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Strategy For Implementing The New Bandung Integrated Manpower Management Application (New Bimma) In Increasing Employment Opportunities In The City Of Bandung

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Abstract: Quality public services are related to continuous innovation. For public sector organizations, innovation is a demand amidst changes in people's lives. In fact, local governments need to innovate to improve the quality of their public services. In Indonesia, the city of Bandung has one of the innovations in overcoming the number of unemployed in the form of the New Bandung Integrated Manpower Management Application or New Bimma. This study aims to examine and analyze the strategies carried out by the Bandung City Manpower Office in implementing New Bimma in increasing employment opportunities. This study applies a descriptive qualitative approach with data collected through observation, interviews, and document studies. The analysis focuses on Mulgan's (2009) strategy theory which contains the stages of purpose, environment, direction, action, and learning. The results of the study show that in general the existing stages show an increase or development even though there are some shortcomings and obstacles.

Keyword: Digital Government, Employment Opportunity, Innovation, Public Service

INTRODUCTION

Innovation is closely related to public services (Pratama, 2020). The development of public services is one of the most crucial things in development in Indonesia (Salam, 2023). In the regulations in force in Indonesia, public services are grouped into three types of services, namely goods services, service services, and administrative services, one of which is population administration services in making population documents. In this public service there is interaction between the government and the community.

The quality of public services must be in accordance with the needs of the community, which today requires fast, easy, affordable and certain services (Bovaird, 2007; Rowley, 1998). Therefore, public service providers are required to be able to provide the best service and answer all community needs. This is the background to the emergence of innovations in public services with the aim of improving services and improving the quality of better public services (De Vries, Bekkers, & Tummers, 2016; Gallouj & Zanfei, 2013).

Innovation is not only related to a new discovery, but can also include a new approach, additions and improvements in the quality of public service innovations that have been running in a government agency (Bekkers, Edelenbos, & Steijn, 2011; Osborne, Radnor, & Nasi, 2013). The birth of an innovation comes from improving the quality of service which is the impact of complaints or input submitted by users and recipients of services. In this context, it shows that there is community participation which is an important point in the emergence of innovation in public services (McLavery, 2017; Merickova, Svidronova, & Nemeč, 2016). This will be directly proportional if the public continues to be aware of the quality of public services, then public service providers will continue to explore service potential and continue to innovate their services.

Innovation carried out in public services is a very important thing that should be carried out in all agencies including local governments. In Indonesia, local governments are given the authority to regulate their own regional affairs (Widiarto et al., 2025), including creating various kinds of innovations with the aim of overcoming problems to improve the quality of public services. Moreover, in the digital era like today, the innovation produced is no longer in the form of conventional methods or methods but rather the innovation produced has used increasingly advanced and developing technology (Lyytinen, 2022).

For local governments, innovation in public services with the use of information and communication technology is realized through digital government. Digital government is an information technology application managed and developed by the government in order to provide services and convey information to the public. Currently, Indonesia is facing challenges in the transformation of digital government which is an effort to modernize public services through the adoption of digital technology that can provide opportunities for the government to serve the public and increase public participation and collaboration in creating services that are in accordance with the needs of the community/citizen-driven approach (Aminah & Saksono, 2021; Wagola et al., 2023; Hafel, 2023).

One of the regional agencies that is innovating public services is the Bandung City Manpower Office (Oktaviani & Sudrartono, 2024; Yuwono et al., 2024). The initial purpose of the innovation at the Bandung City Manpower Office was derived from the demands of increasingly modern developments that require improved public services that are able to reach the community and improve the quality of service. The Manpower Office is faced with the obligation to provide and provide services to the community in an area of approximately 167.7 km² covering 30 sub-districts in the city of Bandung (Indriasari, Giyarsih, & Marwasta, 2023). Based on data from the Central Bureau of Statistics released in 2023, the population of Bandung City reached 2,506,600 people who live there. The problem that often becomes a challenge for local governments in Indonesia is the problem of unemployment which is a problem in the employment sector. Unemployment has an impact on people's lives because they are unable to meet their needs because they do not have jobs (Mbatha, 2021). Unemployed people do not have financial stability so that this is the beginning of new problems in people's lives, especially the financially unstable conditions felt by people who already have families which of course is a big responsibility. Therefore, the government needs to expand job opportunities as a solution to the problem of unemployment.

In 2021, to minimize the unemployment rate, the Bandung City Manpower Office launched an innovation that utilizes technology in the form of an application known as the New Bandung Integrated Manpower Management Application or New Bimma which is intended for the public to make it easier to access services available at the Bandung City Manpower Office (Oktaviani & Sudrartono, 2024; Yuwono et al., 2024). This is a form of collaboration between the Bandung City Manpower Office and job provider companies with the output being job opportunities for the people of Bandung City. The existence of this application is a development of the previously existing Bimma application by adding service features and to

date there are 30 services in the New Bimma application that make it easier for the public. Before 2021, the Bimma application only provided a few services which in the 2016-2020 period were not running effectively and efficiently, the services offered were only online job fairs, training and internships and making AK-1 which were carried out online.

The New Bimma application is the implementation of an online job fair at the Bandung City Manpower Office which is a manifestation of digital government. In implementing the New Bimma innovation, the Bandung City Manpower Office requires the right strategy to be used so that it can achieve the goals that have been set. According to Mulgan (2009), to find out the government's strategy, it can be seen from 5 stages, namely, 1) purpose (objective) to see why the government must act based on public needs, concerns in society based on the reality that occurs, the second stage is, 2) environment seen from what is being done now and in the future, the government's capacity to respond to something, and the environment that influences the implementation of the strategy, 3) direction there is direction regarding the steps or actions that must be taken by the government which include goals and outcomes, 4) action carried out in the form of strategies, policies, and programs, the last stage is, 5) learning to analyze strategic feedback including responding to it and evaluating the implementation of the strategy. In implementing New Bimma, the author sees it from the side of increasing job opportunities felt by the community using the application. Based on the author's observations, New Bimma is not only a provision related to job vacancies or training, but more than that, New Bimma plays a role in retaining workers who have worked so that they are not affected by layoffs from the company where they work. If that happens, the next step is for the Manpower Office through the New Bimma application to ensure that workers affected by layoffs will get their rights and will not be harmed by the company.

The author focuses on the Manpower Office's strategy in increasing employment opportunities through the implementation of the New Bimma innovation. Therefore, this study aims to examine and analyze the strategies carried out by the Bandung City Manpower Office in implementing New Bimma in increasing employment opportunities.

METHOD

This research is a descriptive study using qualitative research methods. Descriptive research is a study that aims to create a systematic, factual and accurate description. The qualitative research method used in this research aims to analyze and describe the strategy of the Bandung City Manpower Office in implementing New Bimma in increasing employment opportunities in more depth.

In terms of the method or technique of data collection carried out to obtain data in this research, among others: (a) Observation, the researcher conducts direct observation to collect data on the objects being studied. The type of observation used in this research is passive participant observation, namely the researcher will come to the research location and observe people but the researcher is not involved in the activities that take place; (b) Interview, namely by conducting direct questions and answers to informants who meet the researcher's criteria who of course can provide information and data. The type of interview used is a semi-structured interview where the list of questions can be developed depending on the interview process and the answers of each individual; (c) Documentation, namely the researcher collects data through documents that support and are relevant to this research. Collecting and analyzing a number of written materials from books, journals, and applicable laws and regulations.

The data analysis technique used in this research is qualitative data analysis which is a way of analyzing data that produces descriptive data from the results of interviews and observations. In this case, data reduction, data presentation, and drawing conclusions are carried out.

RESULTS AND DISCUSSION

Purpose Stage in the Implementation of New Bimma

At the purpose stage, it will be identified whether the implementation of New Bimma in increasing employment opportunities by the Bandung City Manpower Office is carried out based on the needs, aspirations, and concerns of the community as the target of the implementation of the program or policy. New Bimma was introduced by the Manpower Office on July 5, 2021 and is a development of the Bimma application that has existed since 2016, every year New Bimma always experiences changes or modifications, this is done to improve and add features that are not yet available. The implementation of New Bimma has been adjusted to the needs of the community which can be used directly without requiring people to come to the Manpower Office, simply create an account and select the services needed, for example making AK-1 or job seeker cards which are no longer done directly. In addition, the advantage of New Bimma is that it makes it easier for people to apply for jobs without having to visit companies that are opening job vacancies.

The presence of New Bimma makes it easier for people to receive the services they need online, anywhere and anytime, which of course is the advantage of New Bimma. To take advantage of the widespread use of New Bimma, the Manpower Office requires people to use New Bimma so that they can receive the services they need, this is done so that all services can be provided online.

The Manpower Office's policy in implementing New Bimma is inseparable from the demands of increasingly modern developments so that information searches, especially for job seekers, regarding current job vacancy information are easy to obtain. Currently, job seekers think that the number of job vacancies is increasing compared to a few years ago, even though this is the impact of the digital system because they don't need to walk from one company to another to find information on job vacancies that are currently open, this is the good thing about New Bimma so it doesn't bother job seekers and they will feel that there are many job vacancies. In this context, New Bimma is a strategic management system to overcome unemployment and manage workers, but collaboration with stakeholders is needed so that its implementation runs smoothly.

At the purpose stage, the Bandung City Manpower Office implemented New Bimma in increasing employment opportunities based on the needs, concerns, and aspirations of the public. This can be seen from the availability of services that can be accessed by all people online and until 2024 New Bimma has 20 services that are tailored to the needs of the pre-employment, during employment, and past employment community. People who are not yet working (pre-employment) have internal concerns, namely the lack of skills and work experience and there are external concerns such as concerns about obtaining reliable job vacancy information and unclear worker recruitment processes, so that people need services to overcome their concerns and according to what is needed, then in New Bimma people who are not yet working can access job vacancy information services and can apply directly according to the job vacancies they want, training registration services, and internship registration services. For people who are working (during employment) services that can be accessed in the form of competency tests or certification with the output of recognition that workers are competent in their profession or work as evidenced by certification. In addition, if workers experience disputes with the company where they work, they can access dispute recording services as a place to complain about problems. Dispute recording services are also intended for people who are no longer working (past employment) who in the process during their employment until they stop working still have disputes with the company which will then be mediated by the Manpower Office through mediation registration services. However, the existence of New Bimma since its initial implementation in 2021 and until 2024 has not been fully known by the public and most of the New Bimma users only use services in the form of

access to job vacancy information through the job fair program organized by the Manpower Office by requiring visitors to the job fair to get tickets to enter which are obtained from New Bimma registration.

Environment Stage in the Implementation of New Bimma

At the environmental stage, it can be seen that the efforts of the Bandung City Manpower Office in implementing New Bimma in increasing employment opportunities are influenced by the external and internal environment of the Manpower Office and the extent of the Manpower Office's capacity in responding to these influences. According to Mulgan (2009) at the environmental stage, the best strategy should be based on the environment and followed by the possibilities that occur so that the Manpower Office in implementing New Bimma must know the environment in which it is implemented so that the strategy can be implemented properly. The Bandung City Manpower Office does not implement New Bimma only for its agency, but the implementation of New Bimma is a response from the Manpower Office in meeting the needs of the community, so the implementation of New Bimma in increasing employment opportunities is influenced by one of the conditions of the community.

Similarly, the public's ignorance about New Bimma which was analyzed at the purpose stage, there are still people who do not know New Bimma even though it has been implemented since 2021 and is a development of the Bimma application that has been used in 2016-2020. This public ignorance has an impact on the widespread implementation of New Bimma which can be an obstacle so that the Bandung City Manpower Office continues to strive to introduce New Bimma to the public, especially to make it easier for the public to obtain information related to job vacancies.

The implementation of New Bimma is one manifestation of the existence of Presidential Regulation Number 95 of 2018 concerning the Electronic-Based Government System or SPBE, but in implementing the electronic-based New Bimma, one of the problems that often occurs is server disruption which is an obstacle for both the Manpower Office and the public in accessing New Bimma. Other conditions from the public as New Bimma users also hinder the implementation of the recruitment process carried out by companies to find workers.

The user factor also influences the increase in job opportunities because people who use New Bimma with the aim of finding jobs and applying for jobs online do not complete their CVs as required documents so that companies can see and review whether applicants are in accordance with the needs of the position and company they are applying for. This hampers the implementation of workforce absorption and job opportunities because the available job vacancies are not optimal in absorbing workers due to the suboptimal worker recruitment process. In addition, the problem with one of the services in New Bimma in order to increase job opportunities is the training registration service that can be registered by training participants, both through DPRD recess-based training programs and musrenbang-based training programs, namely New Bimma has not been able to limit the number of trainings attended.

The Manpower Office has indeed limited the number of trainings that can be attended to only one for the community and the training to be attended must be registered through New Bimma, but in reality in its implementation, New Bimma does not yet have a locking or blocking system for users who have attended training so that there is still double participant data, this hinders the increase in job opportunities in terms of developing community skills.

The Bandung City Manpower Office is not fully able to implement New Bimma optimally to provide services to the community, it is known that the Manpower Office not only provides guidance to people who are not yet working but also guidance to people who are working and people who are no longer working. The capacity of the Manpower Office in responding to obstacles in the implementation of New Bimma is supported by the competent

human resources of the Manpower Office even though the Manpower Office is currently experiencing a staff crisis in carrying out its duties. The advantage of New Bimma is that it can be accessed 24 hours a day so that people can register as New Bimma users anywhere and can access the available services without time limits or flexibly.

At the environment stage based on the descriptions above, the Bandung City Manpower Office in implementing New Bimma in increasing employment opportunities has obstacles from the external and internal environments. The external environment comes from the condition of the community that does not support the implementation of New Bimma optimally and the presence of server disruptions, but this is a common thing that often happens. Then in the internal environment it is known that New Bimma does not yet have an automatic blocking system that can limit users from participating in the job opportunity improvement program only once. The capacity of the Manpower Office in responding to existing obstacles is quite responsive because the Manpower Office has competent employees in the implementation of New Bimma in increasing job opportunities and the Manpower Office is very familiar with the New Bimma implementation environment, namely the community environment so that efforts to minimize obstacles are carried out in a solution-oriented manner, including the availability of New Bimma for iOS users, the availability of public complaint contacts to report problems in accessing New Bimma, and the protection of the security of users' personal data so that there is no leakage, distribution, and misuse of data. Although data leakage and misuse have never occurred in the implementation of New Bimma, the Manpower Office is committed to preventing such conditions from occurring, this is also a serious step by the Bandung City Manpower Office which is expected to result in the implementation of New Bimma in increasing job opportunities optimally.

Direction Stage in the Implementation of New Bimma

The direction stage in the implementation of New Bimma contains directions given by the Bandung City Manpower Office to achieve the goal of increasing employment opportunities for the actors involved in it to determine priority actions. Employees of the Bandung City Manpower Office, partner companies, and the community are the three main components that are related to increasing employment opportunities through New Bimma. In determining the direction that will be taken by the Manpower Office and given to the community, there is a correlation between the purpose stage and the environment stage. By determining the direction and objectives of the strategy in the direction stage and reflecting the direction that will be achieved according to the government's wishes to implement a change. Good and effective directions are certainly clear directions and will still provide room for adjustment to conditions in the field because changes can always occur so that later they can produce real output such as planned activities that can be realized properly. The Bandung City Manpower Office implements the implementation of New Bimma in increasing employment opportunities based on the needs of the community and followed by the capacity of the Manpower Office in responding to obstacles in the implementation of New Bimma which is quite optimal, so effective directions are needed so that the implementation of New Bimma in increasing employment opportunities can be successfully carried out.

The direction of the Manpower Office in the implementation of New Bimma in increasing employment opportunities is to continuously conduct socialization and require the use of New Bimma in every service that will be provided to the community so that whatever the needs of the community are required to register through New Bimma. One form of socialization carried out to further promote New Bimma is the innovation of the Employment Mobile Kiosk or known as Master.

In addition to socialization in the form of requiring the use of New Bimma in every service, the form of socialization of the Manpower Office is also carried out by introducing

something new, namely the Master which was just implemented in May 2024, namely a socialization effort that directly visits the community in the form of the Manpower Friend's Mobile Stand which is usually known by the abbreviation Master. The Manpower Office aims to provide employment consultations to the Community in the City of Bandung clearly, completely and without being charged a penny. The presence of the Master supports the Manpower Office to be able to reach all people in the City of Bandung because it is targeted that by the end of 2024 as many as 30 sub-districts have been visited.

The method of direction of the Manpower Office before the socialization through the implementation of the Master and which is still being carried out until now is to routinely provide information on social media Instagram with the username @bdg.disnaker which always publishes every service and program owned which is of course connected to New Bimma, therefore the implementation of the Manpower Office program is also inseparable from the obligation to use New Bimma. The Manpower Office actively provides clear direction to the public who want to visit the job fair by not only disseminating job fair information to Instagram but also directing people who are interested in participating to register through New Bimma.

The Manpower Office in using the direction method for the public to use New Bimma through social media is to provide clear and complete video tutorials that aim to help people who are new to using New Bimma to understand how to access, register, and obtain services at New Bimma. However, if the public does not know any information related to New Bimma and its use, the Manpower Office employees who are on duty in the program being held such as a job fair will be on standby to direct, explain, and assist visitors to register for a New Bimma account. In addition, Instagram social media is also used to share information related to programs or activities that can be followed by the public.

The social media platforms owned by the Bandung City Manpower Office are quite diverse, including Facebook, Twitter/X, and Instagram, which until 2023 were actively used to share information about New Bimma, activities held and publication of job vacancies, training, and internships. However, in 2024, the use of social media by the Manpower Office in socializing the use of New Bimma was only carried out through Instagram, as evidenced by the Manpower Office's posts on the Facebook and X platforms which have stopped since 2023.

The Manpower Office in implementing New Bimma in increasing employment opportunities is also supported by companies that are partners to increase employment opportunities for the community. The Bandung City Manpower Office provides direction to companies by establishing coordination involving various parties.

The Manpower Office's coordination with partner companies is by routinely providing direction to utilize the use of New Bimma through company representatives with the aim that the implementation of New Bimma can be carried out optimally and make it easier for companies to find workers if there are job vacancies that are being opened. Coordination between the Manpower Office and the company is carried out directly at the Bandung City Manpower Office, which is usually carried out through company representatives who are members of the Bandung City Tripartite Cooperation Institution forum, which is a consultation and communication forum related to employment whose members come from government elements, namely the Bandung City Manpower Office, employer organizations, namely the Indonesian Employers Association or Apindo, and trade unions/labor unions.

Then the coordination of the Manpower Office with the company is also carried out in the implementation of job fairs, in this case the Manpower Office contacts partner companies that have job vacancies and need workers to participate in job fairs directly which are held twice a year or online which is available on New Bimma, this is called job canvassing, namely the Manpower Office contacts the company and searches for job vacancies that are currently open and needed by the company.

At the direction stage, the Bandung City Manpower Office has provided direction to the community and companies. The Manpower Office cannot implement New Bimma itself because it is intended for everyone involved, especially the community and companies seeking workers. The Manpower Office's direction to the community is to require the use of New Bimma in every service that the community needs, the innovation of the Mobile Anjungan Sahabat Ketenagakerjaan or Master which goes directly to the community to promote New Bimma, and socialization through active social media by directing the community to use New Bimma for programs that the community is interested in participating in.

The Manpower Office's direction to companies is to coordinate with the Manpower Office's Tripartite LKS meeting to direct and appeal to companies to always use New Bimma, then there is job canvassing carried out by the Manpower Office in seeking job vacancy information directly to companies that will be published in New Bimma or the Manpower Office's job fair program.

The implementation of New Bimma has become an obligation in employment in Bandung City so that people and companies are required to implement New Bimma, although New Bimma seems forced, but with that the existence of New Bimma will be better known to the public. In addition, the form of direction carried out by the Manpower Office is quite maximal to introduce New Bimma so that it is expected to attract public interest.

Action Stage in the Implementation of New Bimma

At this stage, the programs of the Manpower Office will be known. New Bimma collects all services provided by the Manpower Office into one system so that the service registration process is carried out efficiently and the services chosen by the community are Manpower Office programs in order to increase employment opportunities through collaboration with related stakeholders, namely the community and companies.

The Manpower Office has a program to provide information related to job vacancies that can be accessed in New Bimma by job seekers, the publication of job vacancies with an online system or online job exchange has actually been carried out by the Manpower Office in the implementation of Bimma in 2016-2020, but with the modification of the Bimma online system to New Bimma, the use of the application has increased in providing more optimal job vacancy information. Job vacancies that have been published in Bimma have not been able to display complete information to the fullest, but in New Bimma, information about job vacancies that have been opened has been displayed completely in the job descriptions required by the company because the Manpower Office in publishing job vacancies requires companies to write clear descriptions of the requirements for workers, the amount of salary, and the tasks to be carried out in the available job vacancies.

Job vacancy information published by companies on New Bimma contains complete information consisting of the company name, company address as the domicile of the work area, the date the job vacancy was published and ended, job description, number of vacancies opened, salary, special requirements that must be met by prospective workers and general requirements. With complete information, it will certainly help job seekers who apply for job vacancies to find out whether their qualifications match the company's needs. The interesting thing about job vacancy information on New Bimma is that it contains details of the salary that workers will receive because in other job vacancies, many still do not write down the salary information, this is done by the Manpower Office to show that companies that open job vacancies have transparency about compensation to prospective workers and to help job seekers adjust their expected salary.

Various types of job vacancies on New Bimma come from companies that have been confirmed as official. The Manpower Office facilitates companies in finding workers with the existence of New Bimma which is utilized by companies to publish job vacancies, as a

fulfillment of the needs of the community, existing job vacancies must contain correct information, so the company that opens the job vacancy is also a correct company. The role of the Manpower Office to ensure the correct company and the available job vacancies is by verifying the data and location of the company, with this the Manpower Office will definitely check every job vacancy that will be published on New Bimma and before it can be accessed by the public. The company verification process is a step by the Manpower Office to avoid mistakes and fraudulent job vacancies that will have a bad impact and harm the community.

At the action stage, the Bandung City Manpower Office in the implementation of New Bimma in increasing employment opportunities has been carried out optimally. The Manpower Office's programs and policies in increasing employment opportunities are interrelated and all programs have registration services available in New Bimma so that prospective participants before participating in the program must be registered as New Bimma users and register directly by fulfilling the specified requirements. This is done so that the public does not need to come directly to the Manpower Office office to get the selected program services so that the process is effective and efficient.

At the action stage, the program to increase employment opportunities is held for pre-employment, during employment, and past employment. The program to increase employment opportunities includes online job vacancy publications or online job exchanges that provide information related to job vacancies in New Bimma every day, then job fairs are held twice a year, then there are 2 types of training programs, namely DPRD recess-based and musrenbang-based, the difference is the budget used. The type of training is adjusted to the needs of the community because the training program is proposed or based on the community. Another program is a domestic internship program that is carried out in collaboration with hotels and retail in Bandung City. In addition, there are certification programs or competency tests for workers and productivity programs for SMEs.

Job opportunities are job vacancies filled by job seekers and existing workers, so in order to increase job opportunities, job positions that have been filled must be maintained optimally so that there is no increase in unemployment which results in a decrease in job opportunities. In this case, increasing job opportunities is correlated with industrial relations so that relations between companies and workers must run well. Industrial relations disputes must result in a resolution that benefits both parties so that the Manpower Office as the government party acting as a mediator helps resolve disputes at the tripartite level, with this the Manpower Office also provides dispute recording services at New Bimma which can be used by companies and workers/laborers for complaints of disputes and requests to mediate.

The Manpower Office program is carried out for all levels of society for job seekers or job seekers, an online job exchange is provided through New Bimma, job fairs, training and internships. Meanwhile, for people who are working, there is a competency test or certification program available, and for people who are no longer working and are having industrial relations disputes, they will be assisted through complaint services, dispute recording and then mediation.

Learning Stage in the Implementation of New Bimma

At this learning stage, there is feedback from actions, namely programs and policies that have been implemented by the Manpower Office that are felt by the community and companies using New Bimma. At this stage, an analysis will be carried out regarding learning in the implementation of New Bimma in increasing employment opportunities based on the response of New Bimma users. Learning is the final stage to find out the results of the implementation of Manpower Office programs that have previously been identified.

In the implementation of New Bimma in increasing employment opportunities, the Manpower Office is very receptive to suggestions, complaints, and criticisms submitted by

users, so New Bimma is designed by clearly listing the means of complaint in the form of contacts that are easily contacted by the community. In addition, New Bimma provides a satisfaction survey that can be filled out by the community after using the services available in New Bimma.

Similar to the community as individuals in using New Bimma, partner companies that carry out the workforce recruitment process through New Bimma convey their evaluation that there are often incomplete job seeker profiles such as the absence of information regarding education, work experience, and organizational history that have been followed while actively being students or students. It is hoped that New Bimma can remind users who fill out their profiles to complete them completely in order to complete the profile filling.

Overall, the implementation of New Bimma in increasing employment opportunities has been quite successful by the Manpower Office, seen from the implementation of the program that was followed and responded positively by the community. The use of New Bimma is quite easy to do, not only because it is available on smartphones, but there is also a tutorial for using it and the complete contact of the Manpower Office is listed, such as email, telephone number and various social media platforms that can be accessed by the community when they want to make a complaint or complaint. New Bimma is the first and only regional innovation in Indonesia in employment matters today, so that New Bimma is a pilot project for digital employment services that provide services for the needs of the community as a whole.

At the learning stage, the Bandung City Manpower Office in implementing New Bimma in increasing employment opportunities is very receptive and accommodates complaints in the form of suggestions and criticisms submitted by the community. The Bandung City Manpower Office provides a clear, complete and easily accessible complaint facility because complaints are a learning experience for the Bandung City Manpower Office in the implementation of New Bimma. Learning is also obtained through routine evaluations so that the development of New Bimma always experiences development and renewal to become an increasingly better application for the entire community.

The implementation of New Bimma in increasing employment opportunities, in addition to starting from the needs and concerns of the community, must also prioritize learning obtained from user complaints, direct program implementation, and the results of internal evaluations of the Bandung City Manpower Office. As an evaluation of the Manpower Office for the implementation of New Bimma so that it can be carried out optimally, it is to develop digital infrastructure as a supporter of New Bimma which is carried out in collaboration with related stakeholders in addition to building public trust with data transparency, especially in the absorption of workers through New Bimma so that future policies that will be taken by the Bandung City Manpower Office are based on data obtained from the New Bimma service.

CONCLUSION

At the purpose stage, the Manpower Office implements New Bimma in increasing employment opportunities based on the needs, concerns, and aspirations of the community. The Manpower Office is biased towards the community in providing digital services so that since the implementation of New Bimma in 2021-2024, there have been 20 services provided and actively accessed by the community, both individuals and companies. In increasing employment opportunities, the Bandung City Manpower Office handles employment issues from the start, so the service needs for New Bimma are intended for people who are not working and are looking for work (pre-employment), people who are working (during employment), and people who are no longer working (past employment).

At the environment stage, the implementation of New Bimma in increasing employment opportunities cannot be separated from obstacles originating from the internal and external environments of the Bandung City Manpower Office. Obstacles in the internal environment

are the absence of an automatic blocking system for users in New Bimma in participating in the job opportunity program only once, while obstacles in the external environment include the conditions of New Bimma users who are less supportive and inadequate digital infrastructure. However, in responding to internal and external obstacles, the capacity of the Manpower Office is quite optimal because the Manpower Office has competent employees in the implementation of New Bimma in increasing job opportunities and the Manpower Office is very familiar with the environment in which New Bimma is implemented, namely the community environment, so that efforts to minimize obstacles are carried out in a solution-oriented manner.

At the direction stage, the Bandung City Manpower Office in the implementation of New Bimma in increasing job opportunities has provided direction to New Bimma users, namely the community and companies, but it has not been carried out optimally. Directions to the community include the procurement of the innovation of the Employment Friend Mobile Platform or Master as a form of direct socialization that has succeeded in reaching 27 Districts in Bandung City and routine socialization through the Bandung City Manpower Office's Instagram social media, while for other types of social media such as Facebook and Twitter/X are not carried out optimally. Furthermore, the direction of the Bandung City Manpower Office to companies is to coordinate and urge companies to use New Bimma through regular meetings at the Tripartite Cooperation Institution forum and conduct job canvassing directly to companies that will be published on New Bimma.

At the action stage, the Manpower Office has implemented New Bimma optimally for all available services. Services for pre-employment include job vacancy information or online job fairs that are available every day and can be accessed on New Bimma, which in 2023 the number of job vacancies that have been published amounted to 12,727 job vacancies, job vacancy information in the form of job fairs is also routinely carried out twice a year, then training programs that can be registered through New Bimma with service codes LT-15 and PT-13, internship programs carried out in collaboration with hotels and retail in Bandung City, and labor-intensive programs for people who are currently unemployed. Services for during employment in the form of competency tests or certification as a professional supporter, which every year the number of training and training participants increases, and the new program implemented in 2024 is a productivity program for SMEs. Services for past employment are industrial relations services including dispute complaint services between companies and workers/laborers with the aim of obtaining mediation from a third party, namely the Bandung City Manpower Office.

At the learning stage, in the implementation of New Bimma in increasing employment opportunities, the Bandung City Manpower Office is very receptive, supportive, and accommodates criticism and suggestions regarding the services provided to the community by providing complete complaint facilities. Criticism, complaints, and suggestions provided are accommodated as learning in the implementation of New Bimma. The Bandung City Manpower Office also routinely evaluates the implementation of New Bimma every year so that the implementation of New Bimma will continue to experience changes and updates based on community suggestions and the results of internal evaluations by the Manpower Office so that New Bimma can be implemented optimally and produce maximum results.

From these results, there are several suggestions as follows. First, in the purpose stage, there needs to be an activity to collect aspirations directly to the entire community and companies to clearly understand the needs and concerns experienced in employment so that the implementation of New Bimma is carried out more objectively based on community needs. Second, in the environment stage, the Manpower Office is quite familiar with the environment in the implementation of New Bimma so that the obstacles faced can be resolved, but there needs to be additional human resources or HR implementing employees to support the implementation of New Bimma in increasing employment opportunities. Third, in the direction

stage, socialization of the implementation of New Bimma should be carried out to Vocational High Schools and State/Private Universities in Bandung City on a scheduled and routine basis to better introduce the use of the New Bimma application so that when they graduate they are not confused about finding job vacancy information and can take part in training or internship programs to increase skills before entering the workforce. Fourth, in the action stage, establish better relationships with stakeholders related to the implementation of the program so that it can realize maximum employment opportunities. Fifth, in the learning stage, the Bandung City Manpower Office should not only focus on the output of the New Bimma implementation in increasing employment opportunities but also needs to focus and prioritize outcomes that can provide greater benefits to the community.

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