

COMMUNITY EMPOWERMENT STRATEGIES TO COMBAT POVERTY (CASE STUDY AT UPTD VOCATIONAL TRAINING CENTER IN TEBING TINGGI CITY)

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Abstract. This research aims to discover the main priority strategies for community empowerment to combat poverty by presenting the internal and external conditions that have been implemented so far. Then, as an addition, the researcher also presents several urgent measures that need to be implemented so that community empowerment can be more focused. The method used is a qualitative method employing SWOT and QSPM analysis. The number of respondents who filled out the questionnaire consists of 5 respondents from the community who participated in training at the UPTD Tebing Tinggi Vocational Training Center and 5 respondents from expert specialists. Based on the results of the SWOT analysis, the strategy quadrant obtained after being processed in the IFE and EFE matrices is in Quadrant I. This indicates that the strategy used is a progressive strategy. This strategy means that the company has strengths and opportunities. Next, in the QSPM analysis, the result shows that the main priority strategy that must be implemented is to enhance training programs to increase job opportunities for participants.

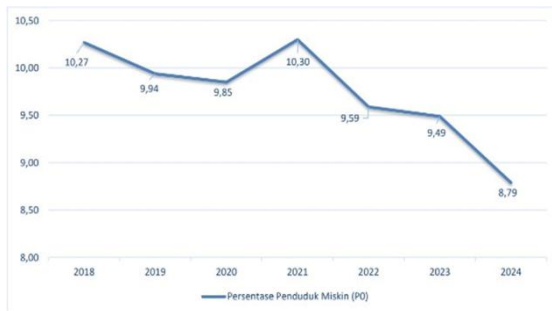
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I. INTRODUCTION

Poverty is a complex and widespread issue that affects millions of people around the world. According to the World Bank, poverty can be defined as the lack of income and assets to meet basic acceptable needs. The issue of poverty has ultimately become a global concern that continues to attract the world's attention and has turned into a global agenda with the target of "no poverty" by the year 2030. Thus, efforts to combat poverty often become a serious and primary agenda undertaken by the state to escape poverty. This is included in the National Strategy for Poverty Alleviation (SNPK) document, which reinforces nine sectors of development policy by prioritizing poverty alleviation. According to Harson Towalu, one of the strategies that can be applied to eradicate poverty is through the mechanism of regional autonomy policies and community empowerment. This is in line with the ACTORS theory, which views society as a subject capable of enacting change by freeing them from rigid control. And it is also in line with the provisions of Article 9 of Law No. 13 of 2003, which states that vocational training is organized and directed to equip, enhance, and develop work competencies in order to improve productivity and welfare. So that the community has the competence and skills that ultimately enable them to directly participate in development and to solve their life problems and inequalities. Regions have a significant contribution in supporting the achievement of sustainable development in alleviating poverty. Although they do not have significant authority in conducting international relations, local governments interact directly with the community, so the success of local governments in implementing development will have a tangible

impact on the national improvement of community welfare. One of the policy strategies taken by the Government to address poverty is by providing training for the community, as one of the missions of the Community Training Center of the Republic of Indonesia, which carries the vision to help improve community skills to meet the needs of the job market and business world, so that they can obtain employment or start their own businesses to support themselves and their families. This policy is also adopted by the Tebing Tinggi City Government as an effort to tackle poverty through a work training approach for the people of Tebing Tinggi City. The Balai Latihan Kerja (BLK), which is a regional technical institution implemented under the Mayor of Tebing Tinggi Regulation Number 6 of 2018 concerning the Task Force Unit. The work training program at the BLK is a national work program owned by the Ministry of Manpower and Transmigration, organized by the Central Technical Implementation Unit (UPTP) for Work Training, which is directly responsible to the Ministry of Manpower and Transmigration, or the Regional Technical Implementation Unit (UPTD) for Work Training, which is directly responsible to the Manpower and Transmigration Office. In the area of the Tebing Tinggi City Government, the UPTD Balai Latihan Kerja has been established since 2015 with five leading vocational programs consisting of Information and Communication Technology, Culinary Arts, Fashion Design, Beauty Care, and Garment Apparel. As part of the mission of the Vocational Training Center to encourage the growth and development of productivity in the community of Tebing Tinggi City, the VTC also plays a role in improving the quality and

quantity of the workforce's human resources, thereby reducing unemployment and alleviating poverty.



Source: National Socio-Economic Survey

(Susenas) March 2018 - 2024, processed. The percentage of the poor population in the city of Tebing Tinggi as presented in Figure 1.2. generally, if a straight line is drawn from 2018 to 2024, it shows a downward trend. The decrease in the percentage of poor residents in the City of Tebing Tinggi was 1.48 percent over the past five years (2018 to 2024). Slightly contrary to the general trend of poverty, there was a decrease in the percentage of poor residents from 2023 to 2024, amounting to 0.7 points, bringing it down to 8.79 percent in 2024. However, overall, the percentage decrease that has occurred over the past five years has been quite good and can indicate that the poverty alleviation programs implemented so far have had a positive impact on reducing the number of poor residents in Tebing Tinggi City. However, looking at the reality in the life of Tebing Tinggi City, there are still many people living in poverty. The UPTD Vocational Training Center of Tebing Tinggi City has not significantly progressed in its efforts to combat poverty through its programs, which have been running for eight years. This is evident from the higher percentage of poverty in Tebing Tinggi City compared to the poverty rate in North Sumatra, as outlined in table 1.2 above. Therefore, with the programs at the UPTD Balai Latihan Kerja Kota Tebing Tinggi still not being maximized in their efforts to empower the community. And it turns out, there are several factors that hinder the UPDT Balai Latihan Kerja Kota Tebing Tinggi from significantly progressing in its efforts to alleviate poverty, namely:

1. The lack of personnel compared to the volume of work, not all Subdivision Heads/Subdivision Heads have permanent staff according to the structure.
 2. The absence of permanent instructors at the UPTD BLK Tebing Tinggi City.
 3. The lack of a definitive mediator.
 4. The absence of a creative house that can develop the ideas of craftsmen fostered by the Tebing Tinggi City Manpower Office.
 5. The absence of centers for small and medium industries.
- In the research journal conducted by Ahmad Rosandi Sakir titled "Empowerment of the Poor Community by the Social Welfare Office in Letwaru Village, Masohi District, Central Maluku," it shows that the success of the Joint Business Group (KUBE) in terms of economic and social aspects is not yet satisfactory and its benefits are not felt by the community in Masohi District,

Central Maluku Regency. The factors causing the lack of success are largely due to the social aspects not being implemented as expected. Meanwhile, the social factors are relatively better, albeit still at a low level. Therefore, empowerment in the economic aspect still needs serious attention.

Syamsul Bahri, in his journal titled "The Influence of Empowering Bugis Muslim Entrepreneurs on Poverty Alleviation in Bone Regency, South Sulawesi," found that empowerment has a significant impact on poverty alleviation. This means that poverty alleviation can be achieved by empowering entrepreneurs. Meanwhile, the research conducted by Ferdi Leuhery titled "Community Economic Empowerment as an Effort to Alleviate Poverty" concludes that community economic empowerment has a positive and significant impact on poverty alleviation. Community economic empowerment for poverty alleviation must be carried out gradually to achieve optimal results. The UPTD Balai Latihan Kerja Kota Tebing Tinggi can influence poverty reduction, but it has not been maximized. This is due to other obstacles found at the UPTD Balai Latihan Kerja Kota Tebing Tinggi during the implementation of competency-based training, which is often hindered by training equipment that is lost, damaged, or discarded. This is all due to the lack of management in the use of training equipment, which makes the community as training participants often indifferent or careless and irresponsible with the equipment that has been used. Because there are no guidelines for using the equipment, it is often the case that the tools used by participants are not returned to the storage room or even not organized or cleaned after use, and it is not uncommon for the tools to go missing. However, in such cases, the committee cannot follow up because they do not have records or evidence of who used the equipment. The disorganized and unaccounted storage shelves, as well as the unlabeled or uncoded equipment, often make it difficult for the committee to find the tools needed for training. Based on the background above, this research aims to identify the strengths, weaknesses, challenges, and threats in the work training program at the BLK Kota Tebing Tinggi to address the issues. Furthermore, the urgency of this research, based on previous studies, is the need for effective and reliable strategies to realize community empowerment in order to combat poverty. Therefore, the researcher is interested in understanding the internal and external conditions at the UPTD Balai Latihan Kerja Kota Tebing Tinggi, using SWOT analysis (Strength, Weakness, Opportunity, Threat). The researcher will also attempt to discuss it until alternative strategies are found that can help the UPTD Balai Latihan Kerja Kota Tebing Tinggi in creating an empowered society by using the QSPM (Quantitative Strategic Planning Matrix) method to evaluate alternative strategies, thereby obtaining the right strategy to maximize the work program at the BLK to address poverty in Kota Tebing Tinggi.

II. RESEARCH METHODS

This research uses a qualitative methodological approach, which aims to obtain a comprehensive understanding of a phenomenon based on the perspective of the subjects being studied. In this study, the analysis techniques used include SWOT analysis to identify strengths, weaknesses, opportunities, and

threats, as well as the Quantitative Strategic Planning Matrix (QSPM) as a quantitative method to prioritize strategies based on the analysis results. SWOT analysis is a method for systematically identifying strategic factors used in formulating organizational or company strategies. This analysis aims to recognize and evaluate four main elements: strengths, weaknesses, opportunities, and threats, which significantly affect the organization's performance. Quantitative Strategic Planning Matrix (QSPM) is a method used to determine the priority of alternative strategies based on the results of the SWOT analysis. QSPM utilizes information from the first stage of strategic analysis as a basis for evaluating the relative attractiveness of each alternative strategy to be considered in the third stage of strategy formulation. This method integrates the results of identifying key success factors (KSFs) from the initial stage, as well as the results of strategy matching in the second stage. QSPM provides a systematic analytical framework for decision-makers to objectively assess various strategic options, thereby determining the most optimal strategy for implementation. The reason the researchers chose SWOT Analysis is that SWOT Analysis can be a key factor in the sustainability of a company or organization. This is because this analysis will produce various recommendations to highlight strengths, reduce weaknesses, take advantage of existing opportunities, and anticipate threats that may arise in the future. As for the QSPM analysis, the researcher chose to use this analysis because the QSPM method is a method for determining the priority of alternative strategies obtained from the SWOT analysis. Therefore, the two are interconnected because the SWOT analysis is just one stage of planning, and to continue with a more in-depth specific analysis for decision-making, the QSPM method is needed so that the various strategies generated from the SWOT analysis can be ranked from the highest Total Attractiveness Score (TAS) to the best strategy to implement in a specific condition.

The research location is the place where the researcher will conduct the study and obtain the necessary data. Then the research location is conducted at the UPTD Balai Latihan Kerja Kota Tebing Tinggi. The timeline for this thesis research is carried out in stages, starting from the planning stage, preparation, pre-research, until the research can proceed with observation and interviews as well as documentation as the core activities of this research, up to the research report. The research period for this study begins in January 2024 and concludes upon completion. The data sources used in this research are primary and secondary data. The primary data in this thesis is obtained from responses to questionnaires and interviews distributed to respondents. In addition, the researcher also includes secondary data in this study as a complement and reinforcement of the arguments. The secondary data referred to comes from various literatures such as previous national and international research journals, books, as well as official news portal websites, statistical data, and so on.

III. RESULT AND DISCUSSION

According to the Central Statistics Agency, poverty is viewed as the inability of individuals or households to meet basic needs, both food and non-food, which is measured from the

expenditure side. Furthermore, the poor population is defined as residents whose per capita monthly expenditure is below the established poverty line. The poverty line reflects the minimum expenditure value to meet basic food needs (equivalent to 2,100 kilocalories per capita per day) and non-food basic needs such as housing, education, and health. Poverty can also be defined as the inability of income to meet basic needs, or an individual's inability to satisfy their material needs and wants, which reflects both material and social deficiencies, causing individuals to live below a decent standard of living and to be in a position of relative deprivation compared to others in society. Although according to BPS data, poverty has decreased significantly, in reality, many people still cannot meet their daily needs, are powerless, and relatively do not benefit from the results of development. This is not only evident in big cities, but the benefits of development are still not felt by all layers of society, especially those living in the grip of poverty. Therefore, poverty alleviation efforts have become a priority on the agenda of local governments to eradicate it.

In essence, the community is the main actor in the development process and holds a strategic role. Therefore, individuals are viewed as resources with the potential for self-development and the ability to overcome various problems through their capabilities and efforts to find adaptive solutions. According to Harson Towalu in his research "The Impact of Poverty Alleviation Community Empowerment" in 2020, one of the strategies that can be implemented to alleviate poverty is through the implementation of regional autonomy policies and community empowerment. This is in line with the research conducted by Syamsul Bahri, which states that empowerment has a significant impact on poverty alleviation. And also the research conducted by Ferdi Leuhery, which concluded that community economic empowerment has a positive and significant impact on poverty alleviation. Community economic empowerment for poverty alleviation must be carried out gradually to achieve optimal results. According to Mulyono, empowerment is understood as an effort to build strength by motivating, encouraging, and fostering individual awareness of their potential, so that this potential can be developed optimally. In addition, empowerment should also lead to the creation of independence, which includes the ability to think independently, act autonomously, and rely on personal strength and capacity. Empowerment should not become a trap for society to remain dependent. Empowering or providing capacity to underprivileged communities is an obligation for the government, both at the central and regional levels, as this is mandated by law and part of the implementation of the state ideology in creating an empowered society. However, this responsibility is not solely the government's burden; it also requires the involvement of various parties, especially the community itself as the main subject, through active participation in the implementation of empowerment programs run by the government. Therefore, the foundation of empowerment lies in the trust placed in the community itself, making their direct involvement in the program implementation process, even as the main executors, very important. Active participation of the community has several objectives, including ensuring that the assistance provided is more

targeted, in accordance with their needs, desires, and capacities. In addition, empowerment aims to enhance the community's ability to design, implement, manage, and account for various efforts to improve their quality of life and economic conditions. Efforts to combat poverty through empowerment are also regulated in Islamic economic theory. In the perspective of Islamic Economics, poverty is understood as a phenomenon with two main dimensions, namely the spiritual and material dimensions. Therefore, efforts to eradicate poverty must be carried out comprehensively with a multidimensional approach. It is not enough to address only the material aspect; it is also important to eradicate spiritual poverty, considering that worldly life is temporary. In Islamic teachings, the ultimate goal of life is to attain eternal happiness in the hereafter, namely entering paradise and being spared from the torment of hell. Thus, poverty alleviation in the Islamic economic system aims not only at worldly welfare but also at achieving *falah*, which is happiness that encompasses both this world and the hereafter.

According to Ghufroon in the journal by Hasniati et al., Islam contains economic principles that favor comprehensive economic empowerment. It can be understood that Islamic economics strictly prohibits discriminatory practices in economic activities, which means oppressing the weak by ignoring their existence, and likewise, the capable and affluent should not arbitrarily use the wealth of the poor, orphans, and abandoned people, including those who are unable to work. In order for the concept of poverty alleviation in Islamic Economics to be implemented in a tangible and effective manner, there are several conditions that must be met. One important condition is that the poverty alleviation strategy must involve the roles of three main parties, namely individuals (including those experiencing poverty), the community, and the government. In the Islamic approach, every form of poverty alleviation effort must be carried out in harmony with the spiritual dimension. The spiritual dimension referred to includes activities that are not directly related to material aspects, such as the enhancement of faith, in addition to concrete efforts such as working, implementing empowerment programs, and the collection and distribution of wealth from the capable to those in need. Second, every effort directly related to poverty alleviation needs to be based on the principle of *Ukhuwah Islamiyah*. The concept of *Ukhuwah Islamiyah*, as explained by Al-Qudhat in Rahayuningsih, is a form of faith-based bond that unites Muslims, regardless of the different conditions and situations they face. Furthermore, Shihab emphasizes that *Ukhuwah Islamiyah* can be understood as a form of brotherhood based on the values of Islamic teachings, reflecting solidarity and togetherness among Muslims.

1. SWOT Analysis Results in Community Empowerment Strategies to Combat Poverty (Case Study at UPTD Balai Latihan Kerja Kota Tebing Tinggi). The following section explains in detail the internal and external conditions of Community Empowerment to combat poverty (Case Study at UPTD Balai Latihan Kerja Kota Tebing Tinggi). a. Current Strengths: UPTD Balai Latihan Kerja Kota Tebing Tinggi has a clear Organizational Structure and Job Descriptions, preventing overlaps in task execution. If this is applied in an organization or

company, the company will be more organized, increase efficiency, and facilitate coordination. In conclusion, the UPTD Balai Latihan Kerja Kota Tebing Tinggi already has a clear Organizational Structure and Job Descriptions. Therefore, the company will be more professional, efficient, and potentially more successful. Next, the policies are based on applicable laws. The policies in effect at the UPTD Balai Latihan Kerja Kota Tebing Tinggi are based on the prevailing laws, which becomes one of the strengths as it provides legal certainty, as well as legality and validity for an organization or company. Next, the availability of educated and competent personnel with good performance. This will impact public service positively, as well as work efficiency and effectiveness. With adequate knowledge and skills, work can be done more efficiently, reducing time wastage. Next, the commitment of leadership to develop the quality of human resources is crucial. The commitment of leadership is very important to ensure that human resources continue to develop, so that the government can operate more effectively and serve the community better. Then, the availability of adequate infrastructure and information technology. With the availability of adequate infrastructure and information technology, the government can operate more effectively, efficiently, and provide better services than before. And the last strength, training programs tailored to industry needs. This has several advantages, namely, improving relevant skills, enhancing workforce competitiveness, and increasing productivity and work efficiency. With training programs that align with industry needs, the workforce will be better prepared to face the challenges of the job market, and the industry can develop even further. b. Current weaknesses In the context of weaknesses, there are several current deficiencies that need to be highlighted for Community Empowerment to Address Poverty Cases at the UPTD Balai Latihan Kerja Kota Tebing Tinggi. First, the inadequate availability of facilities and infrastructure. The lack of adequate facilities and infrastructure at UPTD BLK hinders the training and skill development processes for participants. Second, the absence of permanent infrastructure staff at UPTD BLK. The lack of permanent infrastructure staff at UPTD BLK is caused by budget allocation limitations and recruitment policies. Third, the absence of a definitive mediator. The lack of a definitive mediator causes a lack of clarity in the communication and coordination processes at UPTD BLK, which can hinder work effectiveness. Fourth, the absence of a creative house that develops ideas as a platform for idea development for craftsmen under the guidance of the Department of Manpower hinders innovation and the improvement of their product competitiveness. Fifth, the lack of promotion and socialization to the community. The lack of promotion and socialization to the community leads to minimal participation and utilization of the programs provided by UPTD BLK. Additionally, the minimal promotion and socialization may be caused by budget constraints and the lack of effective communication strategies. And lastly, the absence of small and medium industrial centers. The lack of small and medium industrial centers can be attributed to limited infrastructure and policy support. Therefore, there is a pressing need for the development of industrial centers that can serve as hubs for production, innovation, and marketing for small and medium

enterprises. The absence of small and medium industrial centers impacts the efficiency of production and limits artisans' access to technology and broader markets. Therefore, the development of industrial centers becomes a strategic step in supporting local economic growth and enhancing the competitiveness of SMEs. c. Current Opportunities There are so many opportunities for community empowerment to tackle poverty at the UPTD Balai Latihan Kerja Kota Tebing Tinggi. This can be viewed from the first point, the existence of government commitment to realize the professionalism of apparatus to improve the human resources of the apparatus.

The government demonstrates its commitment to enhancing the professionalism of its apparatus through various policies, such as continuous training, competency improvement, and the implementation of a merit system in ASN management. The government's commitment to realizing the professionalism of its apparatus is a strategic step to improve the quality of Human Resources (HR) of the apparatus, enabling them to provide more effective and efficient services to the community. Second, the advancement of technology, information, and communication to support service improvement. The advancement of technology, information, and communication plays an important role in enhancing the quality of service in various sectors. With the presence of digital innovations, the service process becomes faster and more efficient. Third, the presence of educational institutions and employment training centers that can collaborate to enhance the skills of job seekers in order to reduce poverty levels. Some of the main benefits of collaborating with educational and vocational training institutions include Skill Enhancement, Certification Opportunities, Internship and Job Placement Opportunities, Encouraging Entrepreneurship, and Reducing Unemployment and Poverty. Fourth, the availability of equipment assistance from provincial and central governments. The availability of equipment assistance from provincial and central governments plays an important role in supporting the improvement of community productivity, especially for small business operators, the education sector, and employment training. This assistance can take the form of tools, production machines, or supporting technology aimed at improving quality and efficiency in various fields. And finally, technological advancement opens up opportunities for digital training. Technological advancement creates significant opportunities for digital training, allowing the community to access learning and skill enhancement more flexibly and efficiently. d. Current threats The current threats, the biggest triggers are first, changes and developments in labor regulations. Regulations in the field of employment continue to undergo changes and developments to adapt to economic, social, and technological dynamics. These changes aim to enhance worker protection. Second, competition with private training institutions. The competition between government vocational training institutions and private training institutions is becoming increasingly fierce as the demand for relevant skills in the workforce rises. Private training institutions often offer more flexible programs tailored to industry needs compared to government-owned training institutions. Third, the rapid change in industrial skill requirements. In the era of globalization and digitalization, the demand for skills in the

industrial world continues to change rapidly. Factors such as technological advancements, automation, and shifts in labor market trends drive changes in worker skills and work patterns. Fourth, the dynamics and demands that require officials to enhance their competencies. The dynamics influencing the competencies of officials include Digitalization and Technological Transformation, which occur as the Government increasingly implements digital systems in public services, necessitating that officials master information technology, data analytics, and electronic-based systems. And lastly, the government's budget for BLK can change. This can happen due to various factors, such as budget efficiency policies, developments that do not align with assumptions, and budget overruns.

The following is also explained in detail regarding the urgency of community empowerment handling to address poverty (Case Study at UPTD Balai Latihan Kerja Kota Tebing Tinggi). The researcher will also categorize based on strengths, weaknesses, opportunities, and threats as policy alternatives for progressive strategies in the future. Here is the explanation. a. The urgency of addressing future strengths In the previous subsection, the order from top to bottom that has become the source of current strength has been explained. However, those things cannot be maintained forever. Therefore, the main point that needs to be emphasized is having a clear Organizational Structure and Job Descriptions to avoid overlapping in task execution. With a clear organizational structure and job descriptions, each team member understands their respective roles and responsibilities, ensuring that no work is repeated or left undone due to unclear tasks. Second, the policy is based on the applicable laws. With a clear legal basis, the policies created will not be arbitrary or unfairly benefit certain parties. Third, the availability of educated, competent, and high-performing personnel. The availability of educated, competent, and high-performing personnel is not only an administrative necessity but also a key factor in creating a professional, effective, and service-oriented government and organization. Fourth, the commitment of leadership to develop the quality of personnel resources. The commitment of leadership to develop the quality of personnel resources is a key factor in creating an effective, innovative, and public service-oriented government. Without the support and attention of the leadership, efforts to improve the quality of human resources will be difficult to realize and may hinder the overall progress of the organization. Fifth, the availability of adequate infrastructure and information technology. The availability of adequate infrastructure and information technology is no longer an option, but an urgent necessity to ensure smooth operations, improved service quality, and the organization's competitiveness in the digital era. Without good IT support, organizations will struggle to adapt to changes and face challenges in the future. And finally, training programs that align with industry needs. Training programs that are in line with industry needs play a crucial role in enhancing workforce competence and ensuring the alignment between possessed skills and job market demands. Without relevant training, the workforce will struggle to compete, and industries will face challenges in obtaining human resources that meet their needs.

b. The urgency of addressing weaknesses in the future Based on the weaknesses present in UPTD BLK Tebing Tinggi, the urgent issues that need to be resolved immediately are, first, the lack of adequate facilities and infrastructure. The insufficient availability of facilities and infrastructure is a serious challenge that must be addressed promptly to improve service quality, work efficiency, and support economic growth and competitiveness. Investment in good infrastructure will bring long-term benefits, both for the organization and for society as a whole. Second, the absence of permanent infrastructure staff at UPTD BLK. The lack of permanent infrastructure staff at UPTD BLK can cause various obstacles that affect operational effectiveness and the quality of training. Here are some urgencies that need to be considered: Hindering the Smooth Operation of the BLK, Reducing the Quality of Training, and Increasing the Risk of Damage to Facilities and Infrastructure. Third, there is no definitive mediator yet. Without a definitive mediator, the mediation process becomes slower or even halts, which can prolong the conflict and harm the disputing parties. Fourth, the absence of a creative house that develops the ideas of craftsmen fostered by the Manpower Office. The lack of a creative house that develops the ideas of craftsmen fostered by the Manpower Office becomes an obstacle in enhancing competitiveness, innovation, and the welfare of the craftsmen. Therefore, the establishment of creative houses has become an urgent need to support the creative industry, open up broader market opportunities, and enhance the quality and value of local products. Fifth, the lack of promotion and socialization to the community. The lack of promotion and socialization can lead to low awareness, participation, and effectiveness of a program or service. Therefore, more active promotion through various media and appropriate strategies needs to be carried out so that information can be well received by the community and the benefits of the program or product can be maximally felt. And finally, the absence of small and medium industry centers. The lack of IKM centers is a major obstacle to the growth of small and medium enterprises. By establishing IKM centers, business actors can gain better access to markets, technology, and training, thereby increasing product competitiveness and accelerating local economic development. Therefore, the government and related parties need to immediately initiate the construction of IKM centers to expedite the growth of small and medium industries in various regions.

c. Urgency of Addressing Future Opportunities

The urgency of addressing this matter, which should be prioritized, is the commitment from the government to realize the professionalism of apparatus to enhance the human resources of the apparatus. High professionalism of the apparatus will impact the improvement of bureaucratic performance, more effective public services, and more transparent and accountable governance. Without a strong commitment from the government, efforts to improve the human resources of the apparatus can be hindered by various factors, such as lack of training, minimal competency standards, and weak performance monitoring and evaluation systems. Therefore, strategic steps such as bureaucratic reform, improving the quality of education and training for the apparatus, and implementing a merit system in human resource management are key to realizing a professional and highly competitive

apparatus. Second, the advancement of technology, information, and communication to support the improvement of services. The use of technology can accelerate the administrative process, from online registration of training participants, management of participant data, to digital-based certification. This reduces bureaucratic obstacles and speeds up service access. Third, the existence of Educational and Employment Training Institutions that can be collaborated with to enhance the skills of job seekers in order to reduce poverty levels. The presence of Educational and Employment Training Institutions that can be partnered with is very important and urgent in improving the skills of job seekers. With the increasing competence of the workforce, the chances of obtaining decent employment will be greater, thereby directly contributing to the reduction of unemployment and poverty levels. Fourth, the availability of equipment assistance from the provincial and central governments. Equipment assistance from the provincial and central governments plays a crucial role in supporting various sectors, especially in the fields of education, job training, small industries, agriculture, and health. This assistance not only improves the quality of services and productivity but also directly contributes to enhancing community welfare and reducing economic and social disparities. And finally, technological advancements open up opportunities for digital training. Technological progress has created significant opportunities in digital training, which has become an effective solution for enhancing the workforce's skills more broadly, flexibly, and efficiently. With the rapid development of the internet, e-learning, artificial intelligence (AI), and virtual reality (VR), digital training is now accessible to more people.

d. Urgency of Addressing Future Threats

Similarly, as discussed in the previous subsection, there are several threats that must be addressed. First, the changes and developments in labor regulations. The changes and developments in labor regulations are of high urgency to ensure that labor policies remain relevant to the dynamics of the economy, society, and technology. Adaptive and progressive regulations can protect workers' rights, create harmonious industrial relations, and support economic growth and workforce competitiveness in the era of globalization. Second, competition with private training institutions. Competition encourages training institutions to continuously improve the quality of their curriculum, teaching methods, and facilities to remain relevant to the needs of the job market. With many training options available, participants will choose the institution that offers the best benefits. Institutions must be more innovative in offering programs that meet industry needs. Third, the rapid change in industrial skill requirements. The rapid change in industrial skill requirements demands adaptation from the workforce, training institutions, and the business world. Without a quick and precise response, the skills gap will widen, hindering economic growth and workforce competitiveness. Companies and training institutions need to collaborate in designing flexible, technology-based training programs that meet the current needs of the industry. Fourth, the dynamics and demands that require officials to enhance their competencies. In an era of rapid change, state apparatuses are required to continuously enhance their competencies to provide effective, efficient, and up-to-date services. They must understand

and master digital systems to improve public service efficiency. Policies and regulations are constantly updated to meet societal needs and global challenges, and the public is becoming increasingly critical, demanding more transparent, faster, and professional public services. And lastly, the government's budget for vocational training centers (BLK) can change. The government budget for vocational training centers (BLK) can change due to various economic factors, policies, and national priorities. These changes can directly impact the operations of BLK and the effectiveness of workforce training. This happens because the government often adjusts budget allocations based on priority needs, such as infrastructure, health, and education.

2. Priority Strategies in Community Empowerment to Combat Poverty (Case Study at UPTD Balai Latihan Kerja Kota Tebing Tinggi) To identify the main priority strategies, further data processing is needed using the QSPM method. After processing, five priority strategies are presented. The five priority strategies are: Utilizing adequate training facilities to attract more participants, Leveraging government support to enhance more innovative training, Improving training programs to increase job opportunities for participants, Having a clear Organizational Structure and Job Descriptions to realize the professionalism of the staff, and Enhancing adequate infrastructure and information technology to improve competitiveness. Therefore, it can be stated that the main priority strategy that needs to be implemented is to Improve training programs to enhance job opportunities for participants. This is very important so that participants can align their skills with industry needs, enhance competitiveness in the job market, and support economic growth as well as combat poverty. With the increasing number of training programs that align with market needs, participants have a greater opportunity to obtain them. Next, for the other four supporting strategies, the researcher will discuss each one in order based on the results of the QSPM analysis.

a. Utilizing government support to enhance more innovative training UPTD Balai Latihan Kerja Kota Tebing Tinggi does this because, with government support, training can be developed using more modern and effective methods, providing more competent instructors and more complete training facilities. Government assistance can be used to improve training facilities, such as work laboratories, practice tools, and more comfortable classrooms. With full government support, UPTD BLK Tebing Tinggi can continue to develop and provide greater benefits to the community through innovative and high-quality training programs.

b. Utilizing adequate training facilities to attract more participants. This is very important because it can increase participants' interest and participation. Additionally, participants will be more motivated to attend the training if there are tools that support the learning process optimally. By maximizing the use of training facilities, UPTD BLK Tebing Tinggi can attract more participants, improve the quality of training, and provide a positive impact on the job market and the regional economy.

c. Having a clear Organizational Structure and Job Descriptions to realize the professionalism of the staff. This is equally important because, with a clear organizational structure and job descriptions, UPTD BLK Tebing Tinggi can enhance the

professionalism of the staff, provide better services, and contribute to producing competent and competitive workforce ready to compete in the industrial world.

d. Improving adequate infrastructure and information technology to enhance competitiveness. Adequate infrastructure, such as modern classrooms, practical laboratories, and industry-based training facilities, allows the learning process to run more optimally, and information technology can be used to support digital learning, such as e-learning, webinars, and online courses. Therefore, by improving infrastructure and information technology, UPTD BLK Tebing Tinggi can become a more modern, effective, and industry-relevant training center, thereby enhancing the competitiveness of the workforce produced. Thus, in this subsection, it can be concluded that the main priority strategy that needs to be taken by UPTD Balai Latihan Kerja Kota Tebing Tinggi in the Community Empowerment Strategy to combat poverty is to enhance training programs to increase job opportunities for participants. This is very important so that participants can align their skills with industry needs, improve competitiveness in the job market, and support economic growth as well as combat poverty. With the increasing number of training programs that align with job market needs, participants have a greater chance of obtaining them.

IV. CONCLUSION

Referring to the research results and discussions, it can be concluded according to the problem formulation as follows: 1. The results of the SWOT Analysis show that the Community Empowerment Strategy to Alleviate Poverty at the UPTD Balai Latihan Kerja Kota Tebing Tinggi is in Quadrant I, which is between Strengths and Opportunities, and the recommended strategy is a Progressive strategy. The strategies used so far include internal and external factors, namely: a. Current strengths: Having a clear organizational structure and functions to prevent task overlap, Policies based on applicable laws, Availability of educated and competent personnel with good performance, Commitment from leadership to develop the quality of personnel, Availability of adequate infrastructure and information technology, and Training programs tailored to industry needs. b. Current weaknesses: Lack of adequate facilities and infrastructure, Absence of permanent infrastructure staff at UPTD BLK, Absence of definitive mediators, Absence of creative houses to develop ideas from craftsmen fostered by the Department of Manpower, Lack of promotion and socialization to the community, and Absence of small and medium industrial centers. 2. The results of the QSPM method indicate that the main priority strategy that needs to be implemented by the UPTD Balai Latihan Kerja Kota Tebing Tinggi in Community Empowerment to Alleviate Poverty is to enhance training programs to increase job opportunities for participants. The results of this research can serve as a primary reference or support for researchers involved in community empowerment to combat poverty, and it is hoped that there will be other types of strategies for better community empowerment.

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