

# OPTIMIZING THE SPECIAL JOB PLACEMENT UNIT FOR THE EFFECTIVE ABSORPTION OF VOCATIONAL HIGH SCHOOL GRADUATES

Alhaura' Nabighatul Ula<sup>1</sup>, Yuyun Estriyanto<sup>2</sup>, AG Tamrin<sup>3</sup>, Sukatiman<sup>4</sup>

<sup>1234</sup>Universita Sebelas Maret; Indonesia Correspondence email; alhauraula@student.uns.ac.id

Submitted: 16/08/2024	Revised: 22/10/2024	Accepted: 23/12/2024	Published: 16/02/2025
Abstract	in Vocational High Scho Using the Systematic Lit with VOSviewer, this st the PICO (Problem, Inte asked include the effe supporting and inhibitir important role in trac business/industry world ineffective communicat competencies with indu optimization of SJPU ne industry, the use of d alignment of the curric recommendation is ex increasing the absorptio	e effectiveness of the Special V ols (VHS) in channeling gradu- terature Review (SLR) approa- udy identified trends and gap rvention, Comparison, Outco ctiveness of SJPU in distril og factors. The results of the st cer studies, job training, a d. However, the limitations tion of alumni, and the in astry needs are still the main reds to be carried out through igital technology in employ culum with the needs of the pected to help vocational n of VHS graduates and strer d of education and the world of	uates into the world of work. ach and bibliometric analysis os in previous research. With me) step, the main questions buting graduates and their udy show that SJPU plays an and partnerships with the of management personnel, ncompatibility of graduate n challenges. Therefore, the n increased cooperation with ment information, and the e job market. This strategic education stakeholders in ngthening the role of SJPU as
Keywords	Absorption of graduates	, VHS graduates, SJPU, Vocat	tional education.
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#### INTRODUCTION

Vocational education plays a crucial role in developing competent and work-ready human resources (Raihansyah et al., 2024). In Indonesia, Vocational High Schools (VHS) are part of the vocational education system that equips students with the skills and expertise required by industries (Oroh, 2024). VHS has emerged as a solution to address the shortage of skilled human resources in the industry (Raihansyah dkk., 2024). These institutions provide students with relevant knowledge and skills through a curriculum designed based on industry demands and labor market needs, ensuring that graduates have various career opportunities (Zukna & Sassi, 2024).

Students attending VHS receive training to enter the workforce upon graduation, and one of the key factors influencing their decision to enroll in VHS is the belief that VHS graduates have better employment prospects (Dharmawan & Wijoyo, 2022). Therefore, VHS plays a significant role in enhancing the quality of human resources in Indonesia (Utama, 2021); (Maulina & Yoenanto, 2022)

The challenges faced by VHS graduates in entering the workforce are highly complex and multifactorial. One of the primary challenges is the mismatch between graduates' skills and industry needs (Maulina & Yoenanto, 2022). The VHS curriculum often fails to align with technological and industrial advancements, leaving graduates unprepared to meet the ever-evolving demands of the job market (Ekonomi et al., 2024). Additionally, many graduates lack essential soft skills such as communication, teamwork, and problem-solving, which employers highly value (Sutianah, 2021). Inadequate facilities and equipment in many VHS institutions further contribute to the lack of relevant and high-quality practical experience for students (Khoerunnisa et al., 2020); (Nurdina et al., 2019); (Iktiari et al., 2019). Competition among VHS graduates is becoming increasingly intense, as companies tend to select only the most qualified candidates (Widayanti et al., 2024). Additionally, the social stigma that perceives VHS graduates as less competitive acts as a barrier to the recruitment process (Tauhid et al., 2022). All these factors contribute to the low employment absorption rate of VHS graduates in the labor market, despite their potential and the possibility of further skill development (Edi et al., 2021) (Nasirudin et al., 2024)

The successful implementation of the Special Job Placement Unit (SJPU) in vocational education institutions is reflected in several key areas. One of the primary indicators is its ability to provide employment information services to VHS graduates, enabling alumni to easily access job opportunities that match their skills, potential, and career aspirations (Putra et al., 2018). Another

crucial factor is maintaining accurate and relevant graduate data, which facilitates both educational institutions and industries in fulfilling their workforce needs through a well-organized graduate database (Maulina & Yoenanto, 2022). Additionally, tracking the employment status of VHS alumni allows for periodic assessments of how many graduates have entered the workforce, engaged in entrepreneurship, pursuing higher education, or are still seeking employment. Developing partnerships with companies and educational institutions are equally important, as evidenced by the signing of Memorandums of Understanding (MoUs) that go beyond recruitment to include broader collaborative efforts (Aini & Ismiyati, 2021). Another key indicator is fostering relationships between VHS alumni and their alma mater, supported by a well-established alumni network that strengthens the school's support system (Widiyarsol & Sutama, 2021). Aligning the school curriculum with industry requirements is also a critical measure, ensuring that educational programs reflect the skills demanded by employers through continuous curriculum synchronization and validation efforts (Titin et al., 2024). Finally, equipping students with soft skills training, often delivered by industry experts or professional consultants, prepares them for real-world workforce challenges (Srianah et al., 2024). Collectively, these elements determine the effectiveness of VHS in supporting vocational education and career development (Kementerian Industri 2016).

Several previous studies have examined the issue of skill mismatch among VHS graduates. Research by (Listiana, 2021) Indicates that many graduates work in fields unrelated to their area of specialization. The jobs they pursue often do not align with their vocational education background (Utami Aas & Sekunder, 2016). Additionally, some students do not fully utilize the services provided by the SJPU during their job search process (Krist & Sutirman, 2018). Factors such as graduates' reluctance to work outside their home region (Sukardi & Hargiyarto, 2007) The poor graduate tracking system commonly found in SJPU further exacerbates the issue (Qomariana & Muhyadi, 2016).

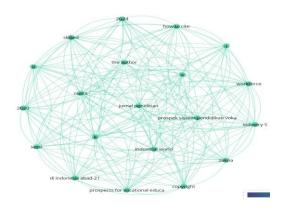


Figure 1. Visualization of Bibliometrics with VOSviewer

This study analyzes the optimization of the SJPU in enhancing the employment absorption of VHS graduates through a Systematic Literature Review (SLR) approach and bibliometric visualization using VOSviewer. The analysis reveals that research on the effectiveness of SJPU remains limited, with previous studies primarily focusing on vocational education in general and its relationship with industry.

Identified research gaps include the lack of studies on the barriers and supporting factors influencing SJPU's success, as well as the absence of optimization models based on policy and technology integration. Therefore, this study offers a novel contribution by developing an SJPU optimization model that integrates school policies and industry needs, assessing its effectiveness qualitatively, and exploring digitalization strategies to strengthen SJPU's role in addressing employment challenges in the Industry 5.0 era.

#### METHOD

This section outlines the methods, article selection process, and data analysis procedures used in this study. A Systematic Literature Review (SLR) approach was employed to explore relevant research on the effectiveness of Special Job Placement Units (SJPU) in Vocational High Schools (VHS) over the past five years (2020–2024). This research method aims to establish strong connections with previous studies by conducting searches across two different journal databases: Google Scholar and ResearchGate. The collected data were then thoroughly analyzed to derive accurate conclusions. Additionally, Mendeley was utilized as a tool to access articles from both journal databases and to facilitate the writing process by integrating relevant references. The keywords used for article searches were "special job fair" and "vocational school." The researcher first determined the type of research articles to be included. This process involved setting inclusion and exclusion criteria, which helped identify articles that were relevant and suitable for the study while excluding those that did not meet the requirements.

The PICO(S) format was applied to systematically formulate the inclusion and exclusion criteria. Articles used in this study were selected based on the predefined inclusion criteria. For more detailed information on how this format was applied to determine these criteria, please refer to the following.

Criterion	Inclusion	Exception
Timeline	Year 2020-2024	< 2020
Publication	Article	Chapters in books, reviews,
Туре		editorials, reviews, theses,
		literature
Preferred	Indonesian	Languages other than
language	and English	Indonesian and English
Subject area	Vocational	Other school levels
	Schools	

Table 1. Inclusion and Exclusion Criteria

This study employs a descriptive analysis approach to provide a clearer and more in-depth overview of findings from various literature sources regarding the effectiveness of SJPU. This technique aims to understand the patterns, trends, and challenges that arise in the implementation of SJPU in VHS. This research presents a more structured synthesis of relevant studies by systematically processing information from the selected literature through the SLR method. The analysis was conducted by compiling data from selected articles that met the inclusion criteria. The collected data were then explored to identify key patterns illustrating how SJPU facilitates graduate employment absorption. The study examines various roles of SJPU, including the implementation of tracer studies, the development of industry partnerships, and the provision of job vacancy information. Findings from the literature were analyzed to provide an in-depth understanding of both the successes and obstacles encountered by SJPU in fulfilling its functions. Furthermore, this analysis delves deeper into the challenges faced by SJPU. The reviewed literature data were not only described but also synthesized to provide a more comprehensive perspective on existing barriers and potential solutions that can be pursued to enhance the effectiveness of SJPU.

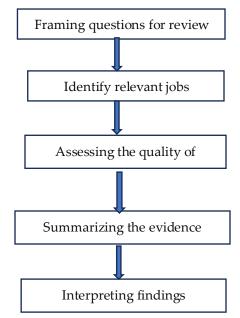


Figure 2. Steps in a Systematic Literature Review (Zakaria et al., 2019)

## FINDINGS AND DISCUSSION

## Findings

In conducting a PICO Systematic Literature Review, five stages must be followed, as outlined below:

Step 1: Formulate the Questions

The literature review explores the effectiveness of the role of SJPU in VHS. The fundamental research questions guiding this study are formulated as follows: Q1: How effective is the role of SJPU in fulfilling its function within VHS? Q2: What are the key challenges faced in the implementation of Special Job Placement Units (SJPU) in VHS?

Step 2: Identify Relevant Articles

The literature search process is a crucial initial step in conducting a comprehensive study. Utilizing two primary databases, Google Scholar and ResearchGate, researchers systematically developed a search strategy using relevant keywords, particularly "peran Bursa Kerja Khusus." This resulted in the identification of 163 preliminary articles related to the topic. However, to ensure more precise inclusion, the search was refined by incorporating the more specific term "VHS," yielding 161 articles from Google Scholar and 11 from ResearchGate.

The next step involved filtering articles published between 2020 and 2025 to maintain the relevance and timeliness of the data, narrowing the selection to 87 articles from Google Scholar and one from ResearchGate. Despite this rigorous screening process, the search for the most

relevant literature did not stop there. Researchers conducted a further screening based on titles and abstracts to ensure that the selected articles fully aligned with the research focus.

Ultimately, after a careful and thorough selection process, only eleven articles met the final inclusion criteria. The entire process, including search and screening steps, is visually represented in Figure 3, providing a clear overview of the literature search methodology employed in this study.

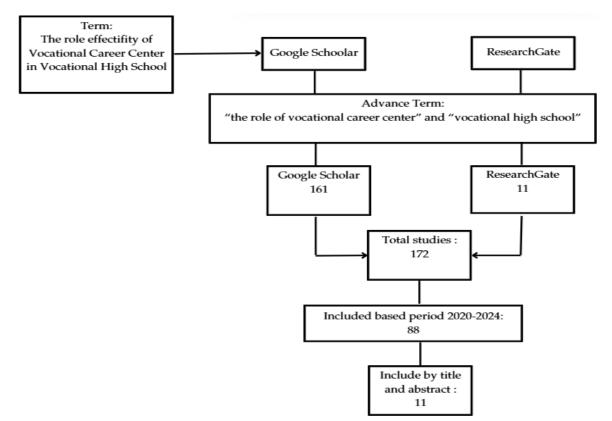


Figure 3. Flowchart of the Article Search Process

Step 3: Assess the Quality of the Research

The quality of the research ensures that the sources used are relevant and reliable. The analyzed articles are publications from the last five years, ensuring that the information remains aligned with current developments. This study focuses on the role of the SJPU in assisting VHS graduates in navigating employment challenges. Therefore, each reviewed article is directly related to this central theme. The structure of this research is also a key consideration, with particular attention given to the research objectives of each article to determine whether their findings provide valuable insights for SJPU development. Additionally, the methodologies employed in the reviewed studies are carefully evaluated to ensure they are research-based rather than SLR. Ensuring that the research is conducted in a manner that produces valid and relevant findings is crucial. Another

important aspect is the credibility of sources, which is why only articles from reputable journals or academic conferences are selected, as the quality of sources significantly impacts the reliability of information. Furthermore, the practical applicability of the recommendations presented in these studies is also considered, ensuring they can be effectively implemented to support the role of SJPU in vocational education.

Step 4: Summarize the Existing Evidence

Based on a review of eleven research articles discussing the role of the SJPU in the recruitment of VHS graduates, the findings have been summarized in the following table.

No	Title	Author	Role effectiveness	Challenge	Recommendations
1.	Analisis Peran dan Kesenjangan Eksistensi Bursa Kerja Khusus (BKK) dalam Menjebatani Lulusan SMK Memasuki Dunia Industri	(Ma et al., 2024)	SJPU's performance is in the "quite good" category.	There is a mismatch between the competencies of graduates and the skills required by the industry.	Link and match between schools and industry, tracer studies, MoU with industry
2.	Peran Bursa Kerja Khusus (Bkk) Dalam Menyalurkan Siswa Kompetensi Keahlian Desain Pemodelan dan Informasi Bangunan (DPIB)	(Sasongko et al., 2020)	SJPU's activities in providing work guidance and counseling to students are very high.	Reduced collaboration with some companies	Public Relations will seek and approach companies to establish cooperation in terms of labor distribution.
3.	Optimalisasi Bursa Kerja Khusus Dalam Menyalurkan Lulusan Smk Pada Dunia Usaha/Dunia Industri (Du/Di)	(Fitri & Trihantoyo, 2021)	SJPU plays a role in planning industrial relations work programs per study program, negotiating with business/industry and the government for the placement of pre- school students, as well as collaborating with DU/DI and the Ministry of Transportation	The personality of graduates who are still unstable, it is difficult to contact alumni to convey information about job vacancies or training, the physique of graduates is not in accordance with what is needed by the company, one of which is tall stature, job unsuitability.	Motivating graduates to be able to choose the right job, increasing the intensity of graduate visits to schools and disseminating job vacancy information digitally (through the website) or through the mading council, increasing cooperation with industry

**Table 2.** Summary of SJPU's Role Review in VHS

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			regarding the		
4.	Peran Dan Manajemen Bursa Kerja Khusus (Bkk) Smk Negeri 1 Kediri Dalam Meningkatkan Keterserapan Lulusan	(Anura & Suwito, n.d.)	regarding the training and placement of graduates. BKK also maps DU/DI, compiles a graduate search database, and develops a dedicated website to support services and work programs. SJPU has shown its role in increasing graduate uptake through industry collaboration, graduate offerings, mentorship, recruitment, job fairs, and graduate tracking.	Students experience difficulties when conducting job interviews, sudden company recruitment information, limited number of SJPU members.	SJPU needs to emphasize more on student readiness before recruitment activities. In addition, SJPU and teaching staff must increase collaboration in shaping the mindset of students and motivating them. SJPU must also increase the number
5.	Evaluasi Program Manajemen Bursa Kerja Khusus (BKK) di SMK Karya Teknologi Jatilawang, Banyumas	(Atmaji, 2020)	implementation of the SJPU program has been carried out in accordance with the activities outlined in the work program and carried out by human resources	a. Context Evaluation: the role of schools in helping SJPU is still ongoing and needs to be improved in career guidance activities and shaping students' job readiness; b. Evaluation of inputs, availability of infrastructure facilities that are well supported by competent SJPU personnel or administrators in their fields and their work programs as a reference for management work;	of officers to ease the workload of each officer. 1. Planning a partnership

			helped to get a job	. The evaluation	
			helped to get a job after graduation.	process, in the process of placing prospective workers, still needs to be improved because the delivery of optimal information to alumni and the implementation of the candidate recruitment workforce has not been carried out;	
6.	Peran Bursa Kerja Khusus dalam Menyalurkan Sigwa Lulugan	(Tobing & Santoso, 2023)	The role of SJPU at SMK Pangudi Luhur Muntilan in	. Product Evaluation, SJPU in terms of distribution of new graduates, around 30% of graduates are channeled to industry The lack of human resources in SJPU management and the difference in	The addition of SJPU members so that SJPU can provide
	Siswa Lulusan SMK Pangudi Luhur Muntilan untuk Memasuki Dunia Usaha dan Dunia Industri		managing information related to the business and industrial sectors, as well as providing career education to students, is very effective.	competency qualifications needed by industry and schools.	focused responsibilities on SJPU's own forum by reducing working hours between SJPU's teaching or management programs, collaborating with other schools to meet industry qualifications, or continuing to make efforts to conduct recruitment in schools with existing students.
7.	Implementasi Manajemen Bursa Kerja Khusus di Smk Negeri 11 Semarang	(Santos & Miyono, 2023)	In conclusion, the management of SJPU has been implemented by following steps or procedures that are in line with management principles,	The principal does not pay much attention to planning, organizing, implementing, and supervising. Teachers from SJPU are required to	It is hoped that SJPU can develop strategies in planning, implementation, and evaluation to the maximum that aim to increase output and absorption in

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			including four main activities: planning, organizing, implementing, and monitoring.	always be ready to carry out activities.	the world of work, can provide solutions to overcome implementation obstacles in improving student graduate achievement, and can provide breakthroughs in improving student graduate
8	Pelaksanaan Tugas Dan Fungsi BKK Pelaksanaan Tugas dan Fungsi Bursa Kerja Khusus (BKK) di SMK Muhammadiyah 1 Playen	(Dinata e al., 2020)	tt . The duties and functions of SJPU in helping graduates of SMK Muhammadiyah 1 Playen enter the world of work, which are assessed at 69.25%, include: (a) Providing employment information to students (80.00%), Providing career guidance (58.75%), Building relationships with alumni (67.50%), I. Carrying out employment activities (80.63%), and Establishing cooperation with government and private institutions	The inhibiting factors of SJPU SMK Muhammadiyah 1 Playen in facilitating the distribution of its graduates, which reached 79.02%, include: (a) Internal Factors (83.75%) and (b) External Factors (74.29%).	achievement. SJPU management establishes a regular schedule for management meetings, develops concrete work programs, and designs alumni tracking questionnaires.
9	Efektivitas Peran Bursa Kerja Khusus (BKK) Dalam Membantu Menyalurkan Lulusan SMA Memasuki Dunia Kerja Di SMA Kartika Wijaya	(A'yunin, 2023)	(59.38%). BKK SMA Kartika Wijaya is effective in helping graduates absorb jobs through partnerships with DU/DI, providing career guidance, and managing graduate data.	Internal: lack of coordination and limitations of management staff. External: Mismatch of graduate competencies with industry needs, minimal communication, and	Improving coordination between management and administrative governance, utilizing digital media for work information, organizing certified

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			Most administrators (83%), students (77%), and alumni (84%) rate their roles positively.	geographical barriers.	training according to industry needs, and involving alumni to support the BKK program.
10	Evaluasi Bursa Kerja Sekolah Menengah Kejuruan Pada Kompetensi Keahlian Otomotif Di Sleman	(Yusuf et al., 2020)	BKK services at vocational schools were considered good by respondents. The context and input of the program are in a good category, and the process is considered very satisfactory, while the product/output is considered less achievable even though, overall, it remains in a good category.	stakeholders, including the automotive industry, 5 Disdikpora, Disnakertrans, and Disperindakop, in	<ul> <li>Increasing school collaboration with industry in related zones.</li> <li>Adjusting the syllabus according to technological developments.</li> <li>Local governments need to support job market information, provide facilities, and map specific jobs for specific competencies.</li> </ul>
11	Manajemen Bursa Kerja Khusus di SMK Negeri 2 Samarinda dalam Penyaluran Lulusan ke Dunia Kerja	(Nurlaili, 2022)	Registration of job seekers (alumni), searching for and registering job vacancies, providing counseling and job training, conducting Supply of labor to the business world and the industrial world, carry out job matching activities with the job market ( <i>job</i> <i>matching and job</i> <i>fair</i> ).	The results of the evaluation show that BKK's work has not been maximized. It needs to be improved in the next program.	Increasing cooperation with DU/DI in order to increase employment, especially large- scale industries which are mostly located outside the city of Samarinda, Forming alumni bonds, Tidying up alumni data administration . 4) Using the SMK website that informs about job vacancies

The table above summarizes findings from various articles discussing the role of the SJPU in VHS. It highlights the effectiveness of SJPU in bridging VHS graduates with the workforce, the challenges faced, and recommendations for optimization. The findings indicate that SJPU has been relatively effective in carrying out key functions such as tracer studies, alumni tracking, and industry

collaboration. However, several challenges persist, including a mismatch between graduates' competencies and industry demands, limited communication between stakeholders, and a lack of sufficient staff to manage SJPU operations effectively. To address these issues, researchers suggest strengthening partnerships with industries, leveraging technology to improve job placement services, and developing targeted training programs to enhance graduates' employability. Overall, the table provides a comprehensive overview of SJPU's role, its primary challenges, and potential strategies for improving its effectiveness in supporting vocational high school graduates.

Step 5: Interpreting findings

#### 5.1. How effective is the SJPU in maximizing VHS graduate absorption?

Based on the reviewed articles, the SJPU has generally performed well in connecting job seekers with industries through various preparatory programs and supporting media. Schools actively strive to establish strong relationships between education and industry to ensure that graduates possess competencies aligned with labor market demands. Tracer studies are continuously conducted to monitor alumni absorption rates. Additionally, partnerships or Memorandums of Understanding (MoUs) with industries are being expanded to facilitate the distribution of skilled labor through industrial development. The SJPU remains optimistic and confident in its ability to effectively bridge students and alumni with the workforce.

5.2. What challenges are faced in the implementation of SJPU in VHS?

Several challenges identified from the literature review include the lack of alignment between graduate competencies and industry needs. Additionally, there has been a decline in collaboration with various companies, and the unstable personalities of some graduates make it difficult to reach alumni for job vacancy updates. Some graduates also fail to meet physical requirements set by companies, such as height restrictions. The mismatch between job roles and graduate competencies presents another issue, further exacerbated by the difficulties job seekers encounter during interviews. Moreover, sudden recruitment announcements and the limited number of SJPU staff pose significant challenges.

#### Discussion

This study aims to understand the role of SJPU in assisting VHS graduates in entering the workforce. Based on the data analyzed in the table above, it was found that SJPU plays a significant role in facilitating the transition of graduates into the labor market. However, several challenges hinder its effectiveness, particularly in terms of communication with alumni, the limited number of

staff, and the mismatch between graduates' competencies and industry demands.

#### Roles and Challenges

Based on the analyzed data, it was found that tracer studies are one of the core activities carried out by SJPU. These studies are conducted to systematically monitor alumni status, whether they are employed, pursuing further education, or still seeking job opportunities. This tracking process provides essential data for evaluating the school's success in preparing graduates for the workforce. However, the implementation of tracer studies often faces challenges, particularly in reaching alumni due to communication barriers. This indicates an urgent need to improve the communication system between schools and alumni to enhance the effectiveness of tracking efforts. Additionally, partnerships with the Business and Industrial World (DU/DI) are a key element in SJPU's success in facilitating graduates' entry into the job market. Formal collaborations, such as Memorandums of Understanding (MoUs), serve as a primary strategy for securing direct access to job opportunities. However, findings from the table indicate that these collaborations are often inconsistent and require a more strategic approach to maintain strong relationships with industries. Another significant challenge is the mismatch between graduates' skills and labor market demands. Many graduates lack either the technical or soft skills necessary for employment, such as communication, teamwork, and problem-solving abilities. This gap serves as a major obstacle that limits graduates' employment opportunities. These findings further emphasize the importance of aligning school curricula with the continuously evolving needs of industries.

Human resource limitations within SJPU also hinder its performance. The table highlights that the number of available staff is insufficient to manage multiple responsibilities, including providing student training, conducting tracer studies, and organizing job fairs. This creates a heavy workload for existing staff, ultimately limiting SJPU's ability to deliver optimal services. Furthermore, the use of digital technology for job vacancy dissemination has become a key

differentiator between schools that successfully place graduates and those that struggle with workforce absorption. The table shows that schools that have integrated digital platforms into their SJPU systems can reach more alumni and distribute job-related information more efficiently. However, many schools have yet to fully adopt this technology, leading to inefficient and limited job vacancy dissemination.

Overall, these findings highlight that while SJPU plays a crucial role in facilitating the transition of vocational high school graduates into the workforce, several key challenges—including

skill gaps, resource constraints, and the lack of technological adoption — must be urgently addressed to enhance the effectiveness of these units.

This study aligns with previous findings that have examined factors influencing the effectiveness of SJPU. For instance, (Anis et al., 2024) Emphasize the importance of tracer studies as a tool for understanding the needs of alumni and industry. Tracer studies serve as a bridge for obtaining relevant data on graduates, which can ultimately be used to develop strategies for improving the quality of SJPU services. Additionally, communication barriers have also been consistently identified as a major issue in prior research. (Susmawati et al., 2021) Highlight that one of the biggest challenges faced by SJPU is the lack of effective communication with alumni. This limitation can lead to insufficiently accurate data regarding graduates' employment status and needs, thereby hindering efforts to enhance job placement quality (Sari et al., 2023). Another study by (Maulina & Yoenanto, 2022) Underscores that the success of SJPU is highly influenced by the quality of partnerships established with businesses and industries (Yahya, 2023). Strong collaboration between schools and industry partners is a crucial factor in ensuring that graduates are successfully absorbed into relevant job markets.

However, this study provides new insights that enrich previous findings. One key revelation is that the limited number of staff working within SJPU poses a significant challenge to the implementation of existing programs. Additionally, the lack of digital technology adoption further hampers the operational efficiency of SJPU. These findings highlight the urgent need for greater attention to human resource allocation and digitalization to ensure that SJPU functions optimally in bridging the gap between education and the labor market.

#### CONCLUSION

The conclusion of this study highlights the crucial role of the SJPU in VHS in assisting graduates in securing employment that aligns with their skills. The effectiveness of SJPU is largely dependent on strong collaboration between schools, industries, and supportive educational policies. Several key factors contribute to its success, including robust partnerships with companies, training programs that align with industry demands, and the utilization of technology in recruitment processes and competency mapping. However, challenges remain, particularly in terms of limited resources within SJPU, a lack of continuous mentoring, and low student awareness of career planning. These obstacles hinder the unit's ability to function optimally. Therefore, a more

systematic strategy is needed to strengthen SJPU's role, including enhancing the capacity of its management, expanding networks with industries, and continuously monitoring graduate employment outcomes. By implementing these measures, SJPU can serve as a more effective bridge for VHS graduates to enter the workforce while simultaneously supporting vocational education to remain aligned with the evolving needs of industries.

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