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The Governance of Ex-Indonesian Migrant Workers Empowerment Based on Entrepreneur Skill in Malang

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Abstract

This study aims to understand the process of ex-Indonesian migrant workers' empowerment through the Productive Migrant Village (Desmigratif) program in Arjowilangun Village. In this study, the writers use a qualitative approach because they want to directly observe the empowerment of ex-Indonesian migrant workers (PMI) in Arjowilangun Village. The research type used in this study is a case study. The data collection techniques are observation, interview, and documentation. Desmigratif program has several focused activities. One of them is to develop productive businesses. These productive business activities aim to help the growth of the entrepreneurship spirit of ex-Indonesian migrant workers and improve their confidence and welfare. The purposes and the main focuses of this study are to know and to decipher as follows: (1) various efforts that are done in the empowerment of ex-Indonesian migrant workers through productive business activities; (2) various factors that can support and detain the effort of ex-Indonesian migrant workers' empowerment in Arjowilangun Village. The result of this study shows that Desmigratif Program in Arjowilangun Village has run well. Still, the empowerment process of ex-Indonesian migrant workers in Arjowilangun Village is not yet maximum. It is caused by the lack of capital assistance in productive business activities and the minimum knowledge of ex-Indonesian migrant workers about marketing.

[Penelitian ini bertujuan untuk memahami pemberdayaan mantan Pekerja Migran Indonesia melalui program produktif desa migran (Desmigratif) di Desa Arjowilangun. Peneliti menggunakan pendekatan kualitatif dalam penelitian ini, karena ingin secara langsung mengamati pemberdayaan mantan Pekerja Migran Indonesia (PMI) di Desa Arjowilangun. Jenis penelitian ini menggunakan studi kasus. Teknik pengumpulan data yaitu pengamatan, wawancara dan dokumentasi. Program Desmigratif memiliki beberapa fokus aktifitas-aktifitas yang bertujuan untuk membantu menumbuhkan semangat kewirausahaan untuk mantan Pekerja Migran Indonesia, menambah kepercayaan diri, dan juga kesejahteraan mereka. Tujuan dan fokus utama dalam penelitian ini yaitu untuk mengetahui dan menguraikan: (1) Macam-macam usaha yang dilakukan dalam pemberdayaan mantan pekerja migran Indonesia melalui aktifitas bisnis produktif di desa Arjowilangun (2) Faktor-faktor yang dapat mendukung dan menghambat usaha pemberdayaan mantan pekerja migran Indonesia di desa Arjowilangun. Hasil penelitian menunjukkan bahwa Program Desmigratif di Desa Arjowilangun telah berjalan dengan baik, namun proses



pemberdayaan mantan migran di Desa Arjo Wilangun belum maksimal. Hal tersebut disebabkan oleh kekurangan bantuan modal dalam aktivitas bisnis produktif dan juga minimnya pengetahuan mantan pekerja imigran tentang pemasaran.]

Keywords: society empowerment; governance;
Indonesian migrant workers

Introduction

Limited job vacancies and economic factors have increased society's motivation to find job vacancies in another country. Indonesian society thinks that working in another country means they can stabilize their economy and social status. PMI is every Indonesian citizen who will do or is doing or has done the job(s) and receive a wage outside the Republic of Indonesia territory.¹ Working overseas is an effort to solve the Labor problems in a region or a country.²

The flow of PMI delivery keeps increasing every year. Based on the National Agency of Placement and Protection of Indonesian Workers (BNP2TKI), the number of PMI in other countries in 2018 is up to 283.640. Indonesia is one of the countries that deliver PMI every year.³ However, there might be various problems in the delivery, placement, and protection given to them. The issues frequently happen is unfair treatment when the laborers are delivered, violence, and illegal migrant workers. The existence of illegal migrant workers is caused by the lack of knowledge of the applicants about the conditions of working overseas, so they are quickly involved in trafficker practice.⁴ The high number of problems makes the government created several programs to

¹ Republik Indonesia, "Undang-Undang Republik Indonesia Nomor 18 Tahun 2017 Tentang Pelindungan Pekerja Migran Indonesia" (2017).

² Nasri Bachtiar, "Blue Print Peningkatan Kebijakan Ekspor Jasa Tenaga Kerja Indonesia (TKI) ke Luar Negeri," in *Lokakarya Keternagakerjaan* (Sumatera Barat: BAPPEDA Tk I. Provinsi Sumatera Barat, 2004).

³ BNP2TKI, "Data Penempatan dan Perlindungan PMI Periode Tahun 2018" (Jakarta Selatan, 2018).

⁴ United States Department of State Publication Office, "Trafficking in Persons Report June 2020," last modified June 1, 2021, <https://www.state.gov/wp-content/uploads/2020/06/2020-TIP-Report-Complete-062420-FINAL.pdf>.



help PMI who want to work and are still working in another country or those who have returned to their hometown. One of those programs is the empowerment program.

The central government and the local government work together to provide education and training for ex-Indonesian migrant workers through the Productive Migrant Village (Desmigratif) program. In harmony with the Decree of the Minister of Manpower of Republic of Indonesia Number 59, 2017 about Productive Migrant Village. It considers that to improve the welfare of Indonesian migrant workers and their families; expand job vacancies, gradually reduce the number of Indonesian migrant workers placement into individuals; avoid non-procedural Indonesian migrant workers. Developing a Productive Migrant Village in Indonesian migrant workers' place of origin is needed.⁵

Productive Migrant Village (Desmigratif)⁶ Program serves the placement process and protection for the migrant worker applicants who will work in the country or overseas that starts from the PMI's original village and empowers ex-PMI and their families. Desmigratif offers prime programs for empowering PMI; one of them is a productive business. The productive company aims to give help to PMI and their families so that they can have skill and interest in developing effective businesses through training activities⁷, accompaniment, practical business facility assistance⁸, and marketing techniques. Productive

⁵ Republik Indonesia, "Keputusan Menteri Ketenagakerjaan Republik Indonesia Nomor 59 Tahun 2017 Tentang Desa Migran Produktif" (2017).

⁶ Yeni Nuraeni, "Pembangunan Desa Migran Produktif (Desmigratif) Dengan Pendekatan Perencanaan Secara Holistik, Temanik, Integratif, dan Spasial," *Jurnal Ketenagakerjaan* 16, no. 1 (2021): 29-47, <https://journals.kemnaker.go.id/index.php/naker/article/view/90>.

⁷ International Labor Organization, "Skills for Migrant Workers," last modified June 2, 2021, https://www.ilo.org/skills/areas/skills-for-youth-employment/WCMS_748802/lang--en/index.htm.

⁸ International Organization for Migration, "New skills training aims to help returnee migrant workers affected by COVID-19," last modified August 15, 2021, https://www.ilo.org/skills/areas/skills-for-youth-employment/WCMS_748802/lang--en/index.htm.



business activities can help ex-PMI grow its entrepreneurial spirit and become independent. One of the locations chosen for the Desmigratif program is Arjowilangun Village, Kalipare Sub-District, and Malang District, East Java. Arjowilangun Village is selected because it is considered a village whose most of its people have jobs as PMI, among others in Malang District.

The existence of the Desmigratif Program through these productive business activities is hoped to help the village government suppress the number of PMI delivery. Furthermore, it is expected to motivate ex-PMI to become independent economic entrepreneurs, resolve unemployment problems, grow society's awareness of the use of natural resources around them, making an object of opening job vacancies and businesses to improve families' economy. In these productive business activities, the training given to ex-PMI includes the management of cow lungs chips made of cassava leaves, banana brownies, and vegetable sticks. Pieces of training shown are adjusted with the potency available in Arjowilangun village. In these productive business pieces of training, the Department of Labor has a duty as the coordinator of empowerment activities.

This program is one of the ways to improve the independence and welfare of ex-PMI and empower them. However, in reality, these productive business activities still find problems that can obstruct their continuity. Capital, marketing, and product processing factors considered weak can become obstacles. These obstacles can lower the passion and motivation of ex-PMI to open their businesses. Ex-PMI still get difficulty in gaining capital. Besides, miscommunication between the village government and the Department of Labor also causes them confusion. The lack of processed product marketing knowledge is one of the reasons why ex-PMI fail in developing their businesses. They can only market their products to small stalls and the surrounding society. It causes their companies not to be able to create any further.

iom.int/news/new-skills-training-aims-help-returnee-migrant-workers-affected-covid-19.



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Theories: Community Empowerment

Empowerment⁹ is an essential tool and strategy to repair, renew, and improve organizational performance, either in the organization that engages in governmental activities or those that engage in business activities. Empowerment comes from English, empowerment, which means authorization, which also means giving or increasing power to a weak and disadvantaged society. Furthermore, empowerment is a concept development that comprehensively touches and paces human identity. Its aspect can develop humans ultimately, such as simultaneously material and spiritual.¹⁰

Community empowerment is an effort to improve the ability and the potency owned by the society so that they can form their true identity and dignity maximally to survive and develop themselves independently in the economy, social, religious, and cultural fields.¹¹ In the Islamic perspective, community empowerment is an effort to improve mental mindset and attitude that is a method to empowering the community and towards true victory.¹²

لَهُ مَعْقَبَاتٌ مِّنْ بَيْنِ يَدَيْهِ وَمِنْ خَلْفِهِ يَحْفَظُونَهُ مِنْ أَمْرِ اللَّهِ إِنَّ اللَّهَ لَا يُعَيِّرُ مَا بِقَوْمٍ حَتَّىٰ يُعَيِّرُوا مَا بِأَنْفُسِهِمْ وَإِذَا أَرَادَ اللَّهُ بِقَوْمٍ سُوءًا فَلَا مَرَدَّ لَهُ وَمَا لَهُمْ مِنْ دُونِهِ مِنْ وَالٍ (11)

⁹ Rigaud Joseph, "The theory of empowerment: A critical analysis with the theory evaluation scale," *Journal of Human Behavior in the Social Environment* 30, no.2 (2020): 138-157, <https://www.tandfonline.com/doi/abs/10.1080/10911359.2019.1660294?journalCode=whum20>.

¹⁰ M. Quraish Shihab, *Membumikan Al-Qur'an: Fungsi Dan Peran Wahyu Dalam Masyarakat* (Bandung: Mizan, 2004).

¹¹ A.W. Widjaja, "Pemerintahan Desa/Marga Berdasarkan UU. No. 22 Tahun 1999 Tentang Pemerintah Daerah" (Jakarta: Raja Garafindo Persada, 2003).

¹² Muhammad Umar Shabira, *Ar-Ru`yah Al-Islamiyah Lil Tanmiah Fi Dhu`l Maqashid as-Syariah* (Jeddah: Majmuah Bank al Islamy, n.d.).



For each one are successive [angels] before and behind him who protect him by the decree of Allah. Indeed, Allah will not change the condition of a people until they change what is in themselves. Furthermore, when Allah intends for a people ill, there is no repelling it. Moreover, there is not for them besides Him any patron. (Q.S. Ar-Ra'du: 11).

The concept of community empowerment is a process of strengthening and optimizing the empowerment (ability/competitive excellence) of the vulnerable group in a community. As a process, empowerment effort constantly refers to the ability to access resources and services needed to improve the quality of life of individuals, groups, and communities on a broader meaning. Therefore, in short, empowerment can be defined as: A planned process in which the community; especially those who are lack resources, women, and other ignored groups; is supported so that they can improve their welfare independently.¹³

Government Governance

Good governance consists of several main components. As a dynamic system, those main components' elements are process, structure, knowledge value, rule, organization, management, policy, private sector, globalization, accountability, and transparency.¹⁴ According to World Bank, government governance is a solid and responsible implementation of development management. That is in line with efficient democracy and market principles, avoiding investment fund misallocation, preventing political or administrative corruption, performing budget disciplines, and creating a legal or political framework to grow the business activities.

Government governance on a local level (local government) lies in the governance model requiring active participation of the citizens

¹³ T. Mardikanto and P. Soebianto, *Pemberdayaan Masyarakat* (Bandung: Alfabeta, 2015).

¹⁴ Ali Farazmand, *Sound Governance: Policy and Administrative Innovations* (Westport: CT: Praeger Publishers, 2004).



through direct or indirect involvement.¹⁵ The concept of government governance keeps developing from time to time, based on the dynamism of the changing era that continues to evolve.

Community Empowerment Based on the Entrepreneurship Skill

Various development activities to empower the community are related because those things cannot be forgotten or ignored. Human development is the first and the core development that must be done to empower the community. Economic business development becomes essential in every community empowerment action to ensure every human development effort can realize its real benefits for the target groups. Community development aims to support the realization of sustainable development.

These three development efforts can be effectively and productively made if supported by efforts conducting institutional development, either those that involve social institutions or social organizations. As a part of human development, community empowerment efforts can be made through business development as a concrete realization of community economic empowerment based on improving spirit and entrepreneurship skills. Etymologically, the word 'entrepreneurship' comes from French, *entrepreneur*, which means adventurer, creator, and business manager. Entrepreneurship is somebody's spirit, attitude, behavior, and ability in handling businesses or activities leading to the effort of searching, creating, and applying

¹⁵ Archon Fung, "Citizen Participation in Government Innovations," in *Innovations in Government. Research, Recognition, and Replication, USA: Institute for Democratic Governance and Innovations y Harvard University*, ed. S. Borrins (Washington D.C: Brookings Institution Press, 2008), 52–70; Ank Michels and Laurens De Graaf, "Examining Citizen Participation: Local Participatory Policy Making and Democracy," *Local Government Studies* 36, no. 4 (2010): 477–91, <https://doi.org/10.1080/03003930.2010.494101>; Berry Tholen, "Citizen Participation and Bureaucratization: The Participatory Turn Seen through a Weberian Lens," *International Review of Administrative Sciences* 81, no. 3 (September 14, 2015): 585–603, <https://doi.org/10.1177/0020852314548152>.



ways of working, technology, and new products by improving efficiency to give better service or receive higher profit.¹⁶

Entrepreneurship and entrepreneur are active production factors that can drive and utilize other resources, such as natural resources, capital, and technology, so they can produce wealth and prosperity by creating job vacancies, income, and products the community needs.¹⁷ Moreover, entrepreneurship is a creative and innovative process in solving problems and finding opportunities to improve business life. Factors affecting entrepreneurship action are property rights, competency, and environment. In terms of behavioral characteristics, entrepreneurs are those who establish, manage, develop, and institutionalize their own companies. Entrepreneurs are those who can create jobs for other people with self-help. This definition assumes that everybody with average ability can be an entrepreneur if they want and have the opportunity to learn and try.

Methods

The research approach used in this study is a qualitative approach in which the researchers wanted to directly observe the empowerment of ex-PMI in Arjowilangun village. The type of research used in this study is a case study because the researchers tried to explore factual information about the empowerment of ex-PMI through the productive business activities given by Desmigratif to ex-PMI in Arjowilangun village. This study was conducted in Arjowilangun village and focused on developing productive business through the Desmigratif program and the group of ex-PMI who attend the productive business activities. The focuses of this study are (1) how the economic empowerment effort toward the ex-Indonesian migrant workers is (PMI) through the productive business activities in Arjowilangun village; (2) what supporting and detaining factors faced

¹⁶ Republik Indonesia, “Instruksi Presiden Republik Indonesia Nomor 4 Tahun 1995 Tentang Gerakan Nasional Memasyarakatkan Dan Membudayakan Kewirausahaan” (1995).

¹⁷ Yuyun Wirasmita, *Komunikasi Bisnis dan Profesional* (Bandung: Remaja Rosda Karya, 2010).



in ex-Indonesian migrant workers economy empowerment through productive business activities in Arjowilangun village are.

Arjowilangun village is located in Kalipare sub-district, Malang district. Based on the focuses and research objectives, the data collection technique used is interviews with ex-PMI, Desmigratif operators, the government of Arjowilangun village, and the representatives of the Department of Labor of Malang District. Interviews used in this study are semi-structured; interviews use guidelines about things questioned by the researchers, but the researchers are allowed to ask more freely than the structured ones. Interviews are done with open questions, lead to the depth of information, and are not done structurally. It creates a good discussion, and the researchers receive in-depth information about the observed issue. Data collection is also done by the researchers using observation techniques. The researchers observe directly how productive business activities are done in Arjowilangun village, starting from making the cow lung chips made of cassava leaves to the selling system of the products in the community.

The researchers also use documentation research techniques to empower ex-PMI through productive business activities. For more accurate and better quality research results, the researchers use interactive model analysis to analyse the data obtained in the field.¹⁸ An interactive model is a continued, repeated, and sustained effort. Steps conducted in the interactive model analysis are data reduction, data display, and concluding. The picture of success in a sequence is an activity series of data analysis that follows one another from the step of data collection, data reduction, data display, and conclusion. The researchers also examine the data validity by conducting a credibility test. This data credibility test has two functions: performing an inspection as well as possible so that the trust level of the findings can

¹⁸ Zimmerer in Kasmir, *Kewirausahaan* (Jakarta: Rajawali Pers, 2010).



be reached. This data validity checking is conducted by performing triangulation.¹⁹

Results

Economy Empowerment of Ex-Indonesian Migrant Workers

Desmigratif empowerment program through these productive business activities needs an active role of the local government. In *the Desmigratif* working procedure, the Head of the Department of Labor of Malang District becomes the companion in ensuring *the Desmigratif* program runs well. The Head of Arjowilangun village serves as the Chief Executive of *the Desmigratif* Program. In implementing the *Desmigratif* program, coordinators appointed by the head of the village are formed. The coordinators or the operators of *Desmigratif* serve as daily executors and help four main programs of *Desmigratif*; one of them is a productive business. In developing productive businesses, entrepreneurship training activities or skill improvement²⁰, productive village development, accompaniment, capital access assistance, business facility assistance, product packaging, and marketing assistance are made.

A. Entrepreneurship Training

Entrepreneurship training is one of the focuses of productive business activities in which ex-PMI or their families is given the training to own the skill and the will to develop productive businesses. The implementation of productive business activities is conducted with a development approach leading to One Village One Product (OVOP), in which the training given is adjusted through the local potency utilization and not ignoring the local characteristics.

¹⁹ A. Michael Huberman and Johnny Saldana, *Qualitative Data Analysis: A Methods Sourcebook*, trans. Rohondi Rohid Tjatep, *The SAGE Handbook of Applied Social Research Methods*, 3rd ed. (USA: UI-Press, 2014).

²⁰ International Labor Organization, "Training Employment Services Providers on How To Facilitate The Recognition of Skills of Migrant Workers," last modified September 1, 2020, https://www.ilo.org/wcmsp5/groups/public/---ed_protect/---pro_trav/---migrant/documents/publication/wcms_748722.pdf



The pieces of training given to the ex-PMI women last for three days. The training given is different every day. The types of training given are the making of cow lung chips made of cassava leaves, banana brownies, and vegetable sticks. These productive business activity pieces of training are divided into eight groups one group consists of 5 people and has one leader.

B. Productive Village Development

Department of Labor, *Desmigratif* operators, and the village government have essential roles in developing a productive village. Productive village development makes PMI applicants or ex-PMI understand the importance of creating productive businesses after their work contract as PMI is finished. A participative approach is used in learning together, based on interviews with the Department of Labor in Malang. This approach is made by inviting ex-PMI to attend productive business activities. Ex-PMI are formed in groups and given education about processing cassava leaf chips, banana brownies, and vegetable sticks. *Desmigratif* operators conduct the development personally by coming door to door. Ex-PMI is given knowledge and understanding about the importance of productive business activities in improving their independence and economy.

C. Training Accompaniments

In conducting entrepreneurship training activities, accompaniment in the activation process for ex-PMI is needed. The accompaniment can be meant as help from an outside party, in terms of individuals or groups, to improve awareness of the needs fulfillment and problem-solving. Accompaniment is attempted to grow the empowerment and self-help so that the community can live independently. Kuswiyanto, Head of the village, at Arjowilangun Village Hall state that the companions come from the department. That department brings experts equivalent to the village potency.

They inform us about making cakes and chips and teach us how to make them. The community who attend the training is guided during



the training. Training accompaniment has essential roles in which the companions here have purposes as the community driving force, catalyst, and motivator.

D. Capital Access Assistance

The capital aspect is an essential factor that the people in business must own in conducting a productive business activity because, with enough capital, the industry is pushed to increase and develop its activities. Capital is the driving wheel in producing all products needed by all businessmen for purchasing raw materials, production process, and marketing. Capital also becomes a scale of whether the industrial activities are running or not. It means that when the capital owned by the business owners is limited, they will not be able to run their businesses maximally. However, when the business owners own enough capital, this situation will positively affect the industry's development.

E. Marketing and Business Facility

The stakeholders' role in giving knowledge and insight about marketing and protecting their businesses from unfair competition. Besides that, the support given in equipment can affect the implementation of empowerment activities that have already been provided. The business facility is an essential aspect of conducting productive business activities. Facility assistance given by the Department of Labor of Malang District to the groups of ex-PMI attending the productive business activities can be considered developing enough.

Facilities given by the Department of Labor of Malang District are in the form of equipment that can help the process of productive business activities. Some of the equipment given is frying pans, stoves, spinners, sealers, and a noodle blender. That equipment was given to ex-PMI still works well to this day so that ex-PMI's productive business activities still run well without any complaints about the business facility.

The Supporting and Detaining Factors



A. The Supporting Factors

Business facility assistance becomes the supporting factor in productive business activities. Department of Labor of Malang District always maximizes the facilities to smoothen the community empowerment process. The Department of Labor of Malang District party attempts to give facilities in the form of equipment according to the training given in Arjowilangun village.

The equipment given is matched with the training conducted in Arjowilangun Village. The equipment includes frying pans, stoves, spinners, sealers, and noodle blenders. The given facilities help accelerate the productive business activities and help ex-PMI to manage the products well.

B. Detaining Factors

The Capital

The capital here becomes one of the detaining factors in the productive business activities in Arjowilangun village. The women of ex-PMI who attend the training of productive business activities experience problems related to the capital activities. In the *Desmigratif* guidelines, the party of the Department of Labor should have given assistance related to capital access. However, that said party states that there is no help related to the capital access given to the ex-PMI because the central government provides no budget.

The Marketing

In productive business activities, marketing ability nowadays becomes a primary thing that must be developed by the local government, *Desmigratif* operators, and ex-PMI in Arjowilangun village. The lack of marketing ability affects the business development or activities and the process of product management that the ex-PMI will develop. Even the minimum marketing ability can be a detaining factor in pioneering and running a business or an industry. Department of Labor and *Desmigratif* operators admit that there is a problem in



implementing the empowerment activities: there is no marketing assistance.

Discussion

Economy Empowerment of Ex Indonesian Migrant Workers

1) Entrepreneurship Training

Entrepreneurship training is one of the focuses of productive business activities in which ex-PMI or their families is given the training to own the skill and the will to develop productive businesses. The implementation of productive business activities is conducted with a development approach leading to One Village One Product (OVOP), in which the training given is adjusted through the local potency utilization and not ignoring the local characteristics. In these activities, groups are formed so that ex-PMI can develop their businesses with their previous groups after attending these training.

2) Productive Village Development

According to Mangunhardjana (2000), to develop, some approaches must be noticed by a developer; they are: 1) Informative approach is a way of conducting the program by delivering information to the learners. The learners in this approach are considered not known and have no experience. 2) Participative approach is an approach in which the learners are used in learning together. This approach is made by inviting ex-PMI to attend productive business activities. Ex-PMI is formed in groups and given education about processing cassava leaf chips, banana brownies, and vegetable sticks. 3) Experiential is an approach in which the learners are directly involved in the development. It is considered the actual learning process because it uses an individual's experience, and the learners are involved in the actual situation. In this approach, ex-PMI attends practical business training for three days given by the Department of Labor of Malang District. The Department of Labor directly presents accompaniments in this training, and ex-PMI is educated until they are proficient.

Based on the discussion results, if realized with the development approach theories, it can be said that in conducting productive village



development,²¹ the developers conduct informative, participative, and experiential approaches. The informative approach is made by delivering information to the learners. The learners in this approach are considered not known and have no experience. Desmigratif operators conduct the development personally by coming door to door. Ex-PMI is given knowledge and understanding about the importance of productive business activities in improving their independence and economy.

A participative approach is an approach in which the learners are used in the situation of learning together. This approach is made by inviting ex-PMI to attend productive business activities. Ex-PMI is formed in groups and given education about processing cassava leaf chips, banana brownies, and vegetable sticks. An experiential approach is where the learners are directly involved in the development. It is considered the actual learning process because it uses an individual's experience, and the learners are involved in the actual situation. In this approach, ex-PMI attends practical business training for three days given by the Department of Labor of Malang District. The Department of Labor presents accompaniments in this training, and ex-PMI are educated until they are proficient.

3) Training Accompaniments

Training accompaniments come from the Department of Labor (Disnaker) party of Malang District. The Department of Labor directly presents the experts equivalent with their training field. Training accompaniment has essential roles in which the companions here have purposes as the community driving force, catalyst, and motivator. Ex-PMI who previously were not yet able to form a business can be motivated and has new skill after being given the training accompaniments. Besides that, accompaniment is attempted to grow the empowerment and self-help so that the community accompanied can live independently.

²¹ Tabrani Rusyan, *Manajemen Pengembangan Desa Produktif*, Jakarta: Bumi Aksara, 2018.



4) Capital Access Assistance

The community attending the productive business activities complained about capital matters. The Department of Labor of Malang District said there was no capital given to the community related to the productive businesses because the central government did not give any budget to the local government to help ex-PMI in productive businesses. Ex-PMI community who attends the training are not given the socialization about the capital clearly, so it creates misunderstanding and miscommunication between several parties, such as local government and ex-PMI.

In the effort to give the capital, the village government also suggests that the ex-PMI community get the capital from other alternatives, such as banks or village-owned enterprises (BUMDES). From the statement of the Department of Labor party, we can conclude that capital matters are beyond their and the village's responsibility. So, capital matters are entirely ex-PMI's authority. Based on the descriptions above, it can be concluded that in solving the disempowerment of ex-PMI in Arjowilangun Village, capital matters do not run well. This condition is affected by the lack of socialization and information the Department of Labor delivers to the community about the capital flow. Miscommunication among the internal parties of the Department of Labor also proves that there is no precise coordination related to the capital flow assistance.

5) Marketing and Business Facility

The marketing aspect is crucial in supporting a business's success. Marketing is an activity delivering information about the products sold and promoting those products to attract the consumers' interest. Through marketing, the product result can be known by society and improve its selling power. If the marketing strategy is already maximum and able to attract the consumers' interest, this condition can affect the market demand so that the product result can be increased. On the other hand, the marketing strategy is weak even though the product result has good quality and high sale value.

It causes those products not known and demanded by society can cause a lack of market demand. So, the marketing strategy used by ex-



PMI does affect their business in the future. In terms of marketing the products, most ex-PMI groups attending productive business activities sell the product at small stalls around their houses. Not only promoting at small stalls, but the groups of ex-PMI also take orders from the customers. However, their businesses can only grow around Arjowilangun Village and cannot grow more extensive because of the lack of the community's knowledge and insight about marketing, so it still needs the stakeholders' role in giving knowledge and insight about marketing and protecting their businesses from unfair competition.

The Supporting and Detaining Factors

1) The Supporting Factors

The equipment given is matched with the training conducted in Arjowilangun Village. The equipment includes frying pans, stoves, spinners, sealers, and noodle blenders. The given facilities help accelerate the productive business activities and help ex-PMI manage the products well. Facilities development is significant in the process of productive business activities. Without a good facility, the business performance will be detained. The business facilities given to the ex-PMI groups become the supporting factor in productive business activities.

2) Detaining Factors

The Capital

The problems of capital limits frequently become an obstacle in developing a business activity. Generally, small business activities get their capital source from the owners' funds. This condition makes the capital unable to fulfill the needs, affecting the business development. The capital limitation becomes the detaining factor in business development because the business people cannot develop their businesses. If the capital limitation problem that people in business experience is not solved quickly, it can become a threat and harm



business development in the future. In order to solve the capital problems that can affect business development, it needs the local government's role in solving those situations.

The Marketing

Due to marketing activities issues, there are no media to connect the community in marketing. The community can only sell their processed products in the tiny stalls in the village. Some groups sell their products outside the village through a bazaar. They also sell the products in a bazaar held in the village. So far, there is still no breakthrough from the local government, the Department of Labor, and the *Desmigratif* operators in marketing the community's processed products. From the explanation above, it can be concluded that the empowerment facility related to product marketing is considered lacking.

Conclusion

First, practical business pieces of training have already been given to the groups of ex-PMI. The groups of ex-PMI are given three practical training: making cow lung chips made of cassava leaves, banana brownies, and vegetable sticks. The training is still not maximized because the training is given once only. Even though the training is conducted for three days, further training is still needed in the following years to strengthen and develop the power owned by the groups of productive businesses.

Second, it is about the productive village coaching and training accompaniments. The *Desmigratif* operators have done the coaching and door-to-door at the ex-PMI's houses. The coaching uses an informative, participative, and experiential approach. Moreover, the training accompaniment in the productive business activities here has been running maximally. The groups of ex-PMI who previously could not form a business together have been motivated and owning new skills after being given the training accompaniment.

Third, the groups of ex-PMI who attend the productive business activities complain about the capital problems. The Department of Labor of Malang states that no capital is given to the ex-PMI because there is no budget from the government in the form of capital access.



However, in every training activity, the Department of Labor will give some money as pocket money given to the ex-PMI, which is then made as their capital to run their productive business training activities. Empowerment should be done by creating a situation and a climate that can make the community's potency improve optimally. However, results from the field show that the potency of ex-PMI in Arjowilangun village in the capital aspect does not improve optimally.

Fourth, marketing assistance is not found in the productive business activities in Arjowilangun village. There is still no media connecting the community in conducting the marketing. The community can only sell their processed products in the tiny stalls in the village. Some groups sell their products in a bazaar outside the village or a bazaar in the village. Ex-PMI's businesses have not yet been developing because of their lack of knowledge and insight about marketing.

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