

## Agile Governance in Employment Services through the Arek Suroboyo Siap Kerjo (ASSiK) Application at the Department of Industry and Manpower of Surabaya City

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**Abstract.** The need for adaptive, efficient, and technology-based public services is becoming increasingly urgent amid rapid environmental changes, particularly in the employment sector. This condition encourages bureaucracies to respond adaptively, one of which is through the application of agile governance. The Covid-19 pandemic prompted the Department of Industry and Manpower of Surabaya City to shift its conventional job fair services to a digital system through the launch of the Arek Suroboyo Siap Kerjo (ASSiK) application an innovation based on information technology that connects job seekers and companies online. This study aims to analyze the implementation of agile governance principles in employment services through ASSiK at the Department of Industry and Manpower of Surabaya City. The principles include: value proposition and agility shift, leadership readiness for change, citizen-centric approach, and human resource investment. This research uses a descriptive qualitative approach with data collected through interviews, observations, and documentation. The findings indicate that the implementation of agile governance has been fairly optimal, especially in the aspects of value proposition and human resource investment. However, challenges remain in leadership readiness for change, particularly due to limited staffing and the absence of Standard Operating Procedures (SOP) for ASSiK usage. Additionally, the citizen-centric approach has not been fully realized due to the lack of collaboration with stakeholders in service standard formulation and the limited reach of socialization efforts. The study recommends adding ASSiK management personnel, drafting SOPs, strengthening stakeholder collaboration, and enhancing the effectiveness of outreach to reach more job seekers.

**Keywords:** Agile Governance; ASSiK; E-government; Employment Services

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### INTRODUCTION

Public service is a government function at the central, regional, and state-owned enterprise levels aimed at fulfilling citizen's right and achieving specific objectives through the provision of community services (Law Number 25 of 2009). One form of public service is employment services, which are defined as services related to workers before, during, and after the employment period (Law Number 13 of 2003). The government is therefore required to continuously innovate and enhance its adaptability in service delivering to effectively address various service-related issues and meet public needs. One of the key employment issues faced by Indonesia is unemployment. Based on place of residence, the Open Unemployment Rate (OUR) in Indonesia is higher in urban areas (5.89%) compared to rural areas (3.37%) (BPS Republic of Indonesia, 2024). Urban unemployment mostly occurs in major cities, including

Surabaya. As a large city and the capital of East Java Province, Surabaya has become a destination for urbanization, which has triggered a surge in population. This condition hampers development, reduces per capita income, and increases the unemployment rate. Surabaya City, according to data from BPS East Java Province (2023), is the region with the fourth highest Open Unemployment Rate (OUR) in East Java at 6.76%. The following is attached to the TPT of Surabaya City from 2019-2024:

**Table 1. Percentage of Open Unemployment Rate in Surabaya City 2019-2024**

| No. | Year | OUR (Percent) |
|-----|------|---------------|
| 1.  | 2019 | 5,76          |
| 2.  | 2020 | 9,79          |
| 3.  | 2021 | 9,68          |
| 4.  | 2022 | 7,62          |
| 5.  | 2023 | 6,76          |
| 6.  | 2024 | 4,91          |

*Source: BPS East Java Province (2024)*

Based on the data above, the Open Unemployment Rate (OUR) in Surabaya City increased by 4.03% in 2020, then slightly decreased by 0.11% in 2021. A significant decline began in 2022, with a decrease of 2.06%, followed by 0.86% in 2023, and 1.85% in 2024 compared to the previous year. The high Open Unemployment Rate indicates low labor absorption and calls for special government intervention, including from the Surabaya City Government (Melywuni & Hertati, 2023). The Surabaya City Government is expected to enhance its public services to be more adaptive and flexible through the use of e-government, allowing services to be accessed online, easily, and affordably.

The Surabaya City Government continues to promote the integration of technology in public services, as evidenced by its recognition as the Most Innovative City in the 2021 Innovative Government Award (IGA) by the Ministry of Home Affairs of the Republic of Indonesia (Surabaya City Government, 2021). As a continuation of this innovation, in 2022, the Arek Suroboyo Siap Kerjo (ASSiK) application was launched by the Department of Industry and Manpower of Surabaya City as a solution to unemployment issues and as a platform for conducting online job fairs (Department of Industry and Manpower of Surabaya City, 2024b). This application is an official innovation listed in the department's innovation register under Surabaya Mayoral Regulation No. 139 of 2022 and was developed based on Surabaya Mayoral Regulation No. 76 of 2021 using a Link and Match approach. ASSiK is designed to reduce unemployment, facilitate recruitment processes for both job seekers and companies, and provide fast, transparent, and responsive employment services.

Before the introduction of ASSiK, job seekers were burdened by the need to carry numerous documents and cover transportation costs to apply directly to companies. This situation led to public demands for an effective solution to address unemployment. Through ASSiK, the job fair process became computerized, allowing job seekers' personal data to be stored online, reducing financial burdens, and improving access and job opportunities more efficiently. ASSiK is expected to serve as tangible evidence of the government's presence in enhancing public services, particularly in supporting the job-seeking process (Melywuni & Hertati, 2023). ASSiK is a tangible form of technological adaptation by the Department of Industry and Manpower of Surabaya City as the policymaker in the employment sector. Previously, digitalization efforts were made through the launch of VJ Suroboyo, which allowed job seekers to register and obtain a barcode without carrying physical documents (Anaqoh & Wahyudi, 2023). However, VJ Suroboyo proved less effective as job fair activities were halted due to social restrictions during the Covid-19 pandemic.

The transition of employment services to the ASSiK application has encountered several issues. First, there is the absence of a Standard Operating Procedure (SOP) for employees of the Training and Job Placement Division in operating the ASSiK application (Anaqoh & Wahyudi, 2023). Second, there is a lack of communication or outreach to the target public. Socialization efforts have only reached 20 out of 31 districts and one vocational school (SMK) in Surabaya City, resulting in many people being unaware of the ASSiK application and not registering through it (Anaqoh & Wahyudi, 2023). Third, there are issues related to the complaint, feedback, and suggestion channels for employment services provided through the hotline of the Department of Industry and Manpower of Surabaya City. In the comment section of the department's official Instagram page ([instagram.com/disperinakersby](https://www.instagram.com/disperinakersby)), many users have expressed complaints about the hotline being unreachable, unresponsive to public messages, and issues with the ASSiK application such as frequent bugs and errors. These issues persist despite the fact that, according to the complaint SOP, responses must be provided within a maximum of 24 hours.

Various obstacles in the implementation of ASSiK, along with rapid and unpredictable environmental changes, demand that the Department of Industry and Manpower of Surabaya City adopt an agile governance that is swift, adaptive, and responsive through innovations based on information and communication technology. Vernanda & Negar (2020), explain that agile governance refers to an organization's ability to apply agile management in providing quick responses to unpredictable changes, in order to improve organizational performance. Therefore, this study aims to deeply analyze the implementation of agile governance principles in

employment services through ASSiK at the Department of Industry and Manpower of Surabaya City, using the agile governance theory by Purwanto (2019), which consists of four principles: value proposition and agility shift, leadership readiness for change, citizen-centric approach, and investment in human resources.

Previous research by Wardani et al. (2024) examined the implementation of Agile Governance in regional tax administrative services through the E-Palapa application at the Regional Revenue Agency (Bapenda) of Badung Regency, using the Agile Governance framework developed by Luna et al. (2015). This study differs by focusing on digital employment services delivered through the ASSiK application at the Department of Industry and Manpower of Surabaya City, employing the Agile Governance framework proposed by Purwanto (2019), which is more aligned with the characteristics of the public sector. The novelty of this study lies in addressing the limited body of research on Agile Governance in employment services, which remains underexplored, particularly in the context of local government digital services.

Previous research by Pranaja et al. (2024) discussed Agile Governance in disaster communication media through the Difgandes application in the Special Region of Yogyakarta, using the Agile Governance framework developed by Luna et al. (2015). In contrast, this study examines application-based employment services through the ASSiK platform at the Department of Industry and Manpower of Surabaya City, applying the Agile Governance framework proposed by Purwanto (2019). The novelty of this research lies in extending Agile Governance studies to the digital employment service sector, which remains very limited in the literature, while emphasizing bureaucratic agility in improving the quality of public services.

Another relevant study by Kusumawati and Kriswibowo (2021) analyzed the implementation of Agile Governance at the Tulungagung Regency Health Office as a bureaucratic rapid response to the Covid-19 crisis, using the Agile Governance framework proposed by Purwanto (2019). Unlike that study, this research analyzes the implementation of Agile Governance in digital employment services through the ASSiK application at the Department of Industry and Manpower of Surabaya City, which not only functioned as an adaptive response during the pandemic but also experienced service strengthening and institutionalization in the post-crisis phase. The novelty of this study lies in its finding that Agile Governance in employment services extends beyond emergency response and evolves into an institutional capability, characterized by enhanced service integration, policy adaptation, and strengthened digital competencies of public officials, thereby broadening the understanding of Agile Governance as a sustainable public service governance strategy.

## METHODS

This research is a qualitative study with a descriptive approach, as the researcher aims to obtain in-depth information regarding issues in the implementation of agile governance in employment services through the Arek Suroboyo Siap Kerjo (ASSiK) application at the Department of Industry and Manpower of Surabaya City. Data collection techniques in this study include observation, interviews, and documentation. The research informants were selected using purposive sampling. Data were analyzed using the interactive model of Miles, Huberman, dan Saldaña (2014), which consists of three stages: data condensation, data display, and conclusion drawing/verification. The research locus is in Surabaya City, specifically at the Department of Industry and Manpower. This study adopts the agile governance theory by Purwanto (2019), which consists of four key principles: value proposition and agility shift, leadership readiness for change, citizen-centric approach, and human resource investment.

## RESULT AND DISCUSSION

The success of the Department of Industry and Manpower of Surabaya City in implementing agile governance can be seen from the realization of key principles or preconditions for change. According to Purwanto (2019), there are four indicators of agile governance principles: value proposition and agility shift, leadership readiness for change, citizen-centric approach, and human resource investment.

### 1. Value Proposition and Agility Shift

The principle of Value Proposition and Agility Shift in the agile governance concept refers to the transformation from an old organizational work style to a new one that is more open, adaptive, and responsive. Bureaucracies must adopt flexible strategies in response to environmental uncertainty and be aligned with technological advancements. Based on the research findings, the previous work style of the Department of Industry and Manpower of Surabaya City in providing employment services prior to the Covid-19 pandemic and the launch of ASSiK relied on offline job fairs to facilitate job seekers. However, this approach was considered less effective in expanding access to the labor market, as it was open to job seekers from outside Surabaya. The Covid-19 pandemic worsened the situation by halting job fair activities due to social restrictions and rising unemployment. This condition encouraged the department to shift from its traditional approach to a new work style, so that job fairs no longer had to be held offline and could be accessed from anywhere.



**Figure 1. Implementation of Offline Job Fairs by the Department of Industry and Manpower of Surabaya City in 2017 and 2019**

*Source: Department of Industry and Manpower of Surabaya City (2025)*

Based on Figure 1, it can be seen that in 2017 (top) and 2019 (bottom), job fairs were conducted offline and attended by many job seekers from Surabaya and surrounding areas. In response to this condition, the Department of Industry and Manpower of Surabaya City adopted a more flexible, technology-based approach by launching the ASSiK application in 2022, with the application's development beginning in 2018. ASSiK was designed as an online job fair platform specifically for job seekers with Surabaya ID cards (KTP), enabling faster, more efficient, and more accessible access to job opportunities by reducing transportation costs. This aligns with the findings in Padmaningrum (2024), which state that the agile governance method can enhance organizational operational efficiency through a systematic approach, allowing public services to be delivered more quickly and affordably. This innovation continues to be developed to adapt to the evolving needs of the public and companies, and reflects the department's commitment to maintaining the quality of employment services. This shift in work style has successfully contributed to reducing unemployment statistics in Surabaya.

**Table 2. Surabaya City Open Unemployment Rate (OUR) Percentage for 2021–2024**

| No. | Year | OUR (Percent) |
|-----|------|---------------|
| 1.  | 2021 | 9,68          |
| 2.  | 2022 | 7,62          |
| 3.  | 2023 | 6,76          |
| 4.  | 2024 | 4,91          |

*Source: BPS East Java Province (2024)*

The data in Table 2 shows that in 2021, before ASSiK was launched, the Open Unemployment Rate (OUR) in Surabaya City stood at 9.68%. In 2022, the year ASSiK was

launched, the OUR dropped to 7.62%, followed by 6.76% in 2023, and 4.91% in 2024. This data indicates a consistent decline in the unemployment rate. In its implementation, the Department of Industry and Manpower of Surabaya City has continuously improved and developed ASSiK to ensure that the innovation keeps up with environmental changes, responds to the needs of both the public and companies, and serves as tangible evidence of the public bureaucracy's efforts to maintain the quality of employment services. It can be concluded that the Department of Industry and Manpower of Surabaya City has shifted from its old work style to a new one that is more open, adaptive, and responsive through technology-based innovation, in line with Purwanto (2019), as demonstrated by the launch of ASSiK which has contributed to reducing unemployment in Surabaya City.

Clarity of communication between the work environment and team members responsible for managing organizational programs is essential for achieving agility in public sector bureaucracy, particularly in employment services. Based on research findings, the Department of Industry and Manpower of Surabaya City, specifically the Training and Job Placement Division, maintains routine and responsive communication with the team managing ASSiK. This includes daily morning briefings following joint prayers, regular guidance sessions for all staff whenever new ASSiK features are introduced, and open discussions led by leadership when problems arise. The leadership openly addresses issues with all staff and welcomes input and suggestions to find the best solutions. According to Rismanto et al., (2025), effective agile implementation requires team members to possess communication skills supported by open dialogue and appreciation for new ideas. The Training and Job Placement Division has made various efforts to enhance communication between the organizational environment and team members managing the program in order to support bureaucratic agility, in line with Purwanto (2019). It can be concluded that the communication carried out by the Department of Industry and Manpower of Surabaya City between its work environment and the team operating ASSiK has been implemented effectively.

## **2. Leadership Readiness for Change**

Leadership readiness for change is one of the key prerequisites for building an agile public bureaucracy capable of responding to dynamic environmental shifts. Leaders must adopt a flexible and proactive approach, which demands innovative and analytical leadership. Based on the research findings, the head of the Training and Job Placement Division at the Department of Industry and Manpower of Surabaya City, who is responsible for employment services through ASSiK, has demonstrated readiness in decision-making when facing unpredictable

circumstances. This was evident in the prompt response to develop alternative policies when offline job fairs were halted due to the Covid-19 pandemic, through the development, refinement, and eventual launch of the ASSiK employment service application.



**Figure 2. The leadership of the Department of Industry and Manpower of Surabaya City attended the Semanggi Suroboyo program to discuss the viral case of diploma withholding by a company in Surabaya City**

*Source: Billy Patoppoi (2025)*

Figure 2 shows Mr. Tranggono Wahyu (right), Head of the Training and Job Placement Division, demonstrating his readiness as a leader in making decisions during unpredictable circumstances by promptly responding to labor-related issues in Surabaya, actively participating in related programs, and ensuring that ASSiK remains responsive to the evolving needs and dynamics of its environment through the provision of a complaint channel. Amid budget efficiency demands, the leader continues to support the development of ASSiK based on field needs. He applies an open and proactive approach toward all Training and Job Placement Division staff while also engaging companies and job seekers. The leader provides guidance, promotes team collaboration, builds an organizational culture that is open to feedback, makes timely decisions, and is capable of offering accurate solutions and alternative policies. This reflects that the leadership of the Department of Industry and Manpower of Surabaya City is prepared to face inconsistent and unpredictable environments through a proactive approach that embraces all forms of change, in line with Purwanto (2019).

An agile bureaucratic leader must possess a clear vision focused on emerging trends and the organization's strategic objectives. Based on the research findings, the leadership of the Department of Industry and Manpower of Surabaya City has demonstrated a strong commitment

to delivering employment services through the launch of the ASSiK application, which aligns with the agency's vision and mission as the executor of government affairs in the labor sector. The launch of ASSiK is a direct implementation of the department's vision: "To realize a high-quality, globally competitive workforce supported by harmonious, dynamic, and fair industrial relations."

ASSiK is an implementation of the duties of the Department of Industry and Manpower of Surabaya City as stated in Surabaya Mayoral Regulation Number 76 of 2021, which mandates the Training and Job Placement Division to carry out the preparation, processing, and analysis of job seeker and job vacancy data, manage labor market information, and provide recommendations for organizing city-scale job fair events.

As a concrete manifestation of these duties and functions, the Department of Industry and Manpower of Surabaya City, through the PPTK Division, developed a regional innovation called the ASSiK application. This initiative serves as a renewal in local governance, aimed at improving the performance of local government administration, fostering and developing a culture of innovation within the local government environment, and establishing inter-agency collaboration for innovation development, as stipulated in Surabaya Mayoral Regulation Number 139 of 2022.

The establishment of inter-agency collaboration for the development of innovation within ASSiK is demonstrated through partnerships with the Surabaya Population and Civil Registration Office as the provider of citizen data, and the Surabaya Communication and Information Office as the provider of the security server, to ensure that the link-and-match function of ASSiK operates more optimally. The leadership also provides active support to staff through regular evaluations and open communication as a form of commitment to the decisions made. This is in line with Rismanto et al., (2025), who state that an agile bureaucracy requires strong commitment from management and the entire team in terms of communication and cross-departmental collaboration

The realization of an agile bureaucracy also demands leadership that is capable of managing resources flexibly and strategically based on current conditions in policymaking. Based on the research findings, the leadership of the Department of Industry and Manpower of Surabaya City has shown a fairly strong capacity in utilizing budgetary and technological resources. The use of financial and technological resources has been effective, as demonstrated by the collaboration with Surabaya Communication and Information Office, which serves as the main server provider, eliminating the need for additional application development funds. The agency has also provided computer and internet facilities for its employees. However, human resource utilization remains suboptimal due to a limited number of staff, which leads to work

overload. This is consistent with findings by Anaqoh & Wahyudi (2023), although the number of employees increased from 28 in early 2023 to 40 in 2025. The absence of a SOP for ASSiK implementation creates the risk of inconsistent service delivery and potential policy failure, as staff may not fully understand the policy, aligning with Sirait et al., (2021).

### 3. Citizen-centric Approach

Citizens play a crucial role in agile public policy. The application of a citizen-centric approach in the formulation of service standards must involve collaboration with stakeholders, including the development of strategies to manage change and environmental uncertainty. Based on the research findings, in the formulation of employment service standards through ASSiK, the Department of Industry and Manpower of Surabaya City did not collaborate with external parties, and the standards were developed internally. However, collaboration was carried out in the form of communication through the socialization of ASSiK to users, including companies and the public. In reality, the Department of Industry and Manpower of Surabaya City cannot handle employment issues alone and requires support from the public and other stakeholders. Therefore, the formulation of service standards should involve collaboration with the community and companies participating in ASSiK to ensure that the services provided meet the expectations of all parties and improve the quality of employment services delivered.

The official YouTube channel of the department, serving as an online platform for disseminating information about employment services through ASSiK, in addition to Instagram. Offline socialization is conducted across all sub-districts, vocational schools, and universities that have established partnerships with the department through Special Job Fairs (Bursa Kerja Khusus). However, the YouTube channel is relatively inactive and not regularly updated, with only 21 videos uploaded between 2022 and 2025. This highlights the need for the Department of Industry and Manpower of Surabaya City to optimize its use of YouTube so that efforts to promote ASSiK as an online job fair platform can reach a wider audience.

**Table 3. Composition of Job Seekers Participating in the January 2025 Job Fair  
Based on Educational Background**

| <b>Educational Level</b>             | <b>Male</b> | <b>Female</b> | <b>Total</b> |
|--------------------------------------|-------------|---------------|--------------|
| Primary School or Equivalent         | 1           | 0             | 1            |
| Senior High School or Equivalent     | 5           | 3             | 8            |
| Vocational High School or Equivalent | 14          | 10            | 24           |
| Diploma 3                            | 1           | 2             | 3            |
| Diploma 4                            | 1           | 0             | 1            |
| Bachelor's Degree                    | 52          | 50            | 102          |
| <b>Total</b>                         | <b>74</b>   | <b>65</b>     | <b>139</b>   |

*Source: Department of Industry and Manpower of Surabaya City (2025b)*

Despite various outreach efforts, research findings show that socialization has not yet been fully effective in reaching job seekers. This is evident from the large number of job seekers with a bachelor's degree who attended the job fair but were unaware of any ASSiK-related outreach activities at the sub-district level. Many job seekers admitted to having very limited knowledge and understanding of ASSiK. As a result, not all job seekers are aware of or utilize ASSiK as a platform that facilitates long-term job searching, even though the number of graduates and job seekers continues to increase each year.

In building an agile bureaucracy, it is essential to maintain consistent and interactive communication with citizens. One of the keys to success for an agile organization is a focus on customer service. Messages or information about services should not only be delivered to citizens; the government must also be able to listen to citizen feedback in the form of criticism and suggestions, and those suggestions must be followed up on sincerely. Based on the research findings, the Department of Industry and Manpower of Surabaya City has established a complaint service for employment services through ASSiK. The complaint hotline is featured in the highlighted stories of the department's official Instagram account @disperinakeryby.

The hotline number for complaints related to job fairs, vacancies, training programs, and other employment-related matters, including issues concerning the ASSiK application. This hotline serves as a platform for job seekers to voice their concerns, criticisms, and suggestions regarding employment services provided through ASSiK. Based on the research findings, the complaint service for ASSiK has been responsive, addressing user complaints in accordance with the standard operating procedure (SOP), specifically within 24 hours. This finding contrasts with the initial observation described in the background section and demonstrates that the department, as a public bureaucracy, has made efforts to deliver quality services. This aligns with the principle of responsiveness in quality public service as explained by Hertati & Arif (2020). The Department of Industry and Manpower of Surabaya City, as a public institution, has shown adaptability in responding to user demands and contemporary changes, in line with the theory of Purwanto (2019).

#### **4. Human Resource Investment**

Agility can be achieved through the integration of organizational systems with skilled, knowledgeable human resources and the effective use of technology. Based on the research findings, the Department of Industry and Manpower of Surabaya City relies on the availability and competence of technologically proficient human resources in delivering employment services through the ASSiK application, to ensure efficient services that are responsive to user needs. The

management of ASSiK falls under the responsibility of the Training and Job Placement Division, which consists of 40 staff members divided into various teams. The digital competence of personnel in operating ASSiK is considered adequate, as evidenced by the presence of a lead programmer responsible for developing, maintaining, and updating the system. Despite a reduction in the IT team, ASSiK's operations have remained unaffected. The programmer is capable of managing system integration, fixing bugs, and updating features according to the needs of the department. Additionally, one Training and Job Placement Division staff member is assigned as the admin for the employment complaint service via WhatsApp, tasked with ensuring that user complaints regarding ASSiK are addressed promptly and in accordance with the SOP within 24 hours. This indicates that the application of technology is closely linked to innovation initiated by the Department of Industry and Manpower of Surabaya City in stimulating the development of agile governance, in line with the study by Wardani et al., (2024).

Skilled and technologically literate human resources are essential to creating an agile and innovative bureaucracy. Therefore, interaction and integration between machine processes and human workflows are necessary to produce smart policy, which can be achieved through digital skill enhancement activities. Based on the research findings, the Department of Industry and Manpower of Surabaya City has made continuous efforts to improve the digital capabilities of the staff managing ASSiK, particularly within the Training and Job Placement Division, to ensure that personnel are competent in using technology. This is reflected in the regular workshops held whenever new features are added, internal socialization sessions aimed at refreshing staff knowledge and digital skills in operating ASSiK, and participation in technical guidance provided by the Surabaya City Government. Staff assigned to manage the complaint hotline have also received training from the Surabaya Communication and Information Office. Furthermore, the department has equipped the workplace with stable computers and Wi-Fi facilities to support the smooth operation of ASSiK and other employment service tasks.

## CONCLUSION

This study concludes that the Department of Industry and Manpower of Surabaya City has implemented Agile Governance in employment services through the Arek Suroboyo Siap Kerjo (ASSiK) application, although not all indicators have been fully optimized. The indicators of value preposition and agility shift, and human resource investment have been effectively implemented through the transformation from traditional working styles to more adaptive approaches enabled by digital services, the launch of the ASSiK application, strengthened internal communication among work units and application management teams, and the support of competent personnel

who have received digital capacity-building activities and facilities. However, the indicators of leadership readiness for change and the citizen-centric approach still face several challenges, particularly limited human resources, the absence of standardized operating procedures (SOPs) for ASSiK management, minimal stakeholder involvement in developing service standards, and suboptimal public outreach. Based on these findings, this study recommends strengthening human resource capacity and establishing standardized operating procedures for ASSiK management to enhance the consistency and quality of digital employment services. In addition, increased collaboration with communities and employers, optimized outreach strategies, and the development of industry-based job training programs integrated with ASSiK are necessary. Continuous system enhancement and maintenance are also required to ensure the reliability and sustainability of the application.

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