

OPTIMIZATION OF SUPERVISION AND PROTECTION OF INDONESIAN MIGRANT WORKERS (PMI) IN EAST JAVA PROVINCE BY UPT FOR MANPOWER SERVICE AND PROTECTION (P2TK) OF THE EAST JAVA PROVINCE DEPARTMENT OF MANPOWER AND TRANSMIGRATION

Dini Indah Aprilia^{1)*}, Binti Azizatul Nafi'ah¹⁾

Universitas Pembangunan Nasional "Veteran" Jawa Timur, Indonesia¹⁾

*Email: diniindahapril249@gmail.com**

Article History

Received: 18 January 2025

Accepted: 02 February 2025

Published: 30 April 2025

Abstract

Supervision and protection of Indonesian migrant workers is a crucial issue in ensuring their security, welfare, and rights, both during the placement process and while working abroad. Optimizing supervision and protection for Indonesian Migrant Workers is a strategic step in ensuring workers' rights are fulfilled and preventing exploitation. UPT P2TK of the East Java Provincial Department of Manpower and Transmigration plays a strategic role in providing integrated supervision and protection services. This article discusses the efforts made by UPT P2TK of the East Java Provincial Department of Manpower and Transmigration to optimize supervision and protection for migrant workers. This study uses a qualitative descriptive approach. Data collection techniques used include direct observation and interviews. The theory used is optimization theory with three indicators from Hotniar Siringoringo (2005), namely objectives, decision alternatives, and limiting resources. This article provides strategic recommendations to improve the service quality of UPT P2TK of the East Java Provincial Department of Manpower and Transmigration in order to create a more responsive and adaptive labor protection system in East Java Province.

Keywords: Indonesian Migrant Workers, Optimization, Supervision and Protection.

A. INTRODUCTION

Indonesian Migrant Workers (PMI) play a crucial role in supporting the Indonesian economy, especially in their contribution to the country's foreign exchange (Kurnia et al., 2024). East Java Province is one of the largest migrant worker sending areas in Indonesia. By sending workers to various countries, PMI has a significant impact, not only on the economy of their families, but also on regional and national development (Andriani & Prasetyo, 2024). However, although the contribution made by migrant workers is very large and significant, they often have to face various challenges that are quite complex and diverse.

ARTICLE

Table 1 Data on Indonesian Migrant Worker Placement Services in 2024 (January to December) Based on the TOP 5 Provinces of Origin of Indonesian Migrant Workers

<i>NO</i>	<i>PROVINCE</i>	<i>NUMBER</i>
1	Nusa Tenggara Barat	31.031
2	Jawa Timur	79.339
3	Jawa Tengah	66.611
4	Jawa Barat	61.556
5	Lampung	25.162

Source: (BP2MI, 2024)

The various challenges faced by Indonesian Migrant Workers (PMI), such as legal protection, empowerment, and adequate services, require special attention from various parties, including the government. In facing these challenges, as one of the agencies responsible for the protection of migrant workers, the UPT P2TK Disnakertrans of East Java Province focuses on effective supervision efforts and comprehensive protection of migrant workers in various aspects, from registration, training, to supervision during the work period abroad. In addition, the UPT P2TK Disnakertrans of East Java Province also plays an important role in providing information and education regarding the rights of migrant workers, procedures that must be followed, and challenges that may be faced. Through comprehensive supervision and protection, the UPT P2TK Disnakertrans of East Java Province is expected to be able to optimize various supervision and protection efforts to ensure the welfare and security of migrant workers from East Java. Along with the development of the era and the dynamics of labor migration, various new challenges have emerged that require an innovative and adaptive approach (Yusuf, 2023). Globalization, digitalization, and the complexity of cross-border issues are factors that complicate the task of protecting and supervising Indonesian Migrant Workers (PMI) (Azmy, 2023). In addition, the COVID-19 pandemic that has hit the world in recent years has also had a significant impact on labor migration patterns, including on the management of migrant workers in East Java (Rahayu et al., 2022). Therefore, optimizing supervision and protection is an urgent need to address these challenges.

One important aspect in supervising migrant workers is preventing and handling problems before departure (Bayuaji & Puspitasari, 2024). In this context, the UPT P2TK Disnakertrans of East Java Province plays a role through various mechanisms such as verifying departure documents, supervising the recruitment of workers, and providing education to CPMI. These steps aim to ensure that every prospective migrant worker departing from East Java has met the established standards and has an adequate understanding of their rights and obligations in the destination country.

In addition, protection for migrant workers also covers various aspects during the placement period abroad and after returning home (Tantri, 2022). In this case, the UPT P2TK of the East Java Provincial Manpower and Transmigration Office is required to continue to strengthen coordination with various parties, including the central government, Indonesian Representatives abroad, and other related institutions. The development of an information

ARTICLE

technology-based supervision system, increasing human resource capacity, and formulating more responsive policies are key to increasing the effectiveness of migrant worker protection (Pomeo & Winarti, 2024).

This study aims to examine and analyze efforts to optimize services and protection for migrant workers in East Java Province by the UPT P2TK of the East Java Provincial Manpower and Transmigration Office. The discussion includes an analysis of policies, programs, and challenges faced, as well as suggestions for improving the performance of the UPT P2TK of the East Java Provincial Manpower and Transmigration Office in carrying out its duties and functions.

The benefits of this study are expected to provide a significant contribution to various parties. For the government, this study provides a clear picture of the effectiveness of migrant worker protection policies and programs that have been implemented. By knowing the challenges and obstacles faced by the UPT P2TK Disnakertrans of East Java Province, the government can formulate more targeted policies to improve services and supervision of Indonesian Migrant Workers (PMI). For academics, this research can enrich scientific studies on the management and protection of migrant workers, especially in the context of regional government (Gunawan, 2023). For the community, this research can increase awareness of the importance of protection for migrant workers, as well as the active role of the community in supporting the success of the Indonesian Migrant Worker (PMI) protection program. In addition, people who want to become migrant workers can obtain clearer information regarding safe and secure procedures, as well as the role of the UPT P2TK Disnakertrans of East Java Province in the process. Overall, this research has a broad positive impact, both to improve the quality of government policies, enrich academic studies, and provide practical benefits for migrant workers and the community in general.

B. LITERATURE REVIEW

Optimization

Optimization, according to the Great Dictionary of the Indonesian Language, comes from the word "optimal," which means best or highest (Irpan, 2019). Thus, optimization can be interpreted as a process to improve or maximize a job or activity (Rizaldy et al., 2024). In this context, optimization focuses on strategic infrastructure management (Depdikbud, 1996).

According to Hysocc in a journal cited by (Darmanto, 2016), optimization is the process of achieving ideal results with maximum effectiveness. This includes efforts to improve and maximize something that already exists or design something optimally.

Overall, optimization is a series of steps and efforts made to achieve strategic infrastructure management by utilizing available resources optimally, in accordance with predetermined goals (Nirmayanthi et al., 2024). An effort is said to be optimal if it is able to produce maximum benefits with minimal losses (Mutaqin et al., 2021).

Supervision

According to (Manullang, 2012), supervision is a process that aims to determine the tasks to be carried out, evaluate their implementation, and make corrections if necessary so that the work runs according to plan.

Meanwhile, (Sarwoto, 2003) defines supervision as an activity carried out by managers to ensure that work is carried out according to the plan that has been set and expected.

C. RESEARCH METHODOLOGY

According to (Sugiyono, 2019), the research method is a scientific approach used to obtain data with specific purposes and benefits. This study uses a descriptive qualitative approach. This approach aims to describe in depth the phenomenon being studied based on data obtained from the field. The descriptive qualitative method was chosen to gain a deeper understanding regarding the optimization of supervision and protection of Indonesian Migrant Workers (PMI) in East Java province by the UPT P2TK Disnakertrans of East Java Province.

This research was conducted at the UPT Protection and Service of Manpower (P2TK) of the Manpower and Transmigration Office of East Java Province, located at Jalan Bendul Merisi No. 2, Surabaya, East Java. UPT P2TK is a service unit that has an important role in providing protection to Indonesian migrant workers, including in terms of supervision, empowerment, and facilitation of documents needed by prospective migrant workers.

The data collection methods used in this study were observation and interviews. Observations were conducted by participating in daily activities at the UPT P2TK Disnakertrans of East Java Province, such as the verification process of migrant worker documents, consultations between officers and PMI, or the implementation of PMI protection programs. Meanwhile, interviews were conducted by conducting in-depth interviews with the Head of the Protection, Empowerment and Placement Institutions Section, UPT P2TK Disnakertrans East Java Province Employees, and Prospective PMI. This study can obtain comprehensive data on the challenges, policies, and implementation of supervision and protection of PMI in East Java.

D. RESULT AND DISCUSSIONS

Based on the Regulation of the Governor of East Java Number 62 of 2018 CHAPTER VI Article 20 Paragraph (1) The Organizational Structure of the Technical Implementation Unit for Placement and Protection of Indonesian Migrant Workers consists of:

1. Sub-Section of Administration;
2. Section of Preparation, Placement and Socialization of Programs;
3. Section of Protection, Empowerment and Placement Institutions

In the UPT P2TK of the Manpower and Transmigration Office of East Java Province, one of the sections that has a vital role in the supervision and protection of Indonesian Migrant Workers (PMI) is the Section of Protection, Empowerment, and Placement Institutions. This section is responsible for ensuring that PMI who will work abroad receive adequate protection from the initial placement process until their working period. The main tasks of this section include supervising the implementation of empowerment programs for prospective migrant workers, such as skills training and information on the rights that must be received while working abroad. In addition, this section also ensures that the placement procedure is carried out in accordance with applicable provisions, and provides protection for

migrant workers by monitoring and evaluating their conditions in the destination country. With the Protection, Empowerment, and Placement Institutions Section, it is hoped that Indonesian migrant workers, especially those from East Java, can be well protected and work in safe and secure conditions.

Through various programs and policies managed, UPT P2TK strives to create an effective protection system, including document management, worker empowerment, and supervision of the placement process. This aims to support the creation of safe, dignified, and internationally standardized working conditions for migrant workers from East Java. In this case, the UPT for Services and Protection (P2TK) of the East Java Provincial Manpower and Transmigration Office in carrying out supervision and protection of Indonesian Migrant Workers (PMI) will be identified as the theory expressed by Hotniar Siringoringo (2005) in (Ardiansyah et al., 2022) with the following 3 indicators:

Purpose

The goal can be an effort to maximize or minimize. Maximization is used when the optimization goal is related to things like profit, income, or similar things (Sopanah et al., 2023). Meanwhile, minimization is chosen if the optimization goal is related to reducing costs, time, distance, and the like (Senda, 2023). Then based on the results of research findings through observations that have been carried out, it is known that in essence the main goal of the UPT P2TK Disnakertrans of East Java Province in optimizing the supervision and protection of Indonesian migrant workers is to ensure that the rights of migrant workers are well protected, both during the placement process and when they work abroad. This includes efforts to improve the quality of supervision of each stage of departure and placement, as well as ensuring adequate protection in the destination country. With this goal, UPT P2TK aims to create a more effective supervision system, provide services that are more responsive to the needs of migrant workers, and minimize potential risks and exploitation that may occur.

In the Protection, Empowerment, and Placement Institutions Section, there are several tasks and functions, including:

- a. prepare activity planning for the Protection, Empowerment and Placement Institution Section; facilitate protection for Prospective and Overseas Workers during pre-placement and post-placement;
- b. prepare materials for the implementation of foreign cooperation and promotion;
- c. facilitate the resolution of problems for Prospective and Overseas Workers before and after placement as well as insurance claims;
- d. coordinate the resolution of Overseas Workers problems;
- e. collect data on remittances from overseas workers;
- f. manage shelters for problematic Overseas Workers;
- g. manage service units for the departure of Prospective Overseas Workers and the repatriation of Overseas Workers;
- h. carry out monitoring, evaluation and reporting; and carry out other tasks assigned by the Head of UPT

Overall, the duties and functions of the Protection, Empowerment and Placement Institution Section at the UPT P2TK Disnakertrans of East Java Province play a very

important role in creating a safe, effective, and sustainable system for Indonesian migrant workers. In addition, it has a significant positive impact on the community and prospective PMI by increasing understanding, protection, empowerment, and creating a more transparent and secure system in the process of placing migrant workers. Therefore, the results of the author's research regarding the optimization of supervision and protection of Indonesian Migrant Workers (PMI) by the UPT P2TK Disnakertrans of East Java Province on the objective indicator are said to be quite optimal.

Decision Alternatives

Decision makers are faced with various choices to achieve predetermined goals. The existence of available decision alternatives is of course those that use the limited resources owned by the decision maker (Erwin, 2021). Decision alternatives are activities or activities carried out to achieve a goal. Decision alternatives that can be taken by the UPT P2TK Disnakertrans of East Java Province in the supervision and protection of Indonesian migrant workers include various approaches designed to increase the effectiveness, efficiency, and welfare of migrant workers. Here are some alternative decisions that have been implemented:

1. Counseling and Socialization

The implementation of counseling and socialization for non-procedural migrant workers at the UPT P2TK of the East Java Manpower and Transmigration Office (Disnakertrans) is an important step in efforts to prevent illegal migration practices and ensure that migrant workers receive accurate information about their rights and the correct procedures for working abroad.

The material presented in the socialization includes an understanding of the differences between procedural and non-procedural migrant workers, the risks borne by non-procedural migrant workers, and the importance of using official channels to work abroad. In addition, this counseling aims to increase public awareness of the importance of recruiting workers through legal procedures regulated by the government in order to avoid the risk of fraud, exploitation, and legal problems that may arise from working without going through official channels.

In addition to providing information on the correct procedures, this counseling also includes an understanding of the potential problems that can occur if someone works as a non-procedural migrant worker, such as being trapped in an unsafe work situation, unprotected rights, and being exposed to economic and social exploitation. UPT P2TK routinely conducts this socialization in various regions in East Java Province, especially in areas with high migration rates. It is hoped that through this counseling activity, prospective migrant workers can fully understand the importance of working legally and procedurally, and have adequate knowledge in making decisions related to labor migration.

2. Document Verification Supervision

The implementation of supervision and verification of migrant worker documents at the Technical Implementation Unit for Workforce Services and Protection (UPT-P2TK) of the Manpower and Transmigration Office (Disnakertrans) of East Java Province is a crucial initial step in ensuring that the departure process for Indonesian migrant workers is in accordance with applicable legal provisions. This process begins with checking the

completeness of the documents that must be owned by prospective Indonesian migrant workers (CPMI), such as passports, visas, work contracts, and other supporting documents. UPT-P2TK conducts thorough verification of the authenticity and conformity of the documents with the provisions set by the Indonesian government and the destination country for the placement of migrant workers. This verification aims to ensure that prospective migrant workers are not trapped in illegal or unauthorized recruitment practices, and to prevent potential abuse that could harm migrant workers.

3. Increasing Supervision During the Return Process of Problematic Indonesian Migrant Workers (PMIB)

From the Procedure for the return and resolution of Problematic Indonesian Migrant Workers (PMIB) at the UPT Protection and Service for Manpower (P2TK) of the East Java Provincial Manpower and Transmigration Office, it is carried out in an integrated manner and focuses on fulfilling the rights and protection of PMIB. The first stage is to receive reports and data related to PMIB from related agencies such as the Indonesian Embassy, BP2MI, or family. Furthermore, coordination is carried out with government agencies, manpower placement companies, and related parties to ensure completeness of documents and identify assistance needs. Coordinating with airlines for the transportation of bodies, including logistics and costs that can be facilitated by the government or employer. Upon arrival of the body in Indonesia, UPT P2TK works together with BP2MI to take care of the process at the airport, such as document verification and handing over the body to the family. Priority in this facilitation is given to East Java residents. However, if there are PMI from outside East Java, UPT P2TK will still provide facilitation..

Furthermore, PMIB will be returned to their area of origin with transportation support, psychosocial assistance, and provision of information about their rights. This process also includes facilitating the resolution of legal, administrative, or financial problems faced by PMIB.

For the handling of the repatriation of Problematic Indonesian Migrant Workers (PMIB) by the UPT P2TK of the Manpower and Transmigration Office (Disnakertrans) of East Java Province, if they have not been picked up by their families, it is usually done by accommodating the PMIB in shelters provided by the government. These shelters function as temporary shelters that provide adequate facilities, such as food, beds, and other basic needs. In addition, psychosocial assistance and legal assistance are also provided at the shelter if necessary, to ensure the recovery of the PMIB's physical and mental condition before finally being picked up by their families or returned to their areas of origin.

However, in the matter of repatriation of PMIB who are repatriated by the UPT P2TK of the East Java Provincial Manpower and Transmigration Office, there are several obstacles that are often faced, namely delays in the administrative process due to lack of documents required for repatriation, difficulty in coordinating with the PMI family who will pick them up, and also health problems. PMI who have just returned often bring health problems that must be addressed immediately.

4. Improving the Complaints and Problem Handling System

ARTICLE

The Integrated Service Information System (SIMPADU) is a platform developed by the UPT for Manpower Services and Protection (P2TK) of the East Java Manpower and Transmigration Office to facilitate the handling of complaints from Indonesian Migrant Workers (PMI). This system is designed to provide integrated, transparent, and fast services in handling problems faced by PMI, both domestically and abroad. SIMPADU is not only a means of complaint, but also a form of proactive effort by the East Java government in improving protection and services to PMI. However, one of the obstacles faced in data collection and counseling services for Indonesian Migrant Workers (PMI) is the low frequency of people coming for consultation. This may be due to a lack of information so that workers may not be aware of the existence of counseling services or their benefits. So, the alternative decision indicator of the UPT P2TK in supervising and protecting Indonesian Migrant Workers (PMI) in East Java Province is quite optimal. This is in accordance with what Hotnir Siringoringo stated in (Ardiansyah et al., 2022) that alternative decisions are activities or activities carried out to achieve the specified goals. These activities include socialization services, complaints, procedures for repatriating PMI bodies, and document verification procedures.

Limiting Resources

UPT P2TK Disnakertrans of East Java Province, based on the results of observations and interviews conducted, for the facilities and infrastructure available, it is sufficient and for the strength of human resource management, there are no obstacles between professional staff and the services provided by UPT P2TK so that in the limiting resource indicator it is said to be quite optimal.

E. CONCLUSION

The implementation of Supervision and Protection of Indonesian Migrant Workers in East Java Province by the UPT P2TK of the East Java Provincial Manpower and Transmigration Office shows that UPT P2TK has run various programs to protect and supervise Indonesian Migrant Workers (PMI). The counseling and socialization aspects have been implemented well, with various activities aimed at increasing PMI's understanding of their rights and obligations, as well as the risks they may face while working abroad. Supervision and verification of documents are also an important part of the protection process, to ensure the validity of documents and reduce the possibility of fraud.

In addition, UPT P2TK provides a complaint channel for PMI who experience problems while working abroad, which allows them to report and get help. For cases of problematic PMI, whether they are abandoned or exploited, UPT P2TK coordinates with various parties to resolve the problem and ensure the safe repatriation of PMI. Although there are several obstacles, such as in the matter of repatriating Problematic Indonesian Migrant Workers (PMIB), UPT P2TK has shown a high commitment in implementing protection and supervision of PMI in East Java Province. So the conclusion of the Optimization of Supervision and Protection of Indonesian Migrant Workers (PMI) has reached the optimal point.

REFERENCE

- Andriani, D., & Prasetyo, L. (2024). Fenomena Perempuan Pekerja Migran Indonesia untuk Kesejahteraan Keluarga. *Jurnal Intelektualita: Keislaman, Sosial dan Sains*, 13(2), 350-358.
- Ardiansyah, O., Vestikowati, E., Nurdin, A., & Anwar, R. (n.d.). OPTIMALISASI PENGGUNAAN SISTEM INFORMASI DESA DALAM PELAYANAN KEPADA MASYARAKAT OLEH PEMERINTAH DESA CIMANGGU KECAMATAN LANGKAPLANCAR KABUPATEN PANGANDARAN.
- Azmy, A. S. (2023). *Perlindungan Negara Atas Perempuan Pekerja Migran Indonesia*. Yayasan Pustaka Obor Indonesia.
- Bayuaji, W. S., & Puspitasari, P. (2024). Kerjasama Kelembagaan Antara BP2MI dan Ditjen Imigrasi dalam Pencegahan Pekerja Migran Indonesia Non Prosedural di Bandara Soekarno Hatta. *Jurnal Syntax Admiration*, 5(10), 4011-4023.
- Darmanto, A. (2016). Optimalisasi Sumber Pendapatan Asli Daerah Dalam Pelaksanaan Otonomi Daerah di Kabupaten Kutai Timur. *EJournal Ilmu Administrasi Bisnis*, 4.
- Depdikbud. (1996). *Kamus Besar Bahasa Indonesia*. Depdikbud.
- ERWIN, M. F. (2021). OPTIMALISASI KESELAMATAN KAPAL PENUMPANG KMP. PRATHITA IV DI PENYEBRANGAN KETAPANG-GILIMANUK. *KARYA TULIS*.
- Gunawan, C. A. (2023). *DIPLOMASI INDONESIA DALAM MENINGKATKAN KEAMANAN PEKERJA MIGRAN INDONESIA DI ARAB SAUDI TAHUN 2018-2022* (Doctoral dissertation, Universitas Nasional).
- Irpan, F. (2019). Optimalisasi Dalam Menjangka Peta Untuk Keselamatan Dan Keamanan Pelayaran Di Mt. Eternal Oil I Milik Pt. Tanker Armada Nusantara. *Karya Tulis*.
- Kurnia, C. A., Putri, D. L., Putri, D. T., Rahmani, H., & Wijayanti, I. (2024). Strategi Pekerja Migran Indonesia (PMI) Asal Pulau Lombok dalam Meminimalisir Risiko Kesehatan. *Jurnal Ilmu Pendidikan dan Sosial*, 1(2), 35-43.
- Manulang. 2012. *Dasar-dasar Manajemen*, Gadjah Mada University Press. Yogyakarta.
- Mutaqin, G., Admaja, F. P., & Mardhiyah, A. (2021). Implementasi Game Theory Pada Simulasi Dan Perancangan Software Berbasis Matriks Pay-Off Dengan Metode Non-Zero Sum Game. *TELKOMNIKA*, 3(2), 266-272.
- Nirmayanthi, A., Abdalla, M. A. F., Hasan, M., & Syamsudduha, S. (2024). Implementasi manajemen strategik berbasis sekolah. *Cognoscere: Jurnal Komunikasi dan Media Pendidikan*, 2(3), 1-10.
- Peraturan Gubernur Jawa Timur Nomor 62 Tahun 2018 Tentang Nomenklatur, Susunan Organisasi, Uraian Tugas Dan Fungsi Serta Tata Kerja Unit Pelaksana Teknis Dinas Tenaga Kerja Dan Transmigrasi Provinsi Jawa Timur Dengan. (2018). 1-24.
- Pomeo, W. R. R., & Winarti, E. (2024). Dinamika Implementasi Kebijakan Penempatan Tenaga Kesehatan di Daerah Terpencil: Tantangan dan Realitas Lapangan. *Jurnal Kesehatan Tambusai*, 5(1), 2309-2329.

ARTICLE

- Rahayu, N. V., DJ, E. W., & Triono, B. (2022). KEBIJAKAN PENYALURAN PEKERJA MIGRAN MASA PANDEMI COVID-19 DI KABUPATEN PONOROGO. *Jurnal Kebijakan Pemerintahan*, 44-51.
- Rizaldy, R. F., Wijaya, K. A. S., & Purnamaningsih, P. E. (2024). Optimalisasi Reformasi Birokrasi Terhadap Kinerja Pelayanan Kelurahan Airlangga Kecamatan Gubeng Kota Surabaya. *Ethics and Law Journal: Business and Notary*, 2(1).
- Sarwoto. 2003. Dasar-dasar Organisasi dan Manajemen. Jakarta. Ghalia Indonesia.
- Senda, T. J. S. (2023). *Optimalisasi Fungsi Skywalk Kebayoran Lama dalam Meningkatkan Aksesibilitas Transportasi Publik di Jakarta Selatan* (Doctoral dissertation, Universitas Nasional).
- Sugiyono (2019). Metode Penelitian Kuantitatif, Kualitatif, dan R&D. Bandung : Alfabeta.
- Sopanah, A., Kurniawati, R., & Anggarani, D. (2023). *Pengelolaan Badan Usaha Milik Desa (Bumdes) Dalam Rangka Optimalisasi Pendapatan Asli Desa (Pad) Berbasis Kearifan Lokal*. Scopindo Media Pustaka.
- Tantri, E. (2022). Perlindungan hukum terhadap tenaga kerja indonesia di luar negeri menurut undang-undang nomor 18 tahun 2017. *Lex Privatum*, 10(3).
- Undang-Undang Nomor 39 Tahun 2004 Tentang Penempatan dan Perlindungan Tenaga Kerja Indonesia di Luar Negeri.
- Yusuf, M. (2023). *Inovasi Pendidikan Abad-21: Perspektif, Tantangan, dan Praktik Terkini*. Selat Media.