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Since technology advances in today’s workplace, there is an increasing demand for well trained entry level workers. Increasing numbers of companies are establishing partnership training agreements in order to ensure their continued success in the business world, to be competitive, and to improve productivity. The reasons many educational and training institutions such as polytechnics are moving towards these types of training agreements include overcoming financial barriers in upgrading equipment, enhancing instructors skills and offsetting enrolment declines in programs that are viewed as obsolete or in need of improvement. The phenomenon of reduced finances, whether modest or considerable, obviously serves to challenge institutions of higher education to fulfil the needs of their components . As funding linked with governmental sources wanes, universities, polytechnics and vocational education schools should seek alternative modes of funding in order to increase existing revenue as well as to deal with increasing complex needs . Many of those institutions will survive, however, only through fostering collaborative and innovative partnerships which enable them to transform in this high speed information age. The developments in the past decade " highlight the reality that we are living in a time of truly historic transformation—one that is planted in the rise of a knowledge society based largely on the collaborative generation and use of information" . For several years universities and vocational education institutions i. e. polytechnics have depended on government funding for their financial plan support. The days when those institutions can assume that it is an independent entity and that it does not require contact with the outside world are past. The ivory towers require assistance from the private sector. The fostering of partnerships to meet the fiscal needs will become more and more ordinary in academe . added that the decision to collaborate is often one of necessity, since institutions need to obtain resources from alternative sources to survive. Since then, the paring of companies and higher education to gratify new mutual needs is growing. Companies are viewing collaborations with universities and vocational education institutions as a means for employee training in addition to enabling recruitment and retention. On the other hand, higher education including vocational education and training institutions, recognising the growing segment working adult students, is look at the potential for increased enrolment and associated revenue streams. The combination of external forces and internal pressures has created a rich opportunity to explore the dynamics of employment development partnerships involving traditional academic institutions . Some industry—higher education institution partnerships have been mutually beneficial while others have not. The question is becoming not whether partnerships are good, but how to make them work .

## Statement of the problem

Forming a partnership between two entities that may have different goals can be a challenging process. The company and the vocational educational institution have to work together to define the relationship, determine methods of collaboration, and establish shared goals, so both organisations can reap the benefits from the partnership. In an era when economic supremacy and financial control have been increasingly assumed by globalisation in capital interests, education and training is one of the few areas in which governments are still able to put forth a relatively strong influence. notes that ‘ As governments lose control over various levers on their national economies … they frequently turn to education and training as two areas where they do still maintain control’ . argues that as globalization erodes the traditional powers of nation-states, governments have increasingly relied on education and training to strengthen national comparative economic advantage. Indonesia in common with many other countries has put in place major education and training developments and improvements over the past 20 to 30 years to meet rapidly changing sets of economic and social needs . The development and provision of quality vocational education and training is essential to support Indonesia in meeting increased regional and global competition. There is also a need to build up an Indonesian system of vocational education and training to meet the needs of industry. The system needs both quality supports and responsiveness to community and industry needs to best meet these economic objectives. To this end, training should be integrated with initiatives designed to advance and demonstrate quality processes and management. There has already been significant growth in the amount and variety of industry–provider training partnerships in the vocational education and training (VET) sector in Indonesia . The state authority for vocational education and training is shared by the Ministry of National Education and the Ministry of Manpower of Indonesia, while the planning council, BAPPENAS (National Development Planning Agency), is responsible for the co-ordination of development planning . Vocational education, which is the responsibility of the Ministry of National Education, aims both to prepare students to continue their study at a higher institute of formal learning, such as a polytechnic institution, and also to prepare students (upon graduation) to directly enter the workforce. The Ministry of Education and Culture in 1993 introduced the " Link and Match" policy which intended to ‘ link the education system to the " world of work", and match the quantity and quality requirements of manpower in productive sectors’ . The Indonesian authority is interested in Australian approaches to the industry-led and competency based elements of Australian VET system as well as the Australian national framework . Australia moved away from an education based VET system, towards the creation of an enterprise-based system: ’the emerging vocational education and training system aims to be " business-led" and " enterprise-focused", with local workplaces being able to determine " what training they receive, from who and when, where and how" . Therefore, the national training system is now dedicated to consistency in results assessed against industry and enterprise benchmark rather than consistency in curricula. This agenda for the development of VET was reinforced by the Australian Embassy’s Counsellor for Education, Science and Training speaking in Indonesia, ‘ vocational education and training symbolized a crucial element of the current workplace and was essential in underlying potential economic development. Furthermore, all countries are reaching a new stage in the improvement of their vocational education and training institutions and systems’ . The focus of this research is upon VET and industry partnerships, an initiative which the Indonesian government embarked upon in 1997 . As part of the agenda of modernisation of the vocational education and training system in order to achieve economic competitiveness and meet industry needs, Indonesia has set about developing partnerships between industry and the training sector. argue that successful partnering is related to the ability to respond to the needs of change, continuous learning and innovation. In describing the formation and nature of partnerships, there is typically a mix of inter-organisational (for example, environment, structure, level of competition and change) and interpersonal factors (for example trust, friendships, senior executive support) at work. As also noted by , successful VET industry- provider training partnerships include the effective management of an extensive scale of environmental, training and people issues. Various issues form the improvement of partnering result. stated that training partnerships are formed by a scope of environmental factors, and readiness to adjust and alter the training approach. He also argues that principal to the success of all collaborations are the attitudes of people and the interactions amongst them, which as a result are researched upon three domains: Environmental influences upon partnershipsChanges to the training model (Process)The role of people and relationshipsThis research investigates this aspect of vocational education and training policy, the development and implementation of partnerships between the VET system and industry, a focus of national and international significance.

## Research Questions

Consequently, the research questions that arise under the three headings of the partnership framework are framed drawing upon Lendrum’s model:

## Environmental issues:

What are the common environmental factors impacting upon the establishment of the partnership and the participants’ readiness to partner; what types of partnerships have appeared in Indonesia; how do these factors adjust in line with the size and location of the VET and industry partner; how are reputational impacts operating; what are the relational and organisational cultural issues at work; what has been the impact of globalising pressures?

## Training issues:

Can successful training models be identified in these partnerships; what are the key drivers for training; to what degree do training models vary in their levels of flexibility, customisation, administrative arrangements and the formality of the training liaison; what is the perceived return on investment for the industry partner?

## People issues:

What abilities being needed by VET providers to develop and maintain partnerships?

## Limitations

The study was conducted under the following limitations: This study was limited to the population tested. No attempt was made to generalise the findings to other institutions or corporations. All respondents were from vocational education and training providers and specific corporations or targeted business/industry representatives. A low response rate may prohibit the researcher from developing general definitions of partnerships programs.

## Research Aims

The purpose of this research is to investigate and document the role of partnerships in VET delivery, with a specific focus on the characteristics of the partners, and the benefits of the partnerships. It may be speculated for example that such partnerships may be instrumental in creating new streams of income at one level and providing opportunities to generate recent sets of knowledge and abilities, adding to the competitive positioning at another level to both VET provider and the industry partners. The project also aims to examine the capability of existing training institutions and vocational education and training (VET) providers including polytechnics, vocational secondary school (SMK) and other vocational education and training that is Balai Latihan Kerja (vocational training centres) under the Ministry of Manpower to respond to industry needs through adjustments in their approach to training partnerships in East Java Indonesia presently. explain that the first purpose of case study research is to focus on understanding the case under review with the possibility that analysis may be applicable to other cases. The case study approach was appropriate for this research because it provided for an in-depth analysis of VET providers – industry partnership.

## Conceptual Framework and Methodology

The theoretical framework for this research is informed by a constructivist paradigm, and employs a qualitative research methodology to gain knowledge of the perceptions of case study participants implementing VET partnerships in Indonesia . This study is supported by considering what we know about the notion of " partnering" and how collaboration amongst stakeholders can produce positive outcomes. The existing literature about partnerships and how it has evolved over previous decades is essential to understanding how today’s VET providers and industry might meet the needs of a complex, global work environment. This study utilised relevant literature, questionnaires and interviews to gain information regarding characteristics and relationships, and primary beneficiaries as perceived by VET practitioners and corporate training managers participating in partnership training agreements.

## Significance of the Research

## The results of this study provide an understanding of great import to campus official, educators in higher education, educational fund-raisers, education policy maker and industry, of the descriptive and qualitative methodology that reveals how different entities cooperate, thus yielding profound understanding of VET provider – industry partnerships.

## The vocational education sector has a significant social and economic role in the development of emerging nations. From a social service viewpoint, demand for VET stems from a need by individuals to attain their full potential and contribute to their own social and cultural improvement while demand motivated by economic goals stems from the income that accrues to individuals, communities, enterprises and nations that possess superior skills and knowledge . For Indonesia, training partnerships with industries are an historical characteristic of Indonesian’s vocational education and training system, allowing for development of useful research findings in areas of VET, partnerships and community and national development.

## Underscoring the importance accorded the sector, VET has been given priority in REPELITA VI (Indonesia's sixth five-year development plan, 1994/1995-1998/1999), up to now, however, no uniform VET system has been adopted in Indonesia .

## Contribution to knowledge

This study contributes to knowledge firstly by offering an analysis of the VET - industry partnerships, secondly by making recommendations for improved practice, and lastly through the development of resources to be used by the VET sector and industry partners in staff development for employees. It is intended that these resources will allow staff better insights into their organisation’s mission, values, standards, policies and strategies as a result of being involved in a training program; supporting development of staff skills, knowledge and self-confidence, as well as enhancing career paths and providing access to a culture in the workplace that better encourages learning and innovation to advance work. The study has significance for VET and the wider education agenda in Indonesia in the first instance and makes a contribution to international understandings and knowledge of VET and partnerships.

## Definition of terms

A number of terms, some already referred to, must be defined in order to understand the context of the study. VET provider – an organisation which delivers vocational education and training (VET) programs. VET operations in some universities, polytechnics, vocational schools, private providers, industry skill centres, and commercial and enterprise training providers . Partnership – a mutually beneficial and well-defined relationship entered into by one or more organisations to achieve common goals . Corporation – a national corporation or business/industry which requires vocational/technological training to support product service activities. Industry – higher education partnership: a partnership is a relationship involving close cooperation and joint rights and responsibilities between an industry corporation and a higher education institution that produces mutually beneficial outcomes. Defined by as a " strategic joint relationship between two or more organisational entities". Customised training – courses of instruction and/or training which have been adapted to meet the needs of a specific group of learners i. e. company employees. Course modifications may include: changes in class scheduling, location, and duration. On-the-job training – training undertaken in the workplace as part of the productive work of the learner . Workforce – the available workers engaged in a specific activity or enterprise for a single company or industry. In this study, the workforce is as perceived by primary organisations involved.

## Summary

Partnerships exist in many forms for various purposes. A partnership can exist between a corporation and a higher education institution to provide training and development activities for the workforce allowing the organisation to remain competitive. The research questions posed in this study serves a guide for reviewing an existing VET provider – industry partnership including its purpose, organisational benefits and challenges. By reviewing VET provider – industry partnership topic, this study provide insight into how Indonesian VET providers particularly in East Java can utilise industry – VET providers partnerships to train their workforce and compete successfully in the global economy.