
Evaluation of the Role and Success Factors of Facilitators in the Tenaga Kerja Mandiri Pemula (TKMP) Program: Case Study of Subang Regency

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ABSTRACT

Tenaga Kerja Mandiri Pemula (TKMP) is a program that was created as a source of competency improvement in training and provided financial assistance by the Ministry of Manpower as a step to reduce the number of unemployed as stated in Law Number 13 of 2023 concerning Manpower. This research aims to conduct a comprehensive evaluation of the role of facilitators in the Independent Beginner Employment program in Subang Regency and analyze various factors that influence the success of the role of companions. Qualitative methods were used with interview techniques with key informants of the TKMP program. This research uses qualitative methods by interviewing important informants who are directly involved in the program. The results can provide a comprehensive and in-depth picture of the role of assistants as well as suggestions for increasing the effectiveness of the TKMP program in Subang Regency in the future.

Keywords: Facilitator, Tenaga Kerja Mandiri Pemula (TKMP), Success factors, Evaluation

1. INTRODUCTION

Background

One important tactic for enhancing societal well-being and economic resilience is human empowerment. In the context of national development, one of the primary objectives of empowerment is to enhance the economic capabilities of communities by optimizing their potential (Margayaningsih, 2024). Tenaga Kerja Mandiri Pemula (TKMP) is one of the initiatives the Ministry of Manpower has put in place to help achieve this objective. According to Law Number 13 of 2023 concerning Employment, this initiative aims to reduce unemployment by facilitating business development through financial

assistance. However, cooperation between many stakeholders, such as the public and commercial sectors, is necessary for economic advancement. Effective regulation and coordination are crucial to ensuring the success of empowerment programs (Firdaus & Wijaya, 2024). Given that the TKMP is still in its early stages, synergy among stakeholders is essential for achieving optimal outcomes. This initiative has the potential to drive significant economic and socio-cultural advancements.

Subang Regency is recognized as an area with strong potential for human empowerment. Harto (2023) highlights that the region possesses a solid economic foundation. However, a program's economic potential is not the only determinant of its effectiveness; other supporting factors, like stakeholders and implementation tactics involvement, also play a role. TKMP necessitates the coordinated efforts of organizers, facilitators, and participants to ensure its success. Since this is a relatively new program, it is crucial to evaluate its efficacy, especially with regard to mentorship. Mentors are essential in assisting novice workers by offering them hands-on assistance and instruction. Their responsibilities extend beyond conveying information to fostering business growth among MSMEs and TKMP participants. Through structured mentoring, participants are expected to enhance their financial management skills, innovate in product taste and packaging, and improve their overall competitiveness in the market.

Despite the essential role of facilitators, they encounter various challenges that impact the program's implementation. Kristian (2023) believes that public initiatives in Indonesia have traditionally had difficulty providing intended advantages due to ongoing implementation issues. Limited funding, poor communication, insufficient local social participation, and an overall deficiency of public knowledge of program goals are typical roadblocks. Furthermore, facilitators must navigate the complexities of physical, social, and cultural adaptation in new environments (Herlanda et al., 2024). These difficulties highlight the necessity of assessing the program's mentorship's efficacy. Through a comprehensive evaluation, this study seeks to ascertain the degree to which mentors contribute to program success and pinpoint important variables affecting mentorship efficacy. Gaining an understanding of these elements will help future program execution be better and human empowerment programs have a greater impact.

2. LITERATURE REVIEW

Facilitator Role

Facilitators have a very important role in implementing the Tenaga Kerja Mandiri Pemula (TKMP). The literature reviewed in this research is relevant as it provides insights into the competencies, responsibilities, and effectiveness of facilitators in community development programs. Rahmawati & Kisworo (2017) define facilitators as individuals who act as intermediaries between communities and institutions, which is consistent with the TKMP framework. Apart from that, through direct guidance in the areas of financial management, marketing and business strategy, mentors also help participants' business growth. Reinforced by Siswanti et al. (2016) Facilitators must not only be able to lead change and organize groups, but also must be able to carry out technical tasks with basic skills such as social analysis, monitoring group dynamics, communicating, negotiating, and seeking and managing funds. By covering important aspects like leadership, communication, and technical abilities, the inclusion of several studies improves the theoretical framework of this research.

Particularly in the areas of social facilitation and community participation, the aspects highlighted in this study are consistent with earlier research. The technical abilities of facilitators, like social analysis and negotiation, are essential for successful program implementation, according to Siswanti et al. (2016). However, by including an

investigation of real-time facilitator interactions within TKMP, this study builds on previous research and gives the theoretical framework a more useful viewpoint. The mentor functions as a facilitator and motivator, encouraging participants to continue developing their business. During mentoring, it takes time to adjust to the new companion environment (Rahmawati & Kisworo, 2017). So, facilitators are encouraged to have the ability to hear and understand the thoughts of many people to reflect the views of the community they are assisting with, they can help the community find things they can agree on and then help them make decisions related to improving social life (Anitalia et al., 2024). According to Rahmawati and Kisworo (2017), facilitators function as models, mediate and negotiate, provide support, reach mutual agreements, and organize and utilize resources are some of the responsibilities associated with this role.

This study identifies the importance of the facilitator in mentoring, directing, and supporting community members, which is comparable to earlier research. It varies, though, in that it concentrates on the direct effects of TKMP program facilitators, evaluating whether or not their participation results in quantifiable gains in participant confidence and business growth. The studied literature supports the research goal by demonstrating the role facilitators play in sustainable community development, especially those of Rahmawati & Kisworo (2017) and Anitalia et al. (2024).

Apart from that, facilitators need to be connected to an educational role in the form of involving stakeholders to help plan and implement the process to achieve the expected goals, carry out evaluations, and provide training to ultimately carry out community service.

Success Factors

The success of mentors in the Tenaga Kerja Mandiri Pemula (TKMP) is highly dependent on strong institutional support, effective communication, and ongoing mentoring. Consistency is needed so that participants receive continuous guidance from planning to business development. Effective communication allows mentors to understand participants' needs, provide encouragement, and find solutions to problems. Meanwhile, institutional support ensures access to resources, facilities and policies that support program sustainability. Mentors can help TKMP participants become more financially independent by utilizing these three components: competitive and sustainable businesses.

The TKMP framework's success factors for mentoring are thoroughly covered in the literature chosen for this study. It is often acknowledged that institutional support, consistent communication, and consistency are critical components of successful programs. The importance of consistency in mentoring has been highlighted by earlier studies by Muttaqin & Albar (2024) and Budiman (2022), which this study further investigates by looking at its long-term effects on participant advancement. This study builds on previous research that found communication to be a significant factor in determining the efficacy of mentoring (Nuraeningsih et al., 2021) by examining practical applications within TKMP. Although the literature review offers a strong theoretical foundation, this study goes deeper by examining the ways in which regular communication affects participant involvement and corporate decision-making. The same point of view at the beginning of mentoring correlates with a long-term relationship where communication provides appropriate solutions to problems that arise and there is openness of participants to provide solutions in various aspects so that the program runs smoothly.

Consistency is important in carrying out mentoring programs to combine and improve programs and provide the best attention to the assisted residents. According to Budiman (2022), this level of consistency shows that this activity has been well planned so that its implementation meets the stated objectives. A consistent facilitator in carrying out the program creates a measurable schedule, monitors participant progress, and resolves problems and provides existing solutions. With consistency, after receiving training and mentoring, several assisted residents who were hesitant to start a business now feel more confident (Muttaqin & Albar, 2024).

Institutional support is another crucial factor. Studies such as Aliandrina (2021) in Lasaksi (2023) emphasize the importance of collaboration between governmental and private institutions. This study builds on this by assessing how institutional support directly affects program sustainability and participant outcomes. The sources reviewed effectively answer the research question by linking theoretical frameworks with practical program implementation. This method increases the sense of responsibility of related parties, which is very important for the success of the program (Muttaqin & Albar, 2024). This support can take the form of building the capacity of the parties involved through training and education, which is the aim of this strengthening effort (Siswanti et al., 2016).

Program Evaluation

The evaluation process within the TKMP program aligns with previous research on monitoring and assessing community-based initiatives. Purnamasari & Ramdani (2019) in Muttaqin & Albar (2024) describe continuous evaluation as essential for identifying challenges and refining mentoring strategies. This study adds value by detailing how evaluation results impact decision-making and program adjustments. The evaluation assesses key performance indicators (KPI) as a step to share barriers and obstacles to provide solutions while undergoing the Beginner Independent Workforce Program (TKMP). According to Siswanti (2016), in situations like this, the role of social workers is often described as a companion rather than a problem solver or problem solver. Regularly, evaluations will be carried out to identify problems and difficulties and find the best solutions. New businesses require training (Fitrihana et al., 2014) in (Nuraeningsih et al., 2021).

There are several things that need to be done during the implementation stage of the Beginner Independent Workforce program (Jamhari & Khotimah, 2022). According to Muttaqin & Albar (2024), one of the advantages of evaluation is the ability to discover the special needs of participants. In the TKMP Program, evaluations are carried out regularly and on a schedule and provide the opportunity to provide progress reports for each resident under their guidance and determine strategic steps that can be taken to create program sustainability. According to earlier research, social workers view evaluation as a way to modify mentoring strategies (Rahayu & Firman, 2023). This study supports such conclusions while offering fresh perspectives on how evaluation affects participating companies' long-term viability. By offering both theoretical and empirical viewpoints on program monitoring and assessment, the evaluated literature successfully answers the research topic.

Social workers see TKMP program evaluations as a way to understand participants' specific needs and change the way assistance is provided. According to Rahayu & Firman (2023), as a mentoring social worker it is possible for training alumni to know their progress and find immediate solutions to problems. By carrying out an evaluation, mentoring staff can understand the difficulties faced by participants and adjust the mentoring approach to meet their needs (Muttaqin & Albar, 2024). This can include providing additional training, strengthening business relationships, and providing access to

human resources that can help keep participants' businesses running. In fact, a more integrated evaluation can help improve programs in the future (Muttaqin & Albar, 2024).

Ultimately, evaluation is used to assess success in effectiveness and impact and as a benchmark for program development for future improvements. Evaluation and monitoring of these resource indicators will help assess the effectiveness of the program and ensure that the resources provided are in line with needs and help achieve program goals better (Rahayu & Firman, 2023). In this case, with a comprehensive and ongoing evaluation, the TKMP Program can continue to improve the ability of beginners to work independently and encourage entrepreneurship-based economic growth (Jamhari & Khotimah, 2022). This is in line with research (Ministry of Cooperatives & SMEs, 2013) in (Abidin, Siswoyo & Rahayu, 2014) Cooperatives and MSMEs are also more evenly distributed than large types of business, so they really help economic growth, income distribution and poverty alleviation.

3. RESEARCH METHOD

Qualitative approaches are utilized in this study. Ultavia et al. (2023) claim that qualitative research helps researchers comprehend the context, environment, and natural occurrences associated with the subject of the study. This method provides thorough insights by enabling an in-depth investigation of the subject under study. Understanding contextual conditions through in-depth and comprehensive explanations of actual situations is the aim of qualitative research (Fadli, 2021). In order to provide a more accurate representation of the actual conditions, this study attempts to capture a variety of characteristics linked to the research issue.

The study was carried out in 30 Subang Regency subdistricts, each of which has unique features that add to the data's diversity. Primary and secondary sources are both used in data acquisition. First-hand information gathered directly from important sources using techniques like interviews and observations is known as primary data. These data are essential because they offer firsthand knowledge, perspectives, and experiences from people who are directly involved in the subject of the study. Conversely, secondary data are gathered from outside sources such as pertinent records, reports, or official papers. These secondary sources are essential for confirming and bolstering the conclusions drawn from primary data.

Data collection and processing are done in an organized manner. In order to obtain qualitative insights, researchers first collect primary data through field observations and interviews. To find recurring themes and trends, these interviews are transcribed, categorized, and examined. To guarantee consistency and dependability in data interpretation, observation records are methodically examined. Official records and reports that offer historical and contextual background information are the source of secondary data. Content analysis methods are used to examine this data, extracting pertinent passages to bolster the main conclusions. Triangulation is made possible by the combination of primary and secondary data, guaranteeing a thorough comprehension of the research issue.

Every data source adds something special to the study. While secondary data adds contextual detail and verification, primary data provides insights based on experience and in real time. After processing, the data is interpreted to answer the research question by establishing a connection between documented evidence and observable occurrences. This thorough examination guarantees that the results fairly depict the topic of the investigation and advance knowledge of the research issue. All things considered, the techniques used

for data collection and processing in this study enable a strong qualitative analysis, guaranteeing validity and reliability in answering the research issue.

4. RESULTS AND ANALYSIS

The Role of Facilitators in the TKMP Program

In the Tenaga Kerja Mandiri Pemula (TKMP) program, facilitators are essential in helping participants become financially independent. Connecting participants with resources including funding, training, and networking is their main duty. Facilitators also offer advice on marketing, sustainable business practices, and business management. Prioritizing organized and quantifiable mentoring is essential to creating a long-lasting company, guaranteeing that participants receive focused support backed by government programs. This study concentrates on systematic and quantifiable mentoring to improve long-term business sustainability, in contrast to other research that mostly looked at generic mentorship effectiveness.

In keeping with funding organizers, facilitators function as inspiration, supporting and encouraging participants to keep going in the face of difficulties. Facilitators may better understand each person's requirements, potential, and goals by using a customized approach, which creates a positive atmosphere that supports company expansion. Facilitators can give more useful advice by tailoring mentoring techniques to the needs of individuals or corporate groups. Although the significance of motivation in mentoring has been extensively covered in other research, this study highlights how mentoring techniques can be tailored to the unique circumstances of each participant.

Monitoring and evaluating the development of the firm is another crucial duty. Regular, planned activities should be carried out by facilitators to record participants' development. The relationship between mentor and participant is strengthened by this continuous evaluation, which enables facilitators to recognize problems and provide pertinent fixes. Efficient oversight guarantees that program goals are fulfilled and that every participant gains a comprehensive advantage, improving their capacity to run firms on their own. Additionally, active facilitators help participants access marketing ideas and technical support. This study presents a systematic monitoring approach to measure company growth, in contrast to earlier research that concentrated on the qualitative effects of mentorship.

Facilitators also need to be well-versed on the TKMP program in order to handle any potential misinformation. Many participants are perplexed by the methods and provisions of the program. Facilitators must ensure that participants are aware of their rights and duties, provide clear and accurate information, and provide clarification. Good direction boosts participant confidence and program effectiveness, which in turn boosts engagement and maximizes business success potential. The difficulties in disseminating information have been noted in earlier studies, but this study offers concrete suggestions for facilitators to successfully address these problems.

Accompanying Success Factors in the TKMP Program

The effectiveness of TKMP mentorship is determined by a number of important elements. To guarantee that participants receive ongoing assistance from the planning phase through business development, mentorship must be consistent. Frequent motivational and technical support optimizes the beneficial effects on participants. Maintaining mentoring consistency requires meticulous planning and dedication of time because facilitators frequently have other obligations outside of TKMP. This study uses structured engagement assessments to quantify the impact of mentorship, in contrast to earlier research that typically focused on consistency.

Another essential component of success is the facilitators' and participants' ability to communicate effectively. Facilitators can monitor progress, provide motivation, and better understand participant requirements when there is open and transparent communication. Frequent conversations establish a positive feedback loop that enables facilitators to modify their strategy in response to participant input. Adaptive communication abilities are also essential for facilitators, particularly when overseeing sizable participant groups. By presenting adaptive communication models designed for group mentoring environments, this study expands on earlier conversations.

The effectiveness of programs is greatly increased by institutional support. Having access to government networks, participant records, training, and supportive policies improves facilitator performance. Strong institutional backing facilitates smooth program implementation and removes impediments. Additionally, more effective advice is given by seasoned facilitators with backgrounds in community empowerment and entrepreneurship. Participants get the strategic decision-making abilities required for company success through the exchange of useful knowledge and pertinent case studies. Although the function of institutional support has been studied before, this study offers fresh perspectives on how resource access and organized training improve facilitator efficacy.

When evaluating the success of mentoring, performance evaluation based on Key Performance Indicators (KPI) is crucial. A defined marketing strategy, well-documented cash flow reports, a Business Identification Number (NIB), a structured business plan, and items or services that are ready for the market are all important factors. Facilitator contributions may be measured objectively by putting these KPIs into practice, guaranteeing the efficacy and transparency of the program. This study develops precise, quantifiable markers to evaluate the impact of mentoring, in contrast to earlier research that depended on broad success criteria.

Evaluation of the TKMP Program in Subang Regency

To determine the efficacy of the program and pinpoint areas in need of development, periodic reviews are carried out. One important evaluation technique is one-on-one meetings between facilitators and organizers from President University. These meetings allow facilitators to offer answers and offer insights into real-world problems. Evaluations provide a thorough picture of mentoring success in Subang Regency and guide strategic changes by gauging how well facilitators assist participants in achieving corporate objectives. This research advances previous evaluation methods by integrating facilitator feedback into continuous program refinement.

Facilitators are subject to performance reviews and, if required, may be replaced if they fall short of 20% of the set KPI targets. A comprehensive assessment of mentoring accomplishments, mentor involvement levels, and their influence on participant business growth is part of the replacement process. This system optimizes participant benefits and guarantees program effectiveness. This study sets particular KPI levels to sustain mentoring effectiveness, in contrast to other research that mostly concentrated on generic facilitator performance.

Eleven facilitators in Subang Regency fulfilled or above the 80% achievement objective, according to evaluation data, and were recognized with honoraria and certificates of participation. This result shows measurable advantages for participant business growth and demonstrates the efficacy of the three-month mentorship procedure. Improvements in access to resources, long-term business viability, and entrepreneurial

skills are also highlighted in the evaluation. While earlier research examined broad enhancements in entrepreneurial programs, this study uses standardized evaluation metrics to measure participant progress.

The effectiveness of the facilitator is evaluated in program assessments, and mentoring strategies are modified if they do not promote business independence. By improving communication techniques, raising participant involvement through interactive sessions, and making the most of teaching resources, organizers improve mentoring techniques. These enhancements guarantee that every mentoring session has the greatest possible impact. This study presents particular modifications based on evaluation data, in contrast to earlier studies that provided qualitative recommendations for mentorship development.

Lastly, policy recommendations for field implementation are informed by evaluation outcomes. Based on participant needs, President University has modified the curriculum to be more adaptable, identifying areas that need improvement. Facilitator capacity-building programs can include ongoing program development, enhanced stakeholder participation, increased resource availability, and advanced training. 90% of participants report considerable advantages from the program, and monthly evaluations show quantifiable increases in mentoring efficacy. This study offers practical insights based on actual evaluation data, in contrast to earlier research that mostly concentrated on broad policy suggestions.

5. CONCLUSION

The evaluation shows that mentors in the Subang Regency Tenaga Kerja Mandiri Pemula (TKMP) are very important to ensure that participants can develop their own businesses. Mentors not only help participants access business resources and opportunities, but also act as mentors teaching them about things like financial management, marketing, and managing business efforts. In this case, mentoring must be carried out intensively and directed to give participants a broader understanding of business management, increase the competitiveness of their business in the market, and develop a strong entrepreneurial mentality. In addition, mentors help expand participants' access to broader economic opportunities by building collaborative networks with external parties such as business partners, business communities and local governments.

However, assistants face many challenges when implementing the program, which can interfere with their performance. Some of the main challenges faced include limited budget and human resources, poor understanding by participants about the objectives and benefits of the program, and inadequate communication between organizers, facilitators and participants and other policy stakeholders. The level of participant participation and their commitment to providing assistance is also an obstacle, especially for assistants who have limited time or lack the encouragement to run a business independently. Social and cultural factors in Subang district also influence the way participants interact and receive assistance. Therefore, to increase program effectiveness, a more adaptive and locally based approach is needed.

Three main components determine the success of this program assistance: communication effectiveness, program consistency, and qualified organizer support. The effectiveness of clear communication between mentors and participants is very important to promote better understanding and encourage participants to continue trying. In addition, consistent mentoring is needed so that participants receive ongoing guidance in dealing with different business problems, such as financial management, production and marketing. To ensure program sustainability, organizers must help with regulations, resource allocation, and a good entrepreneurial ecosystem. If these elements are

maintained well, participants will feel more of the impact of this program. This will be seen in improving business skills, increasing income, and contributing to the regional economy. and contribution to the regional economy.

The next improvement requires an increase in monitoring and evaluating programs periodically and continuously. This will help find bottlenecks and create more efficient solutions. Apart from that, the need to increase participant access to various good information resources also depends on increasing cooperation between facilitators, government, non-governmental organizations and the private sector. To increase the reach and efficiency of the program, technology-based methods such as online training, digital consultation platforms and data-based reporting systems are implemented. It is hoped that the TKMP Program in Subang Regency will contribute to the creation of competitive and competitive groups and encourage entrepreneurship-based economic growth through a more strategic, adaptive and collaborative approach.

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