

Patterns of Partnership between Vocational Schools and Industry: Multi Case Study at VHS of Yosonegoro Magetan and State VHS 1 of Doko

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Abstract

In the implementation of partnerships between SMK and industry so far, there are still problems such as the link and match between SMK and the industrial business world which has not yet led to the formation of a synergistic partnership. Therefore, this research aims to analyze the study of partnership patterns between SMK and PT Advantage SCM. This research method uses a qualitative approach with a multi-case study. The location of this research is at SMK Negeri 1 Doko and SMK Yosonegoro Magetan. The results showed that the planning of the partnership pattern between SMK and PT Advantage SCM was by conducting an MoU and synchronizing the curriculum. Then require teachers and students to take part in internships. Furthermore, the process of collaborating with the graduate distribution program by placing students in banks throughout Indonesia that work with PT Advantage. Supporting factors are adequate facilities and infrastructure and enthusiasm and motivation from the school and industry. The impact of the implementation of the partnership pattern is that students become more enthusiastic and confident, SMK saves on practical costs and is more trusted by the community, and industrial business world can reduce costs for recruitment.

Keywords: *Partnerships; internships; service production; graduate distribution*

Introduction

In implementing the government's mandate regarding the strategic role of the industrial world in the SMK revitalization program, many industries in Indonesia have begun to develop cooperation with various SMKs in Indonesia (Meditama, 2021). Therefore, link and match is needed to align the skills of the workforce with the needs of the business world (Fauzi, Dewi, & Safaruddin, 2022). Patterns of cooperation organized by schools with the industrial world such as, apprenticeship program cooperation patterns, training program cooperation patterns, production program cooperation patterns and graduate distribution program cooperation patterns (Azizah, Murniati, & Khairuddin, 2015).

However, in the implementation of partnerships between SMK and industry, there are still problems, especially the link and match between SMK and industrial business world so far has not resulted in the formation of synergistic partnerships, namely since curriculum development, learning processes, learning assessments to marketing graduates have not been developed in sync with industrial business world (Rahman, Zebua, & Kusuma, 2022). Another problem is that there is no clear partnership management pattern between industrial business world and SMK (Jatmika, 2018). In addition, the difficulty of SMK in fully involving the industrial world is also a problem due to the absence of mutually beneficial cooperation and the absence of good regulations and what rules can bind both parties, so that the linkage and initial concept of the

match cannot be carried out regularly and systematically (Suroto, Winatha, Rusman, Rahmawati, & Sumargono, 2023). Therefore, there are several levels or levels that must be achieved by SMK to be able to become a full partner of PT Advantage SCM, there are several requirements and targets that must be met by SMK in order to reach each level or level. Based on data from BKK SMK Negeri 1 Doko and the results of interviews with the human resource development manager of PT Indonesia Indikator and the manager of PT MaspionIT, it is concluded that many SMKs in Indonesia have conducted MoUs and cooperation with the industrial world but are still in the pattern of cooperation in the graduate distribution program.

PT Advantage SCM as one of the national private companies that has absorbed many SMK graduates is trying to expand, develop and improve cooperation with various vocational schools in Indonesia. Based on data from the HRD of PT Advantage SCM, the implementation of cooperation between SMK Yosonegoro Magetan and PT Advantage SCM has reached the teaching factory level, namely the level of the ATM cartridge repair process carried out by students accompanied by instructors from PT Advantage SCM. According to information from the human resource development manager of PT Advantage SCM, there are several different levels of cooperation between PT Advantage SCM and SMK. Therefore, to be able to increase the level of cooperation between SMK and PT Advantage SCM, this research focuses on further examining the pattern of cooperation between PT Advantage SCM and SMK.

Method

This research is a qualitative research with multi-case study. In accordance with the qualitative approach and the type of multi-case research, in this study researchers tried to describe and analyze the partnership management pattern between PT Advantage SCM with SMK Negeri 1 Doko and SMK Yosonegoro Magetan. The data sources in this research are Human Resourcing Manager of PT Advantage SCM, HRD of PT Advantage SCM East Java, Principal of SMK Negeri 1 Doko and SMK Yosonegoro Magetan, Vice Principal of Public Relations and Industry of SMK Negeri 1 Doko and SMK Yosonegoro Magetan, BKK of SMK Negeri 1 Doko and SMK Yosonegoro Magetan and students in the teaching factory industry class of SMK Negeri 1 Doko and SMK Yosonegoro Magetan.

In this study, the data collection techniques used consisted of three ways, namely, observation techniques, documentation, and interviews used to strengthen the data. Observation is done by making a direct visit to SMK Negeri 1 Doko and SMK Yosonegoro Magetan to find out the partnership pattern that is established. While the documentation in this study is in the form of documents and archives from the school and photos of partnership pattern activities. Interviews are conducted in accordance with the guidelines and grids that have been prepared and will then be submitted to informants to obtain data. The focus of the interview questions in this study are about: (1) Partnership pattern planning between SMK Yosonegoro Magetan and SMK Negeri 1 Doko with PT Advantage SCM such as school preparation, teacher preparation, and preparation of facilities and infrastructure; (2) Partnership pattern model between SMK Yosonegoro Magetan and SMK Negeri 1 Doko with PT Advantage SCM such as apprenticeship program cooperation process, service production program cooperation process, and graduate distribution program cooperation process; (3) Supporting and inhibiting factors of the partnership pattern between SMK Yosonegoro Magetan and SMK Negeri 1 Doko with PT Advantage SCM include supporting factors of SMK and industrial business world and inhibiting factors of SMK and industrial business world; and (4) The impact of the implementation of the partnership pattern between SMK Yosonegoro Magetan and SMK Negeri 1 Doko with PT Advantage SCM.

The data analysis technique used in this research was carried out in three stages, namely data reduction, data presentation, and data conclusions. Furthermore, checking the validity of the data using source triangulation to check the data that has been obtained from six sources that have an important role in the partnership pattern of SMK with PT Advantage, namely the Human Resourcing Manager, HRD, principal, vice principal for community and industrial relations, BKK, and students. Furthermore, triangulation of techniques is used to verify data from the same source but with different techniques, namely observation, interviews and reinforced by supporting documents, as well as triangulation of data collection time by using interview techniques in the morning when the informant is still fresh so that this will produce more valid data.

Results

Based on the results of the research conducted, SMK Negeri 1 Doko and SMK Yosonegoro Magetan have established a partnership with PT Advantage SCM, so that from the cooperation process a partnership pattern has been formed between SMK and PT Advantage SCM. The partnership pattern that has been established is the cooperation of student and teacher apprenticeship programs. Therefore, with the partnership pattern, schools can update the skills of students and teachers according to industry needs. Furthermore, service production cooperation carried out with students produces services whose services are indeed provided by PT Advantage SCM. As for the cooperation of the graduate distribution program, students can directly work at PT Advantage SCM in accordance with the agreement made by SMK and PT Advantage SCM. The results of the discussion of the partnership pattern between SMK Negeri 1 Doko and SMK Yosonegoro Magetan will be described below.

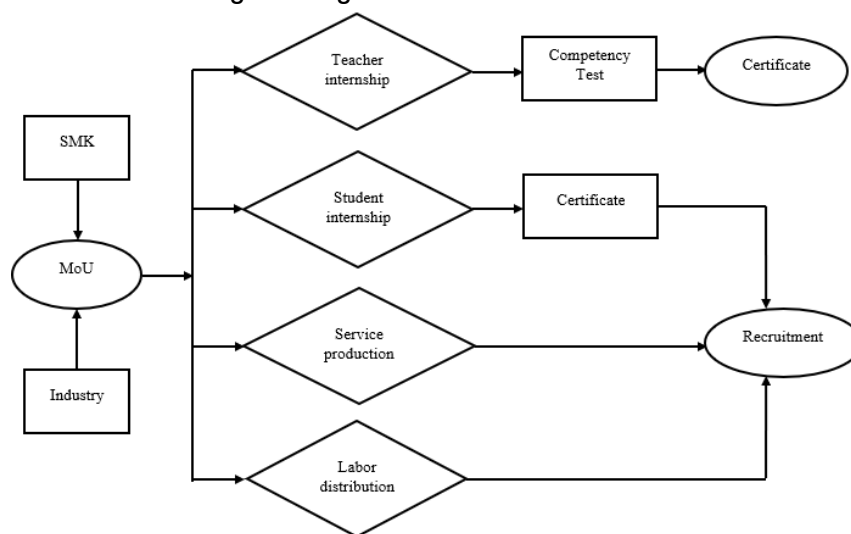


Fig 1. Pattern of Partnership between SMK Yosonegoro Magetan and SMK Negeri 1 Doko with PT Advantage

In Figure 1, it can be seen that the flow of the partnership pattern starts from the MoU in the form of an agreement agreed upon by the school and PT Advantage SCM regarding the partnership pattern that will be carried out. Based on the agreed partnership pattern, three models of partnership patterns are formed, the first of which is the apprenticeship program cooperation. Apprenticeship program cooperation is carried out by students for 1 year of internship in the industry, while the teacher interns for 1 month. After the students do the internship, they will get a certificate and if the students want to work at PT Advantage SCM, they can be recruited after graduation, because students who have done internships at PT Advantage

SCM after graduation can work immediately without going through a test. Furthermore, for teachers who after doing an internship will do a competency test to get a certificate of competence. The second pattern is the production of services carried out by students in accordance with the services offered by PT Advantage SCM. Furthermore, the third pattern is labor distribution cooperation which is carried out if students want to work at PT Advantage SCM after graduation, all students can take part in the recruitment process through a test held by SMK and PT Advantage SCM at school.

Discussion

Partnership Planning between SMK Yosonegoro Magetan and SMK Negeri 1 Doko with PT Advantage SCM

Cooperation between industry and vocational schools is carried out early to map the world of work because in carrying out learning, especially in vocational schools, it must take into account the possibilities that exist in the world of work through partnerships with related industries (Ixtiarto & Sutrisno, 2016). This is in line with Sutikno and Fitri (2017), that schools need to have a special organizational structure to address the issue of school, business and industry partnerships. Therefore, the implementation of good learning activities also requires good planning, and before starting learning should prepare a complete learning plan so that learning is effective and efficient (Nadzir, 2013). The planning of partnership patterns in this study includes school preparation, teacher preparation, and preparation of facilities and infrastructure.

School preparation in establishing a partnership pattern with PT Advantage SCM begins with the process of selecting industries that are in accordance with the field of study and then the MoU is carried out and ends with curriculum synchronization. These activities are carried out with the aim that the program to be run can run smoothly according to the agreement of both parties. Curriculum synchronization is carried out so that the curriculum developed in schools can be adjusted to the needs of the world of work, so that the preparation of programs that are in accordance with industry needs can increase their role in training quality human resources and increasing the attractiveness of SMK graduates entering the industrial world (Krisdianto, 2018).

Planning a partnership pattern between SMK and PT Advantage SCM also requires teacher preparation. The success rate of teaching and learning activities is influenced by the quality of teacher teaching, so it requires careful preparation (Astuti, Muslim & Bramasta, 2020). In establishing a partnership pattern with PT Advantage SCM, at SMK Negeri 1 Doko teachers only do an internship in the industry for 1 month, while at SMK Yosonegoro Magetan teachers must do an internship in the industry for 1 month and 2 months at school specifically for teaching factory classes. This is done so that teachers are better prepared to deliver material and are able to improve their skills in the database field. This is supported in Dewi and Titisari (2022) who state that teachers as a mainstay in student management must always update their knowledge and add skills so that graduates can work effectively, so with the teacher the goal is to improve student skills.

In addition to teacher preparation, the preparation of facilities and infrastructure for SMK Negeri 1 Doko and SMK Yosonegoro Magetan in establishing a partnership pattern with PT Advantage SCM, namely schools are only asked to prepare a practice room or laboratory in accordance with laboratory standards in general. Complete and quality facilities and infrastructure are also a must in all activities (Megasari, 2020; Rukayat, 2017). However, it is not easy to procure these facilities and infrastructure because it must be considered that all

devices have educational features based on the needs of the agency (Suryadi & Rahmawati, 2018). This is also supported by Pane and Dasopang (2017), that learning objectives need to be adjusted to time, infrastructure and student safety. Therefore, all learning activities of teachers and students must be aimed at achieving the set goals (Asmara & Nindianti, 2019; Sholeh, 2016; Zein, 2016).

Model Partnership Pattern between SMK Yosonegoro Magetan and SMK Negeri 1 Doko with PT Advantage SCM

Partnership patterns are often referred to as partnership models (Fanani, Sugiharto, & Yulianto, 2023). The motive behind the cooperation model between SMK and industrial business world is the need to gain hands-on knowledge and professional experience in the industry (Rosara & Nugroho, 2018; Rudiantna, 2022). The partnership between vocational schools and industrial business world is directed at academic benefits, including improved student skills and economic benefits, as well as increased attractiveness of graduates and teaching factories (Arwildayanto & Arifin, 2021). The partnership pattern model between schools and PT Advantage SCM at SMK Negeri 1 Doko and SMK Yosonegoro Magetan includes the apprenticeship program cooperation process, the service production program cooperation process, and the graduate distribution program cooperation process.

The results show that the process of apprenticeship program cooperation in SMK, namely 12th grade students do a full 1-year internship in the industry, and teachers do a 1-month internship in the industry. In addition, at SMK Negeri 1 Doko students only intern in the industry for 1 year, while at SMK Yosonegoro Magetan students must intern 1 year in the industry and 2 months at school for students who are members of the teaching factory class. Furthermore, the teachers sent for internships to the industry at SMK Doko are 4 people and as many as (5-6) students and all in the field of TKJ study, while at SMK Yosonegoro Magetan the teachers sent are 10 people and as many as (10-12) students and in the field of TKJ and electricity. Because there are quite a lot of internship enthusiasts at PT Advantage, students who will do internships in the industry must go through a test process at the beginning. This activity is carried out so that students who do internships at PT Advantage are students who have the criteria expected by PT Advantage. In addition, there is also a limited quota. Based on the explanation above, Table 1 shows the Teacher and Student internship activities at PT Advantage.

Table 1. Teacher and Student Internship Activities at PT Advantage

Name of Vocational School and Internship Time	Teacher Internship	Student Internship	Study Program
SMK Negeri 1 Doko	4 People	(5-6) People	TKJ
SMK Yosonegoro Magetan	10 People	(10-12) People	TKJ and Electrical
Internship Time	1 Month	12 Months	TKJ and Electrical

Internship in industry is one that bridges the mismatch between the educational curriculum and the needs of the world of work, so that students are expected to gain professional work experience in the real world of work (Purwaningsih, Witurachmi, & Zoraifi, 2017). This is in line with Azizah et al. (2015), that the apprenticeship program or industrial work practice cooperation model is basically the implementation of education and training which systematically and synchronously combines educational programs in schools and programs that build skills obtained through direct work in the world of work, and is aimed at achieving a certain level of professional skills.

The cooperation process of the service production program in establishing a partnership pattern with PT Advantage SCM is carried out in the form of repairing ATM cartridges, recapping

the financial database of each bank, and setting drivers. The production of services offered by schools is able to make SMK an educational institution that is recognized at the national and international levels (Wiyono, 2020). This is supported in Tahshir (2022), that the service production process will be professionally managed by the production unit and technical training in the field of industrial cooperation and services of each SMK.

The next partnership process is the process of cooperation of the graduate distribution program in establishing a partnership pattern with PT Advantage SCM. With the cooperation pattern, the graduate distribution program will be the spearhead of each program because it will be the benchmark for success in the final learning process. The school transmits the data and skills of its graduates and can ensure that the graduates to be transferred are sufficiently skilled and meet industry standards, both knowledge and attitude (Muiz, 2023). The process of cooperation of the graduate distribution program in establishing a partnership pattern with PT Advantage SCM, namely the student recruitment process is carried out through tests and all students can get the opportunity and student placement in all banks in Indonesia that work with PT Advantage SCM such as BRI, BNI, Mandiri, BCA, Permata Bank, Bank Mega, Bank Danamon, Bank Permata and May Bank.

Supporting and Hindering Factors of Partnership Pattern between SMK Yosonegoro Magetan and SMK Negeri 1 Doko with PT Advantage SCM

Supporting and inhibiting factors can be influenced by internal and external factors (Hastono, 2020). Internal supporting factors in this case are from SMK, while external factors come from industrial business world. Supporting factors for SMK in establishing a partnership pattern with PT Advantage SCM, namely coming from SMK infrastructure and having experienced teachers and from relevant fields of study. No less important is also having students who have high motivation to learn and have high competence in their fields.

Supporting factors for industrial business world in establishing a partnership pattern with PT Advantage SCM, namely industrial business world requires ready-made and skilled workers when entering the world of work in accordance with their fields. Therefore, a partnership with SMK is needed. This is done with the aim that students who have been trained during internships, later when they enter the industry, their competence is as expected by PT Advantage SCM.

In addition to supporting factors, there are inhibiting factors for SMK in establishing a partnership pattern with PT Advantage SCM, which comes from the difficulty of monitoring students if the distance traveled is too far because the accommodation costs that must be incurred by the school will be high. In addition, there is no follow-up program after industrial practice between SMK and industrial business world. Furthermore, the inhibiting factors of SMK in SMK Negeri 1 Doko are hindered by permission from parents while in SMK Yosonegoro Magetan students accepted for internships and recruitment are limited while student interest is high, so many students do not have the opportunity to work in industry.

The inhibiting factor of industrial business world in establishing a partnership pattern with PT Advantage SCM, namely the demands of skills and knowledge on students that are too high. Thus, not all students can follow the requirements of industrial business world and make students feel difficult when taking the recruitment test held by industrial business world. It is intended that industrial business world get students who are professional and have high qualifications of knowledge and skills.

Impact of Implementation of Partnership Pattern between SMK Yosonegoro Magetan and SMK Negeri 1 Doko with PT Advantage SCM

The impact of the implementation of the partnership pattern between SMK and PT Advantage SCM at SMK Negeri 1 Doko and SMK Yosonegoro Magetan has its own impact on students,

SMK, and industrial business world. The impact for students, namely students become more enthusiastic and confident, because students go directly to the field. The impact for SMK is that SMK saves more on school practice costs because students are in the industry for 1 year, and for private SMKs it saves costs for not paying teachers in full because for 1 year students study in the industry so that teacher salaries are given when teachers monitor students to the industry.

In addition, SMKs can be more trusted by the community because they produce graduates who can work immediately. This is in line with Zuhairah and Pattinasarany (2021), that the collaboration between SMK and industrial business world not only aims to improve the quality of work-ready graduates but also as a means of promoting and selling SMK to prospective new students. On the other hand, the impact for industrial business world can reduce costs for recruitment, because it has received a workforce that has been monitored since the internship. This is in line with Hatijah and Sholeh (2019), that maintaining a cooperative relationship is not easy, there must be good communication and connections between parties inside and outside the school which are carried out through cooperation with enthusiasm and good faith in order to have a good impact on the success of the program.

Conclusion

In implementing the government's mandate regarding the strategic role of the industrial world in the revitalization program of vocational schools, many industries in Indonesia have begun to develop cooperation with various vocational schools in Indonesia. However, in the implementation of partnerships between SMKs and industry, there are still problems such as not leading to the formation of synergistic partnerships. PT Advantage SCM as one of the national private companies that has absorbed many SMK graduates is trying to expand, develop and improve cooperation with various vocational schools in Indonesia. Thus, this research aims to analyze the study of partnership patterns between SMKs and PT Advantage SCM which are described in this study in four stages starting from planning, partnership pattern models, supporting and inhibiting factors, and the impact of partnership pattern implementation.

Planning the partnership pattern between SMK and PT Advantage SCM is by conducting an MoU and synchronizing the curriculum. Then require teachers and students to participate in internships and internships. Furthermore, schools provide practice rooms or in accordance with industrial business world standards. In the partnership pattern model, there is a process of apprenticeship program cooperation, which is carried out with student internships for 1 year and teacher internships for 1 month. Then, the cooperation process of the service production program is in the form of ATM cartridge repair, financial database recap for each bank, and driver setting. Furthermore, the process of collaborating with the graduate distribution program by placing students in banks throughout Indonesia in collaboration with PT Advantage. Supporting factors for SMK come from adequate SMK infrastructure and support and motivation from competent students and teachers. The supporting factor of industrial business world is because industrial business world needs ready-to-use and skilled workers when entering the world of work in accordance with their fields, so that partnerships with SMK are needed. Furthermore, the inhibiting factor of SMK comes from the difficulty of monitoring students because the distance traveled is too far. In addition, there is no follow-up program after industrial practice between SMK and industrial business world. While the inhibiting factors of industrial business world, namely the demands of skills and knowledge on students are too high. The impact of the implementation of the partnership pattern is that students become more enthusiastic and confident, SMK saves more on practical costs and is more trusted by the community, and industrial business world can reduce costs for recruitment.

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