Anti-Zoning Recruitment Strategy: Expanding Employment Access for Coastal and Inland Workers in Rembang's Shoe Manufacturing Industry

Siti Aniqoh Shofwani[1], Sopi sopi[2], Siti Khayatun[3], Uki Tukinah[4], Zumrotun Nafiah[5], Yovita Mumpuni Hartarini[6]

[1,2,3,4,5,6] Universitas Sains Teknologi Ekonomi Digital Indonesia, Semarang Indonesia

Email: siti_aniqoh@stiesemarang.ac.id , sopisiyad@gmail.com , sitikhayatun72@gmail.com , ukie.tukinah@stie.semarang.ac.id , nafiah.widiatmoko@gmail.com , yovita@stiesemarang.ac.id

Abstract

This study examines the employee recruitment strategy implemented by shoe manufacturing companies in Rembang Regency, Indonesia, through an anti-zoning approach designed to broaden employment opportunities for communities in both coastal and inland areas. In this study, anti-zoning refers to an inclusive recruitment strategy that removes residential proximity as a criterion for employee selection, thereby ensuring more equitable access to employment across geographically dispersed communities. The study is motivated by the increasing labor demand in the labor-intensive footwear industry and the unequal distribution of prospective workers, many of whom reside in rural areas with limited access to employment information, transportation, and formal recruitment networks. A descriptive qualitative research design was employed, using observation, semi-structured interviews, and documentation as the primary data collection methods. The participants included factory managers, human resource personnel, employees, job seekers, village government officials, and community members from coastal and inland villages. The findings reveal that the anti-zoning strategy is operationalized through diversified job information channels, collaboration with village governments, utilization of community-based social networks, improved transportation accessibility, and recruitment procedures that emphasize applicants' potential, motivation, and work readiness rather than geographical location. These practices have expanded employment opportunities, reduced disparities in access to labor market information, and strengthened the participation of rural communities in the industrial workforce. The study concludes that anti-zoning recruitment represents not only an effective strategy for addressing industrial labor shortages but also a mechanism for promoting inclusive regional development and local economic empowerment. The findings contribute to the human resource management literature by introducing a spatially inclusive perspective on recruitment practices within labor-intensive industries in non-metropolitan regions.

Keywords: *anti-zoning, employee recruitment, shoe factory, labor, coastal areas, inland areas, Rembang Regency.*

Introduction

Labor-intensive industries play a strategic role in regional employment absorption, particularly in non-metropolitan areas undergoing economic structural transformation from agrarian, fisheries, and informal sectors toward industrial sectors. One relevant labor-intensive sector is the footwear industry, including shoe manufacturing, because this sector requires a large number of workers, especially for production operators, assembly workers, sewing workers, packaging workers, and other production-support positions. At the national level, the footwear industry remains one of the strategic industries because it contributes to exports, investment, and employment absorption (Armstrong & Taylor, 2020; Barber, 1998; Fashihullisan et al., 2026). The Ministry of Industry has also emphasized that the leather, leather goods, and footwear industries play an important role in the national manufacturing chain,

while industry reports show that this sector absorbs hundreds of thousands of workers and supports socio-economic stability as part of the labor-intensive industrial sector (Badan Pusat Statistik Kabupaten Rembang, 2024, 2025).

Rembang Regency is a coastal region located on the northern coast of Central Java and has distinctive geographical and socio-economic characteristics. This region does not only consist of coastal areas close to centers of economic activity, but also includes inland and rural areas that are relatively distant from industrial centers, employment information sources, and regular transportation access. Based on labor data for Rembang Regency, the number of people in the labor force in August 2025 reached 403,612, an increase compared with August 2024, with a Labor Force Participation Rate of 75.97% and an Open Unemployment Rate of 2.90%. These data indicate that community participation in the labor market is relatively high; however, more equitable and inclusive employment absorption strategies are still needed (Misidawati et al., 2024; Granovetter, 1995).

The establishment of shoe factories in Rembang has created new employment opportunities for local communities. The Rembang Regency Government previously stated that, in the initial stage, a shoe factory in the region planned to recruit approximately 1,000–1,500 workers and prioritize residents living around the factory area or in the first-ring villages (Balai Pemberdayaan Industri Persepatuan Indonesia, 2024; Noe et al., 2021). On the one hand, prioritizing communities around the factory can be understood as a form of support for residents directly affected by industrial activities. On the other hand, recruitment patterns that are too strongly based on residential proximity may create unequal access to employment for communities living in distant coastal areas, inland areas, or villages that are not included in the priority recruitment zone.

In this context, the concept of "anti-zoning" becomes important to examine. In this study, anti-zoning is not understood as opposition to equal employment opportunities; rather, it refers to a recruitment strategy that does not restrict prospective workers based on a particular residential zone. This strategy emphasizes broader access to job information, a more equitable distribution of opportunities, and a selection mechanism that considers the potential, readiness, motivation, and work capacity of prospective employees, rather than merely their geographical proximity to the factory location (Breaugh, 2008; Ningrum et al., 2024; Hariyadi et al., 2021, 2022, 2024). Thus, anti-zoning is positioned as a recruitment approach oriented toward cross-regional labor inclusion, particularly for communities in coastal and inland areas (Pemerintah Kabupaten Rembang, 2019; Kanzunnudin et al., 2025; Noe et al., 2021).

The main problem in labor recruitment in coastal and inland areas is not only the availability of job vacancies, but also access to information, transportation, social networks, work readiness, and community perceptions of industrial employment. Inland communities often face challenges related to distance, mobility costs, limited formal job information, and minimal administrative assistance in the job application process. Meanwhile, coastal communities that have traditionally depended on fisheries, small trade, and informal work also need to adapt to the standardized, time-disciplined, and target-oriented work rhythm of manufacturing industries (Armstrong & Taylor, 2020; Al-Faruqi et al., 2024). The

research gap in this study can be identified from three perspectives: empirical, theoretical, and practical. First, empirically, there is still limited research that specifically discusses labor recruitment strategies in labor-intensive industries in non-metropolitan regions such as Rembang Regency. Studies on the footwear industry generally focus more on production, exports, supply chains, industrial relations, and working conditions, whereas studies examining how companies reach local workers from coastal and inland areas remain underdeveloped (Becker, 1993). In fact, labor-intensive industries strongly depend on the availability of local workers who are distributed across areas with different levels of access.

Second, theoretically, research on employee recruitment has generally focused on person-job fit, selection effectiveness, and organizational needs (Chapman et al., 2005; Granovetter, 1995). Such approaches have not sufficiently incorporated spatial or regional dimensions as important factors in the recruitment process. In the context of Rembang, prospective workers' residential locations, distance to the factory, village-based information networks, and transportation conditions are important factors that influence their opportunities to access industrial employment. Therefore, there is a gap in human resource management studies, particularly in integrating recruitment theory with issues of geographical access and equal employment opportunity.

Third, practically, recruitment patterns that prioritize communities around factory areas may accelerate labor fulfillment and reduce social resistance among nearby residents. However, such strategies may also limit opportunities for people in distant coastal and inland areas who also need employment (Mathis et al., 2017; Shofwani, 2019). This gap indicates the need for a more open, adaptive, and inclusive recruitment model, so that companies can meet their labor needs without creating regional exclusion. In addition, previous studies have rarely examined the term "anti-zoning" as a concept in industrial labor recruitment. The term zoning is more commonly used in studies of education, spatial planning, or public services, while its use in the context of labor recruitment remains relatively new. Therefore, this study offers an opportunity to develop a new meaning of anti-zoning as a recruitment strategy that rejects narrow residential-zone-based restrictions and promotes equal employment opportunities across regions. From the perspective of regional labor policy, further studies are also needed to explain how companies, village governments, labor offices, and communities can collaborate to expand employment access. As the labor force in Rembang continues to grow, employment absorption strategies cannot rely solely on passive job vacancy announcements, but require active recruitment mechanisms that reach coastal and inland villages. Based on these gaps, this study aims to address both academic and practical needs by examining how the anti-zoning recruitment strategy is implemented by shoe factories in Rembang, how the strategy reaches workers from coastal and inland areas, and how it contributes to equal employment opportunities for local communities.

The anti-zoning recruitment strategy in Rembang shoe factories is important because it can bridge industrial labor needs with community demands for fairer employment access. This strategy can be implemented through collaboration between companies and village governments, cross-district dissemination

of job vacancy information, utilization of social media and local community networks, provision of transportation for workers from distant areas, simplification of administrative procedures, and pre-employment training for prospective employees. Through this approach, recruitment is not merely an administrative corporate process, but also an instrument for local community economic empowerment.

Academically, this study is important because it connects human resource management studies with issues of spatial inequality, employment access, and local economic development. So far, studies on employee recruitment have tended to emphasize selection, qualifications, competence, loyalty, and worker productivity. Research specifically examining how labor-intensive companies reach workers from coastal and inland areas remains limited (Sutrisno, 2017; Rukmiati et al., 2026). Therefore, research on the anti-zoning recruitment strategy in Rembang shoe factories is expected to provide conceptual and practical contributions to the development of inclusive recruitment models based on regional characteristics.

The novelty of this study lies in the development of the concept of "anti-zoning" in the context of labor recruitment in labor-intensive industries. This concept offers a new perspective that employee recruitment should not be viewed merely as an administrative process to obtain workers, but also as a socio-economic strategy to expand employment access for communities across regions. First, this study presents conceptual novelty by defining anti-zoning as an inclusive recruitment strategy that does not restrict prospective workers based on the proximity of their residence to the factory (Mathis et al., 2017; Werner & DeSimone, 2012). In this context, anti-zoning becomes a recruitment model that emphasizes equitable employment access, information openness, and equal opportunity for coastal and inland communities. Second, this study offers contextual novelty by selecting Rembang Regency as the research site. Rembang has coastal, rural, and inland characteristics that allow an analysis of the relationship between industry, local communities, and labor access. Thus, this study differs from recruitment studies that are generally conducted in large industrial zones or urban areas.

Third, this study offers practical novelty in the form of an expanded-outreach recruitment strategy model. This model includes cross-village dissemination of job vacancy information, collaboration with village governments, involvement of community leaders, use of digital media, transportation facilitation for workers, administrative assistance in job applications, and work-readiness training for prospective employees from coastal and inland areas. Fourth, this study contributes novelty to human resource management studies by integrating recruitment, geographical access, and local community empowerment. Thus, this study contributes not only to the development of recruitment theory, but also to the discourse on regional development, reduction of employment access inequality, and strengthening of relationships between industry and surrounding communities. Fifth, this study produces the perspective that the anti-zoning recruitment strategy can serve as an alternative corporate policy for creating more inclusive industrial relations (Werner & DeSimone, 2012). Companies not only obtain workers according to production needs, but also play a role in opening socio-economic mobility for rural communities

that have had limited access to employment information and formal job opportunities.

Method

This study employed a qualitative approach with a descriptive research design. A qualitative approach was chosen because this study aimed to gain an in-depth understanding of the employee recruitment strategy of shoe factories in Rembang Regency through an anti-zoning approach, particularly in reaching prospective workers from coastal and inland areas. The descriptive design was used to describe the processes, patterns, strategies, challenges, and implications of labor recruitment contextually, based on the experiences of the parties involved. The research was conducted in Rembang Regency, Central Java, with a focus on shoe factories that recruit local workers. The selection of this location was based on the consideration that Rembang is a coastal region with diverse socio-economic characteristics, ranging from coastal and rural communities to inland communities. These geographical conditions allow differences to emerge in access to information, mobility, and employment opportunities for prospective workers. The research subjects included factory management, human resource development personnel, factory employees, prospective workers from coastal and inland areas, village officials, and community leaders who were involved in or had knowledge of the dissemination of job vacancy information. Informants were selected using purposive sampling, namely the selection of informants based on certain considerations relevant to the needs of the research data. The criteria for informants included individuals who understood recruitment policies, had been involved in the selection process, were targets of recruitment, or had information regarding community access to employment opportunities in shoe factories (Sugiyono, 2019).

Data collection techniques consisted of observation, in-depth interviews, and documentation. Observation was used to obtain an overview of the recruitment process, patterns of job vacancy information dissemination, prospective workers' access to factory locations, and interactions between the company and local communities. In-depth interviews were conducted to explore information regarding the recruitment strategies used by the company, the reasons for implementing the anti-zoning approach, the experiences of prospective employees in accessing job information, and the challenges faced by coastal and inland communities in participating in the selection process. Documentation was used to examine supporting documents, such as job vacancy announcements, recruitment data, records of cooperation with village governments, photographs of recruitment activities, and other relevant documents.

The main instrument in this study was the researcher, supported by observation guidelines, interview guidelines, and documentation sheets. The interview guidelines were developed based on the research focus, namely the anti-zoning recruitment strategy, mechanisms of information dissemination, accessibility for prospective workers, recruitment barriers, and the impact of recruitment strategies on equal employment opportunities. The interview questions were open-ended, allowing informants to explain their experiences, perspectives, and assessments freely and in depth.

Data were analyzed using an interactive analysis model consisting of

data reduction, data display, and conclusion drawing. Data reduction was carried out by selecting, simplifying, and grouping data according to the research focus. Data display was presented in the form of narrative descriptions explaining recruitment strategies, actors involved, target areas, challenges, and forms of company adaptation in reaching workers from coastal and inland areas. Conclusions were drawn by interpreting the field findings to obtain an understanding of the effectiveness of the anti-zoning strategy in expanding employment access for local communities. Data validity was tested through source triangulation and technique triangulation. Source triangulation was conducted by comparing information obtained from factory management, human resource development personnel, employees, prospective workers, village officials, and community members. Technique triangulation was carried out by comparing the results of observation, interviews, and documentation. Through these techniques, the data obtained were expected to have stronger credibility and to provide a more objective description of the realities of labor recruitment. Ethically, this study upheld the principles of informant confidentiality, voluntary participation, and the use of data solely for academic purposes. Informants were provided with an explanation of the research objectives before the interviews were conducted. The data obtained were analyzed carefully to avoid causing harm to the company, employees, or communities involved as research subjects.

Results and Discussion

1. Anti-Zoning Recruitment Strategy in Reaching Local Workers

The findings show that the employee recruitment strategy of shoe factories in Rembang Regency is not only carried out through conventional recruitment patterns centered on applicants who come directly to the company, but also through a more open approach that reaches wider areas. This strategy can be referred to as an anti-zoning recruitment strategy, namely a recruitment pattern that does not limit prospective workers only to areas around the factory or first-ring villages, but opens opportunities for communities from coastal, rural, and inland areas.

The anti-zoning strategy is implemented to respond to the need for a large number of workers in labor-intensive industries. Shoe factories require employees in various production divisions, such as operators, sewing workers, assembly workers, packaging workers, quality control workers, and other supporting positions. These labor needs cannot always be fulfilled solely by communities living around the factory location. Therefore, companies need to expand their recruitment areas in order to obtain sufficient prospective employees who have work motivation and are willing to follow the industrial work system (Chapman et al., 2005; Hariyadi et al., 2021).

The implementation of anti-zoning recruitment is carried out in several ways. First, companies disseminate job vacancy information not only through notice boards around the factory, but also through social media, village WhatsApp groups, village officials, community leaders, and networks of employees who are already working at the factory. Second, companies establish informal communication with village governments or local parties to help deliver information to the community. Third, companies provide opportunities for applicants from various sub-districts as long as they meet the administrative

requirements and demonstrate work readiness.

This strategy shows that recruitment is no longer understood merely as a process of finding workers, but also as a process of building social access for communities that have been distant from formal employment information centers. In a region such as Rembang, job vacancy information is not always distributed evenly. Inland communities often receive information later than people living near urban centers or industrial locations. Therefore, the anti-zoning approach is important to reduce disparities in employment access between regions.

2. Expanding Access to Employment Information for Coastal and Inland Communities

The findings indicate that one of the main problems in labor recruitment is not the lack of community interest in working, but limited access to information. Communities in coastal and inland areas do not always know the schedule of job openings, administrative requirements, selection procedures, and types of jobs available in factories. Employment information tends to be received more quickly by communities that have close networks with the company or with employees who already work there.

Through the anti-zoning strategy, companies attempt to expand the distribution of employment information. Disseminating information through village officials and community social networks is considered effective because rural communities tend to trust information delivered by familiar parties. In addition, the use of digital media, such as WhatsApp and Facebook, also helps accelerate the spread of information, especially among young people who are accustomed to using communication technology.

However, the use of digital media has not fully solved the problem of information access. Some community members still experience limited digital literacy, are not actively following job vacancy information, or do not fully understand online registration procedures (Werner & DeSimone, 2012). This condition shows that the anti-zoning recruitment strategy should not only focus on information dissemination, but also needs to be supported by administrative assistance. Such assistance may include explaining job requirements, helping with form completion, preparing documents, and providing guidance on the stages of the selection process.

In this context, village governments play an important role as a bridge between companies and communities. Village officials can help identify potential workers, deliver official job vacancy information, and reduce public misunderstanding about the recruitment process. Thus, the expansion of employment information access becomes one of the key indicators of the success of the anti-zoning strategy.

3. Labor Mobility and Geographical Barriers

The findings also show that geographical barriers are an important factor in the labor recruitment process. Communities from inland or distant coastal areas need not only employment information but also mobility access to reach factory locations. Residential distance, transportation costs, availability of public transportation, and travel time are major considerations for prospective employees before deciding to apply for a job or continue working.

For communities living near the factory location, access to the workplace is relatively easier. In contrast, prospective workers from inland areas face greater challenges because they have to travel long distances every day. This condition may affect discipline, physical fatigue, economic expenses, and employment sustainability. Therefore, the anti-zoning strategy needs to consider transportation as an integral part of the recruitment system.

Several possible solutions that can support this strategy include providing departure meeting points, establishing employee transportation cooperation, arranging working hours that consider travel distance, or implementing job placement systems that take into account workers' areas of origin. If mobility aspects are not considered, recruitment strategies that are open across regions may face obstacles at the employee retention stage. In other words, companies may succeed in recruiting workers from distant areas, but may not be able to retain them if transportation problems remain unresolved.

This discussion shows that anti-zoning recruitment should not stop at expanding recruitment areas. The strategy must be understood as a system that includes information, selection, transportation access, work adaptation, and employment sustainability. Therefore, the success of anti-zoning is not only measured by the number of applicants from outside the factory zone, but also by the company's ability to create working conditions that enable employees to stay and develop.

4. Work Readiness of Prospective Employees from Coastal and Inland Areas

The next finding shows that prospective workers from coastal and inland areas have great potential to meet industrial labor needs, but not all of them have the same level of work readiness. Some prospective employees previously worked in informal sectors, agriculture, fisheries, small trade, or had no prior experience in industrial work. The transition from informal work to manufacturing work requires adaptation to time discipline, production targets, division of labor, company regulations, and factory work culture.

Work readiness is an important factor in the success of recruitment. Prospective employees who have strong motivation, discipline, learning ability, and readiness to follow rules tend to adapt more easily. In contrast, prospective workers who do not yet understand the rhythm of industrial work may experience difficulties during the early stages of employment. Therefore, the anti-zoning recruitment strategy needs to be accompanied by job orientation or initial training before employees enter the production division.

Initial training may include the introduction of industrial work culture, occupational health and safety, work ethics, discipline, workplace communication, and basic production skills. This training is important because recruitment from coastal and inland areas is not only aimed at obtaining workers, but also at transforming local communities into workers who are ready to participate in the modern industrial system.

From the perspective of human resource management, good recruitment does not only select qualified applicants, but also prepares them to work productively. Therefore, companies need to view local prospective workers as human

resources that can be developed. This approach strengthens the role of companies not only as economic actors, but also as agents of regional community empowerment.

5. The Role of Social Networks in Employee Recruitment

The findings show that social networks play an important role in the employee recruitment process of shoe factories in Rembang. Job vacancy information often spreads through family members, neighbors, friends, existing factory employees, village officials, and local communities. This pattern indicates that labor recruitment in rural areas does not only take place through formal mechanisms, but also through strong social relations.

Social networks have two sides. On the one hand, they help spread job information quickly and build public trust in the company. Prospective applicants tend to be more confident in applying when they receive information from people who already work at the factory. On the other hand, recruitment based on social networks may also create inequality if information circulates only within certain groups. People who do not have connections with factory employees or particular village actors may be left behind in obtaining information.

The anti-zoning strategy attempts to address this weakness by expanding information channels so that they do not depend solely on personal networks. Job vacancy information needs to be delivered openly, transparently, and accessibly to communities across regions. Transparency in the recruitment process is important to build public trust and avoid the perception that employee recruitment only prioritizes certain groups.

6. The Impact of the Anti-Zoning Strategy on Equal Employment Opportunities

The anti-zoning recruitment strategy has a positive impact on equal employment opportunities for local communities. By not limiting recruitment only to areas around the factory, communities from distant coastal and inland areas have greater opportunities to enter the formal industrial sector. This is important because formal employment can provide more stable income, work experience, new skills, and opportunities for social mobility for rural communities.

Equal employment opportunities also contribute to strengthening household economies. Employees from inland or coastal areas can help increase family income, reduce dependence on seasonal work, and broaden their understanding of the industrial work environment. In the long term, the presence of industries that are able to absorb workers across regions can encourage socio-economic change in local communities.

However, equal employment opportunities do not automatically occur simply because companies open job vacancies more widely. Equity must be supported by an open information system, fair selection, transportation access, job training, and protection of employee rights. Without such support, anti-zoning will remain only a formal concept that does not fully address the problem of unequal employment access.

Therefore, the anti-zoning strategy needs to be viewed as an inclusive recruitment approach. This means that companies should not only open employment opportunities

administratively, but also actively remove barriers that make it difficult for certain communities to access jobs. These barriers may include geographical distance, limited information, low administrative literacy, limited transportation, and lack of work readiness.

7. Implications of the Anti-Zoning Strategy for Human Resource Management

From the perspective of human resource management, the anti-zoning strategy has important implications for the design of recruitment in labor-intensive industries. Recruitment can no longer be understood merely as an activity to find employees based on production needs, but must be designed as a system that considers the social, geographical, and economic contexts of local communities. Companies located in non-metropolitan areas need to understand that potential workers are distributed across various regions with unequal access.

The anti-zoning strategy encourages companies to be more active in conducting area-based recruitment. Companies need to map the origins of prospective workers, community characteristics, mobility barriers, and the most effective sources of information in each region. This mapping is important so that recruitment strategies are not general in nature, but are truly aligned with the conditions of coastal and inland communities.

Another implication is the need for cooperation among companies, local governments, village governments, vocational training institutions, and communities. Local labor recruitment cannot be entirely assigned to companies alone. Local and village governments can help provide data on prospective workers, facilitate job vacancy outreach, provide basic training, and connect companies with communities. This collaboration can create a more effective and inclusive recruitment ecosystem.

Thus, the anti-zoning strategy can serve as an alternative model for labor recruitment in labor-intensive industries. This model is relevant for regions with widely dispersed populations, unequal access between areas, and a strong need to expand employment opportunities. The findings of this study strengthen the view that employee recruitment cannot be separated from social and geographical contexts. In human resource management theory, recruitment aims to attract prospective workers who match organizational needs. However, in a region such as Rembang, this match is not only determined by individual competence, but also by the company's ability to reach prospective workers distributed across various areas.

The concept of anti-zoning expands the understanding of recruitment by incorporating the dimension of access equity. Effective recruitment does not only generate a sufficient number of applicants, but also ensures that employment opportunities are accessible to communities that have long been outside industrial information centers. Therefore, this study contributes to the development of inclusive recruitment studies, namely recruitment that considers equal opportunity, geographical barriers, and local community empowerment.

These findings are also relevant to the concept of local economic development. Industries established in local regions should not only function as centers of production, but also as drivers of broader community economic development. If recruitment is centered only on zones close

to the factory, the benefits of industrial development tend to be limited to certain community groups. Conversely, if recruitment is carried out through an anti-zoning approach, the economic benefits of industry can spread to wider areas, including coastal and inland communities.

Conclusion

Based on the research findings and discussion, it can be concluded that the anti-zoning recruitment strategy implemented by shoe factories in Rembang Regency is a recruitment approach that expands access to employment for communities living around factory areas, as well as for people from coastal and inland regions. This strategy is carried out through broader dissemination of job vacancy information, the use of community social networks, collaboration with village officials, the use of digital media, and the provision of selection opportunities for prospective employees across different areas. The findings indicate that anti-zoning recruitment does not merely serve to fulfill the labor needs of labor-intensive industries, but also functions as a means of promoting equal employment opportunities for local communities. However, its implementation still faces several challenges, including limited access to information, geographical distance, transportation costs, low administrative literacy in job application procedures, and differences in prospective workers' readiness to adapt to industrial work culture. Therefore, the anti-zoning strategy needs to be supported by a recruitment system that is transparent, well-directed, and adaptive to the socio-geographical conditions of Rembang society. Theoretically, this study emphasizes that employee recruitment should consider access equity and local community empowerment. Practically, this strategy can serve as an alternative model for labor-intensive industries in non-metropolitan areas to meet workforce demands while reducing employment access disparities among communities around factory areas, coastal regions, and inland areas.

References

Armstrong, M., & Taylor, S. (2020). *Armstrong's handbook of human resource management practice* (15th ed.). Kogan Page.

Al-Faruqi, M. S. S., & Hariyadi, A. (2024). *Manajemen pendidikan: Strategi efektif untuk meningkatkan sistem pendidikan*. PT Media Penerbit Indonesia.

Badan Pusat Statistik Kabupaten Rembang. (2025). *Kabupaten Rembang dalam angka 2025*. Badan Pusat Statistik Kabupaten Rembang.

Badan Pusat Statistik Kabupaten Rembang. (2025). *Keadaan ketenagakerjaan Kabupaten Rembang Agustus 2025*. Badan Pusat Statistik Kabupaten Rembang.

Balai Pemberdayaan Industri Persepatuan Indonesia. (2024). *Sektor manufaktur nasional tumbuh positif, industri alas kaki jadi penopang ekonomi*. Kementerian Perindustrian Republik Indonesia.

Barber, A. E. (1998). *Recruiting employees: Individual and organizational perspectives*. SAGE Publications.

Becker, G. S. (1993). *Human capital: A theoretical and empirical analysis,*

with special reference to education (3rd ed.). University of Chicago Press.

Breaugh, J. A. (2008). Employee recruitment: Current knowledge and important areas for future research. *Human Resource Management Review, 18*(3), 103–118.

Breaugh, J. A. (2013). Employee recruitment. *Annual Review of Psychology, 64*, 389–416.

Chapman, D. S., Uggerslev, K. L., Carroll, S. A., Piasentin, K. A., & Jones, D. A. (2005). Applicant attraction to organizations and job choice: A meta-analytic review of the correlates of recruiting outcomes. *Journal of Applied Psychology, 90*(5), 928–944.

Dessler, G. (2020). *Human resource management* (16th ed.). Pearson.

Fashihullisan, M., Hariyadi, A., & Martini. (2026). Pemberdayaan guru IPS SD dalam pemanfaatan artificial intelligence. *Pendas: Jurnal Ilmiah Pendidikan Dasar, 11*(2). https://doi.org/10.23969/jp.v11i02.52266

Granovetter, M. (1995). *Getting a job: A study of contacts and careers* (2nd ed.). University of Chicago Press.

Hariyadi, A. (2020). Kepemimpinan karismatik kiai dalam membangun budaya organisasi pesantren. *Equity in Education Journal, 2*(2), 96–104. https://doi.org/10.37304/eej.v2i2.1694

Hariyadi, A., Dumiyati, Tukiyo, & Darmuki, A. (2023). The effectiveness of PBL collaborated with PjBL on students' 4C in the course of basic education. *International Journal of Instruction, 16*(3), 897–914. https://doi.org/10.29333/iji.2023.16348

Hariyadi, A., Sunarto, B., Ismaya, E. A., & Chamid, A. A. (2024). *Manajemen kepemimpinan pertunjukan seni ketoprak*. PT Media Penerbit Indonesia.

Hidayati, N. A., & Shofwani, S. A. (2019). Pemertahanan identitas karakter budaya masyarakat Samin di Desa Margomulyo Bojonegoro. *KREDO: Jurnal Ilmiah Bahasa dan Sastra, 3*(1), 56–61. https://doi.org/10.24176/kredo.v3i1.4020

International Labour Organization. (2019). *Work for a brighter future: Global commission on the future of work*. International Labour Office.

Kanzunnudin, M., Fathurohman, I., Hariyadi, A., Waluyo, S., & Maria, A. D. (2025). *Kearifan lokal dan nilai karakter cerita rakyat pesisir timur*. CV Mahata.

Mathis, R. L., Jackson, J. H., Valentine, S. R., & Meglich, P. A. (2017). *Human resource management* (15th ed.). Cengage Learning.

Misidawati, D. N., Shofwani, S. A., Nofiartika, F., & Sulkarnain. (2024). *Kajian Kontemporer Manajemen Bisnis dalam Era Digital*. Malang: Litnus. ISBN: 9786231144027.

Misidawati, D. N., Shofwani, S. A., & Hariyadi, A. (2022). *Buku ajar public relations*. Surabaya: CV Global Aksara Pers. ISBN: 9786234620900

Ningrum, I. K., Misidawati, D. N., & Shofwani, S. A. (2024). *Sumber*

Daya Manusia: Strategi Menghadapi Perubahan di Tempat Kerja. Medan: MPI. ISBN: 9786238649778.

Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2021). *Fundamentals of human resource management* (9th ed.). McGraw-Hill Education.

Rukmiati, M., Noermanzah, Sahoh, K., Iskandar, A., & Hariyadi, A. (2026). The role of parenting styles of teachers and parents in teaching reading to dyslexic children through serial image media. *Journal Prakarsa Paedagogia, 9*(1), 1–13. https://doi.org/10.24176/jpp.v9i1.16149

Pemerintah Kabupaten Rembang. (2019). *Pabrik sepatu Rembang mulai rekrut pegawai bulan Maret, pabrik gula beroperasi tahun depan*. Pemerintah Kabupaten Rembang.

Schultz, T. W. (1961). Investment in human capital. *The American Economic Review, 51*(1), 1–17.

Sugiyono. (2019). *Metode penelitian kuantitatif, kualitatif, dan R&D*. Alfabeta.

Sutrisno, E. (2017). *Manajemen sumber daya manusia*. Kencana.

Shofwani, S. A., & Hariyadi, A. (2019). Pengaruh kompensasi, motivasi dan disiplin kerja terhadap kinerja karyawan Universitas Muria Kudus. *Jurnal STIE Semarang, 11*(1). https://doi.org/10.33747/stiesmg.v11i1.338

Werner, J. M., & DeSimone, R. L. (2012). *Human resource development* (6th ed.). South-Western Cengage Learnin