

**DEVELOPS SINERGITY *PERSON – JOB FIT* ON INDONESIAN WORKERS (TKI) AND ITS IMPLICATION ON PROSPERITY AND LIVING IN HARMONI IN ASEAN COMMUNITY (CASE STUDY: INDONESIA- MALAYSIA)**

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**Abstrak**

The aims of ASEAN Community establishment is to make all the members of ASEAN be able to discuss all their problems and share to other ASEAN members in order to solve their problems which is impact to ASEAN region progress. The progress based on three pillars, one of the pillar is the ASEAN Economic Community. Economic cooperation between countries means also cooperation with employer sector. Indonesia is the largest country among the ASEAN member's country and the biggest amount of population. Part of them are unemployment productive employee, which is identic to poverty. One of the Government's policy in order to reduce the poverty is by supplies Indonesian workers(TKI) abroad. They are 3.998.592 workers in 2012 work abroad, two devide three of them working in Malaysia. This amount not yet include illegal workers.The remitant they contribute in average up to \$6.77 billion per year. This number could be less then the workers gain. So that, they were honoured as Devisa Heroes. There are many success story of them, but also lot's of number of them are failed. By doing qualitative research, in-depth interview and Focus Group Discussion on success and failed ex Indonesian workers, this research result is that the success of Indonesian workers is because there is the Person – Job Fit. On the other hand, TKI failed because there is no match between Person – Job Fit (un Fit)

*Key Words: Sinergy, Person – Job Fit, Unfit, Focus Group Discussion, Remitan*

**MEMBANGUN SINERGITAS *PERSON – JOB FIT* PADA  
TENAGA KERJA INDONESIA DAN IMPLIKASINYA PADA  
KESEJAHTERAAN DAN KEHIDUPAN YANG HARMONIS DALAM  
*ASEAN COMMUNITY*  
(STUDI KASUS: INDONESIA- MALAYSIA)**

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**Abstrak**

Terbentuknya ASEAN Community bertujuan untuk lebih terbukanya Negara-negara anggota ASEAN dalam membahas permasalahan-permasalahan dalam negeri masing-masing Negara yang akan berdampak pada kemajuan kawasan. Kemajuan didasari tiga pilar utama; salah satunya ASEAN economic community. Kerja sama antar Negara dalam bidang ekonomi, tidak terlepas dari kerjasama bidang tenaga kerja. Indonesia sebagai Negara dengan jumlah penduduk terbanyak, dan wilayah terluas se ASEAN, tak lepas dari jumlah tenaga kerja produktif yang masih nganggur dan identik dengan kemiskinan. Upaya pemerintah untuk menanggulangi kemiskinan, salah satunya melalui pengiriman Tenaga Kerja Indonesia (TKI) ke luar negeri. Jumlah mereka sampai tahun 2012 mencapai 3.998.592 orang tidak termasuk TKI illegal. Jumlah tersebut dua per tiganya berada di Malaysia. Jumlah ini belum termasuk TKI illegal. Kemampuan para TKI mengirimkan uang (remitan) per tahun rata-rata mencapai \$6.77 Milyar. Angka ini dipastikan lebih kecil dari jumlah sebenarnya yang diterima oleh para TKI, untuk itu dianugerahi gelar sebagai pahlawan Devisa. Banyak cerita sukses mereka, tetapi banyak pula yang bermasalah. Dengan melakukan riset secara kualitatif melalui *indepth interview* dan *Focus Group Discussion* pada mantan TKI yang berhasil dan yang gagal. Diperoleh hasil bahwa keberhasilan TKI disebabkan karena adanya *Person – Job Fit*. Sebaliknya TKI yang gagal disebabkan karena adanya ketidaksesuaian antara *Person–Job (un Fit)*

*Key Words: Sinergitas, Person – Job Fit, Unfit, Focus Group Discussion, Remitan*

## **A. Introduction**

Southeast Asia region geographically is located in a strategic area as geopolitic and geoeconomic aspect. This is not only realized by the countries in the region of Southeast Asia but also by the countries outside the region. Realizing those condition, a forum was establish in order to facilitates cooperation media to increase prosperity, in the same time to reduce the conflict among countries in the Southeast Asia region, to establish a region which is peace, freedom and prosperity for their people.

Since then, on 8<sup>th</sup> August 1967 *Assosiation of South East Asian Nation* (ASEAN) was declared in Bangkok. There were five members in the earliest, but now become ten countries members, namely: Brunei Darussalam, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Phillipines, Singapore, Thailand and Vietnam. The ASEAN aimed to accelerate the growth on economic.

Entering 21th Century, ASEAN experiences rapid progress unpredictable before. In order to bring the ASEAN Vision 2020 into reality by setting the goal of building ASEAN Community by comprising three pillars, namely ASEAN political-security community, ASEAN economic community, and ASEAN socio-cultural community, all of which are closely intertwined and mutually reinforcing for tha purpose of ensuring durable peace, stability and shared prosperity in the region (Roadmap for an ASEAN Community 2009-2015).

ASEAN Community aims to strengthening of ASEAN regional cooperation and integration in facing many challenges at the start of this century millennium, since the nations of Southseast Asia have long ago realized that each of them cannot solve all its problems by itself. They have to work together and generate strength from the

coordination of their policies and actions, and they must come to the prompt aid of one another (Flores, 2000)

ASEAN economic community with priority scale on food commodities, energy, trade and industry. Recently, cooperation on economic significantly growing fast concern to almost all of economic sector, and already involving countries from the outside of ASEAN. But the progress of economic in Indonesia still one step behind Malaysia. The gap of economic progress in ASEAN countries, especially between Indonesia and Malaysia mostly because of the different background in their development process. Indonesia declare her independence in 1945 but still facing some political problems such as First Military Aggression in 1947 and the second in 1948, instability politics until 1965 (G30S/PKI). The development finally begin in 1969 roled by The New Order rezim. Different with Indonesia, Malaysia even still under United Kingdm's occupancy, but the development programmes already made in 1950 by the issued of "*Rancangan Pembangunan Tanah Melayu*" ( Draft Development Plan of Federation of Malaya,1950)(Nasution, 2001).

Indonesia the largest country and the most population compare to another ASEAN countries member, but export Indonesia to ASEAN not optimum yet, the position is still under Singapore, Malaysia and Thailand. During the period 2009 to 2010, Indonesia's export to ASEAN countries in the number of 35,4% lower than Indonesia's import from ASEAN countries in the number of 40,1% in the same period (Kompas, 12th January 2013).

Conditions above shows that Indonesia's economic still have opportunity to optimized. Lot's of number Indonesia people live in poverty. In March 2012, data shows that 29,13 million people living under poverty, while another 26,39 milion people tends to living in poverty. This is Indonesia gevovernment's homework. Not easy indeed, and also need to be fast to be done. There are ways had been used in order to fights against poverty , as Indonesia Government want to be equal minimally compare to ASEAN countries member.

One of many solutions to reduce the poverty is by supplying Indonesia workers (TKI) abroad. This programme have been running since more than 35 years until now. Unfortunately most of TKI (71%) works in informal sector (SUSENAS, 2007). The biggest number of TKI works in Malaysia. They sent home their money from their hard work to fulfill their family living cost and safe part of it as a capital investment. Once they are home, they will do business with their own money (Kompas, 3rd January 2013). The remitant they contribute to Indonesia's government is up to \$6.77 Million in avarage per year. This number could be less then the workers gain. So that, in Indonesia they were honoured as Devisa Heroes.

A lot of ex TKI have sweet memories, but some have bad experience lives and works in foreign country. In the year 2012 for example, there are 351 Indonesian migrant workers were sitting in court facing death sentence punishment in the country where they work. Based on Migrant Care data, 99 Indonesia migrant workers were punished to dead. This is not should be happen. Comprehensive care are needed among the ASEAN countries member to avoid similar case to support the establishment ASEAN Community living in peace, freedom and prosperity .

## **B. Person –Job Fit**

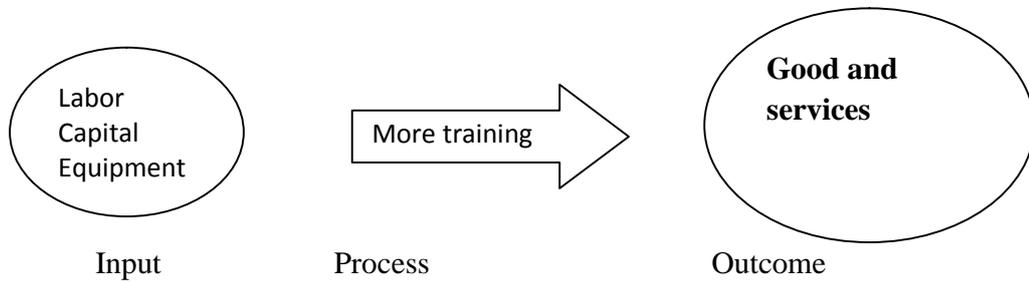
Globalization of business refer to the free movement of capital, good, services, ideas, information, and people across national boundaries. Markets in every country have become fierce battlegrounds where both domestic and foreign competitors fight for market share.

Implications of globalization on human resource management (HRM) as every advanced economy become global. A nation's most important competitive asset become the skills and cumulative learning of the workforce. Globalization, almost definition, makes this true. Virtually all developed countries can design, produce, and distribute goods and services equally well and equally fast.

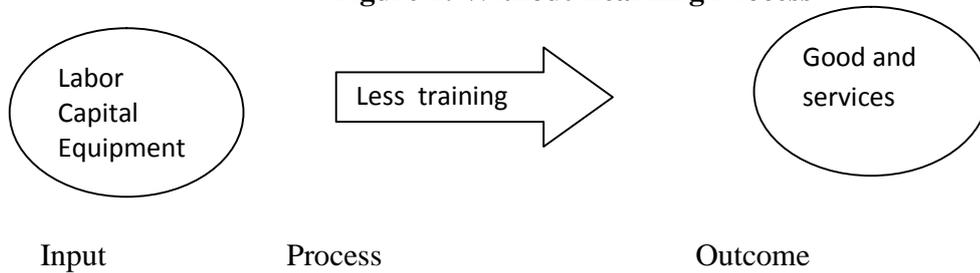
Every factor of production other than workforce skills can be duplicated anywhere in the world. Capital moves freely across international boundaries, seeking the lower costs. State of the art factories can be erected anywhere. The latest technologies move from computers in one nation, up to satellites parked in space, and back down to fungible-capital, technology, raw material, information-all except for one thing, the most critical part, the one element that is unique about a nation or a company: it workforce. A workforce that is knowledgeable and skilled at doing complex things keeps a company competitive and attracts foreign investment (Casio, 2003).

Knowledgeable and skilled can be improve from the training. Training is an essential component of high-performance work systems, because these system rely on front line employee skill and initiative to identify and resolve problems, to initiate change in work methods, and to take responsibility for quality.

**Figure 1: Learning process**



**Figure 2: Without Learning Process**



In today's competitive environment, building an HRM system that supports the firm's strategic aim often mean building a high performance work system (HPWS). The HPWS is a set of HR policies and practice that the maximize the competencies, commitment, and abilities of the firm's employees. And how much more extensively high-performing, firms hire employees based on selection test, and provide training to new employees (Dessler, 2005).

As we can see in figure 1. Shows about the importance of learning process. learning process will be able to improve the optimal potency, and will gain significant outcome, without learning process, impossible to get optimal outcome, as in figure 2.

### **C. Discussion And Conclusion**

Entering 21th Century, ASEAN experiences rapid progress unpredictable before. In order to bring the ASEAN Vision 2020 into reality by setting the goal of building ASEAN Community by comprising three pillars, namely ASEAN political-security community, ASEAN economic community, and ASEAN socio-cultural community, all of which are closely intertwined and mutually reinforcing for the purpose of ensuring durable peace, stability and shared prosperity in the region (Roadmap for an ASEAN Community 2009-2015).

ASEAN Economic Cooperation intensively began in 1976 (Bali Concord I). ASEAN Declaration stated policies and action programme in ASEAN Economic Cooperation, with priority scale in food commodities, energy, trade and industry. Recently, cooperation on economic significantly growing fast concern to almost all of economic sector, and already involving countries from the outside of ASEAN.

ASEAN Economic Cooperation is aimed at enlarging and speeding up the process of investment and the production, distribution, and consumption of products and services among the member countries. These processes create jobs and generate incomes for people. In another words, ASEAN Economic Cooperation means that the members of ASEAN are helping one another in the task of producing goods and services and bringing these to where they are needed and used. Or in the whole point about ASEAN Economic Cooperation is creation of jobs, the generation of incomes for the people of Southeast Asia. The differences

The economic welfare's differences between Indonesia-Malaysia, support by geographically in the nearest position, caused mostly TKI choose Malaysia as their

destination to work. The presence of TKI in Malaysia should be treated as a partner in producing products or services. Ideally, both TKI's suppliers and demander countries have responsibility to increase TKI's knowledge and skills. They have to be trained to become more employable. Especially for the suppliers, they have to prepare TKI's knowledge and skill, matching with the job specification as the user need.

Even most of TKI works in informal sector, but they contribute significantly to the national economy. The remittance they contribute in average up to \$6.77 billion per year. This number could be less than the workers' gain. So that, they were honoured as Devisa Heroes.

The biggest number of TKI works in Malaysia. They sent home their money as the result of their hard work to fulfill their family living cost and save part of it as a capital investment. Once they are home, they will do business with their own money (Kompas, 3rd January 2013). Dargo used to be a TKI from Central Java - Undakan village, which counted as one of the poorest village of Indonesia, experienced more than eleven years in Malaysia as migrant worker. When he was young, strong and healthy, he eagers to struggle for a good living. Since he was just dropped out from primary school, he went to the Worker Department for register him self to be a migrant worker as "**kuli bangunan**". He fulfilled all the requirement and went to Malaysia for living. This bellow is his experiences:

"Recognising my home village's soil, dry, unfertile, often flooded, the roads heavily damaged, I prefer join my friend from my home village go to Malaysia to work as coolie to become coolie like my friend, while I am single. I prefer live in Malaysia rather than in my home village. Why do I have to go home to Indonesia? I just have to send my money, as investment. I got 1.000 RM monthly wages, and I lived in mess. Now I am home, doing small business self employ in my village with my own money as capital. My experience inspiring two my little brother and my cousin. They have been working in Malaysia since more than

seven years ago. Fortune them, there is routine and sometimes very cheap flights Indonesia-Malaysia, Malaysia-Indonesia, make them possible to come home more often. In contrast to me at that time, more than ten years I didn't come home because I could not afford to buy expensive ticket and the flights schedule does not agree with mine(in-depth interview).

Since the beginning of his work, from Indonesia Dargo knew what will have to do in his work. He has been told his job description. So there is compromise between the employee and the employer. Welo and Tono (both are Dargo's little brother) experience the same thing. Both Welo and Tono have been working in Malaysia since ten years ago. While Maji (Dargo's relatives) also working in Malaysia for seven years up to now. They works for different company, but they meets and spent times together during their vacation. To the family, when visit home last fasting month, Tono said:

“We works the same job as coolie (builds houses) like brother Dargo. We are hommy living in Malaysia because lot's of beautiful buildings there, and also the roads, all in good condition, it is contrary to fact in this village. But when our money is about enough to do business, sure, we will quit and employ our self doing small business like brother Dargo.” (Focus Group Decussion).

Indonesian migrant worker prefer to work in Malaysia because of the distance from the homeland. Malaysia is the nearest nieghbor country especially for whose lives in the border of the state Kalimantan Barat (Indonesia) and Serawak (Malaysia). Similar culture, language and some are relatives makes Indonesian workers feel comfortable working in Malaysia (Rahatmawati and Wahyuni, 2012)

The same statement also said by Roza', whose used to be a TKI in Malaysia. Supplied with his Economic Highschool diploma and he was single, experienced working two period of work contract, he said:

“I choose working in Malaysia because the culture is similar, just like in our own country. The risks will always be there where ever we are, but all depends on our behavior”. We have to ask if we don't know what have to be done and how to do it. As I registered in Worker's Department of Republic of Indonesia, I felt safe. I sent my salary to Indonesia, part of it for investment and the other part for my parent. When I was home, I used my money to continue my study to Diploma I which have supplaied me in my recent work in one of famous Bank in Yogyakarta.” (indept interview).

A lot of ex TKI have sweet memories, but some have bad experience lives and works in foreign country. In the year 2012 for example, there are 351 Indonesian migrant workers were sitting in court facing death sentence in the country where they works. Based on Migrant Care data, 99 Indonesian migrant workers were punished to death sentence. (statement of Migrant Care Executive Director , Anis Hidayah, Monday: 17/12/2012).

This is not should be happen. Comprehensive care are needed among the ASEAN countries member to avoid similar case to support the establishment ASEAN Community living in peace, freedom and prosperity .

From TKI's side, it is common for everybody to have a dream to get better living. Become TKI, they hope will get good earnings. But as they are un-educated, less skills and knowledges, more often turns their dreams into disaster. The tragic story of young man Sakka, 30 years. He was working in Oil Palm Plantation in Sabah Malaysia for example. He had to decide to go home in June 2012 because he have never been paid

for 12 years working. Formerly, Sakka was promised 5 million rupiah per month salaries. He registered at the *Perusahaan Jasa Tenaga Kerja Indonesia (PJTKI)* Aula, Nunukan Regency, Kalimantan Timur Province. As he started to work, his passport arrested by his employer, so he works without holding his passport. He knew that he will be employed in plantation but he did not know what kind of plantation and did not know what is his job specification.

Sad story also experienced by TKI from Bantul, Daerah Istimewa Yogyakarta. As we said: “Wow, it must be good to be TKI, experiencing working abroad?” She answer frankly: “No mam, for earliest 3 years, my money finished because beside for living cost, I still had to pay to the employer agency regularly. I worked in the shop. I felt unfairness treatment. I really wanted to report it, but I was afraid to be threatened as my friend’s experienced. She reported her complain but then, her life was in danger. So, I just kept silent and be patient. After 3 years, I got my full salaries, and since then every month I sent money to my mother in homeland for growing up my two fartherless children.” (indepeth interview).

Indonesia’s Government determined specific training supporting candidate TKI’s skills from languages training until technical skill. But what Government meant with specific training still matchless to their job in the workplace. So as they sit in their workplace they could not be able to work optimally. Beside this inappropriate, the recruiter in Indonesia doing operation without strict regulations.

Recognising the important roles of TKI in delivering Devisa to Indonesia’s Government and also as labour supply power, Indonesia government should complete the regulation, the institutions as complete as possible, include the reasonable APBN’s support. As Indonesia government have responsibility to protect all Indonesian people include Indonesian migrant workers (TKI). Philippines government for example:

Philippines smaller than Indonesia, but the amount of migrant workers 7.5 million equal to 8% from population with total remittance US \$ 8 billion per year. The effort to reduce poverty in the country by developing proper infrastructure and also sends their workers abroad, supplied with matching skills to job characteristic in the destination country. It means the workers knew their tasks and responsibilities in the earliest, even in informal work unit. Programme and policies aimed to maximize the use of remittance, to support the efforts to eliminate poverty programmes. Due to overcome these efforts, governments policies have to regulate properly the arrangements of :

1. Recruitment
2. Orientation
3. Needed training (to matching between potency and future tasks)
4. Protection from state employer's violence
5. Minimalized remittance's cost
6. Organize and integration TKI returns (to reduce risks from exploitation)

#### **D. Implication**

Human resources quality progress in Indonesia still, one step behind compare to another ASEAN countries member. Indonesia government should pay more attention to increase human resources quality. Eventhough there was a lot of victim already, but it is not too late to set back to the track, struggle to turn up human rights, put men equal in all respects as the aim of the second point of Indonesia's way of life, Pancasila. So that, need political will of elites politics to create social goodness.

ASEAN Community aims to strengthening of ASEAN regional cooperation and integration in facing many challenges at the start of this century millennium, since

the nations of Southeast Asia have long ago realized that each of them cannot solve all its problems by itself. They have to work together and generate strength from the coordination of their policies and actions, and they must come to the prompt aid of one another (Flores, 2000)

Agree with the establishment of ASEAN community, all the ASEAN countries member have to respect to each other to be able to work together especially for Indonesia and Malaysia as both are the nearest neighbor. In togetherness Indonesia – Malaysia generate strength from the coordination of policies and actions facing AFTA 2015, and economic globalization.

The TKI suppliers should supports TKI with more qualified learning process deal with Job characteristics and responsibilities. Suitability between person and job or if there is person – job fit will outcome professional TKI. It will impact to reduce work problems. Qualified TKI will gain good rewards as good rate remittent. As remittent used for fulfill basic needs of living and saving for investment, this automatically reducing the poverty and support the national investmet.

Indonesia government have to be able to compete in ASEAN market. Regulation, policies and actions have to be strict and put in order. Big quantity of Human resources have to be supplay with fit and proper skill and knowledge towards quality and professionalism. All the problems have to solved. Problem solving based on the spirit of ASEAN Community. Person-job fit TKI in Malaysia will create mutual benefit synergy that will ends up to bargaining power of ASEAN to face ECONOMIC GLOBALIZATION Harmony relationship between Indonesia and Malaysia will

develops trust among the region. The existence of TKI in Malaysia whose have person-job fit will be able to create new identity. Not selling poverty but professionalism.

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