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## **Collaborative Governance in The ASSiK (Arek Suroboyo Siap Kerjo) Program in Surabaya**

**Amelia Putri Muliawati<sup>1</sup>, Hineli Yusdika Jabur<sup>2</sup>, Revallina Naftaly Sya'hana Putri<sup>3</sup>, Ardiyansah<sup>4</sup>, Tjitjik Rahaju<sup>5</sup>**

Public Administration, Faculty of Social and Political Sciences, State of Surabaya University<sup>1-5</sup>

Email Korespondensi: [24040674002@mhs.unesa.ac.id](mailto:24040674002@mhs.unesa.ac.id), [24040674023@mhs.unesa.ac.id](mailto:24040674023@mhs.unesa.ac.id), [24040674033@mhs.unesa.ac.id](mailto:24040674033@mhs.unesa.ac.id), [ardiyansah@unesa.ac.id](mailto:ardiyansah@unesa.ac.id), [tjitjikrahaju@unesa.ac.id](mailto:tjitjikrahaju@unesa.ac.id)

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### **ABSTRACT**

Unemployment and limited access to job vacancy information remain significant challenges in Surabaya City. The Surabaya City Government, through the Department of Industry and Manpower, initiated the Arek Suroboyo Siap Kerjo (ASSiK) Program as a digital platform connecting job seekers with companies through a collaborative governance approach. This study aims to analyze the implementation of collaborative governance in the ASSiK Program using the theory of Ansell and Gash (2008), focusing on four dimensions: starting conditions, institutional design, facilitative leadership, and collaborative process. A descriptive qualitative method with a case study design was employed, with data collected through observation, in-depth interviews, and documentation. Findings reveal that the program successfully involves the government, private companies, information technology teams, and the community as key stakeholders, with employment placements increasing from 2,570 in 2020 to 7,880 in 2025. However, several challenges persist, including uneven program socialization, digital system disruptions, suboptimal inter-stakeholder coordination, and limited post-placement support. The ASSiK Program demonstrates a reasonably good implementation of collaborative governance, yet still requires strengthening in aspects of coordination, participant mentoring, and service system optimization to ensure program benefits are equitably experienced by all participants.

**Keywords:** collaborative governance, ASSiK, employment, unemployment

### **ABSTRAK**

Pengangguran dan terbatasnya akses informasi lowongan kerja masih menjadi tantangan signifikan di Kota Surabaya. Pemerintah Kota Surabaya, melalui Dinas Perindustrian dan Ketenagakerjaan, memulai Program Arek Suroboyo Siap Kerjo (ASSiK) sebagai platform digital yang menghubungkan pencari kerja dengan perusahaan melalui pendekatan tata kelola kolaboratif. Studi ini bertujuan untuk menganalisis implementasi tata kelola kolaboratif dalam Program ASSiK menggunakan teori Ansell dan Gash (2008), dengan fokus pada empat dimensi: kondisi awal, desain kelembagaan, kepemimpinan fasilitatif, dan proses kolaboratif. Metode kualitatif deskriptif dengan desain studi kasus digunakan, dengan data dikumpulkan melalui observasi, wawancara mendalam, dan dokumentasi. Hasil penelitian menunjukkan bahwa program ini berhasil melibatkan pemerintah, perusahaan swasta, tim teknologi informasi, dan masyarakat sebagai pemangku kepentingan utama, dengan penempatan kerja meningkat dari 2.570 pada tahun 2020 menjadi 7.880 pada tahun

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2025. Namun, beberapa tantangan masih tetap ada, termasuk sosialisasi program yang tidak merata, gangguan sistem digital, koordinasi antar pemangku kepentingan yang kurang optimal, dan dukungan pasca penempatan yang terbatas. Program ASSiK menunjukkan implementasi tata kelola kolaboratif yang cukup baik, namun masih memerlukan penguatan dalam aspek koordinasi, pendampingan peserta, dan optimalisasi sistem layanan untuk memastikan manfaat program dirasakan secara adil oleh semua peserta.

**Kata kunci:** Tata Kelola Kolaboratif, Assik, Lapangan Kerja, Pengangguran

## INTRODUCTION

Unemployment and employment issues remain strategic concerns in both global and national development. High unemployment rates can affect economic growth, public welfare, and social stability. This condition has made employment one of the main priorities in the Sustainable Development Goals (SDGs), particularly Goal 8 on Decent Work and Economic Growth, which emphasizes the importance of creating decent, productive, and inclusive employment opportunities for all people (United Nations, 2015). Through this agenda, every country is encouraged to strengthen employment policies, improve workforce quality, and expand sustainable job opportunities.

In Indonesia, unemployment continues to be a major challenge in national development. The growth of the labor force each year has not been fully balanced by the availability of adequate employment opportunities. As a result, many people of productive age remain unemployed. Data from the Central Statistics Agency (BPS) showed that the number of unemployed people in Indonesia reached approximately 7.46 million in August 2025, with an Open Unemployment Rate of 4.85%. These figures indicate that unemployment remains a serious issue that requires attention from both central and local governments. In addition to affecting economic conditions, unemployment can also increase poverty, social inequality, and low labor productivity.

Employment problems also occur in urban areas, including Surabaya City. As the second largest metropolitan city in Indonesia and the economic center of East Java, Surabaya experiences high population mobility and strong job competition. The increasing number of productive-age residents has continuously raised the demand for employment opportunities. According to data from the Surabaya Statistics Agency, the Open Unemployment Rate in Surabaya reached 6.76% in August 2023. The figure then decreased to 4.91% in 2024 and further declined to 4.84% in 2025. Although the unemployment rate has shown a downward trend, the data still indicate that many people have not yet obtained jobs that match their needs and competencies. This condition demonstrates that the local government still faces challenges in expanding employment absorption and improving the quality of employment services.

In response to these conditions, the Surabaya City Government through the Department of Industry and Manpower developed the Arek Suroboyo Siap Kerjo (ASSiK) Program. ASSiK is a digital employment service innovation designed to connect job seekers with companies through a link and match system. The program operates through a website-based platform that allows users to access job vacancy

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information, participate in job training, attend interview simulations, and receive assistance in preparing curriculum vitae (CV). The ASSiK Program also represents the Surabaya City Government's effort to strengthen digital-based public services in order to improve the effectiveness and efficiency of employment services. The implementation of the program is based on Law Number 13 of 2003 concerning Manpower and Law Number 23 of 2014 concerning Regional Government, which grant local governments authority in managing public and employment services.

The implementation of the ASSiK Program involves several actors with different but interconnected roles. The government acts as the facilitator and system manager, companies act as job providers, and the community acts as service users. The involvement of multiple stakeholders indicates that the implementation of ASSiK cannot rely on a single actor alone. The program requires coordination, communication, and cooperation among stakeholders to achieve its objectives effectively. Therefore, the collaborative governance approach becomes relevant in analyzing the implementation of the ASSiK Program.

The concept of collaborative governance proposed by Chris Ansell and Alison Gash (2008) emphasizes the importance of cooperation among government, private sector, and society in decision-making processes and public policy implementation. Collaborative governance emerged as a governance approach that seeks to improve public policy effectiveness through the involvement of multiple actors in an equal and participatory collaboration process. Ansell and Gash explain that the success of collaboration is influenced by several main factors, namely starting conditions, institutional design, facilitative leadership, and collaborative process. These four aspects are important indicators for assessing the quality of relationships among actors and the effectiveness of public program implementation.

Although ASSiK has become an innovative employment service program in Surabaya, its implementation still faces several challenges. Public outreach and socialization remain uneven, causing many job seekers to lack understanding of how to use the platform. In addition, company participation in updating job vacancy information has not been fully optimal. Some companies are still late in providing recruitment updates, which affects the quality of services received by applicants. Technical problems within the digital system, such as slow servers and platform disruptions, also continue to occur. These conditions indicate that coordination and communication among stakeholders still need improvement to ensure more effective and sustainable service delivery.

This study aims to analyze the implementation of collaborative governance in the ASSiK Program in Surabaya City using the collaborative governance theory developed by Chris Ansell and Alison Gash (2008). The study focuses on four dimensions, namely starting conditions, institutional design, facilitative leadership, and collaborative process in the implementation of the ASSiK Program. This research is important because previous studies have mainly discussed digital public service innovation and the effectiveness of employment systems, while studies specifically examining the collaborative process among actors in the ASSiK Program remain limited. Therefore, this study is expected to contribute to the development of collaborative governance studies and provide evaluation material for the Surabaya

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City Government in improving the quality of employment services through the ASSiK Program.

## METHODS

This study employed a descriptive qualitative approach with a case study design. The approach was selected because the research focuses on obtaining an in depth understanding of the implementation of collaborative governance in the Arek Suroboyo Siap Kerjo (ASSiK) Program in Surabaya City. A qualitative approach allows researchers to explore relationships among actors, coordination processes, and collaboration dynamics within the implementation of the program. According to John W. Creswell (2016), qualitative research is used to understand social phenomena through data collection in natural settings and interpretation based on participants' perspectives. Therefore, this approach was considered suitable for analyzing the interaction patterns and governance processes among stakeholders involved in the ASSiK Program. The research was conducted at the Department of Industry and Manpower of Surabaya City as the institution responsible for managing the ASSiK Program. The location was chosen because the agency plays a central role in implementing employment policies and coordinating with various stakeholders, including private companies and job seekers. The study focused on the implementation of collaborative governance in the ASSiK Program using the collaborative governance model developed by Chris Ansell and Alison Gash (2008). The analysis covered four main indicators, namely starting conditions, institutional design, facilitative leadership, and collaborative process. These indicators were used to examine how collaboration was initiated, implemented, and managed in supporting employment opportunities in Surabaya City. The study used both primary and secondary data sources. Primary data were obtained through in depth interviews with parties involved in the implementation of the ASSiK Program, including employees of the Department of Industry and Manpower of Surabaya City, partner companies, and community members participating in the program. Secondary data were collected from official documents, program reports, employment statistics, academic journals, and regulations related to employment policies and collaborative governance. The use of these two data sources helped the researcher obtain comprehensive and detailed information regarding the implementation of the ASSiK Program. Data collection techniques included observation, interviews, and documentation. Observation was conducted to directly examine the implementation of the program and the coordination process among stakeholders. In depth interviews were carried out to obtain information regarding the roles of each actor, collaboration mechanisms, challenges, and problem solving strategies within the ASSiK Program. Documentation was used as supporting data through the collection of activity reports, policy documents, employment placement data, and other relevant archives related to the study. The combination of these techniques strengthened the validity and reliability of the research findings. Data analysis was conducted using thematic coding techniques by identifying, classifying, and interpreting data based on the collaborative governance indicators proposed by Chris Ansell and Alison Gash (2008), namely starting conditions, institutional design,

facilitative leadership, and collaborative process. The coding process aimed to identify patterns, relationships, and major themes from interview results, observations, and documentation data. According to Johnny Saldaña (2021), coding is an essential process in qualitative analysis because it helps researchers organize and interpret data systematically. Through this process, the study was able to provide a comprehensive understanding of collaborative governance practices within the ASSiK Program in Surabaya City.

## RESULTS AND DISCUSSION

### *Description of the Arek Suroboyo Siap Kerjo (ASSiK) Program*

The Arek Suroboyo Siap Kerjo (ASSiK) Program is an employment service innovation developed by the Surabaya City Government through the Department of Industry and Manpower as an effort to address unemployment problems and improve the quality of human resources in Surabaya City. The program was designed to provide easier access to employment information through an integrated digital system that can be accessed quickly, practically, and efficiently. The existence of ASSiK represents part of the digital transformation of public services aimed at improving the effectiveness of employment services while strengthening the relationship between job seekers and companies.

ASSiK does not only function as a platform for job vacancy information, but also as a medium for workforce competency development. Through this platform, the public can access several supporting services, including job training programs to improve skills, interview simulations to prepare applicants for recruitment processes, and assistance in preparing curriculum vitae (CV) documents to help applicants create more professional job applications that meet company requirements. In addition, the program also organizes job fair activities that directly connect companies and job seekers in an integrated recruitment process. Through these services, ASSiK aims to improve workforce readiness in facing increasingly competitive labor market conditions.

The implementation of the ASSiK Program involves several interconnected actors with different responsibilities. The Surabaya City Government acts as a facilitator responsible for providing the system, coordinating the program, and supervising service implementation. Private companies act as job providers and employment partners in the labor absorption process. Meanwhile, the community acts as service users who utilize the program to obtain employment information and improve their competencies. Collaboration among these actors plays an important role in supporting the success of the program because each party shares a common objective in expanding employment opportunities for the people of Surabaya.

**Tabel: 1 Employment Placement Data of the ASSiK Program  
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Surabaya City (2020–2025)**

Year	2020	2021	2022	2023	2024	2025
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Number of Employment Placements	2.570	2.815	7.293	7.760	7.835	7.880
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The data show a significant increase in employment placements through the ASSiK Program, especially after the post pandemic economic recovery period. The increase indicates that ASSiK has started to play an important role in expanding public access to employment opportunities in Surabaya City. The data also reflect improved coordination between the local government and partner companies in providing job vacancies and employment services.

### *Collaborative Governance Analysis in the ASSiK Program*

#### a) *Starting Conditions*

The initial conditions of collaboration in the ASSiK Program were influenced by the high unemployment rate and limited access to job vacancy information in Surabaya City. The local government required support from companies to provide employment opportunities, while companies needed workers who matched industrial demands. On the other hand, the community needed easier and faster access to employment information. These conditions created interdependence among actors and encouraged the formation of collaboration within the ASSiK Program.

However, the findings indicate that company participation is still largely influenced by administrative obligations through the Mandatory Job Vacancy Reporting mechanism.

*“There is no specific memorandum of understanding, but the law requires companies to report vacancies through the Mandatory Job Vacancy Reporting system signed by company leaders or HR departments and accompanied by the company stamp.”* (Radiansya, Department of Industry and Manpower of Surabaya City)

This condition shows that company participation continues to exist, but it has not fully emerged from strong collaborative commitment. The findings indicate that the starting conditions in ASSiK have been established, although the quality of relationships among actors still requires improvement, particularly in strengthening active participation and shared commitment. These findings differ from the study conducted by Muhammad Alfian Prasetyo et al. (2024), which concluded that collaboration within ASSiK had been implemented effectively. This study found that the initial relationship among actors had formed, but challenges remain regarding commitment and voluntary company participation.

#### b) *Institutional Design (Desain Kelembagaan)*

The institutional design of the ASSiK Program can be seen through the clarity of regulations, role distribution, and coordination mechanisms among actors. The implementation of the program is supported by Presidential Regulation Number 57 of 2023 concerning Mandatory Job Vacancy Reporting and Minister of Manpower Regulation Number 18 of 2024 concerning Domestic Employment Placement. These regulations provide a legal basis for companies to report job vacancies through the employment system. In practice, the Department of Industry and Manpower is responsible for disseminating employment information, conducting monitoring

and evaluation, and managing the ASSiK system. Companies are responsible for providing job vacancies and carrying out recruitment processes, while the information technology team maintains the stability of the digital system. The division of roles indicates that the collaborative structure has been clearly established. *“The role of the Department of Industry and Manpower is to disseminate labor market information and conduct monitoring and evaluation. Companies carry out recruitment processes for all applicants and report the results.”* (Radiansya, Department of Industry and Manpower of Surabaya City). Despite the clear institutional structure, the study found several technical obstacles. Informants explained that the registration system occasionally experienced disruptions and job vacancy information was not always updated quickly. These conditions indicate that information transparency has not yet functioned optimally. According to Chris Ansell and Alison Gash (2008), effective institutional design requires not only clear regulations but also accessible and responsive information systems.

**c) *Facilitative Leadership***

The Department of Industry and Manpower of Surabaya City acts as a facilitative leader that connects companies and job seekers through various activities, including socialization programs, job training, career counseling, certification programs, and job fairs. The facilitative leadership function also includes proactive monitoring mechanisms toward partner companies.

*“We conduct regular monitoring and evaluation, including after program activities. For example, when there are applicants whose applications have not been processed, we remind the company concerned. We provide verbal and written warnings and summon the company for clarification.”* (Radiansya, Department of Industry and Manpower)

The existence of sanction mechanisms in the form of verbal warnings, written warnings, and clarification summons indicates a positive aspect of collaborative governance, where the facilitator has the capacity to ensure stakeholder accountability and maintain the continuity of collaboration among actors involved in the ASSiK Program.

The ASSiK Program also provides training activities that deliver direct benefits to participants.

*“After joining the ASSiK Program, my CV became more organized and structured than before. I also became more confident when facing HR personnel during the job selection process.”* (Tomy). These findings show that the facilitative leadership implemented by the Department of Industry and Manpower has contributed to improving workforce readiness and supporting coordination between companies and job seekers. However, continuous assistance for participants after job placement still needs improvement in order to strengthen facilitative leadership more comprehensively and ensure the sustainability of employment outcomes for program participants.

**d) *Collaborative Process***

The collaborative process in the ASSiK Program takes place through interactions among the government, companies, information technology teams, and the community. The government provides the digital platform and training programs, companies provide employment opportunities, and the

public becomes the primary user of the service. Interaction among actors occurs through digital systems, training activities, and job fair implementation.

However, the study found that coordination among actors has not yet operated optimally. Program participants explained that post employment assistance remains limited. In addition, communication between job seekers and companies still depends heavily on the digital system without integrated coordination mechanisms. These findings indicate that the collaborative process has been implemented, but it has not yet reached the level of strong and sustainable collaboration described by Chris Ansell and Alison Gash (2008).

e) *Small Wins*

Early achievements of the ASSiK Program can be seen through the increasing number of platform users and the growing number of people who successfully obtained employment through the program. ASSiK has helped the community gain easier access to employment information while improving readiness for recruitment processes. Research informants explained that interview training and CV preparation assistance were among the most beneficial services provided by the program.

Despite these achievements, the benefits of the program have not been experienced equally by all participants. Some participants still faced difficulties in obtaining jobs even after participating in ASSiK activities. These conditions indicate that the small wins dimension within ASSiK has been achieved, although improvements are still needed in mentoring processes and system effectiveness to ensure that program benefits can reach a broader segment of society.

### *Strengths and Weaknesses of the ASSiK Program*

The Arek Suroboyo Siap Kerjo (ASSiK) program offers several strengths in improving employment services in Surabaya. One major advantage lies in its ability to provide open and accessible job vacancy information through a digital platform. Job seekers can search for vacancies more quickly and efficiently without visiting companies directly. This system simplifies the recruitment process and improves public access to employment opportunities. The platform also connects job seekers and companies in one integrated system. As a result, companies can reach potential applicants more easily, while applicants can apply for jobs in a more structured way.

ASSiK also supports workforce readiness through several supporting services. The program provides job training, interview simulations, career guidance, and assistance in preparing curriculum vitae (CV). These services help applicants improve their skills and increase their confidence during recruitment processes. The training programs also support workforce development by adjusting participants' competencies to current labor market needs. This approach shows that the program does not only focus on job placement but also on improving human resource quality.

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Another strength appears in the collaboration between the Surabaya City Government and private companies. The government acts as a facilitator that manages the platform and coordinates program implementation. Companies contribute by providing job vacancies and participating in recruitment activities. This collaboration supports employment creation and strengthens cooperation between the public and private sectors. The program also reflects the government's effort to modernize public services through digital transformation in the employment sector.

Despite these strengths, the ASSiK program still faces several weaknesses. One major issue involves the lack of real time updates on job vacancy information. Some vacancies remain visible on the platform even after companies close the recruitment process. This condition creates confusion among job seekers and reduces the effectiveness of the service. Technical problems also continue to affect the platform. Users still report slow server performance, login errors, and occasional system disruptions. These problems limit user comfort and reduce public trust in the digital system.

The program also faces challenges in public outreach and socialization. Many people still lack information about the existence and use of the ASSiK platform. Some users only learn about the program through friends or social media instead of official government communication. This condition indicates that the government has not fully reached all target groups, especially people with limited digital access or low digital literacy. Limited understanding of platform features also prevents some users from using the service effectively.

Another weakness appears in the post placement process. The program mainly focuses on recruitment and job placement stages, while follow up support after employment remains limited. The government rarely monitors workers after placement or evaluates their long term employment conditions. As a result, the program cannot fully measure the sustainability of job placements. In addition, some companies participate in the program mainly to fulfill administrative or regulatory obligations. This condition weakens the quality of collaboration among stakeholders.

Overall, the ASSiK program has contributed to improving digital employment services in Surabaya. However, the program still requires improvements in system stability, real time information updates, public outreach, and stakeholder commitment. Stronger collaboration among government institutions, companies, and the community will help increase program effectiveness and ensure long term sustainability.

## CONCLUSION

The implementation of collaborative governance in the Arek Suroboyo Siap Kerjo (ASSiK) Program in Surabaya City shows that collaboration among the Department of Industry and Manpower, private companies, the information technology team, and the community has contributed to improving access to employment opportunities. Based on the collaborative governance model of Ansell and Gash (2008), the program has demonstrated relatively good collaboration

through digital employment services, job training, and recruitment activities. In terms of *starting conditions*, the program was created to address unemployment and limited access to job vacancy information. Although collaboration among stakeholders has been established, company participation is still largely driven by administrative obligations rather than strong voluntary commitment. Regarding *institutional design*, the program already has a clear legal foundation and role distribution among actors. However, technical issues such as system disruptions and delayed information updates still affect service effectiveness. From the perspective of *facilitative leadership*, the Department of Industry and Manpower has actively facilitated coordination through training, socialization, monitoring, and job fair activities. Nevertheless, post-placement mentoring for participants remains limited. In terms of the *collaborative process*, coordination among stakeholders has been implemented through the digital platform and employment activities, resulting in increased employment placements each year. However, communication and coordination among actors are not yet fully optimal and sustainable. Overall, the ASSiK Program reflects a developing implementation of collaborative governance in employment services. Improving stakeholder commitment, strengthening coordination, enhancing system reliability, and expanding post-placement support are important to increase the effectiveness and sustainability of the program in reducing unemployment in Surabaya City.

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