so there is no specific for post-PMI.

(DPMPTSP), and the Office of Cooperatives and SMEs; 3) The authority to coordinate the PMI empowerment program is held by the field of Training and Placement of Manpower because it is a field that is specifically in charge of training and placement of workers; 4) The division of work among related OPDs has been regulated in the rules issued by BP2MI where the regulation assigns 3 related fields in the full-time PMI empowerment program, namely the Field of Training and Manpower Placement at the Manpower and Transmigration Service, Control and Investment at the Licensing Service. and the SME sector for the Cooperatives and SME Office to carry out the empowerment program for the former PMI; 5) In terms of coordination, it was found information from interviews that so far there has been no mutually agreed agreement in joint meetings by related fields because there has never been a meeting. So if there are related fields that require data, then communication is only through telephone media; 6) The preparation of activity reports is only carried out by the field of Manpower Training and Placement, while other fields do not play a major role in providing the information or data needed to report on the empowerment program for full-time PMI; and 7) In the event that the budget has been regulated in the DIPA/DPA of each OPD, the budget support is only in the DIPA/DPA of the Manpower and Transmigration Office which mentions the post

of funds for the empowerment of full-time PMIs, while in the SME sector there is a budget but general financing posts for all SMEs so there is nothing specific to the post-PMI.

Suggestion

Based on the conclusions from the previous results, the suggestions that can be submitted by researchers in this study are: 1) In order for a program to run properly and the objectives to be achieved, continuous coordination between related OPDs is needed in order to get an idea of the extent to which a program has been implemented. and what to do in the face of a problem in the running of a program; and 2) related OPDs that have been entrusted with the constitution through regulations must be able to play an active role so that the objectives of a program can be achieved.

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