SOCIAL AND POLITICAL ISSUES ON SUSTAINABLE DEVELOPMENT IN THE POST COVID-19 CRISIS

Edited by

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ROUTLEDGE

SOCIAL AND POLITICAL ISSUES ON SUSTAINABLE DEVELOPMENT IN THE POST COVID-19 CRISIS

As a threat, a pandemic has indirect implications for social, economic and political conditions both at domestic and international levels. Thus, collective and comprehensive efforts are needed in responding to and preventing the expansion of infections caused by the virus, including Covid-19. This international conference provides the discourse on social, economic as well as political issues regarding the condition after the pandemic. Social issues are studied through social welfare, sociology, governance, communication and international relations approaches. Meanwhile, economic problems are discussed through business, economic development and economic management approaches. Under the First International Conference on Humanities and Social Sciences (ICHSOS) 2021, speakers from several countries provided solutions and alternative perspectives in preventing and dealing with problems after the Covid-19 pandemic. This book contains 42 papers presented at the conference.

Social and Political Issues on Sustainable Development in the Post Covid-19 Crisis

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Table of contents

Preface

Pandemics are a real threat to mankind because the spread of such outbreaks has a wide coverage not limited to only one or two countries but affecting almost all countries in the world. As a threat, a pandemic has indirect implications for social, economic and political conditions both at domestic and international levels. Thus, collective and comprehensive efforts are needed in responding to and preventing the expansion of infections caused by viruses, including Covid-19. Since the outbreak of Covid-19 in March 2020, many countries have tried their best to prevent the spread of the virus in their countries. Nevertheless, only few have succeeded in responding to this pandemic. Then it tends to create new problems, for example the disruption of the social and economic order. The heterogeneous social order has resulted in a lot of premature speculation related to the Covid-19 virus, this causes many people to tend to ignore it.

This neglectful attitude itself is a problem within humankind due to the lack of information and knowledge, especially since the characteristics of Covid-19 are a quickly-spread type of flu. The implication for the economic order is the cessation of the flow of production as well as discontinuation of goods and services transfer. It is because the virus spreads through the air, so that the fear of infection is definitely great. In addition, the implementation of policies or regulations that are tentative in nature has caused political turmoil. These three implications can at least illustrate that the Covid-19 pandemic has disrupted the existing order. As a result, governments must work hard to deal with and prevent the spread of the Covid-19 virus.

The Faculty of Social and Political Sciences and the Faculty of Economic and Business, University of Muhammadiyah Malang held an international conference under the name, the First International Conference on Humanities and Social Sciences (ICHSOS) 2021 on 18-19 June 2021, at Universitas Muhammadiyah Malang, in East Java, Indonesia. The conference was held online due to the pandemic with a keynote lecture from Professor Ravik Karsidi, Minister for Human Development and Cultural Affairs of Indonesia and five main speakers **Dr. Peerasit Kamnuasilpa**, Khon Kaen University, **Yash Chawla, PhD.,** Wrocław University of Science and Technology (WUST), **Dr. Khadijah Alavi**, Universiti Kebangsaan Malaysia, **Dr. Vina Salviana Darvina Soedarwo, M.Si.,** University of Muhammadiyah Malang, Indonesia, and Dr Eko Handayanto, M.M, University of Muhammadiyah Malang.

Under the theme entitled "Social and Political Issues on Sustainable Development in the Post Covid-19 Crisis", the Conference gathered participants from various universities in Indonesia and other countries. The conference accepted 84 articles to be presented. There are 42 articles included in this conference proceedings volume published by CRC Press/Balkema, Taylor & Francis Group. Hopefully the participants of the conference will be able to dissect problems, find solutions and get alternative perspectives in preventing and dealing with the pandemic problems posed by Covid-19.

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Life cycle contract model in the public–private partnership for the tourism sector in North Toraja regency

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ABSTRACT: Public–Private Partnership (PPP) in public administration studies is important in providing services to the public (public services), because PPP as a study in public administration can provide quality, effectiveness and efficiency in providing public services. The involvement of the private sector in public service affairs is because the private sector is considered to have better resource capacity, and for the public sector it can reduce responsibilities/burdens, as well as the efficiency of resources and costs/budget. One of the models used is the Life Cycle Contract (LCC) model to provide continuous cooperation contracts. This research method uses a qualitative approach to explain the LCC model in public–private cooperation in tourism development. Data collection was carried out through in-depth interviews, observation and documentation study. Data processing and analysis techniques are carried out in three stages, namely: data reduction, presentation and conclusion drawing. The informants in this study were as follows: (a) the Department of Culture and Tourism, Kab. North Toraja; (b) Owner/Manager of Ke'te Kesu' and Lempe Negeri Diatas Awan; (c) Visitors. The results show that the LCC model in the cooperation agreement (MOU) between the private sector and the government shows the private sector to be the initiator in the development of tourist objects and carries out development starting from design, development, finance, and maintenance in the early stages before any collaboration with the government. After the cooperation agreement was signed, the government began to contribute by providing facilities and infrastructure assistance in managing tourist attractions. In addition, this collaboration is for the government to collect ticket retribution from tourist objects with a share of 40% for the government and 60% for the private sector or managers.

Keywords: Public–private; partnership; life cycle contract; tourism development

1 INTRODUCTION

Public–Private Partnership (PPP) in the study of public administration is important in providing services to the community (public services), because PPP/KPS as a study in public administration provides quality, effectiveness and efficiency in public services. Osborne in 1992 explained that the PPP approach is considered important to meet the availability of basic urban infrastructure and improve services for the basic needs of the community. In addition, there are limitations to the government and government capacity, in the form of both limited financial and human resources. So the involvement of the private sector becomes important in public affairs to meet the availability of basic urban infrastructure and improve services for the basic needs of the community (Rukmana & Susanti 2015).

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The involvement of the private sector in public services is important because the private sector is considered more well-resourced, and for the public sector it can reduce responsibilities and burdens as well as resource and cost efficiency. PPP is an arrangement between government and private entities in the provision of infrastructure services and is one way to obtain additional sources of funding for infrastructure investment. The most important aspect of implementing this scheme is the increased efficiency of the use of budgeted financing (Nugroho & Toyib 2018). Nonetheless, PPP is seen as a form of project finance whereby the private sector handles up-front costs for the provision of public infrastructure and facilities as well as handling their design, construction and maintenance.

These cooperation rules are usually established or regulated before entering into a cooperation contract or stipulated in the design–construction–financing–maintenance contract. Grimsey and Lewis in 2004 stated that a special approach to PPP infrastructure development and maintenance is that the private sector funds projects or takes on a role for facility design, construction, operation and maintenance and bears a large number of risks from PPP. The PPP scheme started in the days of President Soeharto, but PPP was adopted effectively in Indonesia in 2005. The background of PPP is the urgency of infrastructure development to accelerate economic growth and improve people's welfare by providing good public services. In Indonesia, PPP is regulated in Presidential Regulation No. 38 of 2015 concerning Procedures for Implementing Government Cooperation with Business Entities in the Provision of Infrastructure.

Public–Private Partnership as a public policy has a specific goal to be achieved, namely closing the financial gap caused by the Indonesian Government's lack of budget in financing infrastructure. The adoption of the PPP provision scheme is an adoption of public policy (Nugroho & Toyib 2018). According to Matraeva et al. (2016), the public–private partnership has several models of prospective plans, namely: (1) Concession Agreement model; (2) Model LCC (Life Cycle Contract); (3) Project Financing model; (4) Model Forfeiting model; (5) the Attracting model for NPO; (6) Social Service Provision Contract model; (7) Service Provision Contract (Outsourcing) model; and (8) Property Lease Agreement model. Some of these models state that the LCC (Life Cycle Contract) model and the Project Financing model are the most effective models used for the social environment, so this study focuses more on the life cycle contract model because it is considered more relevant in development and development in the tourism sector.

The life cycle contract (LCC) model is defined as a form of PPP contract, where a public partner makes a design, construction and exploitation agreement with a private partner on a competitive basis for the life cycle period of an object and makes the same payment after placing the object into operation, provided that the private partner maintains the object in accordance with its functional requirements. Matraeva et al. (2016) explains that the term "LCC" is a word-for-word translation used in Scandinavia. In several European countries this type of contract is defined as cooperation between the public and private sectors in which the private and public sectors carry out a concession therein, starting from design–build–finance–maintenance. The private sector can also develop their cooperation or projects in a sustainable manner and this is one type of concession. In France, these contracts are known as "partnership contracts."

Tourism development in North Toraja district is very important because it is located in a strategic location in national and international tourism areas. However, North Toraja requires tourism development that is attractive, so that tourists have an interest in visiting tourist destinations in North Toraja regency and have an impact on increasing Regional Original Income (ROI). The ROI in the tourism sector in North Toraja regency has decreased from 2018 to 2019, namely ROI in 2018 amounted to IDR 3,178,816,600 and it was down to IDR 3,170,305,000 in 2019. This means that there is a decrease in income from 2018 to 2019, which shows that tourism development in North Toraja regency has decreased.

The main problem in tourism development in North Toraja district is the limited budgetary capacity of the North Toraja district government. Due to budget constraints, this cooperation between the government and the private sector becomes an alternative in financing or obtaining other budget sources apart from the APBD budget. The geographical condition of North Toraja

regency has enormous potential and it is very important to maximize it to provide tourism services so that tourists feel satisfied and comfortable traveling in North Toraja. The complexity of the tourism potential in North Toraja becomes the capital in tourism marketing to introduce the tourism that is owned. Of the 304 tourism potentials in North Toraja only a few are maximized, meaning that only 10% of tourist destinations are managed by the government, and 90% of tourist destinations in North Toraja are owned privately (individual/family). This shows that the role of the government is very lacking in developing tourism in Tanah Toraja, for government cooperation only makes Mou (cooperation) with the manager in receiving the results of tourism revenue.

Other tourism problems in North Toraja regency are facilities and location access, some of which are inadequate, and the lack of coherence in tourism development. The role of the government in collaborating has not been maximal, the quality of human resources and tourism promotion, regulations in tourism development have not been maximized (including regulations in carrying out public–private cooperation), and budget constraints have an impact on tourism development, which has not been maximized.

2 LITERATURE REVIEW

Williams in 2010 defines PPP as a long-term contract between the public and private sectors where mutual benefits are sought and in the end the private sector provides operational services or puts private finance at risk. This will provide budget convenience for the public sector in providing public services (Khoteeva & Khoteeva 2017). Public sector parties in PPP contracts act as public authorities or are known by other terms such as public entities, public parties, government procurement agencies, public institutions or termed contractual authorities, which can be departments/central government, state or local governments, local authorities (city), public body or other entities controlled by the public sector. For the private sector it is usually a special purpose company (Project Company), which is created by a private sector investor specifically to execute a partnership contract.

One form of private partnership in the field of public services is the PPP (or P3), which is a form of long-term agreement (usually more than 20 years) between the government, both central and local, and private partners. Through this agreement, the expertise and assets of both parties (government and private) work together in providing services to the community. In conducting this collaboration, the potential risks and benefits in providing services or facilities are divided/shared between the government and the private sector and in this form of cooperation the government still has the authority over the companies or private organizations that are invited to cooperate.

The essence of PPP is a sustainable linkage or synergy (long-term cooperation contract) in project development to improve public services (Utama 2010), between: (1) government or local government as regulator; (2) banking/consortium as the funder; and (3) private parties as the Special Purpose Company (SPC), which is responsible for the implementation of a project starting from design, construction, maintenance and operation. The things that cause the need for PPP are limited government funds, inadequate infrastructure both in terms of quantity and quality, and expertise (technology) owned by the private sector. The urgency of implementing development with the PPP concept is important to minimize or save the budget issued by the government or to cover the limitations of the public sector budget. When compared to the public sector, Nugroho and Tayib in 2018 considered that the private sector is considered to have greater incentives and capabilities in providing and managing service costs more efficiently. In addition, a focus on services that are directly related to payment mechanisms will encourage faster project implementation and better asset maintenance during the concession period. The LCC model can be defined as a form of PPP contract, whereby a public partner enters into a design, construction and exploitation agreement with a private partner on a competitive basis for the life cycle period of an object, and makes the same payment after putting the object into operation, provided the private partner maintains the object in accordance with its functional requirements. Life cycle contracts in the literature detail that the Russian Federation has not used much foreign experience in implementing LCC or

DBFM (design–build–finance–maintain) to date. LCC is a form of PPP contract that is used abroad (Timchuc et al. 2017). Matraeva et al in 2016 explained that the term "LCC" is a word-for-word translation from a term used in Scandinavia. In several European countries, this type of contract is defined as a public and private sector cooperation in which the private and public sectors enter into a cooperation contract starting from design–build–finance–maintain. This LCC explains that the private sector can develop its cooperation or project in a sustainable manner and is one type of concession. In France, this contract is known as a "partnership contract."

In some studies and literature, LCC is defined as a form of PPP contract where a public partner makes an agreement with a private partner for facility design, construction and operation during the object's life cycle period and makes project payments in an equal share after the facility is operated and in a condition of maintaining the facility in accordance with performance requirements determined by the private partner. LCC, according to Matraeva et al. (2016), is a private partner building facilities at their own expense, using their own materials, and operating them for an estimated life (life cycle) providing management support, maintenance and services. Public partners make project payments when the facilities are operated using budget funds of an appropriate level. Thus, project payments to public partners may include private partner services in the form of the provision of facilities for use (provision of commercial buildings for accommodation facilities provided by private partners). Here the advantages of the LCC model are shown in Table 1.

Table 1.   Advantages of the Life Cycle Contract (LCC) model.

	Private
Social utility	Opportunity to receive large government contracts for design–construction–operation
Minimize the risk of wrong construction	Freedom to choose between projects and technical solutions
There is no gap between the responsibilities of private partners for design and construction Contractual payments are provided only if the facility is maintained according to functional parameters	Opportunity to attract investment with favorable conditions Absence of demand risk.
Contractual payment in installments The absence of unpredictable future infrastructure maintenance costs	Opportunity to reduce construction and operating costs due to the high quality of design and application of advanced technology

Source: Matraeva et al. (2016).

The LCC application conditions assume that the contractor receives funds only after the facility is operational. The LCC makes it possible to supplement standard requirements with conditions of a freeze on public partner payments if the facility cannot be used for its intended purpose and imposition of fines against the private partner due to the poor consumer attractiveness of the facility. The use of these penalties at the LCC allows for scheduled facility maintenance measures with minimal loss to the customer. An example is carrying out maintenance as long as there are no teaching and learning activities because private partners are threatened with sanctions due to the lack of access to facilities (Matraeva et al. 2016). The discourse regarding the LCC model was chosen based on its suitability for tourism development in North Toraja district, which is carried out using the concept of a public–private partnership. The components of the LCC are compatible with the implementation of public–private cooperation in tourism development and the development carried out in North Toraja regency. These components can be seen in Table 2.

Table 2. Components of LCC (Life Cycle Contract).

Matraeva et al. (2016)	Timchuc et al. (2017)
This contract covers all three stages of the life of the facility—design, construction, operation.	Land transfers from state partners, property or other objects controlled by private partners, usually during the contract period.
The private partner for LCC takes all design and technical solutions necessary for project implementation, and assumes all technical risks and design decision risks.	Partners personally build, reconstruct, or modify objects.
Payment for the project is an annual (or quarterly) "service fee" and is dependent solely on the performance of the functional requirements for the contract	Services are provided by private partners who use the facilities.
The LCC does not cover operational problems, namely collecting fees for the use of infrastructure facilities	
Property rights to housing and communal services can arise from both public and private sides, depending on the specific project specifications.	
Payment for services from state partners must be guaranteed for the entire period of the contract.	

Source: Matraeva et al. (2016) and dan Timchuc et al. (2017).

Through the PPP concept, it is hoped that it can become an alternative in overcoming tourism problems and supporting the availability of public services in North Toraja regency to develop tourism. This article describes the implementation of public–private cooperation in tourism development in North Toraja regency with the LCC model.

3 METHOD

This research method used a qualitative approach, this research was conducted in North Toraja regency, with the research location at the North Toraja Regency Culture and Tourism Office and at two tourist sites, namely Ke'te 'Kesu' and Lempe Negeri Diatas Awan. Data collection was carried out through interviews, observation and document study. Data processing and analysis techniques were carried out in three stages, namely, data reduction, presentation and conclusion drawing. The technique of determining informants was carried out by purposive sampling; the informants in this study were a representative primary data source and provided information about the conditions and reality of the problem under study. The informants in this study were as follows: (a) the Department of Culture and Tourism, Kab. North Toraja; (b) owner/manager of Ke'te Kesu' and Lempe Negeri Diatas Awan; and (c) visitors/community.

4 RESULTS AND DISCUSSIONS

4.1 *Model Life Cycle Contract in Public–Private Partnership: Tourism Development in North Toraja Regency*

The discourse regarding this LCC model was chosen based on its suitability with tourism development in North Toraja district, which was carried out with the concept of public–private partnership. The most basic reason is that this LCC model allows the freedom to the private sector to manage a tourist destination to be more open, meaning that the private party or tourism site manager has more extensive opportunities in developing tourism management. Public partners benefit from

management by the private sector. In general, tourism development with the LCC model in North Toraja regency can be seen in Table 3.

Table 3. Contribution of tourism development in North Toraja Regency.

| Model | Informant | | Information |
	Government	Private	
Design	No contribution	Contribution	Before MOU
	Contribution	Contribution	After MOU
Build	No contribution	Contribution	Before MOU
	Contribution	Contribution	After MOU
Finance	No contribution	Contribution	Before MOU
	Contribution	Contribution	After MOU
Maintain	No contribution	Contribution	Before MOU
	Contribution	Contribution	After MOU

Source: Results of research data reduction (2021).

This data shows that the private sector dominates in this collaboration, showing that the private sector has more opportunities in developing tourism with the LCC model in North Toraja. The government (public) in this case is the Culture and Tourism Office of North Toraja Regency as a public actor in developing tourism, which has compiled several tourism development programs so that they can provide quality tourism services in North Toraja regency. Table 4 is a summary of the data on the government's contribution to tourism development.

Table 4. Government contribution in tourism development in North Toraja Regency.

Government Contribution	Activities
Tourism Promotion	Promotion of tourism through social media, websites, exhibitions and tourism events
Development of Facilities and Infrastructure	Construction of transportation roads (access road to the location of the tourist attraction Lempe Negeri Diatas Awan in 2018) Renovation of facilities and infrastructure (replacement of the roof of the traditional tongkonan house, Erong) Construction of facilities and infrastructure (Musholla at Ke'Te Kesu, photo spots, footpaths, hand rolling, construction of souvenir stalls, and installation of paving blocks, gazebos and parking lots)
Human Resource Development	Conducting training (home stay management training, destination development training, hotel employee training and sapta pesona training) Held a study tour or study visit to a tourist attraction

Source: North Toraja Regency Culture and Tourism Office (2021).

A more complete explanation of tourism development in North Toraja Regency using the LCC model can be seen as follows.

4.2 *Design*

Tourism development with the concept of public–private partnership or private government partnerships in North Toraja district at the design stage is carried out by the private sector, where the

private sector is an organization, foundation, family or individual as the owner of land or objects. In the early stages, the design of a tourist attraction is carried out or initiated by the private sector without government intervention. There is no government contribution in the early stages of this design, so the process of designing a tourist object is purely designed by the private sector in this case (owner or manager of the tourist attraction). After the existence of an MOU or a new government cooperation agreement, the government can intervene in the spatial arrangement of tourist objects and other assistance facilities to support the arrangement of a tourist destination.

4.3 *Build*

Tourism development in North Toraja district with the concept of a public–private partnership in the build stage: the private sector as the landowner carries out the construction of facilities at their own expense or capital, the private sector also provides their own costs to build facilities. After the existence of an MOU or a cooperation agreement, the government began to be able to contribute in the form of interventions such as assistance to build facilities that were adjusted to the capacity and allocation of programs that had been determined by the government.

4.4 *Finance*

Public–private partnership in the development of tourism in North Toraja district in this stage of financing is purely carried out by the private sector as the owner of a tourist destination or object according to the budget they have. The construction of facilities in tourist attractions by the private sector is financed and budgeted according to the budget they have and the private sector can also look for other financing alternatives. After the existence of an MOU with the government or the existence of a cooperation agreement with the government, it began to contribute in providing funding assistance for facilities or mapping such as assistance with toilets, trash bins and access to transportation and tourism promotion. The financing assistance provided by the government is also limited because the financing is adjusted to the budget and work program of the local government.

4.5 *Maintain*

Public–private cooperation in tourism development in North Toraja district is at the maintenance stage carried out by the private sector as the owner and manager of tourist objects, such as managing the cleanliness or operation of tourist sites. After the existence of an MOU or a cooperation agreement between the government and the owner of tourist objects or the private sector, the government began to make contributions such as making training, socializing and coaching the managers to be able to create or improve services in tourist objects, as well as arranging maintenance assistance such as cleaning tools.

The government also provides retribution tickets that have been incorporated by the Department of Culture and Tourism or the Regional Finance and Asset Agency. Then the local government is obliged to visit the location of the tourist site and provide counseling/direction in organizing/managing tourist sites properly. However, problems or operational matters at tourist locations are managed by the private sector, such as arranging and maintaining tourist objects properly so that they are clean and beautiful, as well as administrative management and preparing staff/guides.

5 CONCLUSION

The LCC model is seen with the cooperation agreement (MOU) where the private sector becomes the initiator in carrying out the development of a tourist destination. The private party is the owner of a tourist attraction that carries out development starting from the design, build, finance, and maintenance (prior to cooperation with the government). After the existence of a cooperation agreement with the government, the government begins to contribute to the development of tourist

objects by providing assistance and financing for the construction of facilities to assist in the maintenance of tourist destinations. In addition, with this collaboration, the government collects ticket retribution from tourist objects which is divided into 40% for the government and 60% for the private sector or managers. The role of the government in the cooperation agreement is further enhanced so that the government does not appear to have only an interest in collecting fees for each tourist attraction.

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Depression, anxiety and fear during the COVID-19 pandemic Movement Control Order (MCO) in Malaysia

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ABSTRACT: In many ways, the COVID-19 pandemic had a tremendous impact on society. Mental health is one of these effects. The aim of this study was to assess mental health in three main areas: depression, anxiety, and fear. This research was carried out quantitatively using an online Google form questionnaire and a cross-sectional sample. The questionnaire was open to the public from March 26, 2020 to April 3, 2020. A total of 3136 people responded to the survey during that time period. The findings revealed that depression, anxiety, and fear levels were under control. However, a small percentage of respondents in this study indicated having severe depression, anxiety, or fear. The effects of a prolonged COVID-19 pandemic on the community's mental resilience are also discussed in this report.

Keywords: pandemic COVID-19; mental health; depression; anxiety

1 INTRODUCTION

A new virus known as COVID-19 has triggered an outbreak of pneumonia that began in Wuhan, China. As a result, the virus sparked a pandemic that spread like wildfire across the world in a short period of time. According to the most recent figures in Malaysia, there were 381,813 total cases and 1400 total deaths (Ministry of Health Malaysia 2021). The government announced the Movement Control Order (MCO) on March 18, 2020, in response to the high infection rate and health risk. The government's attempt to impose the MCO has a major effect on people's everyday lives, including their mental health. Fear, anxiety, failure, and stigma have all been linked to disease outbreaks in previous studies (Hong-Jae and Bong 2016). This situation arises as a result of people's circumstances, which include the loss of a source of income, a lack of social support, a disturbance of social activities, and difficulty accessing social services. Countries like Hong Kong experienced a virus attack known as Severe Acute Respiratory Syndrome (SARS) in 2003, prior to the outbreak of COVID-19 (Gerberding 2003). Because of the spread and danger of the disease, quarantine orders had to be implemented. The local population was affected psychologically as a result of these acts (Peiris et al. 2003). Panic and anxiety symptoms among the local population had risen during the SARS pandemic and had continued to rise following the SARS attack. Also, residents are reluctant to leave the home, fly to other nations, or attend social events (Peiris et al. 2003). When an infectious disease pandemic strikes, society is confronted with psychological problems such as terror, panic attacks, stress, and anxiety, according to this report (Maunder et al. 2006).

   COVID-19 seems to have different psychological consequences depending on the population. The general public's mental health has been impacted since the start of COVID-19, according to the report. COVID-19, it turns out, causes widespread stress and anxiety due to characteristics of the virus that are still unknown, such as incubation time, mode of virus transmission, treatment,

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9

and prevention steps (Ho et al. 2020). COVID-19's traits, combined with the regulation of travel restrictions and everyday social interactions, cause people to limit their activities to just at home, causing anxiety, tension, and insecurity. Frustration and irritability are easily triggered by limited home activities and repetitive routines (Kar et al. 2020; Ho et al. 2020). Guilt, shame, post-traumatic stress disorder (PTSD), depression, and even suicide have all been linked to the COVID-19 pandemic, in addition to anxiety, general stress, fear, and insecurity (Kar et al. 2020; Ho et al. 2020).

COVID-19 caused fear of infection and death, according to studies on the emotional well-being of people who were suspected or confirmed to be infected with the virus (Yi et al. 2020). Individuals in quarantine also experience a variety of mental health problems, including boredom, isolation, frustration, depression, worry, denial, fear, insomnia, substance abuse, self-harm, and even suicide (Kar et al. 2020; Yi et al. 2020). COVID-19 patients' family members registered a similar effect. When one member of a family has a positive COVID-19 test result, the rest of the family is isolated and quarantined. COVID-19 patients' families reported feeling ashamed, nervous, and stigmatized by society (Kar et al. 2020; Xiang et al. 2020). Rage and resentment are exacerbated by the loss of family members as a result of the COVID-19 virus. In another study, family members of COVID-19 patients reported PTSD, psychosis, mood disorders, and suicide (Liu et al. 2020; Wang et al. 2020; WHO 2020;.

Because of their direct involvement in the screening process, health screening, and care of COVID-19 patients, health staff, especially in hospitals, are at high risk of exposure to COVID-19. Due to a shortage of personnel and a high number of infection cases, health care workers face increased workloads, exhaustion, and psychological stress. Health care staff, according to studies, face severe workloads, loneliness, and prejudice. Physical exhaustion, anxiety, emotional disturbances, and sleep disturbances are all caused by these reasons (Liu et al. 2020; Oliveira et al. 2020). According to a recent study involving 1563 health professionals, more than half of the participants had depressive symptoms, 44.7% had anxiety, and 36.1% had sleep disturbances. Worse, there are not enough supportive counselling resources for health care workers working with COVID-19 patients (Liu et al. 2020; Wang et al. 2020; WHO 2020;.

Individuals who are at risk due to health issues such as age, chronic disease, or mental illness are found to have a greater effect than healthy individuals. Individuals with diabetes, high blood pressure, and respiratory disorders, for example, have been reported to be more worried and fearful of contracting COVID-19 (Kar et al. 2020; Qiu et al. 2020). Simultaneously, people who already have mental health issues have been confirmed to have increased cognitive impairment and anxiety. Patients who need medication or counselling can face additional problems, such as being unable to meet with a psychiatrist or obtain a supply of medication due to movement restrictions, as well as therapy sessions being canceled during COVID-19 (Kar et al. 2020; Qiu et al. 2020).

The psychological effects of disasters/crises, according to Noremy, Nur Saadah, and Nor Jana (2019), have led to emotional tension, resulting in individuals in a community losing physical and mental ability. Since PKP is the community's first experience in Malaysia, an empirical study should be conducted to assess the community's psychosocial well-being during the PKP phase. This research has two main goals: (1) to provide the respondents' profiles and backgrounds, and (2) to determine the level of mental health among the general population during the MCO period.

2 METHOD

2.1 *Research design*

A quantitative cross-sectional survey design was used in this research. Cross-sectional surveys are conducted at a single point in time or over a limited period of time (Levin 2006). The aim of this research is to determine the prevalence of a condition or event in the target population.

2.2 *Survey instrument*

This study used a set of questionnaires constructed by the research team based on previous literature reviews for data collection. Section A comprises ten question items pertaining to the study respondents' demographic profile. The items contained in this Part A are (1) age, (2) gender, (3) race, (4) religion, (5) marital status, (6) level of education, (7) employment status, (8) state of residence, (9) type of dwelling occupied, and (10) number of bedrooms in the home. For items 2–10, the response is in the form of a single choice item (single choice item), in which the respondent marks (X) on the given answer box based on the required answer choices. The age item, on the other hand, is a stand-alone question that asks respondents to state details without a preference or category.

Part B deals with mental health and is divided into three subdomains: anxiety, depression, and fear. Part B of the Mental Health section has a total of 14 items. The query items are broken down by mental health subdomain in Table 1. In Section B, all of the mental health subdomains used a four-scale Likert scale as follows: (1) never, (2) occasionally, (3) often, and (4) very often. The accuracy of this questionnaire was determined using Cronbach Alpha analysis. The results indicate that this questionnaire has a .851 degree of reliability. According to Hinton and colleagues (2004), the research tool's reliability is good, with a value of 0.70–0.90.

Table 1. Domains and mental health items.

Domain	Item
Depression	4
Anxiety	5
Fear	5
Total	14

2.3 *Location*

The research was carried out entirely online. As a result, no particular study location was determined. On the other hand, if interested Malaysians had access to the questionnaire's link, they may have participated as respondents. To put it another way, this study was open to all Malaysians aged 18 and up across the country.

2.4 *Ethics*

The Research Ethics Committee at Universiti Kebangsaan Malaysia (UKM) gave their approval to this report (JEP-2020-275). The University Research Ethics Committee approved research procedures and guidelines, as well as research information and consent forms. Respondents should read the study summary first, offer their informed consent, and then begin the survey, according to the ethical guidelines.

2.5 *Data collection procedure*

The questionnaire for this study was produced using Google Forms. This questionnaire was available from March 27, 2020, to April 3, 2020, during the Movement Control Order (PKP) period. During that time, a total of 3136 study participants took part in the survey. Malaysians aged 18 and up who are currently residing in Malaysia were qualified to participate in this report. The links to this questionnaire were distributed using the most popular social media sites, including Facebook, Instagram, WhatsApp, and personal and professional networks.

3 RESULTS

3.1 *Respondents' background and profile*

The study's participants were Malaysian civilians of different races who lived in Malaysia. In terms of gender, women account for 73.2% of the respondents in this survey. The majority of respondents (89.7%) are Malays who are married (60.1%) and employed (75.5%). The majority of study participants (51.8%) work in government, have a bachelor's degree (46.7%), and live in terrace houses (40.1%). The majority of respondents are between the ages of 31 and 59. In comparison to other states, the citizens of Selangor have the highest level of participation in the survey, with a total of 30.9%. The specifics of the study respondents' profiles are shown in Figure 1.

	31–59 year old	Woman	Malay	Married	Bachelor Degree	Government Sector	Selangor	Terrace House
Percentage	65	73.2	89.8	60.1	46.9	51.8	30.9	40.1
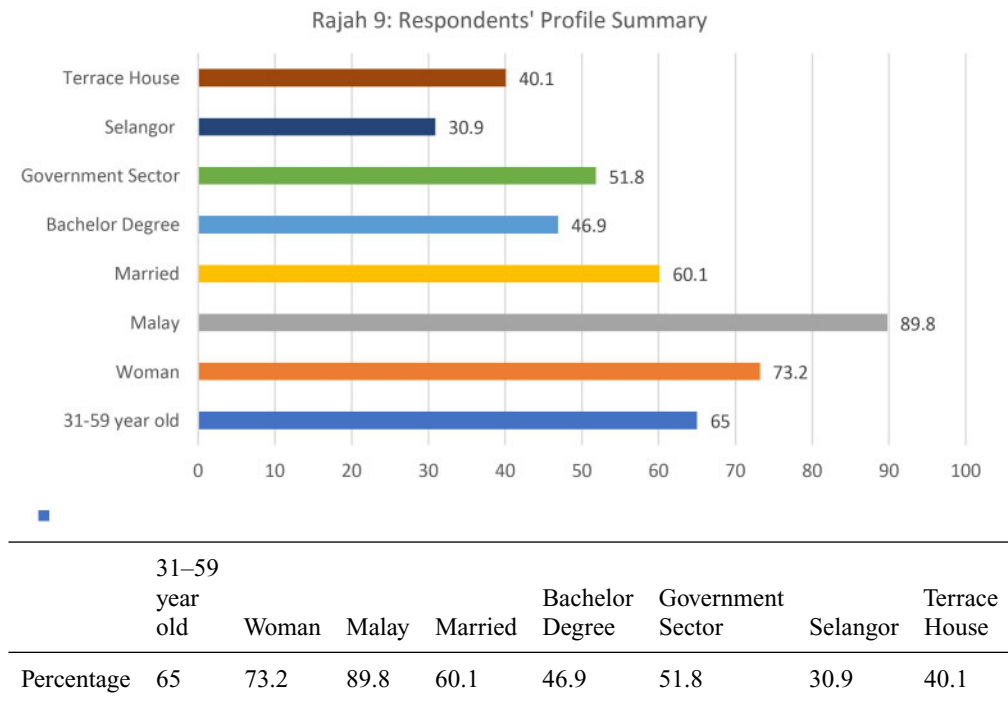
Figure 1.   Respondents Profile Summary

3.2 *Anxiety*

According to the results of the survey, the majority of the participants had a reasonably controlled level of anxiety, with 63.6% having a low or moderate level of anxiety (never/occasionally). Despite this, it was discovered that 36.4% of the general population in this study had a high percentage of anxiety (often/very often). The fear of the COVID-19 virus spreading (66.7%) and the negative effects of COVID-19 on human lives were the main concerns (33.1%). The COVID-19 virus is also poorly understood. Characteristics of COVID-19, such as high rates of infection, often asymptomatic infections, and the lack of vaccines to combat the pandemic early on, led to public anxiety about their and the community's ability to stop the COVID-19 pandemic from spreading (Table 2).

Table 2. Anxiety symptoms.

No.	Item	Never	Occasionally	Often	Very Often
1	Concern and worry about the spread of COVID-19.	1.2 (38)	32.2 (1009)	44.5 (1394)	22.2 (695)
2	Have problem controlling my anxious.	31.8 (997)	51.7 (1621)	13.0 (409)	3.5 (109)
3	Have problem to cooling down.	50.6 (1588)	39.9 (1252)	6.9 (216)	2.6 (80)
4	Worrying something bad is happening in my life.	11.6 (365)	55.3 (1733)	23.3 (732)	9.8 (306)

The majority of respondents in this study had a low level of anxiety, according to the results of the anxiety analysis (50.8%). Just 233 people, or 7.4% of the total study participants, had a high level of anxiety. Meanwhile, 1310 people, or 41.8% of the number, expressed a moderate degree of anxiety (Table 3).

Table 3. Level of anxiety.

Tahap	N=3136	Percentage (%)
Low	1594	50.8
Moderate	1310	41.8
High	232	7.4
TOTAL	3136	100

3.3 *Depression*

The majority of respondents had low depressive symptoms, according to the study's findings. Overall, 88.7% said they had never or only rarely encountered depressive symptoms including long-term depression, restlessness, exhaustion, loss of control, hopelessness, and trouble concentrating. Just 11.2% of people said they had chronic (or very often) depressive symptoms. Difficulty concentrating on a work is the most common depressive symptom identified by respondents in this survey, accounting for 15.4% of all respondents (Table 4).

Table 4. Depression symptoms.

	Item	Never	Occasionally	Frequent	Very Frequent
1	Constant feeling of sadness.	51.9 (1628)	39.6 (1242)	6.6 (206)	1.9 (60)
2	Feeling restless.	42.6 (1336)	45.2 (1416)	9.5 (297)	2.8 (87)
3	Lack of energy and ongoing fatigue.	42.6 (1336)	42.7 (1338)	11.5 (362)	3.2 (100)
4	Feeling of giving up.	75.2 (2357)	19.5 (613)	3.9 (122)	1.4 (44)
5	Have difficulty focusing on work.	45.6 (1431)	39.1 (1225)	11.4 (356)	4.0 (124)

The majority of respondents had a low degree of depression, according to the results of the study (83.9%). Just 88 people, or 2.8% of those who took the survey, expressed a high degree of anxiety. Meanwhile, only 13.3% of the 418 respondents had a low degree of anxiety (Table 5).

Table 5.   Level of depression.

Stage	N=3136	Percent (%)
Low	2630	83.9
Moderate	418	13.3
High	88	2.8
Total	3136	100

3.4   *Fear*

According to the study's findings, 50.2% of the participants in the study had moderately high fear symptoms. Worrying about COVID-19 infection, feeling overwhelmed thinking about the COVID-19 death toll, fear of the third wave of COVID-19, fear of losing a loved one to COVID-19, and fear of losing a source of income are among these fears. In comparison, 49.8% of respondents said they only experienced the symptoms sometimes or never. Fear of losing a loved one scored the highest (60.1%), followed by fear of COVID-19 infection on family members (58%), fear of a possible third wave of COVID-19 (54%), anxious thinking about COVID-19 mortality rates (40.2%), and fear of losing a source of income (38.6%) (Table 6).

Table 6.   Symptoms of fear.

	Item	Never	Sometimes	Often	Very Often
1	Worried about COVID-19 infection on family members.	1.6 (49)	40.5 (1269)	39.2 (1228)	18.8 (590)
2	Tense when thinking about the death toll.	9.9 (310)	49.9 (1564)	31.7 (993)	8.6 (269)
3	Fear of the possibility of a third wave of COVID-19.	4.0 (124)	42.1 (1320)	37.5 (1175)	16.5 (517)
4	Fear of losing a loved one.	4.0 (126)	35.9 (1127)	36.8 (1153)	23.3 (730)
5	Fear of losing a source of income.	21.3 (668)	40.1 (1256)	25.3 (794)	13.3 (416)

The majority of respondents in this study had a low and moderate level of fear, with 88.1% having a low level of fear and 10.7% having a moderate level of fear, according to the analysis. On the other hand, 1.2% of the study participants, or 38 individuals, reported having a high level of fear (Table 7).

Table 7. Level of fear.

Level	N=3136	Percentage (%)
Low	2762	88.1
Moderate	336	10.7
High	38	1.2
TOTAL	3136	100

4 DISCUSSION AND SUMMARY

The study participants' anxiety, depression, and fear levels were all in the low to moderate range. Just 7.4% of the overall respondents had high levels of anxiety. High levels of depression and fear were also observed, with 2.8% and 1.2%, respectively, reporting high levels of depression and fear. This situation may be due to the fact that when the data for this study were collected, Malaysia was still in the early stages of PKP. The effect of the PKP pandemic COVID-19 is still in its early stages and may not be completely felt for some time. At time of writing PKP is in effect in Malaysia until the end of 2021. Indeed, social isolation, job loss, working from home, and caring for small children at home all contribute to the emotional strain. As a result, further research is needed to determine the effects of the COVID- 19 pandemic after a year has passed.

When compared to previous research, the findings of this study were found to be consistent (Ho et al. 2020; Kar et al. 2020). COVID-19's pandemic effect is now more visible than it was in the early stages, according to recent evidence. The COVID-19 pandemic has impacted many aspects of society, and it has undeniably impacted society's psychological well-being, with numerous social and economic challenges. This research has certain limitations that should be carefully interpreted. To begin, this study's data was gathered online via social media platforms such as Facebook and WhatsApp. Despite the fact that the majority of Malaysians own cell phones, some might still be without internet access. As a result, people who do not have access to the internet, those who live in rural areas, and the elderly may be excluded from this analysis. Second, this is a questionnaire analysis, so the information gathered is descriptive. The questionnaire method could not provide more detailed and in-depth results.

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Pattern of Islamic philanthropy fund management in community empowerment in Malang (studies in LAZIS Muhammadiyah Malang)

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ABSTRACT: The opening of space for collecting zakat funds, shodaqoh and humanitarian donations in Indonesia means that the "niche" of community social funds will still be contested by all zakat fund institutions, even philanthropic activists. However, the problems in distributing zakat, infaq and shodaqoh (ZIS) funds are still not significant enough to be able to move the social status change of mustahiq to muzakki. Lazismu Malang city as a newcomer to the philanthropic institution in the city of Malang is interesting, with quite a lot of ZIS gains, Muhammadiyah networks that exist in all villages. However, the pulse of community empowerment has not been seen, this can be seen from the lack of institutional communication media presents the achievements of community empowerment for the distribution of philanthropic funds. The research method in this study using qualitative descriptive research. Research location in Lazismu Malang City, with research subjects Lazismu Malang city administrators and program recipients. This study, want to know the patterns of management of zakat, infaq and shodaqoh by Lazismu Malang in empowerment aspects of society. Based on the results of the study showed that educational programs (tutoring, scholarships, teacher compensation), health, productive economic enterprises, humanitarian fundraising. ZIS empowerment pattern, Lazismu received recommendations from Muhammadiyah leaders at the branch, branch and regional levels and some submitted direct submissions. Then, a home visit was conducted before the ZIS funds were disbursed. Limited empowerment of human resources is a problem in the lack of assistance to program recipients, as well as the lack of internal support from Muhammadiyah in Lazismu publications.

Keywords: philanthropy; community empowerment; lazismu

1 INTRODUCTION

The activity of giving is able to provide a happier individual condition psychologically. Research conducted by Dunn et al. on students and company employees in Boston shows that students who spend their assets to help others and give gifts to others are happier, compared to students who spend their assets on personal needs, having fun and paying off accounts (Dunn et al. 2008; Fast 2018). This proves that philanthropic activity or the willingness to give provides more individual happiness than wallowing in wealth, but cannot be distributed to others in the form of donations, favors or gifts.

Research by PIRAC (Public Interest Research and Advocacy Center) and Dompet Dhuafa, noted that the amount of donations distributed by the company reached Rp. 8.6 trillion or around 718

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billion per month. The donations were channeled by 455 companies to support 1,856 social programs. This research "Trend of Corporate Philanthropy in Indonesia" was conducted by collecting and analyzing data on corporate philanthropic activities published in 14 print media and 14 online media during 2013 (Eka 2014). What about religious-based institutions? It turns out that they have a significant role in mobilizing ummah funds. With the potential of Islamic ummah funds in the form of Zakat, infaq and shodaqoh (ZIS), Indonesia had the potential of 217 trillion rupiah in 2010. Movement of zakat, infaq and shodaqoh funds in the 6 years from 2010 to 2016 had an average increase of 22.95%, far exceeding the average GDP of 5.67% (BAZNAS 2017). The ZIS acquisition nationally in 2016 collected a total of 5 trillion rupiah, which increased in 2017 to as much as 6.2 trillion rupiah, in 2018 the target was 8 trillion rupiah (Indonesia Zakat Outlook 2019; Utami et al. 2021).

The above is an important part of this research plan because, not a few zakat-in-kind and shodaqoh management agencies design community empowerment programs with charity but professional characteristics, even differences in perspective and practice in community empowerment are strongly influenced by variations in perspective (Abidin, 2013). This kind of condition often occurs due to up grading of human resources, and institutions are still running according to problem responses, it is not uncommon for the grand strategy that has been composed to be slightly neglected.

The people of Malang city in their philanthropic tradition can indeed be assumed to be very rational, the movement of philanthropic institutions such as the Al Falah Social Fund Foundation, Rumah Zakat, Lazis Sabilillah, PKPU, Infaq Management Institute and other zakat institutions as if spurring Lazismu Malang city to take part in this arena. Although culturally, Muhammadiyah has developed the charity coffers of its citizens through mosques, Muhammadiyah business charities, recitation, but the demand that the benefits of funds must be wider makes Lazismu have to be present side by side with the zakat institution. The potential of zakat funds, infaq shodaqoh in Malang city is more than 5 billion with the assumption that the Baznas Malang city can raise 3.4 billion rupiah (https://malangkota.go.id/2018/12/27/baznas-kota-malang-sosialisasikan-regulasi-zakat/), YDSF Malang was able to collect ZIS funds in the September 2018 financial statements of 470 million rupiah, with a balance of financial statements reaching 1.4 billion, Lazismu, Malang city, 200 million more. This potential is actually a concern and study in the development of the empowerment of zakat, infaq, and shodaqoh in the city of Malang.

Lazismu, as part of the second largest Islamic organization in Indonesia, has a network in all provinces and cities/counties, but it still has conditions not much different from other charity organizations. The greatness of Muhammadiyah with assets of schools, mosques, colleges, hospitals, cooperatives, and other businesses is apparently not comparable to the acquisition of its ZIS funds. In 2016 it reached 404.6 billion rupiah, then increased in 2017 to reach 680 billion (Republika 2018). This is a challenge for Lazismu, both centrally, regionally, and regionally in optimizing fundraising and even the distribution of ZIS funds, to distribute on the three pillars of their ziska fund distribution, namely (1) education and health; (2) economic; (3) social, preaching and humanity.

Guidelines for the management of zakat institutions, contained in Law No. 23 of 2011 on Zakat Management article 12, are as follows:

1) Islamic Sharia. In carrying out its duties and functions, the LPZ must be guided by Islamic law, starting from the procedures for recruiting employees to the procedures for distributing zakat.
2) Trust. The LPZ must be a trustworthy institution.
3) Benefits. LPZ must be able to provide maximum benefits for mustahiq.
4) Justice. In distributing zakat, LPZ must be able to act fairly.
5) Legal certainty. Muzakī and mustahiq must have guarantees and legal certainty in the process of managing zakat.
6) Integrated. The management of zakat must be carried out hierarchically so that it can improve the performance of the collection, distribution, and utilization of zakat.

7) Accountability. Zakat management must be accountable to the community and easily accessible to the public and other interested parties.

Every zakat management institution is required to adhere to these principles, as a form of commitment to managing zakat in Indonesia. The Indonesian government affirms that zakat management institutions are divided into two:

1. Amil Zakat Board, which is a government-owned zakat institution, is formed in a provincial and regional structure.
2. The Amil Zakat Institution, which is a zakat management institution, is formed and developed by Islamic organizations, Islamic foundations and Muslim communities with the permission of the government and is required to report the acquisition and distribution of its ZIS funds to the Amil Zakat Agency.

Understanding the management of productive Islamic philanthropic funds in the aspect of community empowerment, it is necessary to also examine some basic concepts related to community empowerment. In practice, community empowerment cannot stand alone without paying attention to the potential of its human resources, because this human resource is the most vital subject in the effort to implement community empowerment. There are at least three types of strength that should be considered in community empowerment efforts in terms of human resource potential, among others (Ruliana et al. 2019; Setiana 2005):

1. Motivational forces
   Characterized by people who are dissatisfied with existing conditions and have a feeling of something that they do not have psychologically. This is where the role of zakat institutions in fostering the positive side of individuals and communities, by carrying out motivational activities, enhancing soft and hard skills to suit the needs of individuals and communities.
2. Resistance forces
   This power aims to maintain something that already exists in society. The characteristics include apathy, distrust of outsiders, high fear, and preferring to defend what they already have.
3. Interference forces
   This strength arises because communities compete with each other for community support in the development process. Generally, these forces desire cohesiveness or division.

Community empowerment is also defined as an effort to help the community, in developing their own abilities so that they are free and able to solve problems and make decisions independently. Thus, community empowerment is aimed at encouraging the creation of strength and ability of community institutions to be able to independently manage themselves based on the needs of the community itself and to be able to overcome challenges in the future (Sumartiningsih 2004). Community empowerment, often equated with empowerment, is stated by Payne as follows (Adi 2003):

"Helping clients gain the power to make decisions and determine the actions he will take that are related to themselves, including reducing the effects of personal and social barriers in taking action. This is done by increasing the ability and self-confidence to use the power they have, among others through the transfer of power from their environment." Payne's opinion above can be interpreted as simply that the essence of community empowerment must rest on the steps to enable individuals or groups of people to carry out productive activities in their environment. Accordingly, empowerment must also involve elements of social and natural resources that exist around individual as external support in empowering individuals and groups.

In addition to the above, Dubois and Milley (1997) explain that in carrying out community development there is a need to consider some major base that includes community empowerment (Anggraini & Djumiarti 2019; Wrihatnolo 2007):

1. Empowerment is a process of cooperation between clients and executors of work together with mutual benefits.

2. The empowerment process views the client system as a component and capability that provides access to sources of income and provides opportunities.
3. The client must feel himself a free agent who can influence.
4. Competence is gained or improved through life experiences, specific experiences that are stronger than the circumstances that state what is done.
5. Empowerment includes access to sources of income and the capacity to use the se sources of income effectively.
6. The empowerment process is a dynamic, synergistic, ever changing, and evolutionary problem that always has many solutions.
7. Empowerment is the achievement through parallel structures of the individual and the development of the community.

In brief, it can be explained that community empowerment is a synergistic and holistic complexity, involving individuals or groups of empowerment objects as the most important part of the community empowerment process. This, of course, requires the implementation of community empowerment to provide a conducive atmosphere (enabling), accept the conditions of the empowerment object openly (acceptance), protect the process and sustainability of empowerment (protect and sustainability), maintain a balanced condition and provide support and guidance to the object of empowerment (maintenance and supporting) and make the client fully and independently engaged subjects.

The management pattern of Islamic philanthropic funds is designed as if it means empowerment, but is actually more of a new model of charity patterns. So, this research actually wants to know how the management of zakat, infaq and shodaqoh funds empowers the people of Malang city by Lazismu Malang city. The hope is that this research can be used as a reference for evaluation and even the development of patterns of community empowerment through Islamic philanthropic funds, although not as a whole, but in parts that are relevant to the needs of the philanthropic institution.

2 METHOD

This study uses a qualitative approach, namely research that is based on a research process that has a natural setting, where the researcher examines the phenomena being studied empirically. A qualitative approach according to Kirk and Miller is defined as (Moleong 2002; Syarifudin 2019): "…a particular tradition in social science which fundamentally depends on human observation in its own area and relating to these people in terms." The qualitative approach in this study uses a descriptive method, which is to describe the conditions of the research setting and then becomes part of the analysis in this research. This means that the researcher will describe how the pattern of zakat, infaq and shodaqoh fund management by Lazismu Malang city in community empowerment is in accordance with the scope of this research.

The research location was conducted in Lazismu Malang City Jl. Gajayana no 28 B, your lazy is one of your 3 usual in Malang and Batu which has quite a lot of activities, besides that too. On the basis of the assumption as a zakat institution under the Muhammadiyah organization which is currently developing in the city of Malang for the last 2 years and has a pattern of empowerment in the economic sector. Meanwhile, the subjects in this study are individuals who are expected to be able to answer the research plan by the researcher, namely the Head of Malang City Lazismu and the Head of Community Empowerment. Data collection techniques using interviews, documentation, observation. Data validity techniques, researchers used several methods of checking the validity of the data, including extension of participation, persistence of observation and triangulation (Syarifudin,2019; Moleong, 2002).

Data were analyzed using several steps according to the theory of Miles et al. (2014), namely analyzing data in three steps: data condensation, presenting data (display data), and drawing conclusions or verification (conclusion drawing and verification). Data condensation refers to the

process of selecting, focusing, simplifying, abstracting, and transforming data. In more detail, the steps according to the theory of Miles et al. (2014) are applied as in Figure 1.
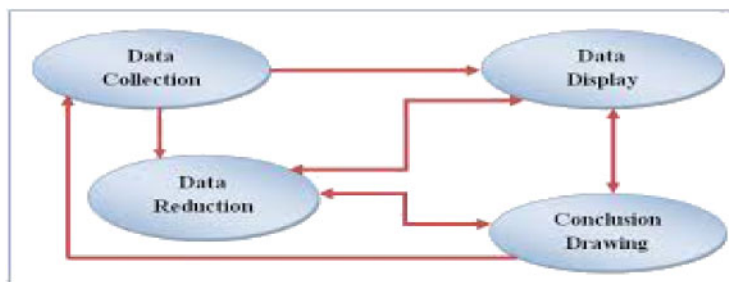
Figure 1.   The components of the Interactive Data Analysis Model.*Source*: Miles et al. (2014).

3   RESULTS AND DISCUSSIONS

3.1   *Lazismu Malang city programs*

The establishment of LAZISMU is intended to be a zakat management institution with modern management that can deliver zakat to become part of the problem-solving of the growing national condition. With a trustworthy, professional and transparent work culture, LAZISMU strives to develop itself into a trusted Amil Zakat Institution. And over time, the public's trust is getting stronger. With a creative, innovative and productive spirit, LAZISMU continues to develop empowerment programs that are able to answer the challenges of change and increasingly complex social problems in society. LAZISMU is the embodiment of the evolutionary process of zakat management in the Muhammadiyah movement. For decades, zakat within Muhammadiyah has generally been managed by special units that use a variety of nomenclature. The presence of LAZISMU has become an important stage in the history of managing zakat, infaq and shadaqah in the Muhammadiyah organization. In 2015, LAZISMU began to reform various aspects and encourage the development of better governance and organizational culture to increase the trust of the wider public. Institutional governance is built and directed to create and establish various institutional guidelines as well as a digital information management system that is more friendly to the community, both muzaki and mustahik and LAZISMU partners from inside and outside the organization. In the period led by Hilman Latief, MA, PhD, LAZISMU tried to become a more structured institution in accordance with the provisions of institutional regulations issued by the government, carried out national consolidation, and complemented the organizational structure with the existence of a Supervisory Agency and Sharia Council in charge of overseeing LAZISMU institutional governance in order to comply with the provisions of sharia and government regulations and fulfill public accountability.

After making adjustments to the regulations issued by the government as well as the guidelines conveyed in regulation Baznas, LAZISMU formulated several flagship programs with the tagline "Collective Action for Peers." Apart from running programs in rural, urban and coastal areas in various regions throughout Indonesia, LAZISMU pays attention to the problem of development gaps in the outermost, remote, and underdeveloped areas (3T), some of which are located in the eastern part of Indonesia. The leadership of Muhammadiyah Malang City also did not escape the response to participate, establishing Lazismu with a structured mechanism and system following the central Lazismu. Lazismu Malang city has a vision and mission that is in line with Lazismu Pusat as follows (Profile Lazismu Malang City 2018).

Lazismu Malang City in general implements an activity program for the utilization of Islamic philanthropic funds. It can be described in several ways, among others, in general, it follows the

central and regional guidelines. Among other things, such as fundraising, education, donations, health, humanitarian activities such as raising funds for disasters, economic empowerment, supporting Muhammadiyah and Ortom programs in the city of Malang, there is also qurban with the canning of qurban meat which is coordinated by the region. Specifically for education, in the city of Malang, Mentari tutoring is developed which is supported by young Muhammadiyah cadres who are university students.

Looking at the data above, structurally your Blue work has been running according to the provisions of the central and regional governments. However, the number of program achievements that are competitive with other zakat institutions, still needs to be improved. The programs delivered by Malang City Management Board are activities of Islamic philanthropic institutions in general, although within the framework of the Muhammadiyah organization. Researchers do not seem to see anything new except the development model of learning assistance for children with a tutoring design "Mentari".

3.2 *Lazismu and Lazismu Malang City Institutional Policy in ZIS distribution*

Lazismu has set several strategic policies nationally which are then adapted in each region and region. In accordance with the explanation in your Lazismu Company Profile (2019: 5) specifically explains that the mission of your Lazismu Utilization is the creation of a quality socio-economic life of the people as a bulwark for the problems of poverty, underdevelopment, and ignorance in society through various programs developed by Muhammadiyah. Therefore, the strategic policies for utilizing your Blue funds include:

1. Priority for beneficiaries is the needy, poor and the fisabilillah group.
2. The distribution of ZIS is carried out programmatically (planned and measured) according to the core of the Muhammadiyah movement, namely: education, economy, and social-da'wah.
3. To synergize with Muhammadiyah assemblies, institutions, orthoms and charities in realizing the program.
4. To synergize with institutions and communities outside Muhammadiyah to expand the dakwah domain as well as increase public awareness of the organization.
5. Minimizing charity assistance except for an emergency such as in eastern Indonesia, areas exposed to disasters and rescue efforts.
6. Intermediation for any business that creates conditions and supporting factors for the realization of an Islamic society which is truly Muhammadiyah Vision 2025
7. Mobilize the institutionalization of the ZIS movement throughout Muhammadiyah structures and charities.

However, the guidelines for utilization as stipulated by the central government have indeed been carried out programmatically and synergize internally and externally, however, based on the results of interviews with researchers with Lazismu Malang city, there is still no program measurement point. This means that the program carried out by Lazismu Malang city still does not provide performance indicators in the form of a form or the like in measuring the success of the utilization program in accordance with existing policies. The limited internal conditions, both human resources and ideal service facilitation, are also felt by Lazismu, this is in accordance with the observations of researchers at the Lazismu office in Malang. In fact, many areas of utilization were not fully developed in the city of Malang, due to classic problems namely human resources and the power of fundraising.

3.3 *The pattern of community empowerment is carried out by Lazismu Malang City*

Lazismu Malang city, based on program reports presented in tabloids Mata Hati Malang City, ZISKA utilization programs in Malang city include, first is economic empowerment, economic empowerment provided by Lazismu Malang city is currently distributed to three people in Malang

city, namely Pak Ganis for a fried rice seller, Pak Slamet for a seller of lontong mussels, and another congregation, who is in Kutho Surgical Kedun gkandang operating a jeans makeover.

Lazismu, in distributing programs, especially economics through requests from Muhammadiyah leaders at the branch and branch levels, then a survey of potential beneficiaries is carried out. The average aid provided by Lazismu in Malang is between 300 thousand rupiah and 4 million rupiah. In the aspect of economic empowerment, Lazismu Malang city also stated that there is still no assistance and special divisions. Looking at the results of economic empowerment carried out by Lazismu above, the researcher sees that Lazismu mapping is to examine the aspects of support, resistance and disruption to aid recipients. The focus on surface problems such as lack of capital for MSME players makes this program difficult to explain as a sustainable program. This is often done by philanthropists who actually solve problems according to conditions that are visible to the naked eye. However, on the fundamental aspect the problem has not been resolved. In addition, Lazismu, Malang city does not have a control sheet to monitor the development of economic capital aid recipients from Lazismu.

Second, the Education program, Lazismu Malang city in carrying out the Education program has carried out several activities to distribute ZIS funds for this program, among others, as follows:

1. Compensation for kindergarten-junior high school teachers in Muhammadiyah
2. Scholarship from Education to Higher Education
3. Compensation for TPQ teachers
4. Free tutoring in 7 locations in Malang

The programs above are routinely carried out by Lazsimu Malang city every month, which is currently being developed in both numbers and targets. This program is supported by some IMM students from Brawijaya University, UIN Maliki, UM, UMM, with around 235 students being educated and 60 volunteer tutors. This activity has been going on since 2017 and has received a good response. Lazismu, in supporting these mentors, provided transport assistance of 10–20 thousand rupiah/meeting on average 2–3 times per week. Mentari Ilmu is one of the programs developed by Lazismu Malang City as a form of concern in guarding children's education from an early age. By basing activities in mosques in the city of Malang, Mentari Ilmu tutoring has become the spearhead of a social movement that is superior in educating the nation's life.

As with the commitment of Giving for the Country, this mentari-science tutoring program is run free of charge and is based on Islamic values. In addition, Sang Surya Scholarship is a flagship program in the form of scholarships organized by Lazismu Malang City. This program is aimed at all underprivileged students who study in Malang City. The hope is that this program will be able to ease the burden of tuition fees and meet daily needs. In addition to providing financial assistance, the Sang Surya Scholarship program also provides leadership training for awardees so that they are able to make a big contribution to society. However, this program does not yet have a guideline such as a Key Performance Indicator (KPI) so that to measure the achievement of the program, especially education, it cannot be reported periodically and monitored simultaneously.

Third Health and humanitarian programs, for the health programs so far Lazismu Malang city has supported BPJS health assistance for several mustahiqs and the provision of free social service cars. Fourth, in the Lazismu humanitarian program, Malang city also responds well to local, regional and national and even international issues such as the flood disaster in Malang, tornadoes, victims of the eruption of Mount Merapi, cares for Rohingya Muslims and Palestine.

Based on the results of the above study, it can be described that the Lazismu regular program in Malang is as shown in Figure 2.

Based on the results of the utilization activities above and the average acquisition of ZIS 60-70 million rupiah per month, it can be said that Lazismu Malang city must be precise and careful to encourage the delivery of the program properly, so as to allow for quick benefits. Therefore, the pattern of ZISKA fund management in Lazismu Malang can be described as in Chart 1.

Lazismu Malang city based on the research results, has not optimized the mustahik data as the foundation for implementing community empowerment. When referring to the opinion of Setiana

Figure 2.   Malang City Lazismu regular program in utilizing Islamic Philanthropy funds.
Source: Analysis of data research.
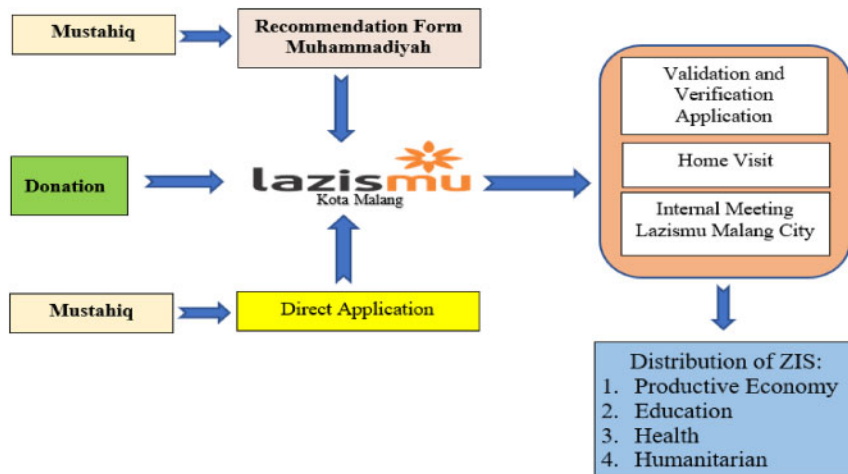
Chart 1.   Management patterns of Islamic Philanthropy funds in community empowerment by Lazismu Malang City.
Source: Data Analysis.

(2005), it is necessary to map the driving force of the mustahiq involved in your Lazismu program, be it in the fields of economy, education, and health. This means that this will make it easier for the institution to optimize the potential of mustahiq. Then, it is also necessary to pay attention to the survival aspects of mustahiq, especially recipients of productive economy programs, before getting support from Lazismu. This will help Lazismu Malang city in making mentoring planning. In fact, Lazismu Malang city also needs to pay attention to the things that will cause your Blue programs to be hampered. These three things, the need for simultaneous support in improving the quality of distribution of the utilization of zakat, infq and shodaqoh funds both internally at the Muhammadiyah leadership and specifically at Lazismu.

3.4   *Barriers to empowering community in the Lazismu Malang City*

In general, based on the results of this study, the obstacles that arise in the implementation of community empowerment programs are limited human resources, especially those in the field of empowerment. With an average ZIS of 60–70 million per month, it is actually still very low in

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mobilizing empowerment activities compared to other zakat institutions' competitors. There are no obstacles in the amount of ZIS funding, thus as no human resources focus on empowerment, then the support of Muhammadiyah people as the main basis has not been optimal since 2016–2019. Furthermore, there is also no road map and control on the distribution of Lazismu Islamic philanthropic funds in the city. This means that internal obstacles such as support from Muhammadiyah members, inadequate human resources, roadmaps and administrative standards are not yet strong, and thus the bargaining power of the program gets less response. In addition, Lazismu Malang city does not yet have a holistic periodic report to provide an overview of the distribution of ZIS to the public, either in the form of a graphic or narrative continuum program. So, this becomes one of the obstacles to carrying out the empowerment program.

4 CONCLUSION

The pattern of managing zakat, infaq and shodaqoh funds by Lazismu Malang city in community empowerment can be explained in that so far the pattern has been developed by Lazismu Malang city through several programs, namely:

1. Capital assistance for a productive economy
2. Educational assistance with scholarships and educational benefits for teachers ranging from kindergarten–junior high schools in Malang, especially Muhammadiyah
3. Health assistance in the form of BPJS Health payments
4. The Surya Scholarship for underprivileged students
5. Tutoring in 7 locations in the city of Malang, based on mosques and prayer rooms
6. Humanitarian fundraising, whether it is local, regional, national and even international

The process of implementing the community empowerment program by Lazismu Malang city can be submitted through a recommendation from the Muhammadiyah leadership and a direct application by the Mustahiq candidate, which is then verified by Lazismu Malang city. However, there are fundamental obstacles in optimizing the distribution of ZIS funds, among others, the limited human resources in charge of empowerment, the absence of control standards on the administrative aspects and support from Muhammadiyah residents in the city of Malang are not optimal.

Researchers provide suggestions related to community empowerment patterns that have been developed so far, it is necessary to have staff specifically in charge of community empowerment programs. Thus, the support for implementing guidelines for community empowerment by Lazismu Malang city becomes important, as a form of institutional professionalism. Furthermore, there needs to be continuous socialization related to support for program implementation to internal Muhammadiyah leaders and the general public.

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Resilience in handling COVID-19 in Blitar city

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ABSTRACT: The COVID-19 pandemic as a global disaster is a situation to see the level of resilience that is developing in society. This study aims to analyze the level of individual, community, and national resilience in Blitar City in dealing with the COVID-19 situation in the period March–November 2021. Blitar city was chosen because it is the area with the lowest COVID-19 cases in East Java. This study uses a mixed-method where data is obtained through surveys, depth interviews, observations, documentation, and Forum Group Discussions as well as technical analysis techniques, SWOT, NVIVO model, and policy evaluation. This research shows that the success of Blitar City in controlling COVID-19 is largely determined by the high resilience of individuals, communities, and nationalities so that they are more prepared to face COVID-19. High trust in the city government is the key to the effectiveness of social restrictions and the enforcement of COVID-19 which is supported by strong solidarity between fellow communities to help each other. The limitation of this study is that the last main data was taken in November 2020, so it is very possible to change the existing level of resilience, especially considering the survey data obtained that the level of community saturation and anxiety is very high.

Keywords: resilience; handling; COVID-19; Blitar city

1 INTRODUCTION

COVID-19, which ran throughout 2020, has consequences for changes that occur in society (Roziqin et al. 2021). COVID-19 has brought various psychological stresses such as fear, worry, and anxiety (Yıldırım & Arslan 2020). Those who have high resilience will be able to overcome anxiety compared to individuals who have low resilience (Paredes et al. 2020). Resilience is what is needed so that people can emerge from COVID-19 by adapting to uncertainty, and anxiety about the future (Kimhi & Eshel 2019). Resilience is also understood from two perspectives, namely based on the nature and as a learning process from a system in addition to surviving the existing difficulties and in the process learning how to strengthen its ability to overcome future challenges (Teo et al. 2017). From the definition here, there are three kinds of forms of resilience learned, namely: individual, community, and national resilience (Kimhi et al. 2020).

Individual resilience is the individual's capacity to foster, engage and maintain positive and enduring relationships and recover from life's stresses and social isolation (Schaller & Park 2011) Bananno et al. (Bonanno et al. 2007) explained that individuals who have a high level of resilience contribute to not experiencing stress, depression, anxiety, and other psychological problems. It is also closely related to the role of the community in which the individual interacts. When the community can meet the needs of its group members, it will be very helpful in dealing with a crisis, which is known as "Community Resilience".

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Community resilience exists as an interaction between individuals and their communities, determining the success of the community in meeting the needs of members in dealing with crises (Kimhi et al. 2020) including during COVID-19 (Rippon et al. 2020). During the pandemic, community resilience was quite successful in building a situation to face a crisis, such as what happened in community eco-tourism in rural Peru (Gabriel-Campos et al. 2021), community nurses in Massachusetts (Baughman et al. 2021), the newspaper community in the United States (Finneman et al. 2021), and community pharmacy in Ontario Canada (Austin & Gregory 2021). In this context there was a role for local government as in the United States (Entress et al. 2020) and the United Kingdom (South et al. 2020) It is important that in terms of the elderly in China, the elderly's high trust in the government allowed them to be calmer in dealing with the pandemic (Zhang et al. 2021). Learning from existing experiences community resilience is strongly influenced by geographic, psychological, and ecological (contextual) variables, which can facilitate community resilience in the face of pandemics (Bento & Couto 2021). One example can be through the help of information technology and good communication skills (Conroy et al. 2020).

National security is a broader part, where there is a sense of trust in the government as a state administrator, government integrity, national solidity, and national patriotism. (Kimhi et al. 2020). Psychological well-being (subjective well-being) is an important for individuals in dealing with the current pandemic; the uncertainty of the situation causes cognitive dissonance and insecurity; this results in feelings of discomfort that trigger a series of negative emotional responses such as anxiety, depression, and stress which lead to higher levels of anxiety, other negative emotions (Li et al. 2020), and mood disorders, which in turn lead to biological and psychological vulnerabilities (Kiecolt-Glaser et al. 2018) Furthermore, another tendency that arises is that people will develop negative emotions (e.g., hatred, anxiety, avoidance, etc.) (Terrizzi et al. 2013), thereby reducing immunity. In the long term, other implications of this can affect their social life, namely discriminatory behavior, prejudice, and social stigmatization (Schaller & Park 2011). Decreased psychological conditions will have an impact on the decline in the individual's physical condition. Some people they are sick even though their condition is healthy and vice versa people think they are healthy even though their physical condition is sick (Pais-Hrit et al. 2020). When people are happy, their endurance and health will increase; individuals who have high SWB tend to be healthier, do not get sick so easily, tend to live longer, and can control themselves (Diener et al. 2018). Departing from the several definitions above, it becomes important to identify the factors that affect individual mental health to survive the current pandemic. Looking at the relationship between what is the resilience of the community, psychological well-being, and the community's attitude in facing their future after the pandemic ends, one study (Kinnvall & Mitzen 2020) shows that hope resilience serves as a protective factor to improve the subjective well-being (psychological health) of the individual by increasing the ability to bounce back from stressful situations with high motivation and creative ways.

This article will look at the level of resilience of the people of Blitar city to the pandemic that occurred in the period March 2021–November 2021. In this study, researchers examine the opinions given by the public regarding their perception of COVID-19 and the handling of the pandemic by the Blitar City Government. An online survey was conducted to capture the perception of community resilience which included Community Resilience and National Resilience, Individual Resilience Psychological Well-Being (Subjective Well-Being), and Anxiety. This research was conducted in Blitar City, which was the area least afffected by COVID-19. This status is considered a success of crisis management by the government and is supported by the high resilience of the community to the pandemic.

2 METHOD

This study uses a mixed-method, which is a combination of qualitative and quantitative methods. This approach is needed to answer problems that have been formulated. A mixed-method is used to

find problems in the field and provide a new understanding of the problems encountered. Through quantitative methods, hypothesis testing is carried out by taking random samples, using a research instrument that has been prepared, then analyzing quantitative/statistical data. The use of qualitative methods is based on field conditions (Garcia & Gluesing 2013), so that qualitative methods can explore phenomena that are happening in the field. Qualitative methods in social science depend on how a phenomenon is interpreted (Kumar 2018).

In their development, qualitative research methods are developed appropriately to understand and interpret the characteristics of humans, cultures, and other actors related to research (Dowling et al. 2016). Thus qualitative methods aim to identify phenomena so that data validation in qualitative methods helps in interpreting data. Data was obtained from primary sources (interviews with several informants) and secondary sources (related supporting documents). Data was collected through in-depth interviews, documentation, online questionnaires, Forum Group Discussion (FGD), and surveys. Data were analyzed using descriptive, qualitative, and quantitative analysis. The analysis tools used were SWOT, NVIVOO model, and policy and policy evaluation.

3 RESULTS AND DISCUSSION

3.1 *Public opinion of COVID-19 handling in Blitar City*

There were 454 respondents who successfully responded in this study. Respondents who filled out the questionnaire in this online survey were spread across three sub-districts in Blitar City, namely Kepanjenkidul District, Sananwetan District, and Sukorejo District. Of these three sub-districts, Sananwetan District had the most respondents with 244 respondents (54%), Kepanjenkidul District had 119 respondents (26%), and Sukorejo District had 91 respondents (20%). This can be seen in full in Figure 1.
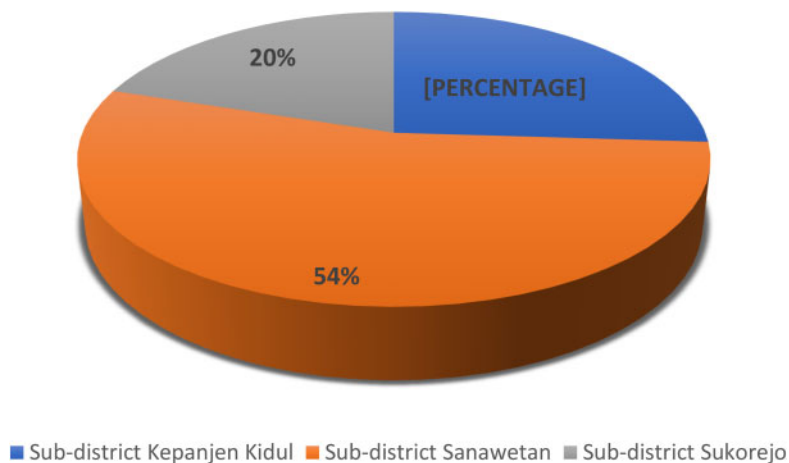
Figure 1.   Respondents by district in Blitar city.

Based on the gender of the respondents, it can be seen that most respondents were female with a total of 366 people (81%) and there were 88 male respondents (19%). The full details can be seen in the pie chart in Figure 2.

If you look at the age classification, it can be seen that most respondents were aged 31–40 years with a total of 179 respondents (38%), 119 people were aged 41–55 years (26%), 108 people were in the age range of 19–30 years (24%), and 55 people were aged >55 years, as presented in Figure 3.
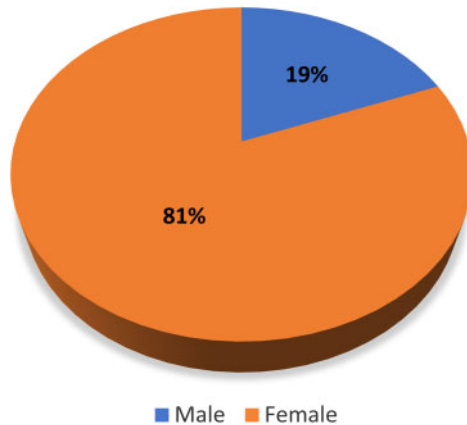
Figure 2. Respondents by gender in Blitar city.
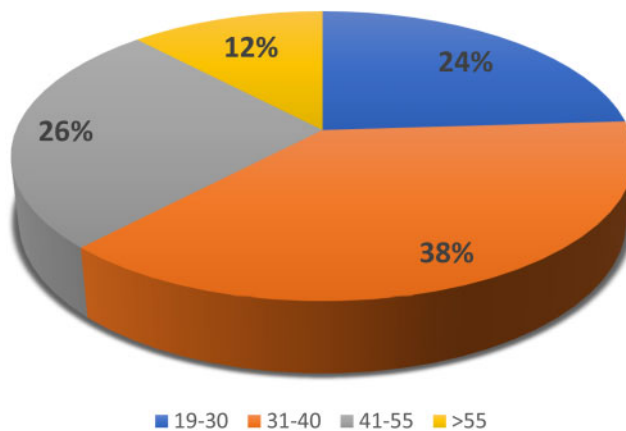
Figure 3. Respondents by age in Blitar city.

Based on the education level of each respondent, it can be seen that the highest distribution is respondents at undergraduate level with a total of 219 respondents (48%), 169 respondents were at high school education (37%), and 35 respondents had only an elementary education (8%), 21 people had a DIII education level (5%), and 10 people were S2/S3 (2%). This can be seen in full in Figure 4.

As stated at the beginning of this section, three aspects were investigated using this questionnaire in terms of the form of answers given by the community, namely those related to national resilience (National Resilience) and community resilience (Community Resilience) against the handling of the COVID-19 pandemic that has been implemented. by the Blitar City Government. It can be seen in full in Figure 5.

3.1.1 *National resilience and community resilience*

In national security and community resilience, several aspects will be considered. This aspect is compiled referring to several theories regarding the above matters, namely; leadership, collective effectiveness, preparedness, place attachment, and social trust. Based on this, the results of the surveys that have been carried out are as follows:
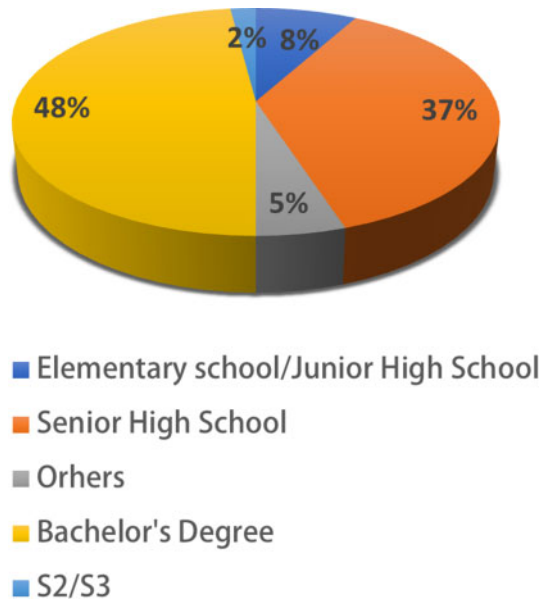
Figure 4.   Respondents by age in Blitar city.

a. Leadership

The role of a leader is very important to provide a line of command regarding the handling of COVID-19. The uncertainty that arose at the beginning of COVID-19 caused anxiety and anxiety in the community. Leaders in this uncertain condition need various kinds of accurate data and information. Leaders who can oversee the process of recovering the COVID-19 pandemic in Blitar City in the community's view are considered capable of handling it in Blitar City. The positive response given by the community is illustrated from the survey results, which can be seen in Figure 5.
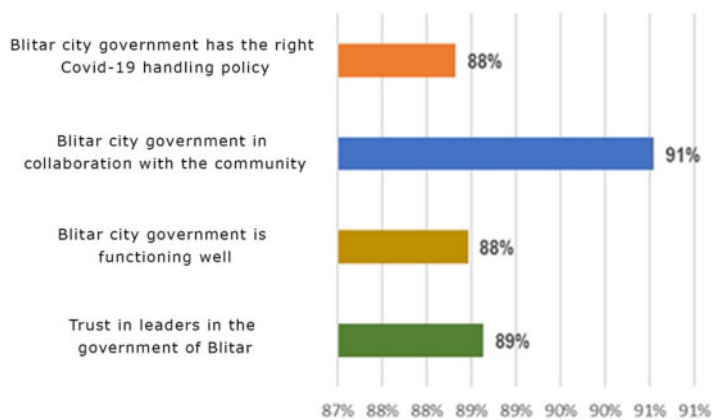
Figure 5.   Public opinion regarding leadership in Blitar city against COVID-19 handling.

Based on Figure 5, it can be seen from the response from the community related to how the leadership in the City of Blitar in handled COVID-19 is that the community puts high trust in the

leaders in the City of Blitar. The government is considered to be collaborating with the community to solve the COVID-19 problem with 91% of the people stating this. With regard to trust in the government, it can be seen that 89% of the people trust the Blitar City government to deal with the COVID-19 pandemic. In addition to trust, the community agrees that the City of Blitar has taken the right steps in handling COVID-19, and that the Blitar City Government has carried out its functions well—88% of the community stated this.

b. Collective effectiveness, preparedness, place attachment, and social trust.

The next public opinion that was carried out was related to several things related to community resilience, namely how the community supports the residents in it so that they work hand in hand to help COVID-19. The results of the public opinion can be seen in Figure 6.
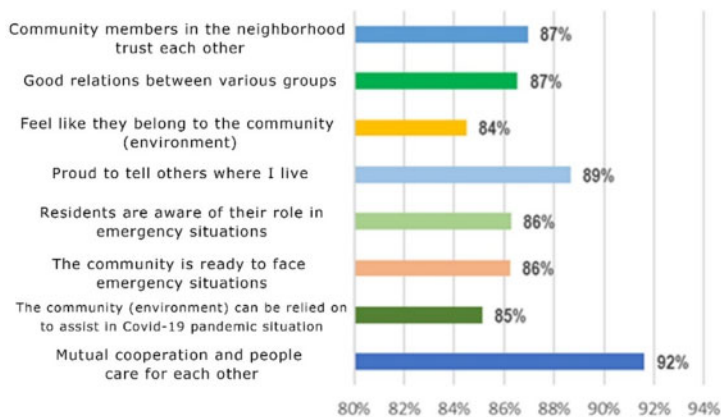
Figure 6. Public opinion regarding collective efficacy, preparedness, place attachment and social trust in handling COVID-19 in Blitar city.

Based on Figure 6, it can be seen that the effectiveness of the group in Blitar City is still maintained. The community agrees that so far between residents there has been a spirit of cooperation and care for each other—from the survey results there are 92% stating this—and they can rely on the communities in their respective areas. respectively—as many as 85% of respondents agree and strongly agree with the statement. Another thing that can be seen is the pride of the citizens of Blitar City in the area where they live; this pride can be seen from the answers given by respondents where 89% expressed that pride.

The answers given by respondents in this survey explained how the City of Blitar's efforts in dealing with the COVID-19 pandemic was a joint work built upon feelings of shared destiny and shared responsibility, the social trust that was built was also seen from the way residents saw their community and the existence of mutual trust and relationships. Both built to foster a sense of togetherness; this aspect was confirmed by respondents with 85% stating this. This trust also eventually builds a system in society; from the opinion given by respondents it appears that residents and communities are aware of their role in dealing with the COVID-19 pandemic, and the community is considered to be ready to face the emergency.

1) Individual resilience and community resilience

Individual resilience in dealing with crises cannot be separated from environmental conditions. When the community can meet individual needs, then the individual will be able to rise to face this crisis. Related to this, it will be seen how each individual forms his resilience in the face of this COVID-19 pandemic.
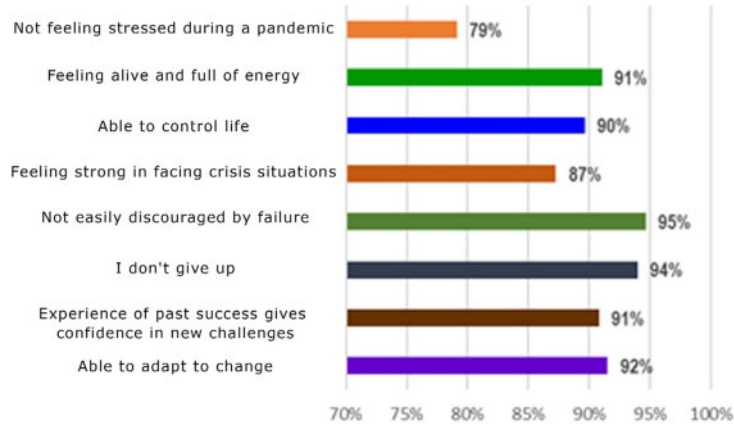
Figure 7.   Public opinion regarding individual resilience in facing COVID-19 in Blitar city.

Based on the survey results in Figure 7, people in Blitar City have a high level of individual resilience. As many as 95% of respondents stated that they are not easily discouraged by failure, and do not give up easily. The attitude of being able to adapt to change can also be seen from respondents (92%). Another good thing related to individual resilience can be read as individual capital to be able to survive the COVID-19 pandemic. Resilience is the ability of an individual to "get back up" or "recover" from negative events experienced and have the flexible ability to adapt to new situations to maintain psychological health.

2) Anxiety about the future (future anxiety)

Individual anxiety in dealing with crisis conditions can be an indicator of how the resilience built by individuals can change. Conditions that run sometimes have a bad impact on individuals. This is also influenced by environmental factors that run. When the environment is felt to be improving, the anxiety can be reduced, and vice versa. The role of proper handling and information provided openly can provide certainty for the community. In this study, it will also be seen how the residents of Blitar City respond to environmental changes that are currently happening.
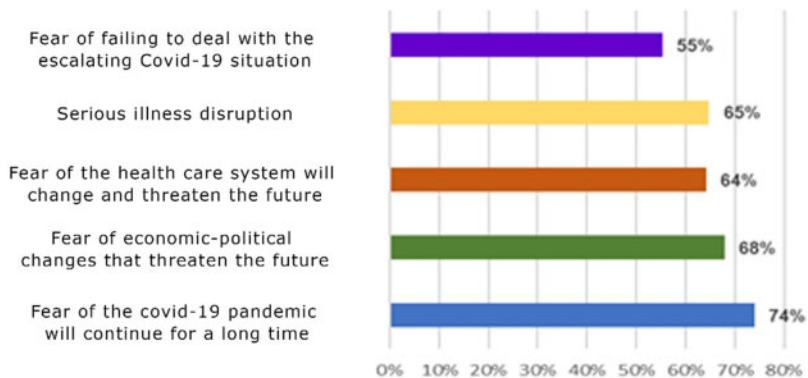
Figure 8.   Public opinion regarding anxiety about the future regarding COVID-19 in Blitar city.

The data in Figure 8 show that public anxiety is still high regarding COVID-19 continuing for longer; this is realized because the global and national situation has not shown any signs of improving. The response of the central government can be a contributor to the attitude of fear that is responded to by the community. From the survey results, 74% of people are afraid that the COVID-19 pandemic will continue for longer. The increasing number of cases also creates a fear of environmental changes, especially economic and political problems and no less complicated problems, are the health system that will be affected, the limited health facilities and infrastructure due to the COVID-19 pandemic is a fear for the community.

3) Psychological well-being (subjective well-being)

Psychological well-being (SWB) is an individual's way of assessing or measuring the situation they are experiencing, both positive and negative experiences. SWB becomes a cognitive reflection or reflection on the life being lived. In this study, what is seen is the negative influence related to the current COVID-19 pandemic. Decreased psychological conditions can be caused by a decrease in the individual's physical condition. When people are happy, their endurance and health will increase; this happiness is a characteristic of individuals with high SWB tending to be healthier, not easily sick, tending to live long, and able to control themselves (Figure 9).
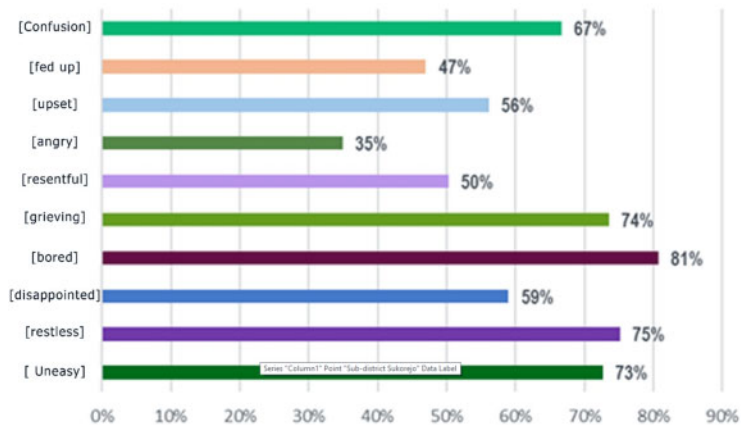
Figure 9.   Public opinion regarding anxiety about the future regarding COVID-19 in Blitar city.

Boredom dominates the feeling of respondents in the face of this COVID-19 pandemic. The social restrictions ordered to break the COVID-19 chain also caused this boredom condition; 81% of respondents quite agreed, agreed and strongly agreed with the statement. The new order does force individuals to come to terms with the situation. This COVID-19 also caused unrest for the community (75%), in line with this respondents experienced mounting anxiety. From the answers given by respondents, reflections regarding the psychological condition of individuals in Blitar City are classified as moderate and low, but this condition must be anticipated by all groups to be able to find solutions so that the psychological well-being of each individual can be maintained. The role of the government as a policymaker and the community as the smallest unit of individuals can help each other to maintain the psychological health of the community. It should be understood that a high level of expectation can help people to engage in preventive behavior against the virus and that can lead to a greater ability to cope with challenges.

4   CONCLUSION

COVID-19 is a global pandemic with chain effects ranging from health to social and economic. This crisis disturbs the community which is closely related to individual resilience, community resilience, and national resilience. In the city of Blitar, individual resilience and community resilience during the COVID-19 pandemic are very high. This is also related to the high trust in the city government (national resilience) which is considered capable of bringing the community out of the crisis through a series of integrated policies and the strength of social capital through mutual assistance and mutual assistance between fellow citizens.

In particular, the Blitar City government is considered capable of crisis management because it fosters optimism and hopes to get out of the crisis. It is not an easy matter because it is accompanied by restrictions on social mobility and a sluggish economy. Leadership through the collaboration of relevant stakeholders contributes to fostering public trust in the city government so that handling policies can be implemented properly.

This study has limitations because it is not able to consistently record the level of community and national resilience in the City of Blitar. There may be a decrease or even an increase in the level of resilience in this research data taken from March to November 2021, especially considering the unpredictable end time of COVID-19 (continuing to date) so that it will cause a sense of extraordinary saturation in the community. This is also recorded in the survey which shows the high level of public anxiety and boredom due to abnormal situations. Psychologically, if it is not managed properly, it will be expressed for example through non-compliance with health protocols and high egoism which of course will reduce the level of community and national resilience so that the pandemic is difficult to control.

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The role of Rumah Zakat in community economic empowerment and mustahiq's saving behavior during the Covid-19 pandemic in an Indonesian village

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ABSTRACT: The Covid-19 pandemic has hit the world for one year, including Indonesia. The pandemic has an impact on various aspects, including the economy. Restrictions on community activities or PSBB are one of the main factors causing the downturn of the economy and the Indonesian economy entering into a recession. Indonesia, as the largest Muslim country, has the potential for zakat funds of Rp. 230 trillion and only Rp. 8 trillion has been collected. Puskas Baznas published the Post-Covid-19 Global Zakat Management Priority in 2020, namely the distribution of zakat after Covid-19 which is stated in two forms, one of which is economic empowerment. Economic empowerment aims to revive the community's economy, especially UMKM. This is in line with the economic empowerment program in Desa Berdaya Rumah Zakat. In addition, people's saving behavior needs to be a concern, especially during the Covid-19 pandemic which is full of economic uncertainty. This study aims to see the role of Rumah Zakat during the Covid-19 pandemic in empowering their beneficiaries through entrepreneurship programs. In addition, this study also wants to see the public's awareness of saving after the Covid-19 pandemic. This research is a descriptive study using quantitative methods with a sample of 428 who are the beneficiaries of Desa Berdaya by Rumah Zakat. The results showed that community empowerment in the economic sector had good criteria with an index value of 0.78. Likewise, saving behavior during the pandemic has an index value of 0.65 with good criteria.

Keywords: community economic empowerment; saving habits; Covid-19

1 INTRODUCTION

The Covid-19 pandemic that hit the world and Indonesia had never been imagined before. This pandemic has devastated national defenses. One of the aspects most affected by the Covid-19 pandemic is the economy. The government issued PSBB (Large-Scale Social Restriction) policy to reduce community activities and reduce the spread of Covid-19. This caused shocks to the supply of goods and services and the supply chain. PSBB or physical distancing caused workers to reduce their activities so that the productivity of individuals and companies decreased (Izzati 2021). Another impact of the pandemic, shown from research on 138 developing countries and 26 developed countries, is that this pandemic will produce as many as 85 million new poor people (Summer et al. 2020).

Izzati (2021) explained that the simulation results of the impact of the Covid-19 pandemic on the poverty level in Indonesia are divided into three scenarios based on the level of severity: (1) lightest—Indonesia's economy will grow at 4.2% and the poverty rate will rise from 9.2% (September 2019 figure) to 9.7% by the end of 2020, around 1.3 million people will become poor; (2) moderate—Indonesia's economy will grow by 2.1% and the poverty rate will reach 11.4% or

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there will be 6 million new poor people; and (3) at worst, the Indonesian economy will only grow by 1% and the poverty rate will rise to 12.4% or as many as 8.5 million people will be poor.

The Covid-19 pandemic will have a direct impact on employment, with an increase in the number of unemployed and a change to the labor market landscape. What can be done? SMERU (2020) states that there are several steps that can be taken, including (1) empowering low-skilled workers through continuous training aimed at increasing their abilities; and (2) paying greater attention to the informal economy, such as MSMEs in an effort to reduce the continuing increase in unemployment.

One of the efforts that can be made by philanthropic institutions in order to reduce the economic impact of the Covid-19 pandemic for the poor is through community empowerment in the MSME sector. According to Merriam Webster and the Oxford English Dictionary, the word empower has two meanings, namely (1) to give power or give power, transfer power or delegate authority to other parties; and (2) to give ability to or enable or an effort to give ability or credibility. So, empowerment is strengthening the community to be able to participate in the decision-making process, strengthening the community to obtain production factors and strengthening the community to determine future choices (Hutomo 2000).

One form of empowerment is economic empowerment. Community economic empowerment is strengthening ownership of production factors, strengthening control over distribution and marketing, strengthening the community to get adequate salaries or wages, and strengthening to obtain information, knowledge and skills that must be done by looking at various aspects, such as aspects of the community itself or aspects of its policy (Hutomo 2000). One of the problems in society related to the economy is the lack of access to capital. One of the ultimate goals of community economic empowerment is to increase the income of the weak as seen from the wages/salaries and from the business surplus.

When referring to various programs and or community empowerment projects in the economic sector, the approach used is (Hutomo 2000):

1. Capital assistance
   Access to capital is one of the problems faced by small communities. The capital factor is also one of the reasons for the absence of new businesses outside the extractive sector. Therefore, access to capital is a problem that must be resolved in community empowerment in the economic sector.
2. Infrastructure development assistance
   Production results from community businesses will have no meaning if they cannot be marketed. Therefore, apart from access to capital, the development of production and marketing infrastructure is another important thing that is required for the empowerment of the community in the economic sector. The availability of marketing and transportation infrastructure from the production location to the market will reduce the marketing chain and increase the income received by farmers, micro entrepreneurs, as well as small and medium entrepreneurs.
3. Mentoring assistance
   Assistance is a form of community empowerment in the economic sector. The task of this mentoring is to facilitate the process of learning or reflection as well as being a medium for strengthening partnerships in micro, small and medium enterprises. The thing to think about is who is the most appropriate to be a companion. If we take an external companion, training costs and wages are required. So we should think of a companion that comes internally, because externally is temporary. The empowerment process is not a one- or two-year process, but a long-term process.
4. Institutional strengthening
   The empowerment approach was initially carried out individually, but in the 80s it was finally changed to a group approach because the results of the individual approach were unsatisfactory. However, some empirical experience suggests that the group approach also works only in certain parts.

Majelis Ulama Indonesia (MUI) issued fatwa number 23 of 2020 on April 16, 2020 regarding the use of zakat, infaq and alms assets to tackle the Covid-19 outbreak and its effects. This fatwa was issued based on various considerations, including (Mutafarida & Fahmi 2020):

a. Zakat is a form of mahdlah worship.
b. The impact of Covid-19 is not only related to health, but also includes many things including economic, social, cultural and other aspects of life.
c. Zakat, donations and alms have the potential to help tackle the Covid-19 outbreak and its effects.
d. There are questions related to the use of zakat, donations and alms to help cope with the Covid-19 outbreak and its effects.
e. The need to implement a fatwa that can be used as a guideline related to the law on the use of zakat, infaq and alms funds to help cope with the Covid-19 outbreak and its effects.

Pusat Kajian Strategis (Puskas) Baznas published the Priority for Global Zakat Management after Covid-19 in 2020. Several things were discussed including how zakat was used during the post-Covid-19 pandemic, this concerns the following:

a. Distribution
b. Collection
c. Management Improvement

The distribution of zakat after Covid-19 is stated in two forms, there are:

a. Economic empowerment
b. Education for vulnerable communities.

Indonesia is a country with the largest Muslim majority population in the world. In 2010, there were 209.12 million Muslims in Indonesia, and in 2020 it is estimated that it will increase to 229.62 million Muslims in Indonesia[1]. This should have a positive impact on the acceptance of zakat, because zakat is one of the pillars of Islam. Badan Amil Zakat Nasional (Baznas) states that the potential for zakat in Indonesia is 230 trillion, but so far only 8 trillion (3.5% of the potential) has been collected. There are several factors that become obstacles, including public literacy regarding Zakat, Infaq, Alms and Waqf (ZISWAF).

Economic empowerment, which is a priority for zakat distribution during this pandemic, is in line with one of the objectives of Rumah Zakat in empowering the community. Rumah Zakat is a philanthropic institution that manages Zakat, infaq, alms and other social funds through empowerment programs for the community. During the Covid-19 pandemic, Rumah Zakat has provided several assistance and empowerment programs for beneficiaries of economic programs in Desa Berdaya scattered throughout Indonesia.

In the midst of the large impact of the Covid-19 pandemic on the people's economy, people's behavior in managing finances is also important. One of the financial management efforts that can be done by the community is saving money. The Harrod-Domar model explains that in a closed economy (without a foreign sector) in conditions of full employment, and without capital mobility, saving becomes very important for the economic growth of a country whose mechanism is through investment growth (Marwati 2018).

Savings or regular savings are also defined as the portion of income that is not used for consumption. Keynes said that income is a function of consumption and saving, with the following formula: $Y = C + S$. Keynes also added that not all income will be used for consumption. Furthermore, it is said that a person's consumption and saving behavior will be influenced by their income.

Saving behavior is one of the positive activities to manage finances in the future. Waynerd argues that saving behavior is a combination of perceptions of future needs, savings decisions and austerity measures (Thung, 2012). Saving behavior is influenced by many factors. Research from Thung (2012) on the "Determinants of Saving Behavior Among the University Students

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[1] https://lokadata.id/artikel/penerimaan-zakat-besar-potensi-minim-realisasi#:~:text=Indonesia%20adalah%20negara%20dengan%20populasi%20muslim%20terbesar%20di%20dunia.&text=Pada%202010%2C%20ada%20209%2C12,%2C5%20persen)%20yang%20terkumpul. 26 January 2021

in Malaysia" explains that the factors that influence student saving behavior consist of financial literacy, socialization from parents, influence from peers and self-control. Other studies add to the motive for saving and income as factors that influence saving behavior.

The factors above are related to the Theory of Planning Behavior (TPB) which consists of three components. If described, the components consist of:

a) The concept of attitudes toward behavior is reflected in the variables of financial literacy and the motive for saving.
b) The concept of subjective norms is reflected in the socialization variables of the family and the influence of colleagues.
c) The concept of perceived behavior control is seen in the self-control variable.

In finance, there are two things that are quite important to boost the economy, these are financial inclusion and literacy. The National Survey on Financial Literacy and Inclusion by the Financial Services Authority (OJK) in 2019, which included 12,773 respondents in 34 provinces and 67 cities/districts covering villages and cities, showed that the financial literacy index reached 38.03% while the inclusion index finance reached 76.19% and these two numbers increased compared to the survey in 2016, namely financial literacy of 29.7% and financial inclusion of 67.8% (OJK 2020).

This means that in the last three years there has been an increase in inclusion and literacy in Indonesia, but what about inclusion and literacy in villages, especially Desa Berdaya Rumah Zakat? Given that saving is a component that affects economic growth, and if people have savings, they will be better prepared to face conditions such as the Covid-19 pandemic which is full of economic uncertainty.

This study aims to see the role of Rumah Zakat during the Covid-19 pandemic in empowering its beneficiaries through entrepreneurship programs. In addition, this study also wants to see the public's awareness of saving after the Covid-19 pandemic, because this pandemic makes us aware of economic uncertainty.

2 METHOD

This research is a descriptive study using quantitative methods. The analytical method used is an index value consisting of two variables: economic empowerment and saving awareness (saving behavior). The indicators used in community economic empowerment are (1). Capital Assistance; (2). Infrastructure Development Assistance; (3). Mentoring Assistance, and (4). Institutional Strengthening.

Public awareness of saving (saving behavior) is seen from several indicators, namely (1) financial literacy; (2) family socialization; (3) influence from partners; (4) self-control; (5) saving motives; and (6) income. The study population was the beneficiaries (PM) of the economic program in Desa Berdaya built by Rumah Zakat, totaling 2,622 with a sample of 428. The data used was both secondary and primary. Secondary data were obtained from monthly reports on the Desa Berdaya economic program and primary data were obtained from questionnaires. The data collection technique was carried out by distributing questionnaires to beneficiaries of the Desa Berdaya economic program.

3 RESULTS AND DISCUSSIONS

3.1 *Characteristics of respondents by research area*

Table 1 shows the characteristics of the respondents based on the research area. Most respondents came from West Java with 27%, followed by East Java 23% and Banten 13%. The research area is an area of the Village Empowered by Rumah Zakat.

Table 1. Research area.

Province	Percentage (%)
Jawa Timur	11%
Jawa Barat	27%
Jawa Tengah	23%
Banten	13%
Aceh	2%
Lampung	3%
Bengkulu	1%
Sumatera Utara	3%
D.I Yogyakarta	4%
Gorontalo	0%
Sulawesi Barat	0%
DKI Jakarta	3%
Kalimantan Tengah	0%
Sulawesi Tengah	0%
Kalimantan Timur	2%
Sulawesi Selatan	1%
Sumatera Barat	4%
Sumatera Selatan	1%
Riau	0%
Kep. Riau	1%
Jambi	0%
Sulawesi Utara	1%
Kalimantan Barat	0%

Source: Processed Data

3.2 *Characteristics of respondents based on gender*

Table 2. Gender.

Gender	Percentage (%)
Female	60%
Male	40%

Source: Processed data.

Table 2 shows the characteristics of the respondents based on gender. 60% of respondents were female and the remaining 40% were male respondents.

3.3 *Characteristics of respondents based on latest education*

Table 3. Latest education.

Latest Education	Percentage
Tidak Sekolah	0%
SD/MI/SR	20%
SMP/MT's	21%
SMA/SMK/MA	47%
Diploma (I/II/III/IV)	3%
Sarjana	8%
Magister	0%

Source: Processed data.

Characteristics of respondents based on the latest education are dominated by SMA/SMK/MA graduates by 47%, then SMP/MTS 21% and SD/MI/SR graduates by 20%, the rest are Diploma I/II/III, undergraduate and even some who have never received education at all.

3.4 *Characteristics of respondents by type of business*

Table 4. Type of business.

Type of Business	Percentage
Handycraft	5%
Services	5%
Packaged food/beverage	21%
Non-packaged food/beverage	19%
Fishery	2%
Agriculture	7%
Livestock	12%
Clothing	4%
Stall	15%
Others	10%

Source: Processed data.

The types of business of the respondents in this study were dominated by packaged food/beverage businesses (21%), non-packaged food/beverages (19%) and stalls (15%). The remaining 12% consists of livestock and other types of business.
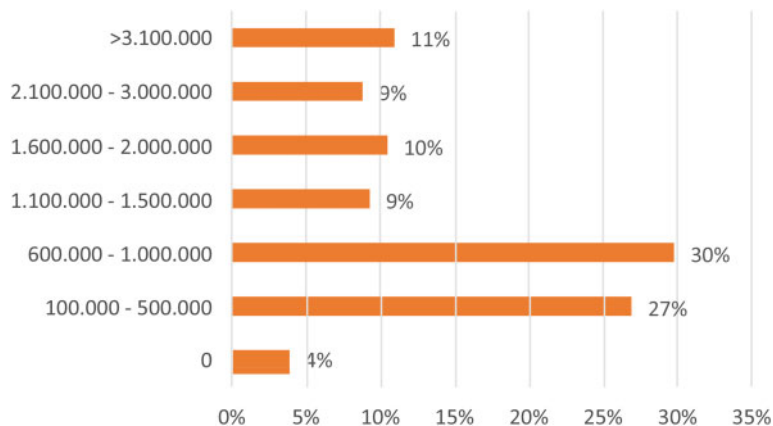
Figure 1. Nominal assistance during a pandemic.
Source: Processed data.

From 428 respondents, 30% received assistance from Rumah Zakat amounting to 600,000–1,000,000, 27% received assistance 100,000–500,000, 11% received assistance >3,100,000. The provision of assistance during this pandemic is in accordance with the Post-Covid-19 Global Zakat Management Priorities issued by the Baznas Puskas in 2020, namely the distribution of zakat after

Covid-19 is in two forms, one of which is economic empowerment. The amount of assistance during the Covid-19 pandemic was not the same because it was adjusted to the needs of Village Empowered beneficiaries.
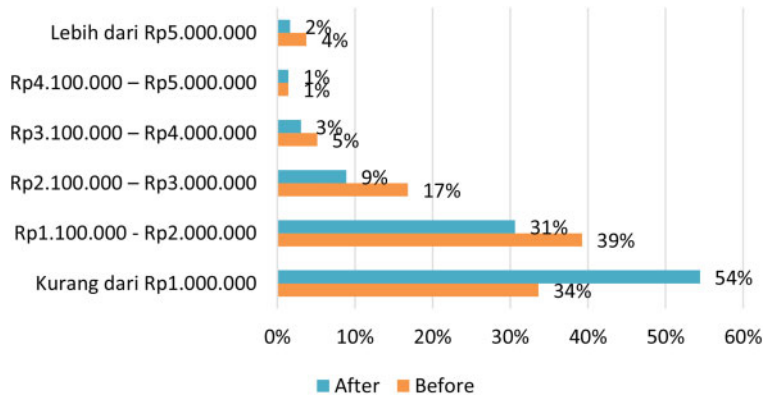
Figure 2.   Income before and after the pandemic.
            Source: Processed data.

   The Covid-19 pandemic has caused a downturn in the economy, especially impacting people's incomes. This happened to the beneficiaries in Desa Berdaya as shown in the picture above, where there was a decrease in average income before and after the pandemic. Before the pandemic, 39% of the beneficiaries had an average income of 1,100,000–2,000,000, 34% had income of less than 1,000,000, 17% had income of 2,100,000–3,000,000, and the remaining beneficiaries had income of >3,000,000.

   After the pandemic there was a significant shift in income, namely 54% of beneficiaries had income of <1,000,000 and only 31% had income of 1,100,000–2,000,000. This is in line with the results of research conducted on MSMEs in Blado Village, Batang Regency regarding the impact of Covid-19 on their businesses. The results of the study show that the impact of the Covid-19 pandemic has decreased the level of people's purchasing power; the market is quiet so that people's income is reduced (Putri et al, 2020).

3.5   *Community economic empowerment in Desa Berdaya Rumah Zakat*

The index value for the economic empowerment variable is obtained from several indicators, these are Capital Assistance. Business Facility Assistance, Monitoring Assistance and Institutional Strengthening.

Table 5.   Economic empowerment variable index value.

Index Value	Explanation
0–0.20	Poor
0.21–0.40	Need Improvement
0.41–0.60	Average
0.61–0.80	Good
0.81–1.00	Excellent

Source: Processed Data

45
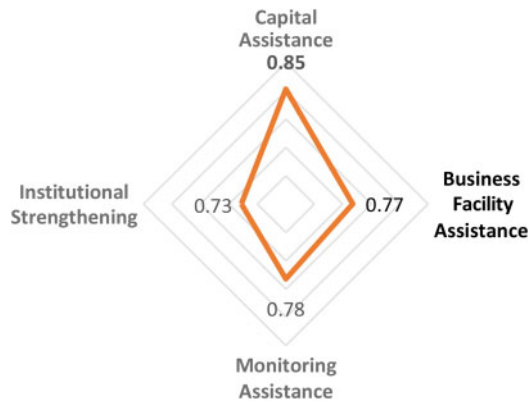
Figure 3.   Economic empowerment variable index.
            Source: Processed data.

The index value on the economic empowerment variable is obtained from various indicators, these indicators are as follows:

1. Capital assistance

The index value in the capital assistance indicator is 0.85 and is in the excellent category. The components of the capital assistance indicator are as in Table 6.

Table 6.   Value of capital assistance indicators.

Indicator	Question	Index	Criteria
Capital Assistance	During the pandemic, I was given capital assistance by Rumah Zakat.	0.88	Excellent
	The capital assistance from Rumah Zakat is beneficial for the continuity of my business during the pandemic.	0.89	Excellent
	Capital assistance from Rumah Zakat increased my profits during the pandemic	0.79	Good

Source: Processed data.

Capital assistance is an indicator of economic empowerment with an excellent category. Access to capital is one of the problems faced by rural communities and becomes an obstacle for the community when they want to develop their business. Provision of capital must make society more advanced and independent. One of the important goals is to make society independent and sustainable with businesses that are already growing. Scwiedlan stated that capital is a business factor that must be available and will influence business development in achieving income (Handani, 2019).

2. Business facility assistance

The business facility assistance indicator has an index value of 0.77 and is in the good category. The components of the business facility assistance indicator are as in Table 7.

Assistance for business facilities is one indicator of economic empowerment in the good category. Assistance given for business facilities such as cooking utensils, tables, chairs and other facilities support the business of beneficiaries. This facility assistance also involves RI's role, such as cutting

Table 7. Value of business facility assistance indicators.

Indicator	Question	Index	Criteria
Business Facility Assistance	Rumah Zakat through RI helps me in marketing my products	0.80	Good
	Rumah Zakat through RI helps cut the marketing chain shorter so that I can market my products directly without intermediaries	0.76	Good
	My income increased when the marketing chain got shorter.	0.75	Good

Source: Processed data.

the marketing chain so that the benefits for the beneficiaries are greater. The equipment assistance provided, which was by the government, the cooperative and UKM, had a positive effect on the income of SMEs in Wara District by 85.1% (Hasmirah, 2017)

3. Monitoring assistance

The index value in the monitoring assistance indicator is 0.78 and is in the good category. The components of the monitoring assistance indicator are as in Table 8.

Table 8. Value of assistance indicators.

Indicator	Question	Index	Criteria
Monitoring Assistance	Rumah Zakat through RI once held training on entrepreneurship during the pandemic	0.74	Good
	Rumah Zakat through RI made regular visits to my business during the Covid-19 pandemic	0.80	Good
	Rumah Zakat through RI conducted an evaluation of my efforts during the Covid-19 pandemic	0.79	Good
	Rumah Zakat through RI provided input and direction regarding my business during Covid-19	0.81	Good

Source: Processed data.

Monitoring assistance is an indicator of economic empowerment in the good category. Beneficiaries said that RI regularly visited, monitored and evaluated them. In addition, RI holds entrepreneurship training and always provides direction, especially during the Covid-19 pandemic. Assistance in carrying out an educational role can increase group members' awareness of the importance of the business they are running and provide important information that can develop their business (Nanlohy et al. 2019).

4 Institutional strengthening

The institutional strengthening indicator has an index value of 0.73 and is in the good category. The components of the institutional strengthening indicators are as in Table 9.

Institutional strengthening assistance is one indicator of economic empowerment in the good category. Institutional strengthening was carried out because in the beginning individual strengthening was carried out and the results were less significant. Institutional strengthening by means of a group approach is more effective for a vehicle for learning and reflection, as well as for building an economical scale of business (Hutomo 2000).

Table 9. Value of assistance indicators.

Indicator	Question	Index	Criteria
Institutional Strengthening	Rumah Zakat through RI involved 0.78 and guided me in a business group	Good	
	During the pandemic, Rumah Zakat facilitated me to do entrepreneurship with my group	0.75	Good
	My business group and I have the same type of business	0.65	Good

Source: Processed data.

4.1 *Saving behavior of village community empowered Rumah Zakat*

The index value for the saving behavior variable is obtained from several indicators, namely financial literacy, family socialization, influence from partners, self-control and saving motives. The index measure used is given in Table 10.

Table 10. Economic empowerment variable index value.

Index Value	Explanation
0–0.20	Poor
0.21–0.40	Need Improvement
0.41–0.60	Average
0.61–0.80	Good
0.81–1.00	Excellent

Source: Processed data.
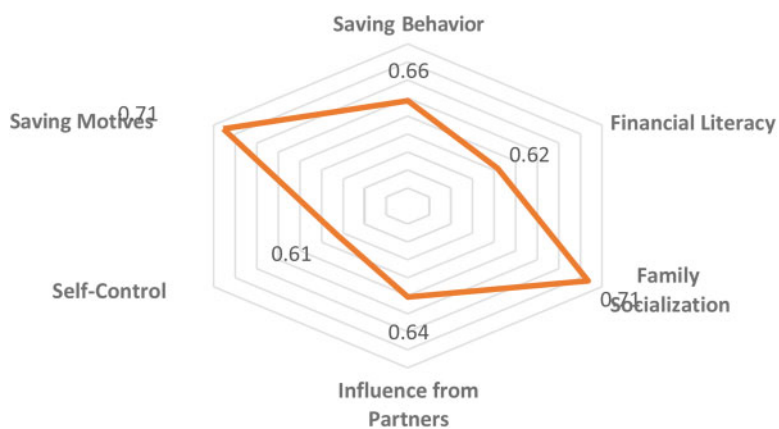
Figure 4. Economic empowerment variable index.
Source: Processed data.
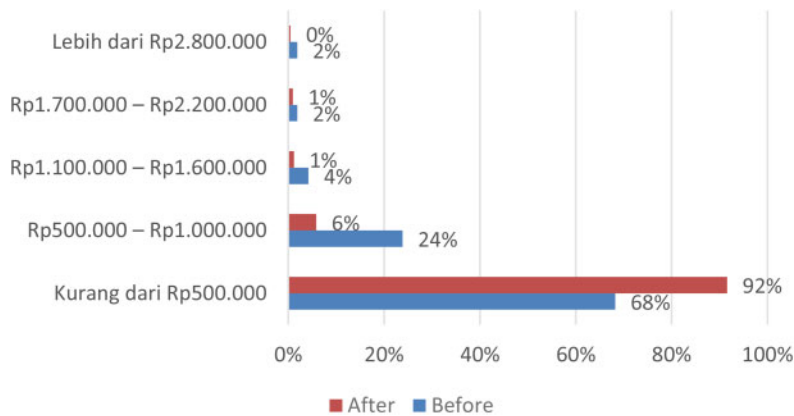
Figure 5.   Average savings before pandemic.
          Source: Processed data.

In general, people in Desa Berdaya understand the importance of saving. 68% of people saved 500,000 before the pandemic; followed by 24% of them saving 500,000–1,000,000 and the remaining 8% was divided into people who saved more than 1,100,000 to 2,200,000.

The average amount that people save has shifted after the Covid-19 pandemic. The majority of people who saved less than Rp. 500,000 rose sharply to 92%; followed by 6% of the public who saved between Rp. 500,000–1,000,000 and the remaining 2% saved more than Rp. 1,100,000–2,200,000.

This happened because of a decrease in the income of the Desa Berdaya community. Before the pandemic occurred, 39% of the population had an average income of 1,100,000–2,200,000; but after the pandemic the average income of 54% of the community was less than 1,000,000. This is consistent with Keynes's theory: a person's consumption and saving behavior will be influenced by their income.

The second variable in this research is saving behavior. The index value on the saving behavior variable is obtained from various indicators, these indicators are as follows:

1. Savings behavior
The indicator of saving behavior has an index value of 0.66 and is in the good category.
    The components of the saving behavior indicator are as in Table 11.

Table 11.   Saving behavior variable index value.

Indicator	Question	Index	Criteria
Savings Behavior	I save regularly for future plans	0.76	Good
	I save to increase capital or expand my business.	0.77	Good
	I prefer to save in the bank because it is safer and more secure by the LPS (Lembaga Penjamin Simpanan)	0.63	Good
	I always prioritize needs than wants when shopping.	0.82	Excellent
	I prefer to save money or keep money at home	0.40	Need Improvement
	I never plan to use my money	0.57	Average

Source: Processed data.

In general, saving behavior is in the good category. In general, PM already has the awareness to save, especially in financial institutions such as the bank. PM has increasingly understood how to

49

put needs over wants. The things that need to be improved are financial planning; the majority of PMs have not made financial plans before they use them.

2. Financial literacy

The index value in the financial literacy indicator is 0.62 and is in the good category.

The components of the financial literacy indicator are as in Table 12.

Table 12. Financial literacy variable index value.

Indicator	Question	Index	Criteria
Financial Literacy	I know and understand the various services and benefits of the Bank	0.64	Good
	I have found that saving money or saving at home is not completely safe.	0.71	Good
	I have good planning with my money. For example: special savings for children's education, savings specifically for buying a house.	0.70	Good
	I have savings in the bank so I have an ATM card	0.61	Good
	I find it very helpful with an ATM card because I can withdraw money at any time	0.65	Good
	I know and understand financial instruments such as stocks.	0.46	Average
	I know and understand savings transactions such as opening accounts, deposits, withdrawals, moving books and closing savings accounts).	0.63	Good
	I have insurance	0.42	Average
	I am very wise in using my money. Put needs over wants	0.79	Good

Source: Processed data.

Financial literacy is an indicator of saving behavior in the good category. Literacy is defined as the ability to know and understand a condition, in this case about saving. In general, PM already understands the function and importance of saving for the long term. The majority already have savings at financial institutions because they feel more secure and secure.

The majority of PMs still do not understand about stocks and insurance which are forms of long-term investment other than savings. Financial literacy, self-control, saving motives and income have a positive and significant effect on saving and the amount of saving (Wahana 2014).

3. Family socialization

The family socialization indicator has an index value of 0.71 and is in the good category. The components of the family socialization indicator are as in Table 13.

Table 13. Family socialization variable index value.

Indicator	Question	Index	Criteria
Sosialisasi Keluarga	My family has taught me to save a long time ago	0.76	Good
	I teach my children to saving money	0.77	Good
	My family taught me to keep regular logs of expenses and the money I saved	0.67	Good
	Since a long time ago, my family gave me a freedom in managing finances but firstly, still had to discuss it	0.71	Good
	My family advised me to save in the bank	0.63	Good

Source: Processed data.

Family socialization is one indicator of saving behavior in the good category. In general, saving has become a habit for his family and PM has started to introduce and teach his children the importance of saving. There is a positive and significant influence on the socialization of parents and families on the saving behavior of UNY students (Marwati 2018).

4. Influence from partners

The index value in the influence from partners indicator is 0.64 and is in the good category. The components of the influence from partners indicator are as in Table 14.

Table 14.   Family socialization variable index value.

Indicator	Question	Index	Criteria
Influence from Partners	I always discuss with my colleagues or neighbors about the savings plan that I want to have	0.51	Average
	Many of my colleagues or neighbors have savings in the bank	0.65	Good
	My colleagues or neighbors always encourage me to save at the bank	0.57	Average
	My colleagues or neighbors always remind me not to be wasteful	0.70	Good
	My colleagues or neighbors always provide useful information about the benefits of saving	0.68	Good
	My colleagues or neighbors prefer to save at the bank than at home	0.65	Good
	Just like my colleagues or neighbors, I save regularly	0.63	Good
	My colleague or neighbor taught me to make good financial planning	0.66	Good
	My colleagues or neighbors taught me to shop according to my needs not what I wanted	0.71	Good

Source: Processed data.

The influence from partner is one indicator of saving behavior in the good category. In general, PM's neighbors and colleagues already have awareness to save, but this does not really encourage PM to save at the bank. His friends or neighbors provide information about the benefits of saving but do not directly recommend it. There is a positive but insignificant influence from colleagues or neighbors on saving behavior (Marwati 2018).

5. Self-control

The self-control indicator has an index value of 0.61 and is in the average category. The components of the self-control indicator are as in Table 15.

Self-control is an indicator of saving behavior under the average category. PM in general is able to control his own desires, it can be seen from the awareness of saving at the beginning when he gets a salary/wage. PM has prioritized needs over wants. In addition, PM has more than one savings with different purposes. Several factors that can influence student saving behavior are financial literacy, socialization from parents, influence from peers and self-control (Thung dkk 2012).

Table 15. Self-control variable index value.

Indicator	Question	Index	Criteria
Self-Control	When I get a salary/wage, I will immediately set it aside for savings	0.73	Good
	When I have extra money, I will save the money	0.75	Good
	My income is greater than my expenses.	0.55	Average
	I like to buy things when they are on a discount because they are more economical.	0.61	Good
	I bought things according to what I had planned in the beginning.	0.70	Good
	I like saving money because it is useful for my life in the future	0.78	Good
	I chose to save at home to avoid usury	0.41	Average
	I attend arisan with my family, friends or neighbors to save money	0.61	Good
	I save by leaving my money with my colleagues, neighbors or family	0.41	Average
	I have more than 1 type of savings, for example for pension funds, children's education and developing my business.	0.49	Average

Source: Processed Data

6. Saving motives

The index value in the indicator of saving motives is 0.71 and is in the good category.

The components of the saving motives indicator are as in Table 16.

Table 16. Saving motive index value.

Indicator	Question	Index	Criteria
Saving Motives	By saving money, I have a reserve fund if at any time I need money for sudden needs.	0.77	Good
	By saving money, I have saved money if I am sick and have to seek treatment.	0.77	Good
	I save for my future needs when I am not working or trading	0.77	Good
	By saving, I can buy goods or services or other necessities in the future.	0.75	Good
	By saving at the Bank, I can receive services or interest or prize draws	0.45	Average
	Saving can save me from being extravagant	0.76	Good
	By saving at the bank, I can make transactions such as withdrawing money or shopping using an ATM card.	0.63	Good
	By saving money, I can create or increase my business capital	0.75	Good
	By saving money, I can pass my assets on to my children or my family later	0.71	Good
	By saving money, I feel wiser in spending money.	0.75	Good

Source: Processed data.

The saving motive is an indicator of saving behavior in the good category. In general, PM's goal of saving is for emergency funds, inheritance and future needs. Not many PMs save for additional capital. The saving motive is a reflection of TPB, namely the concept of attitude towards behavior, therefore the saving motive has a positive and significant effect in the formation of saving behavior (Wahana 2014).

5 CONCLUSION

- Community empowerment in the economic sector has good criteria with an index value of 0.78. Likewise, saving behavior during the pandemic has an index value of 0.65 with good criteria.
- The community empowerment index in the economic sector has an averagely good criterion, with details of which the capital assistance variable has an index value of 0.85 (excellent); Business Facility Assistance has an index value of 0.77 (good); Monitoring assistance has an index value of 0.78 (good); and Institutional Strengthening has an index value of 0.73 (good).
- Saving behavior index generally has good criteria consisting of a variable saving behavior with an index value of 0.66 (good); Financial Literacy has an index value of 0.62 (good); Family socialization has an index value of 0.71 (good); the Influence of Partners has an index value of 0.64 (good); Self-control has an index value of 0.61 (average) and Saving Motive has an index value of 0.71 (good).

6 RECOMMENDATION

- Community empowerment in the economic sector through the provision of capital is expected to not only increase income, but can become a starting point for the community to become independent. This can be realized through various efforts, one of which is by holding training on entrepreneurship. Not only that, training can also be given on how to market products through social media. This social media can make PM products more widely recognized and increase income and sustainability.
- One of the barriers to society in obtaining large amounts of income is a long sales chain, resulting in less costs and income received. PM and the community need to be facilitated with training or good marketing skills. The hope is that this can cut the sales chain and the revenue received can increase.
- The people's saving behavior in this study has begun to be formed; people have started saving at the bank and understand the importance of saving in the future. Therefore they also teach their families and children. However, the public still needs to be educated about other financial instruments, such as forms of investment and insurance.

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Covid-19 murals: Autocritique messages from society in the public sphere

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ABSTRACT: This study seeks to reveal the meaning behind the proliferation of Covid-19 mural paintings in various corners of the capital city of Jakarta. As is known, amidst the government's incessant efforts to overcome the soaring Covid-19 cases in Indonesia, there are still many citizens who do not have a high awareness of the dangers of the virus. Many people in society underestimates the virus by ignoring health protocols. Thus, the government's efforts to stop the transmission of the Covid-19 virus met a steep path. The appearance of various murals about Covid-19 tries to build public awareness of the importance of the role of society in inhibiting the rate of transmission of Covid-19. The messages are short, colorful and tend to be dramatic, contain many profound meanings and are full of criticism. This study uses the semiotic method of Roland Barthes as a knife of analysis in a qualitative perspective. As a structuralism analysis, Roland Barthes links meaning to myths that develop in society. The results show that these murals are clearly not just artistic expressions; they are a form of auto criticism of people's attitudes and behavior. The mural creators built their message by highlighting harsh criticisms of the "lullabies" belief of the people and at the same time demonstrating the attitudes and behavior of the socially concerned society. The messages of social concern are built with color and drama.

Keywords: murals; Covid-19; semiotics; public sphere; messages

1   INTRODUCTION

The increasing number of Covid-19 cases in the world has encouraged every country to regulate its people to comply with health protocols. In Indonesia, as one of the countries with the highest case confirmed in the world, various rules and policies were taken to "protect" its citizens from the threat of the epidemic. Various campaigns were carried out through various lines of media. Starting from print media, television, radio, internet, and social media. All are mobilized to build public awareness of the dangers of the virus and the importance of limiting activities to prevent transmission (Roziqin et al., 2021).

Interestingly, apart from the government, there are several parties in society who do not remain silent. They participate in helping the government to make the public aware of the dangers of the Covid-19 virus through "affordable" media, namely murals. Through their artistic touches, citizens try to raise public awareness of the dangers of the virus. Not surprisingly, in various corners of cities in Indonesia, various mural paintings adorn the walls and fences, under bridges, roadsides, and even roads.

In some circles, cheapness is considered negative because it is considered an eyesore. However, some other circles are considered to bring elements of art that are worthy of appreciation. The mural is identical to the wall because the wall is the medium used to make a mural. Walls are not only interpreted as a space divider that must exist in a building; but as a medium to beautify the room (Bahn, P.G., 1997). The concern of several circles of society (although some of them are also supported by private companies and state-owned enterprises) in bringing people to life, shows that

the government does not work alone. There are some people who, together with the government, are trying hard to make people aware of the threat of Covid-19.

Citizens who paint murals in their respective areas try hard to create their murals in such a way as to touch people's awareness. They create various forms of paintings made with certain messages, ranging from very simple, formal, to paintings with messages full of drama, anecdote, satire and humor. Through images that are colorful and free from the basic standards of painting (freestyle), mural painters try to grow public awareness of the dangers of Covid-19 because the murals themselves are able to directly touch the public and establish close relationships with them (Iswandi 2016: 10). Murals are a part of public art that involves two-way communication. Mural artists communicate visually to the public regarding what they want to express, while the community as connoisseurs in practice are able to interact directly with the artist (Wicandra 2005: 128).

In the author's view, the emergence of many Covid-19 murals throughout Indonesia, not only shows the public's concern for public safety, but also the existence of other avenues that the government can use to carry out a campaign to combat Covid-19 transmission. In the perspective of elaboration likelihood theory, there are two lines of communication, namely the main line (central) and the periphery path. The main route is the route the government has taken so far, namely through mainstream media and social media. Meanwhile, the suburban route is done through these murals.

People who do not have access to the mainstream media tend to choose and take advantage of the media in the surrounding public space to express their anxieties and aspirations. In the public space, every individual has the same right to express his ideas and opinions without any pressure from any party in his place (Gushendra 2015). So it is not surprising that the walls on the side of the street are used as a container or alternative media for street artists to convey whatever they feel or think.

Public space can be defined as a space that is open to various possibilities for people to enter it (Maulana 2015: 120). In the view of Jurgen Habermas (1991), public space is a place to meet informally and has the potential to generate new ideas about social, political, economic, and cultural situations (Rauchfleisch 2017). Here, there is no particular authority that can specifically regulate a person's right to speak or act (except when disturbing others or damaging public property). Because everyone has access to it, public space is not elitist and exclusive.

As part of society, these mural painters are actually organic intellectuals who try to voice and bring people to better attitudes and behaviors. They are people who have knowledge of an issue and try to influence society about that issue through their painting. The process of painting mural itself is a collaborative civic experience, whether executed by commissioned professional artists or youth program (Greaney 2002: 10)

The term organic intellectual itself was developed by Antonio Gramsci. According to him, all people are basically intellectuals who are able to think rationally, but not everyone uses their intellect to advance society. Therefore, organic intellectuals are needed to provide insight into the language of knowledge and the appropriate language of expression so that people can articulate the things they feel and think (Maulana 2015: 124). Through such a role society will not be easily trapped in the ideological dogma of the bourgeoisie as poured out through hegemony. Organic intellectuals themselves are activists and intellectuals who are responsible for winning the hegemony of the working class or maintaining the hegemony of the bourgeoisie in the industrialized capitalist countries of the West (Harris 2018: 55). They arise from and are attached to the social class within economic structure. Thus, they speak for the benefit of a particular class or social group.

The researcher is very interested in the existence of these murals related to Covid-19, especially in terms of the meaning of the mural painting. This is based on the fact that a mural is basically not just a painting without meaning. On the other hand, a mural always reflects the condition of its surroundings. In addition to aesthetic interests, murals also convey socio-cultural, economic

and political conditions (Wicandra 2005: 129). Murals are a cultural result that is very important and significant in expressing the ethos of a group of people or society (Nimisha 2017). Murals usually reflect the spirit and aspirations of a particular community, society or institution (Kong Ho 2010). No mural is present without a message; on the contrary, it carries social and political messages in its design and interior (Greaney 2002: 8). Even some of them sometimes have the potential to anger and confuse the audience who saw them. Murals can be provocative, stimulating passers-by to consider their content and context. In some circles, murals often also inspire humans in understanding memory struggles (Rolston 2017: 6).

In this study, researchers tried to take several murals around Jabodetabek (Jakarta, Bogor, Tengerang and Bekasi) as a unit of analysis. This region was chosen because the distribution rate in the region is very high and at the same time the capital city is the center of the State government.

2   METHOD

2.1   *Semiotics roland barthes*

This research is a qualitative research which is a text analysis. As a qualitative research, text analysis is not just looking for the most correct interpretation of a text; but looking for what kind of interpretation model can be used (Haryono 2020: 13). The text itself is a collection of signs that are transmitted sender to recipient with certain codes contained in books, magazines, television, radio, newspapers, posters and so on (Tamara 2020: 727). The method chosen to analyze some of the Covid-19 murals is semiotic analysis which sees communication not only as a message sending process, but also refers to the production and exchange of messages that pay attention to how a message/text interacts with the communicant to produce meaning. This can occur because the emphasis of semiotics is not on the stages of the communication process, but on the text and its interactions in producing and receiving a culture, and is more focused on the role of values that make a communication process meaningful (Haryono 2015: 13).

Semiotics is the study of signs, the function of signs, and the production of meaning. A sign is something that for someone means something else (Mudjiyanto & Nur 2013: 74). Everything that can be observed or made observable can be called a sign. Therefore, signs are not limited to objects.

In this study, the researcher uses Barthes' semiotics which explains that the meaning structure built into the product and media genre is derived from ancient myths, and these various media events get the same type of significance as the significance traditionally used only in rituals and religion (Danesi 2010: 39). So, the messages that humans communicate through the media every day are never far from the myths that have been believed by the public. Many meanings are then mediated.

The Roland Barthes method is known as a method that continues and at the same time criticizes Saussure's semiotic method. Barthes' semiotic method is known as multilevel semiotics which is analyzed more deeply in relation to myth (Ardhianto & Son 2019: 29). Barthes states that the form of myth contains motivation (Muhammadiah et al. 2020: 1632). Myths are created by selecting various possible concepts to be used based on the first level semiotic system. Through myth analysis, the ideology of a text can be found by analyzing its connotative aspects.

Mythology is a coherent unity of myth to represent the incarnation of meaning in ideology. Ideology itself is something abstract and then expressed through myth to be understood. Ideology is an idealized or desirable concept, construction, or social thought that becomes a guide in acting and becomes a filter in responding to something that comes from outside by language users as members of society (Saragih 2011). Language itself requires certain conditions to become a myth, which is semiotically characterized by the presence of a level of significance called the second order semiological system (Budiman 2011: 63) (Figure 1).
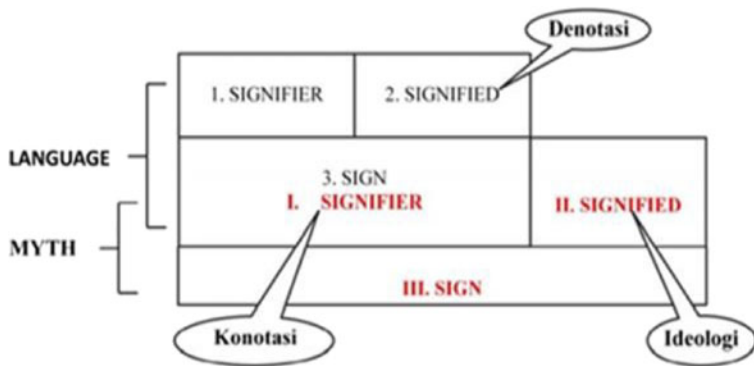
Figure 1. Schematic of Berthes sign level.
Source: Budiman (2011).

3 RESULT AND DISCUSSIONS

In this study, researchers selected 10 murals around the capital city of Jakarta and buffer regions or cities such as Tangerang, South Tangerang and Depok. The selection of this mural is based on attractiveness, uniqueness and represents the area around Jakarta (although not all areas are represented). As previously explained, the researcher analyzed the mural using Barthes' semiotic analysis method as the analysis knife. The results of the analysis are given in Table 1.

Table 1. Mural analysis results.

1.	**Signifier**	
(Murals in the Tanah Tinggi area, Tangerang, Source: Liputan6.com)	**Signified**	Warning that the coronavirus is very dangerous and deadly
	Denotative	The acclaimed burial process illustrates that adequate self-protection will free humans from unexpected deaths and the (unusual) gruesome burial process.
	Connotative	The coronavirus can bring unwanted death to everyone and sufferers have to be buried in an unusual way and without an appropriate burial ceremony
	Myth	Indonesian people, in general, consider death to be fate. Humans always "celebrate" the three great events of life: birth, marriage, and death. The coronavirus can lead us not to be able to "celebrate" death because it is not someone who buries our relatives; it's the media officers who don't know us.

(*Continued*)

Table 1. *Continued*.

2.	**Signifier**		
  (Murals in the Tanah Tinggi area, Tangerang, Source: antaranews.com)	**Signified**	The government is trying to eradicate the coronavirus in various ways (many colors appear from the spray machine). Coronavirus because it does not look at age in attacking	
	Denotative	The coronavirus is not only a danger to old people, but also young people. So besides the government trying various ways to eradicate the virus, all people must be aware of the dangers.	
	Connotative	The government has tried various ways to defeat corona. But all circles must understand the dangers of corona. This virus does not only attack certain groups (people who are susceptible to disease, especially the elderly); but also dangerous for young people too. So far, there is a tendency for young people to ignore health protocols because they feel they have high immunity compared to older people.	
	Myth	Older people are more susceptible to disease; while young people tend to have high immunity.	

3	**Signifier**		
  (Murals in the Tanah Tinggi area, Tangerang, Source: Liputan6.com)	**Signified**	Hands in different colors and flags depict hands from different nations trying to reach the vaccine	
	Denotative	Everyone from all nations of the world wants the corona vaccine, but their positions are different. Some are close to vaccines, some are close enough, but some are very far from the current vaccine position.	
	Connotative	The world corona vaccine producers are controlled by developed and rich countries. Poor countries that are hit by Covid actually also need it but it will definitely be difficult to get it.	
	Myth	Who is soon he survived; whoever is rich is safe because he is fast and can afford it.	

Table 1. *Continued*.

4	**Signifier**		
 (Mural in Depok, West Java, source: cnnindonesia.com)	**Signified**		The coronavirus is very dangerous (described as a dinosaur), so people should stay at home
	Denotative		People often do not care about the safety of their souls in this pandemic era. They seem not to care about the safety of their souls by traveling without a clear urgency and ignoring health protocols. In fact, out there, the coronavirus is ready to pounce on anyone (like a dinosaur).
	Connotative		Danger can lurk and hit us anytime, anywhere and under any conditions. When humans are not vigilant and indifferent to health protocols (including wandering out of the house without a clear interest), then they can at any time be "poached" by the virus.
	Myth		The danger comes unpredictable and predictable.
5	**Signifier**		
 (Mural on Jl Abdullah Safei, South Jakarta, source: Investor.id)	**Signified**		An invitation to apply 3M in fighting the coronavirus in order to avoid death
	Denotative		The prominence of the burial process of the bodies of Covid-19 victims is creepy and not according to habit.
	Connotative		In order to avoid burials that are scary and not in accordance with habits, people are invited to comply with health protocols by implementing 3M.
	Myth		Indonesian people, in general, consider death to be fate. Humans always "celebrate" the three great events of life: birth, marriage, and death. The coronavirus can lead us not to be able to "celebrate" death because it is not someone who buries our relatives; it's the media officers who don't know us. Death is a celebration that should not be buried without ceremony.

Table 1.   *Continued*.

6	**Signifier**	
 (Mural on the pole Fly over D.I. Panjaitan, Jakarta, source: Detik.com)	**Signified**	Medical personnel have struggled to cure Covid-19 sufferers, but people are invited to comply with health protocols
	Denotative	The emphasis of the sentence "JANGAN KENDOR" and pictures of medical workers illustrate the hopes of medical personnel so that the public is invited to participate in helping to overcome the coronavirus by complying with applicable health protocols.
	Connotative	The response to the Covid-19 pandemic will be in vain if the people themselves don't care about health protocols. People are asked to adhere to health protocols at all times. Thus the hard work and sacrifices of the health workers in helping to save the victims were not in vain.
	Myth	United we stand; divorce we collapse.
7	**Signifier**	
 (Mural in Tangerang city area, source:Kompas.com)	**Signified**	Masks are a source of life because they are a tool that protects people from the plague.
	Denotative	Concern among community members to remind each other and make them aware of the importance of wearing masks is very important in life. Even the act of giving a mask to someone who doesn't have it can save that person's life.
	Connotative	During the COVID-19 pandemic, our lives were divided. We are very limited in communicating and interacting with each other. However, by using masks, at least the boundaries we interact with can be penetrated even though they are not as free as before. The fact that we are social beings is helped by the presence of masks.
	Myth	Humans need others throughout their life; cannot live alone (social beings).

(*Continued*)

Table 1. *Continued*.

8	**Signifier**		
(Mural in Depok, West Java, source: liputan6.com)	**Signified**	Warnings for residents to stay at home because the danger of Covid-19 is everywhere.
	Denotative	The coronavirus is described as being spread by a group of demons in black robes who scatter it in society to take human souls
	Connotative	Covid is a terrible disease and is ready to take the life of anyone affected, like a demon who is ready to take human life at any time. The only way humans can survive is to stay at home
	Myth	Satan causes several diseases in human life

9	**Signifier**		
(Murals in Pondok Areng, South Tangerang, source: Fin.co.id)	**Signified**	Medical personnel are at the fore-front of handling Covid-19 and their services will be remembered for all time
	Denotative	The red and white flag depicts nationalism and the words "just stay at home; We who are bears" seemed to remind people to help ease their burdens by staying at home.
	Connotative	A form of public recognition of medical personnel who struggle to sacrifice nayawa to overcome the common enemy of the Indonesian nation, namely the Covid-19 virus. A message from these heroes was inserted so that people limit their activities by staying at home so that their responsibilities become lighter. By limiting ourselves, we actually value these heroes.
	Myth	Doctors cure all kinds of ailments

10	**Signifier 10**		
(Murals in the Depok area, source: Bisnis.com)	**Signified**	Gratitude to medical personnel as the community savior from the threat of Covid-19

(*Continued*)

Table 1. *Continued*.

	Denotative	The medical personnel are depicted as angels who save the lives of sufferers. However, a message was also inserted so that people should stay at home.
	Connotative	Medical personnel are indeed at the forefront of society who protect and free people from covid-19 attacks. Even medical personnel are equated with angels who save human lives today. However, it is very important for the community to realize that what plays an important role is the awareness of the community to stay at home during a pandemic so that it does not cause more massive transmission.
	Myth	Doctors are cures of all diseases

Source: The results of the researcher's analysis.

From the ten murals analyzed above, it can be seen that these murals are not merely painted with a standard message: to make the public aware of the dangers of Covid-19. But more than that, inviting people to see it in a cultural perspective and a framework of general public belief. The mural maker tries to convey a message from a cultural perspective and at the same time criticizes several beliefs that have been passed down from generation to generation in relation to the world of health.

The message of the murals is clearly seen as an auto form of public criticism. As an organic intellectual, a mural painter, spreads messages that basically try to criticize and even fight the myths that develop in society about health. The messages contained in the mural, "pierce" the deepest part of the people's belief system, namely the myths they "guide".

These murals generally depict the Covid-19 virus as a very dangerous threat. As depicted in murals 4 and 8, the Covid-19 virus is described as a source of danger that is always lurking and ready to pounce on us anytime, anywhere and under any conditions. This mural criticizes the habit of people who tend to underestimate and underestimate the Covid-19 virus. When humans are not vigilant and indifferent to health protocols (including wandering out of the house without a clear interest), they can at any time be "pounced on" by a virus depicted in the form of a dinosaur. Raptors and a bunch of these ghosts.

The Covid-19 virus knows no age when it comes to attacking victims, not only attacking certain groups (people who are vulnerable to disease, especially the elderly). W;ether young or old, all have the potential to be attacked (mural 2). Even though the Government has tried various ways to defeat it, all circles are obliged to understand the dangers of corona. Mural tries to criticize the tendency of young people to ignore health protocols because they feel they have the highest immunity compared to older people. In fact, both young and old are equally susceptible to infection.

Therefore, these murals also invite the public not to be lax in maintaining health protocols and using masks in an orderly manner (murals 6 and 7). During this COVID-19 pandemic, our lives are divided. We are very limited in communicating and interacting with each other. But by using masks and running health protocols, at least our limits for interaction can be penetrated even though they are not as free as before. The fact that we are social beings is helped by the presence of masks. The moral message is that despite our limitations, we can still interact directly with others.

In mural 1 and mural 5, the coronavirus shows that it can bring unwanted death for everyone. even the bodies of Covid-19 sufferers have to be buried in an unusual way and without proper burial ceremonies. This is a form of criticism towards people who tend to be indifferent to the dangers of Covid-19 because they believe that death is destiny because in human life it will inevitably go through three phases: birth, marriage and death which are always made ceremonial. But by showing the picture that the burial is an unknown person and even without a proper religious ceremony, the message is actually very clear that the death brought by the Covid-19 Virus is an unusual death. A death that cannot be "celebrated".

Likewise, the support mural for medical workers (murals 9 and 10). When examined in depth, the mural does not only mean a form of support and appreciation for medical officers; but more than that, it is an autocritical form of people's behavior that still "leaves the house" without important reasons. The mural criticizes people who do not care for others because they rely solely on medical workers. The medical workers, who were recognized as heroes of the nation, were left to fend for themselves without any support from the community. Meanwhile, the community moves arbitrarily without complying with health protocols. If that is the condition of the uterus, no matter how many medical workers and how great their efforts are, then Covid-19 will not be handled properly. This is also an attempt to ward off the myth that spreads in society that a doctor is a person who can cure all kinds of diseases.

One more criticism that is quite amusing is mural 3. It depicts all people from various nations in the world who want the corona vaccine, but their positions are different. Some are close to vaccines, some are close enough, but some are very far from the current vaccine position. As is known, until now, the need for vaccines in the world is very limited. Many countries find it very difficult to get a Covid-19 vaccine. The world corona vaccine producers are controlled by developed and rich countries. Poor countries that are also hit by Covid-19 will definitely find it very difficult to get it. Thus, countries that are rich and control technology will quickly recover. Meanwhile, poor and underdeveloped countries, if there is no concern from other developed countries, will certainly queue up to get the vaccine, who knows how long.

4 CONCLUSION

From the description above, it can be concluded that the murals around Jakarta are clearly not just artistic expressions that are full of meaning. More than that, the mural is an autocritical form of the attitudes and behavior of most of our society who tend to ignore health protocols. The mural maker tries to target the knowledge system of a part of society, which mostly relies on the belief in the myths that have been developing so far. As part of the organic intellectuals in society, they construct messages through the suppression of harsh criticism of society's beliefs that have been cradled; at the same time demonstrating the attitudes and behavior of the community with social concern.

The messages of social concern can be seen in the murals through simple but straightforward autocritical messages, such as #diruahmahsaja "Do not be loose," viruses do not recognize old and young, masks of the source of life and so on. The invitation is built in an inconspicuous manner and is embedded in pictures or other big signs, such as appreciation for medical workers, dangers of viruses such as dinosaurs, viruses such as demons, and so on. For example, the tendency of the community to believe that the virus only attacks older people who are susceptible to various diseases is criticized by the message that the Covid-19 virus does not recognize old or young; everyone can catch it. The myth that doctors are the cure of all diseases has been criticized by the message that doctors are heroes; but without taking part in guarding ourselves so as not to leave the house, we are actually letting the doctors' struggles go in vain. Meanwhile, the myth that death is destiny is criticized by the fact that the destiny that will be obtained is worse than it should be. Because all the bodies of Covid-19 sufferers do not get the respect they deserve when they are about to be buried.

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Sweden's less stringent management on handling COVID-19 pandemic: The challenge of the welfare state system and its securitization agenda

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ABSTRACT: Sweden's strategy for handling the pandemic in their country has polarized the global response, which tends to condemn it. The non-coercive strategy applied by the Swedish government by implementing the idea of building herd immunity among their citizens informed Sweden's less stringent management in handling the Covid-19. The question thus arises from an analysis of Sweden's image as one of the countries with the best quality health systems in the world. However, this fact does not imply that Sweden is facing a consequential wave of Covid-19, due to its high cumulative mortality rate compared to other EU member states. Another question that arises is why the Swedish government did not impose any strict health measurements for the Covid-19 mitigation just like the other states? This research focuses on two aspects: the health care aspect and the government policy-making. This study aims to reflect on how the Swedish government has managed the pandemic in their country by using the non-coercive strategy and its relevance to Barry Buzan's securitization approach. The brief conclusion of this study is that the Swedish government did not impose any strict health measurements because Covid-19 in Sweden is not a part of politicization nor securitization. In addition, they did not perceive Coviod-19 as an existential threat for them.

Keywords: Sweden; Covid-19; non-coercive strategy; measurement; securitization

1 INTRODUCTION

The coronavirus (Covid-19) was discovered for the first time in the Chinese municipality of Wuhan in December 2019, and it quickly spread to other regions of China and all over the world. By the end of January 2020, the cases of the Covid-19 began to appear in some of the European Union (EU) member states. The number of cases continued to increase, and by March 2020, all of the EU member states had reported Covid-19 cases, with most of them related to people who visited China or visitors from China (Ludvigsson 2020). Compared to its fellow Scandinavian countries— Denmark, Norway, Finland, and Iceland—the cases and deaths number in Sweden due to Covid-19 is the highest with 967.678 cases (ECDC 2021). This fact then raises a question, which is that, unlike the Southern European countries—such as Italy, Greece and Spain—which are commonly known as tourist countries or hotspots for travelers, Sweden is just a prosperous country in Europe known for its welfare concept. Then why is the number of cases and deaths of Covid-19 high in Sweden? To answer this question, the researcher tried to analyze the strategy of the Swedish government on handling Covid-19 in their country.

According to Sweden's Minister for Health and Social Affairs, Lena Hallengren (2020) fundamentally, Sweden's measures on Covid-19 only differ from other nations in two aspects: first, the Swedish government is not shutting down schools for younger children or childcare facilities; and the second is that in complying with the freedom of movement rights, Sweden has no regulation

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that forces their citizens to remain in their homes. The Swedish Constitution protects the freedom of the movement of their citizens and provides explicitly that their citizens are guaranteed a right to movement within the country and a right to leave it. This freedom of movement right may only be limited by law. Thus, the limit to the right of free movement, and the protection against forced physical intervention such as a Covid-19 test can be only prescribed in law (Sandberg 2018).

Discussing the strategy and the Swedish regulation specifically in the socio-political aspect, Sweden has been known as one of the Scandinavian countries that is implementing the Scandinavian model of the welfare state. This concept sets the goal for every citizen to get economic security and social services, and earn fulfillment of basic needs in the best aspects. It also epitomizes the modern welfare state through the provisions of social services, and it necessitates a decentralized administrative system that is close to citizens. Moreover, municipalities in Sweden are in charge of all welfare services, including elder care and secondary education. In contrast, health care is handled at the regional level, in which health care is included in one of four prominent focuses of the welfare state concept, which is aimed to be implemented by the Swedish government, along with the nursing of the elderly population and basic services (Antikainen, 2006).

However, the implementation of the non-coercive strategy of the Swedish government on handling Covid-19 by building the herd immunity is not the right demeanor to implement a welfare state in this pandemic situation. It is because the strategy is linked to the uneven distribution of health resources. After all, it is only focused on people who are considered more at risk, while the other Swedish citizens fight to avoid Covid-19 infection independently. This strategy also shows the Swedish government is protecting the vulnerable while allowing the virus to spread through healthy people, thus they can develop antibodies. Nevertheless, on the other side, the researcher regards that there is no reason to dehumanize and set aside what the state considers the herd immunity strategy to succeed. The current Swedish approach to Covid-19 pandemic management is not medically unique, but requires a specific socio-political setting. In line with the welfare state system, Sweden ought to implement their welfare system in this pandemic situation through investing specifically in social and health care for the sake of the Swedish residents. It would be better if the Swedish government pays more attention and considers their citizens as important figures who have been maintaining the sustainability of the welfare state system. Therefore, the government should be more responsible for the condition of their citizens and review whether their strategy for handling the Covid-19 is the best action they can take to save their people?

2 METHOD

This research is conducted through a qualitative and explanative method because the researcher aims to explain the reason for the phenomenon through the connection between the variables used in this study. Moreover, the explanative method is also used to elaborate the concept between the welfare state concept and the securitization theory, with the empirical event, the pandemic situation in Sweden which will be discussed in this paper. The data collection technique in this paper is a literature study to see why the Swedish government did not impose any strict health protocols and measurements for the Covid-19 mitigation just like the rest of the countries? The researcher also refers to previous research that has focused on reviewing the Swedish government actions during the pandemic on handling the Covid-19. In contrast, this research is more focusing on analyzing how the Swedish government has managed the pandemic by using the non-coercive strategy and its relevance to Barry Buzan's securitization approach.

3 RESULTS AND DISCUSSIONS

During the first eight months of the Covid-19 pandemic, the strategy of the Swedish government over the pandemic mainly focused on voluntary measures with no general lockdown. It has been known that Covid-19 was not uniformly spread in Sweden at the beginning. The Stockholm urban

area has had a significant impact on all national Covid-19 parameters due to its size and the patterns of other regions that adopted the same national strategies to tackle the pandemic. However, it should also be noted that the highest risk of the Covid-19 in Sweden is in the Rinkeby-Kista area, where many ethnic minorities live, for instance, the Syrians in Sweden who came to the country as immigrants. Because of this phenomenon, both the Public Health Agency (PHA) of Sweden and the government have been criticized for their handling of the pandemic, specifically when PHA was not recommending quarantine for Swedish travelers returning from their foreign trips in late February 2020, the early date when Covid-19 started to break out in Europe (Rothschild 2020).

The Swedish risk management strategy during the pandemic thus far was explicitly made by the prime minister of Sweden, Stevan Löfven, on March 22, 2020. The focus on the individual in self-management in Sweden is quite different from the other states. Moreover, the response of Sweden's strategy on tackling Covid-19 was less invasive than many other European countries, with no general lockdown. The Swedish government's main reason for avoiding a lockdown was that since 1974 the Swedish Constitution or The Riksdag Act has stipulated that Swedish citizens have the right to move freely within Sweden and leave the country. Although the Swedish Infectious Disease Act can restrict individual movements during the pandemic, the act does not allow for general lockdown, which became the reason for the high level of the Swedish population infected by the Covid-19 (European Parliament 2020).

Practically, the Swedish government is facing some challenges to combat Covid-19, for instance, socio-cultural and socio-political challenges. These challenges may explain the differences between the Swedish non-coercive strategy on handling Covid-19 and other countries' strategies. There is a strong reason why the Swedish government tries to build herd immunity among their citizens and implement strategies such as sharing the responsibility of individuals and authorities. The idea of building herd immunity is the government strategy to protect the vulnerable while allowing the virus to spread through healthy people, thus they can develop antibodies. But it turned out that in May 2020 only 7.3% of Stockholm's inhabitants had developed antibodies to the virus (The Public Health Agency of Sweden 2020).

The condition became severe when the government decided to let kindergartens and schools for children up to 16 years old remain open. This was based on the research that children rarely developed severe Covid-19. Unfortunately, the result was not what they expected when multiple outbreaks at schools occurred both in the spring and autumn seasons. At this point, the herd immunity goal is semantics because it has not worked. In the end, they realized that herd immunity to infectious diseases has never been accomplished without a vaccine. This condition is exacerbated by no enforced quarantines for those infected and face masks were not recommended outside health care (Nackstrand 2020).

By April 15, 2021, 8.8% of Swedish residents had tested positive for Covid-19 and 0.13% of the population had died due to the virus. The high Covid-19 death rate in Sweden is caused by the deaths in nursing homes due to shortcomings in elderly care. To be accepted for intensive care in the hospital, patients needed to have breathing problems due to Covid-19. Even then, many were reportedly denied. Thus, the patients with mild symptoms are only getting limited home consultation and care. These facts indicate that the Swedish government is giving their citizens' recommendations instead of the prohibitions regarding what the citizens should do and avoid in order not to contract Covid-19. In fact, what was happening in Sweden did not impact their regulations and measures on combating Covid-19 (Nackstrand 2020).

Next, there is a connection between how the Swedish did not perceive Covid-19 as a threat and how the Swedish Constitution regulated the proclamation of the state of emergency. The Swedish Constitution lacks a provision that allows the proclamation of the state of emergency in a peacetime crisis. It has become obvious when the Swedish government suggested a transfer of power from the Swedish parliament, *Riksdagen,* to the government to handle the Covid-19 regulation in Sweden. Regarding this, under the Swedish Constitution, freedom of movement is a fundamental right, and limiting such rights requires a decision by the Swedish parliament. Moreover, the proclamation of

the state of emergency in peacetime crisis power is possessed by many other countries in times of emergency, and they have also used this power. The difference is that when the government of other countries can on its own declare a state of emergency, the Swedish parliament has to give the government additional power, and in the Swedish Constitution it is not labeled as a state of emergency (Hanson 2020).

Discussing Sweden's Covid-19 measures comprehensively, it has known that the measures have been in the form of *allmänna råd*, which means general recommendations such as frequent hand-washing, working from home if it is possible, keeping a distance from others in public, and staying at home if showing symptoms. They are all recommendations and not laws, thus there are no sanctions for those who do not follow them. One reason this is that by using more loosely worded recommendations, there is more flexibility, thus people can decide how to apply the rule to best suit their circumstances. In the end, the Swedish government trusts their citizens to take responsibility for taking care of themselves (The Public Health Agency Sweden 2020). The researcher then perceives that the less stringent management of the Swedish government on handling Covid-19 is due to the stigma of the government, which did not perceive Covid-19 as a threat. Thus, they did not want to limit the freedom of their citizens with some strict protocols nor measurements because they considered it as something that may limit the rights of the people of Sweden.

Next, regarding the PHA of Sweden an estimated 1.5 million Swedish have self-isolated during the pandemic, predominantly those in risk groups and the elderly. The Swedish residents take individual action to isolate themselves because there is no indication that the Swedish government should adopt the policy in this situation. This fact is criticized by the global public, and led to some small protests of the Swedish citizens that reacted to less stringent regulations of Covid-19 in their country. They also criticized the government's actions which never ordered such a shutdown of their country and kept the daily activities in public remains open. To respond to the "less stringent strategy" in handling Covid-19, the Swedish government favored the new pandemic law on January 10, 2021. The law gives the government the possibility to shut down businesses and introduce extra measures, such as limiting visitor numbers to reduce the risk of infection spread (Khorram-Manesh et al. 2020).

These measures could be applied to some public spaces, including shopping centers, restaurants, museums, and also public transport. The law was slightly adapted after criticism that had been aimed at the Swedish government. The bill will be applied from January to September 2021. However, the law itself is not as restrictive as those in most countries because since the beginning, the Swedish government has been trying to implement the non-coercive strategy for handling the pandemic in their country. The law is also connected to the Communicable Diseases Act, which regulated that the Swedish residents will face fines or even jail time if they have infected others with the Covid-19 either knowingly or through negligence. They could also face investigation if they do not get tested for the Covid-19 even after being called for a test through contact tracing (Edwards 2021).

In terms of the Swedish health care system in Sweden, it has been known that Sweden applies a decentralized system in the health care aspect. According to the Health and Medical Service Act, the responsibility of the health aspect lies within the regional councils, and in some cases, it lies in local councils or municipal government. Meanwhile, the role of the central government is to establish guidelines and principles and to set the political bodies whose representatives are elected by regional residents every four years. The relation between central and local politicians, who are regular citizens, brings decision-making in health issues closer to the public. The Swedish government regulated eight key aims to tackle the Covid-19 within their country related to the pandemic situation: (1) using mitigation rather than suppression by minimizing Covid-19 transmission to flatten the curve and ensure that large numbers of people were not ill at the same time; (2) to protect the elderly—individuals aged 70 years or above—as the most significant group susceptible to the Covid-19; (3) safeguarding other health determinants and health outcomes, including keeping schools open for children up to 16 years; (4) ensuring that health and medical care resources were available in all regions to avoid a health care collapse; (5) ensuring that society could continue to do their routines during the pandemic, including in health care, security, energy supplies, communications, transport, as well as food supply systems aspects; (6) easing public concerns and

communicating with all citizens through Covid-19 official website information and regular press conference; (7) explaining the underlying reasons for the measures taken, and last but not least; and (8) implementing the suitable measures at the right time (Rolander 2021).

Next, before discussing securitization and its relation to Covid-19 in Sweden, it has to be known that Sweden is recognized as one of the states with the best-functioning health care system. But then this fact is called into question when Sweden does not implement it when the pandemic strikes them, while some of the welfare state goals that the welfare state countries should implement are: (1) the state is fully responsible for ensuring welfare for each citizen; (2) lowering the income disparity rate; (3) enforce gender equality; (4) enforce employment as the right for everyone; and also (5) implementing equality and social rights in their society (Antikainen 2006). The health care aspect is generally included in the five aspects of the welfare state system, which are education, economic quality, taxation and post retirement, and schemes and unemployment allowance. It can be concluded that quality health care for all is a cornerstone of the Swedish welfare state. It means that their system incorporates equal access to services based on need, and emphasizes a vision of equal health for all. Unfortunately, what we see from the latest news regarding the Swedish policy and regulations on handling Covid-19 is the contrary (Iqbal & Todi 2015).

Taking a look at the Swedish welfare state and Covid-19, the researcher thought that the ethos of the universal welfare, specifically in the health care aspect had not been accomplished as they are still using the non-coercive strategy for handling the Covid-19 case in their country. It can be known from the State Commission on the Corona Pandemic report on Swedish eldercare performance throughout the pandemic. Moreover, the EU Commission had stated that Sweden failed to protect its elderly due to the high rate mortality due to Covid-19. When the government already knew that their strategy did not work to tackle the spreading of the Covid-19, the researcher suggested to the policymakers to back to the basis of the Swedish welfare state system. In this matter, Sweden ought to implement their welfare system in this pandemic situation by giving more attention to the health care aspect for the sake of the Swedish residents. It would be better if the Swedish government pays more attention and considers their citizens as an important figure who has been keeping the sustainability of the welfare state system. Therefore, the government should be more responsible towards the condition of their citizens and strategize better on how to combat the pandemic in their country through the lenses of the Scandinavian model of the welfare state (Swedish Government 2020).

Next, we proceed to the discussion of the Securitization theory, the theory itself was developed by scholars, such as Barry Buzan, Ole Waever, and Jaap de Wilde, who are mainly concerned on how security is constructed in international politics and the extent to which political actors view and construct specific issues as a security threat. Regarding Barry Buzan and Ole Weaver (2003) the security approach after the Cold War era is more based on into the regional aspect. When the superpower battle between the United States (U.S.) and Union of Soviet Socialist Republics (USSR) had ended, the securitization theory arose because the U.S. and USSR no longer intended to intervene in any region. Buzan then came up with the Regional Security Complex Theory, which involved securitization and de-securitization as two prominent aspects when discussing and analyzing security issues. Moreover, in his book, People, States and Fears, Buzan (1991) stated that actors who play a role in securitization and de-securitization can come from non-state actors. His approach towards securitization differs from the traditional definition of security complex, which focuses on the state as the leading actor in securitization. Next, Buzan divided the security aspects into five, and those are political, military, economy, social, and environment. When we are discussing Covid-19, we can refer to three pillars of securitization, those are the agents—such as actors, audiences, and silenced subjects—the discourses context, and also the acts mobilized to interpret security as a practical tool—which can be divided into speech acts, policies, practices and non-verbal gestures (Balzacq 2005). Regarding the Covid-19 issue, it has become known that the narratives of Covid-19 converged on its imminent threat to the global situation. The Covid-19 pandemic was framed as a national and international security issue by most countries in the world however, this does not apply to Sweden.

4 CONCLUSION

The conclusion of this report supports the findings in this article, that there is simply no way to justify the magnitude of poorer health, lost lives, and putting risk groups into long-term individual isolation, especially to reach an unachievable herd immunity, which was the goal of the Swedish government. The herd immunity strategy is not a viable strategy because there would be too many Swedish residents dying along the way, and it is still happening until this day. The herd immunity strategy is doing nothing, and the government should not let it run any longer because the death toll is even more significant when the strategy is still implemented. Furthermore, it can be concluded that there is no politicization nor securitization agenda carried out by the Swedish government on Covid-19. It can be known from the less stringent measurement on Covid-19 that was imposed in Sweden that they did not perceive Covid-19 as a threat. Moreover, Sweden is not a densely populated country nor a tourist country like the Southern European countries such as Italy, Greece, and Spain. Thus, the Swedish government believed that implementing a strategy such as sharing the responsibility of individuals and authorities is quite enough to inhibit the spread of Covid-19 within their country. Last but not least, the Swedish government believes that it is important to keep the rights of their citizens, including the freedom of free movement. Thus, the Swedish government perceived that they do not have to impose such strict protocols or measurements to protect the rights regulations regulated in the Swedish Constitution. In response to this matter, instead of implementing the non-coercive strategy, the researcher suggests that the Swedish government should get prepared for the next pandemic wave by increasing its resiliency through investing in social capabilities and community empowerment and by enforcing the values and principles of the welfare state, specifically in the health care aspect.

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Local bossism in parking retribution management in Malang city

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ABSTRACT: This study aims to elaborate on the chaotic problem of parking retribution manage-
ment in Malang City from a local bossism approach. As a big city with abundant parking revenue
potential, the target set is not rational. One of the determining factors is the local pressure of
bossism with the characteristics of using violence, intimidation, and building alliances with power.
With the attributes of power and a network of storied relations, local bossism contributes to the
proliferation of illegal levies and illegal parking. To clarify the presence of local bossism, this
study uses a rent-seeking-oriented political economy perspective. To clarify the research flow, a
qualitative descriptive approach was used in this study. Data collection was passed through obser-
vation, depth interviews, and documentation. The results of this study confirm that local bossism
takes the opportunity to take advantage of the chaos of uncontrolled parking management and good
management in the city of Malang. They organize themselves to get access to parking management
from the local government through an informal agreement that is mutually beneficial

Keywords: Malang city; local bossism; parking; government; retribution

1 INTRODUCTION

Parking retribution is a regional levy as payment for the provision of parking services on the edge
of public roads determined by the regional government for public interest and public benefit and
can be enjoyed by individuals or entities. Several studies on parking fees in the city of Malang have
been carried out. For example, research on public street parking which has an impact on congestion
and pollution has been carried out Agustin 2016; Ratnaningsih 2016).

Furthermore, research conducted by Amalia, Agustin, and Utomo (2016) examines the impact
of congestion caused by parking activities on public roads and offers solutions by recommending
progressive parking efforts, controlling parking areas, and controlling parking times. All of the
studies above emphasize more on aspects of spatial management.

Research on the implementation of parking retribution policies has been carried out by (Saputro
2015) which looks at the juridical aspect where it can be seen that the implementation of parking
fees in the city of Malang is not following existing regulations. The failure to implement the
policy was at least caused by the parking attendant's disobedience in carrying out regulations and
weak supervision from the local government so that a large amount of illegal parking appeared, as
confirmed by the findings (Maghfiroh 2015). As a result, the percentage level of parking retribution
contributions to Malang City's Original Revenue is categorized as very low (Melinda 2017).

The phenomenon of parking problems in the city of Malang in the research above is only framed
in terms of governance and policy implementation failures. This study wants to see that the problem
of parking in the city of Malang cannot be separated from the phenomenon of political economy
practices carried out by local bossism to carry out rent-seeking. Local bossism, according to Sidel
(2005), is formal and informal actors who gain monopoly control over society through the control

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of coercive power and economic resources within their respective territorial jurisdictions, one of which is through illegal economic activities or activities (illegal parking).

Political economy works to answer the implications of limited resources, namely how to allocate limited resources efficiently with optimal results and formulate cooperation and competition (Yustika 2009). Then in the view of the political economy, rent-seeking is interpreted negatively because policies are made only to benefit the interests of one party (Faithful 2020; Yustika 2013). Usually, they are actors/local elites both formal and informal with strong power and relation capacities so that they can direct economic policies to serve the means of accumulating profits that have been determined - usually only within their internal elite network so that it often hinders mutual prosperity (Haselmann 2018). This practice is considered unnatural because it creates injustice (Fitch & Hulgin 2018), from the conspiracy of entrepreneurs and rulers (Ma'arif 2011), one of them is through legal lobbying as well as bribery and pressure (Basin et al. 2019).

Rent-seeking is a common phenomenon in development in developing countries (Ngo et al. 2020) especially when it occurs in a situation of limited economic resources and is contested by many people (Pi & Fan 2019). It generally benefits government officials as policy-making actors (Liu et al. 2018) by manipulating regulations (Engvall & Engvall 2017) and also makes mutual political relations with entrepreneurs (B et al. 2018). One of the benefits to entrepreneurs is that they are given monopoly rights (Ginny et al. 2018), which is naturally very close to corruption (Coates et al. 2019).

In several policy studies, the practice of rent-seeking has succeeded in creating problems and inequalities in the distribution of economic resources, as found (Smith 2020) in the adoption and execution of agricultural policy in the United States, taxation in the United States (Rio & Lores 2017), as well as in environmental policy (Mackenzie 2017), and extreme points have created social conflict in Ugandan Graben (Ogwang & Vanclay 2019). Reflecting on the experience of Vietnam, there was success in controlling rent-seeking by intervening in the form of reforming economic regulations to be more transparent and controlled (Ngo & Tarko 2018).

Furthermore, this article sees that the practice of rent-seeking (illegal)-oriented political economy carried out by local bossism in the management of illegal parking in the city of Malang is based on the results of records related to parking problems in the city of Malang carried out by the anti-perda coalition that is not pro-people (Malang Corruption Watch and the Faculty of Law, Widyagama University), who see that parking lot management is managed and utilized by parking syndicates or mafias (Atha 2018). As a result, illegal levies exceed the applicable provisions (Hartik 2019), there is struggle for parking spaces using violence (Chasanah 2019), and budget leakage occurs in the parking retribution sector (Anam 2019).

Based on data from Malang Corruption Watch (MCW), the parking retribution sector does not contribute significantly to Regional Original Revenue (PAD). In the 2017 fiscal year, parking retribution revenue in Malang City was realized at 7.1 billion, in 2018 it is targeted at 7.5 billion and in 2019 it is targeted to be 10 billion (Permana 2018). The actual potential can exceed the target set by the local government. This statement is quite reasonable because, from the corruption of parking retributions carried out by Samsul Arifin who served as Head of the Parking Division (Kabid) of the Malang City Transportation Service (Dishub), the Malang city government suffered a total loss of Rp. 21 billion from 600 official parking points, within two years, namely 2017 and 2018 (Sudiongko 2018). This means that the parking retribution corruption carried out by the Malang city transportation service official exceeded the parking retribution target for the three years above. On the other hand, the increase in parking retribution rates in 2015 was 66% to 185%, however, the increase in parking in the same year was only 0.02%.

In contrast to some of the studies above, this study presents a new analysis of management, parking fees, and illegal parking in Malang City, by seeing that the parking problem is not due to weak supervision by the government with negative consequences in the form of the rapid growth of illegal parking which has an impact on budget leakage in the parking sector. The research fills this void by looking at the rapid rate of illegal parking which causes budget leakage due to the rent-seeking practice carried out by local bossism in Malang City. From several previous studies,

local bossism has been based on state actors (regional heads) as found (Hutabarat 2012; Nurcholis 2016; Zuada 2015), while in this study the locus is informal actors.

2 METHOD

To clarify the presence of local bossism, this study uses rent-seeking classes. The aim is to clarify the model of the relationship that is built between local bossism and the power and capacity that both have. This research will look at the interaction and exchange of resources that occur along with the compromises and consensus that result. To clarify the research flow, the type of research used in this study is qualitative research with a descriptive type. This type of research was chosen because this study emphasizes the description of events that have a natural setting (Moleong 2014). Data collection was passed through observation, depth interviews, and documentation (Miles 1992) with the triangulation method in ensuring the validity of the data. The key informants addressed are parties (informal) like local businesses who know and are involved in the practice of rent-seeking parking fees in Malang City.

3 RESULTS AND DISCUSSION

3.1 *Politics of local bossism parking land management*

Sidel's assumption in understanding local bossism is their contribution in supporting the process of industrial growth and market expansion in their territory. The high industrial growth in the city of Malang can be seen from the increasing number of large and medium industries, in 2015 there were 138 industries, which increased to 141 in 2016, and there was a significant increase in the number in 2017 to 2685 (BPS Malang City). This condition has implications for the high mobility of the population and the need for transportation (Graph 1).
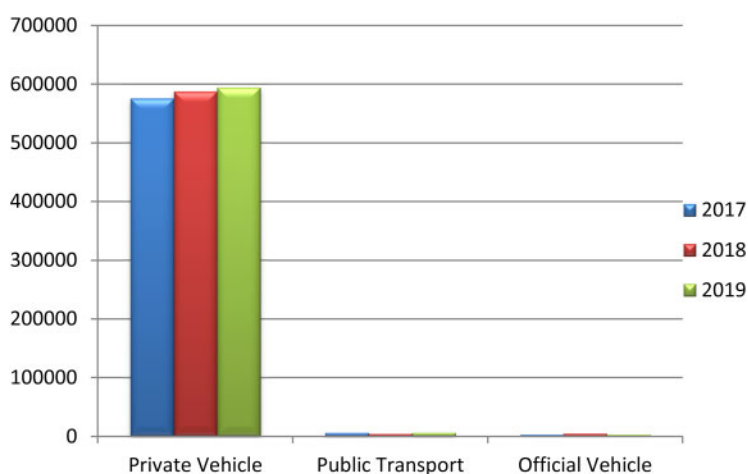
Graph 1.   Number of vehicles in Malang City from 2017–2019.
Source: processed from Malang City BPS data.

The diagram above shows that the number of private vehicles continues to increase every year. In 2017 the number of private vehicles in Malang City was recorded as 575,755 vehicles, then in 2018 it increased to 587,419 vehicles, and increased again to 594,433 vehicles in 2019. This means that on average there is an increase in the number of motorized vehicles of 9339 units annually. On the other hand, the number of public vehicles experienced fluctuating growth, in 2017 there were

6,100 public vehicles, then in 2018 it decreased to 4,423 vehicles, and this increased to 5,509 in 2019.

The increasing mobility of the population based on the increase in private vehicles in the city of Malang also has implications for increasing the availability of parking spaces. The efforts of the Malang City government through the Department of Transportation to increase the availability of parking lots in order to create order and comfort for road users, both pedestrians and those using vehicles, and the beauty of the city can be seen in Table 1.

Table 1.   Number of public roadside parking points in Malang city and realization of parking retribution in Malang city.

Year	Parking Point	Percentage	Target	Realization	Percentage
2015	540	25%	IDR 4,000,000,000,-	IDR 4,024,402,000,-	0.61%
2016	530	−1.85%	IDR 6,352,000,000,-	Rp 6,353,896,000,-	0.02%
2017	538	1.5%	IDR 6,527,000,000,-	IDR 6,528,625,000,-	0.02%
2018	550	2.23%	IDR 7,352,000,000,-	IDR 6,854,976,000,-	−8.98%

Source: Document on changes to the strategic plan of the Malang City transportation service in 2015 and the target and realization of parking retribution from 2011 to 2018 Bappenda Malang City, March 2020.

Although the Malang City government has increased the number of parking points available by an average of 6.72% annually during the 2015–2018 period, it is not directly proportional to the increase in parking fees (Graph 2).
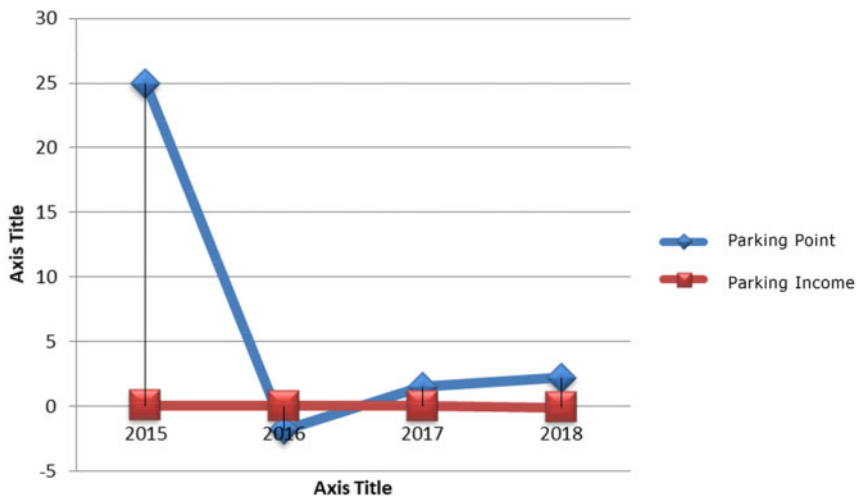
Graph 2.   Comparison of number of parking points and revenue of parking retribution.
Source: Processed from the target and realization of parking retribution from 2011 to 2018 Bappenda Malang City, March 2020 and documents for changes to the strategic plan of the Malang City Transportation Service in 2015.

In 2015 parking points in Malang City increased by 25% or by 108 parking points but the realization of parking retribution revenue was only 0.61% of the targeted Rp.4,000,000,000. In 2016 the number of parking points decreased by 10 parking points (−1.85%) to 430 compared to 2015 which amounted to 540 parking points, however, the realization of revenue in the parking sector increased by 0.02% from the targeted Rp. 6,352,000,000. In 2017 the number of parking points increased by 1.5% or an increase of 8 parking points, however, the increase in parking fees was also not significant, parking fees only increased by 0.02% from the target of Rp. 6,527,000,000. in

2018 the number of parking points increased again by 2.23% or there was an addition of 12 parking points, but the parking levy decreased by 8.9% from the total target of Rp. 7,352,000,000.

If we look at the amount of change in parking fees based on Malang City Regional Regulation No. I of 2011 concerning Public Service Retribution and Malang City's Regional Regulation No. 3 of 2015 Regarding Public Service Retribution, there is income inequality in the parking levy sector. Even though the increase in parking rates ranges from 66.66% to 185% (table 1), the parking fee is not up to 10% (table 2). The low realization of revenue in the parking sector compared to the addition of parking points and the increase in parking retribution rates cannot be understood as a form of failure to implement policies such as those carried out by Saputro (Saputro, 2015). We can see this condition from the strong local bossism control in controlling and managing parking lots in Malang City.

The increasing need for parking spaces due to the increasing industrialization process and the increasing number of transportation in Malang City by bossism is used to earn rupiah through the provision of parking spaces. The provision of parking facilities under the pretext of providing services to the community has become a business opportunity for certain individuals by using violence and building connections with power. As a result, the goal of increasing PAD from parking fees was never realized.

This article places Pak NN and Pak PK as local bossism. Both are former thugs who have strong and broad power in parking management in the city of Malang. NN controls the parking area in the Klojen area of Malang City and Pak PK in the Lowokwaru area, especially along the Sigur-Gura to Merjoasari road. Both of them practice the typical style of local business, build tiered relationships intensively and mutually with many parties, especially government actors so that their business is always protected. There is an exchange of benefits obtained by each party which has negative consequences on the realization of the parking tax which is not significant.

Parking space in Malang City is a crucial thing that is valuable to obtain, so it is not surprising that there are so many parties fighting over parking spaces like gold bars in the middle of a crowd of people, which if obtained by one party, they will prosper economically considering the strategic advantages they provide. will be obtained for decades. This is one of the factors why parking spaces are always contested because it is indeed the economic source of some people who still need to be fulfilled in more appropriate quantities or amounts.

Furthermore, for the levy deposit, local bossism can negotiate or lobby by protesting the relevant agencies, this power is what weakens the government to stay true to its policies. As a result, trying to improve the intensification program is not optimal. With the increasing number of vehicles, the Department of Transportation, as the agency responsible for carrying out its duties and functions in managing parking in Malang City, is not effective because of the existence of local bossism.

However, the power of the NN actor can suppress it with all the power it has, or in other words it is only able to agree on the specified matter. Apart from that, parking in Malang City is fairly easy to get, even space on the side of the road can easily become a legal parking lot. Many parties are involved in the parking lot where this party has a lot of parking space. They are the rulers of parking areas at certain points and it can be very easy to apply for a place as a parking lot to the government.

The local bossism easily lobbies the relevant agencies where they always protest if there were policies that they thought were not in their interests. If there is a policy that they think is inappropriate to be implemented in the field, they do not hesitate to carry out a rebellion and protest is one form of their rebellion. If it is not accepted by the Service then they will carry out a more anarchic rebellion. Moreover, regarding the increase in levy rates, they did not hesitate to demonstrate by bringing their troops. This contradiction makes it difficult for the office to increase PAD from the parking sector.

But before the authorities apply for a legal parking lot, they take over the parking lot first. Indeed, there are regulations regarding the territories of the rulers, but many problems also arise from the authorities and the private sector. As an example of the case at the beginning of the establishment of the Matos parking lot. The struggle started with Matos who also wanted to control the parking lot,

but the parking authority in the Matos area, say NN, did not want to hand over the area to Matos. Finally, Mr. NN found a way by getting a mandate from BS (the parking authority of Batu City) and getting letters that this land is not Matos's land, but this land belongs to the public which NN finally won with the government's approval to be used as a parking lot.

If you look at the beginning of the struggle for power over the parking lot in Malang City, it used to be carried out through violence to murder by the ruling actors and/or local bossism that existed in Malang City at that time. As for the struggle over this parking space, it has shifted from the violence which is then more carried out using mediation and or legal channels. However, through an agreement that has been made by several local actors, this bossism concludes that the realm of their power is determined based on their origin and area of residence. Like Mr. MD in the Dinoyo area, Mr. NN in the Matos area and its surroundings, Mr. KR and Pecok in the Merjosari area.

The thing that distinguishes government-run parking services under the auspices of the Malang City Transportation Service from local bossism such as NN who has full control in the Matos parking area is that they provide guarantees for replacement of motorbikes and or helmets from parking customers who experience loss. He said he would replace the missing motorbike and or helmet with the same shape and type.

As for government policies that are deemed unsuitable for local bossism, such as increasing user fees, turning public street parking into E-Parking, they will refuse to defend their will. If what they aspire to the government is not accepted, then they do not hesitate to take to the streets to voice their rejection of the government's policies. Because according to them, the policy regarding E-Parking is very detrimental to them and the government should also think about their fate because parking in Malang City is the job of most people in Malang City, especially for the unemployed, low school graduates, and ex-convicts (Figure 1).

Figure 1. E-Parking problem demonstration.
Source: NN as Malang City Parking Supervisor.

It is a necessity if the collaboration between the two parties can be shaken only by a regional regulation made by the government as well as the minimal role of the Malang City Transportation Service, considering that as a consequence the Transportation Service itself has to deal with local bossism which has extraordinary power in running and maintaining its parking business. If government policies cannot be accepted by local bossism, then the government must have its initiative to plan policies that have a balanced goal between the government and local bossism.

Given the results of parking fees in Malang City is one of the PAD (Regional Original Income) which can be said to have high potential to increase regional income, then in the selection of policies and their implementation, there must be good cooperation between the government and local bossism in the field.

4 CONCLUSION

The article above reflects that the development of the city of Malang, which continues to grow, has implications for the proliferation of new economic centers in which parking is listed as a security protection for public vehicles. As a source of strategic economic income that offers abundant financial benefits and a means of maintaining and expanding the power network, parking is very vulnerable to being co-opted by local bossism forces. Their grip is getting stronger because chaotic parking management is the potential to maximize profit accumulation. To ensure the business is maintained they build connections or mutualistic alliances with state actors. The consequences are reflected in the realization of the potential for parking retribution in Malang City which is unrealistic and rational.

Here it can be seen carefully that the government should discipline the activities of *local bosism*e which is proven to reduce the potential of Regional Original Income from parking, it ignores and is suspected of being absorbed in this bad practice. This has indeed become one of the main and important characters of the local bossism that can maintain harmonious relations with state actors so that their business is not disrupted. It is also difficult for the government to act freely because of their strong bargaining power, one of which is through the status of former thugs who are widely employed as parking attendants and of course in the local business itself.

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Small medium enterprises during pandemic COVID-19: From a bibliometric analysis

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ABSTRACT: The COVID-19 pandemic has impacted a variety of industries, including small and medium businesses. The goal of this research is to classify themes or concepts connected to small and medium businesses during the COVID-19 pandemic. There are 79 papers indexed by Scopus, published by major publishers such as Emerald, IEEE, JSTOR, MDPI, Sage, Science Direct, Springer, Taylor and Francis, analyzed with descriptive analysis and the use of Vosviwer software. The findings reveal five clusters of subject groups, particularly those discussing small and medium firms during the COVID-19 epidemic. The findings also reveal that, particularly during the COVID-19 epidemic, the performance of SMEs requires specific attention. One of the study's disadvantages is that the publications reviewed were all taken from the Scopus database, which means there is no comparable data. As a result, future research must employ a comparative analytical strategy that includes the Scopus database and the Web of Sciences (WoS).

Keywords: bibliometric analysis; corona virus 19; small medium enterprises; vosviewer

1 INTRODUCTION

Business development has been faced with various challenges, especially during the pandemic COVID-19 which has occurred since early 2020. Small and medium-sized businesses have been affected by the COVID-19 pandemic (Fitriasari 2020; Gregurec et al. 2021). Small and medium-sized industries have been hampered in increasing their development because there are many policies such as restrictions on both large and small scales (Grondys et al. 2021; Ratnasingam et al. 2020). This has resulted in a low level of consumption which has resulted in a decrease in income so that the level of economic growth becomes sluggish (Dai et al. 2020; Sahoo and Ashwani 2020). During the COVID-19 pandemic, the distribution flow of raw materials, marketing and bad credit were also affected so that the development of small and medium industries was stalled (Lu et al. 2020; Nordhagen et al. 2021). This explains why the performance of the small and medium industries has been affected during the COVID-19 pandemic.

Studies on small and medium industries have been carried out by researchers with various focuses and approaches, but nothing has been done with a systematic approach. Previous studies have been usually carried out in an empirical way through field data and a qualitative approach. and quantitative (Brown & Rocha 2020; Juergensen et al. 2020; Sriboonlue & Puangpronpitag 2019) as important themes which also involve many indicators to improve the performance of small and medium industries. Seeing the importance of small and medium industries, this study tries to explore research patterns and potential research directions for the management of small and medium industries in the future, especially after the COVID-19 pandemic. The originality of core research resides in the variables utilized in prior studies so that future studies can be mapped. Because there was a scarcity of material on the impact of the COVID-19 epidemic on small and medium businesses, researchers were constrained in their use of it in this study. Some of the research questions addressed in this study include: (1) the trend of small and medium industry publications during the COVID-19 pandemic; (2) mapping and clustering of small and medium

industry topics during the COVID-19 pandemic; and (3) the dominant topic used in small and medium industries during the COVID-19 pandemic.

The outbreak of COVID-19 and the resulting lockdown policies in many countries in the world had an impact on small and medium industries. Small and medium-sized industries are plagued by logistical problems, layoffs and decreased consumer demand (Cowling et al. 2020; Dai et al. 2020; Lu et al. 2020). This problem can be examined by looking at several indicators of risk types in the economic activities of small and medium industries during the outbreak of the pandemic COVID-19. The industrial economic downturn is a challenge to face. According to researchers (Grondys et al. 2021; Priyono & Moin 2020; Purnama et al. 2021), several things that need to be considered by small and medium industries during the COVID-19 pandemic are finance, business operations, and the level of risk generated by operations. The results of this study (Gregurec et al. 2021; Guo et al. 2020; Sahoo & Ashwani 2020) show that during the pandemic, small and medium-sized industries need to transform into digital technology by looking at industries that survive so that they are able to compete and find market gaps. According to researchers (Cepel et al. 2020; Ratnasingam et al. 2020; Tolner, 2021) one way to survive the COVID-19 pandemic is by using innovation. This innovation is a way of survival so that small and medium-sized industries can survive the COVID-19 pandemic. Some of the results of these studies show that the COVID-19 pandemic has a major impact on small and medium industries.

Limitations in previous research have also not been seen regarding cooperation between countries for the recovery of small and medium industries during the pandemic COVID-19. The community also needs to emphasize using small and medium industrial products so that sustainability can be maintained. It is critical to categorize the various concepts and related themes that are frequently discussed in his study, based on the complexity of the problems associated with small and medium industries during the COVID-19 pandemic in various studies, and the number of actors involved, along with the perspectives and approaches used to analyze their management problems. Furthermore, categorization of themes can aid future research in focusing on concepts that have already been examined as well as new topics to discuss.

2 METHOD

The goal of this research is to examine a variety of scholarly studies about small and medium businesses that have been published in respected international journals. Furthermore, the review article in this study is aimed at conceptualizing the study of small and medium-sized businesses during the COVID-19 pandemic. Based on the study's topic, structure, and past research findings listed in the Scopus database, research issues are explained. In this study, articles are examined in three stages: (1) article search, (2) study topic, and (3) study topic analysis.
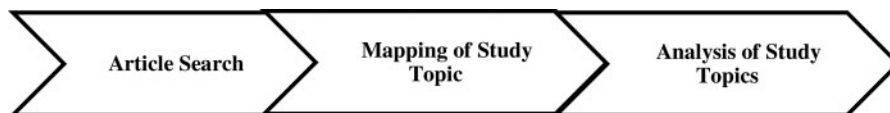
Figure 1. The article review procedure.

The stages in Figure 1 were used to find articles. The first step was to identify the article. Using the Scopus database, this was done with the publishing or perishes software. Furthermore, the keywords "small and medium enterprise and COVID-19" were entered into the article search box in the publish or perish application during this stage, and the year of publication was restricted to 2020 or 2021. This search yielded a total of 93 articles that were relevant to the subject. The article verification stage was the next step. The articles were entered into an excel table and checked for relevancy, article H-index, and a research on midwives that focused on small and medium businesses, sustainability, innovation, and performance, as well as COVID-19. The

article verification process yielded 84 papers that were deemed to be very relevant to the research topic.

Only 79 of the confirmed articles were studied, chosen based on the availability of full-text articles in each journal's database. The third step was to download the entire text of the articles. The full texts were then downloaded from the different journal databases where they were published. The mapping stages in this study were completed in the following order: first, the full-text articles were imported into the Vosviewer software; second, the mapping stages were completed in the following order: first, the full-text articles were imported into the Vosviewer software; and finally, the mapping stages were completed. To acquire cluster data and illustrate the research theme network, this procedure was used. The next stage was to look at the relationship between the study themes and the mapping, which is based on the focus of each article under consideration. The steps of data analysis and conceptualization are the processes of article evaluation that result in data that can be used to answer study questions. Furthermore, based on the 79 articles analyzed, data analysis at this stage focused on cluster analysis, dominant subjects, theme linkage, and mapping of small medium enterprises during the pandemic. Finally, this study concept was established based on the publications analyzed in order to produce small medium firms during the COVID-19 pandemic.

3 RESULT AND DISCUSIONS

3.1 *Theme linkage and clustering in small and medium business during COVID-19*

Concepts were explained in numerous visualizations relating to the study's theme, and were recognized in the 79 articles in this part. The results of their VOSviewer assessments also revealed that there were five concept clusters (see Table 1). The names of the concepts produced from the cluster density display are shown in Figure 2. Furthermore, a list of the concepts that stand out from each cluster was viewed using the color code applied for each of them. The goal is to find as many themes as possible that have been mentioned frequently in prior studies so that they might be used in future research. Figure 2 depicts the density of the clusters, which are differentiated by a different color for each cluster.
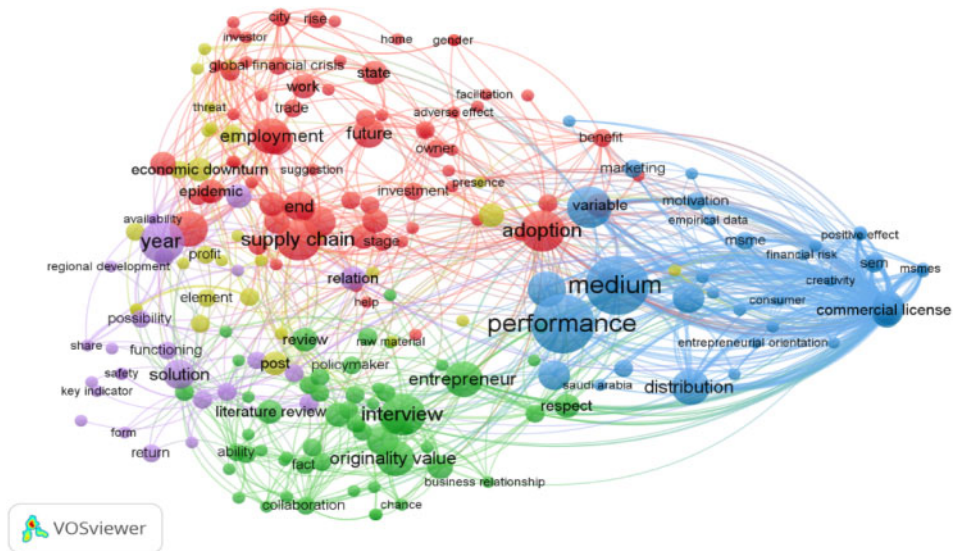
Figure 2. Themes in small medium enterprise during the COVID-19.

Figure 2 shows how identification in the form of mapping can help researchers, especially young ones, get a head start on their research. With the assistance of this study, individuals can read articles linked to a topic of interest in a certain field they are interested in. SME Adoption, unfavorable effect, competitive advantage, attention, economic indicator, economic problem, firm size, employment, global finance crisis, regulator, and trade are all connected ideas in Cluster 1. Cluster 2 focuses on ability, awareness, business model innovation, business relationships, collaboration, digital technology, entrepreneurship, and institutional assistance. Consumer, distribution, innovation, entrepreneurial orientation, financial performance, social media marketing are all concepts in Cluster 3, while Assessment, information technology, profit, promotion, and economic downturn are all concepts in Cluster 4. Cluster 5 is also concerned with availability, efficiency, profitability, and comparative analysis. This clustering will aid researchers in determining which themes are relevant to the theme of SME during the COVID-19 pandemic. When a researcher chooses cluster 3, for example, the body of literature should be the starting point. Researchers can also look for literature that is pertinent to their topic.

Table 1. Themes clustering in small medium enterprises during pandemic COVID-19.

Cluster	Concept Name	Total
Cluster 1	SME Adoption, adverse effect, competitive advantage, attention, economic indicator, economic problem, firm size, employment, global finance crisis, regulator, trade	73
Cluster 2	Ability, awareness, business model innovation, business relationship, collaboration, digital technology, entrepreneur, institutional support.	55
Cluster 3	Consumer, distribution, creativity, entrepreneurial orientation, financial performance, social media marketing	42
Cluster 4	Assessment, information technology, profit, promotion, economic down turn	29
Cluster 5	Availability, efficiency, profitability, comparative analysis	25

Source: Vosviewer Analysis, 2021

Cluster 1 is concerned with SME adoption, adverse effects, competitive advantage, and other topics. Cluster 1 can explain the ways that SMEs can operate during the COVID-19 pandemic, in relation to competitive advantage, especially during the COVID-19 pandemic. In Cluster 2, explains the theme of the ability of small and medium enterprises to survive, especially in the COVID-19 pandemic. Business model innovation is also a theme in cluster 2 which has an important role in determining innovation, especially in the COVID-19 pandemic (Akpan et al. 2020; Sonobe et al. 2021).

Consumers, distribution, inventiveness, entrepreneurial attitude, financial success, and social media marketing are all part of Cluster 3. The theme explains the importance of SMEs in seeing the dynamics of the development of SME consumers. Distribution of logistic shipments among SMEs (Akpan et al. 2020; Nawab et al. 2015; Sonobe et al. 2021). Cluster 4 illustrates why, in the context of the COVID-19 epidemic, information technology is critical to pay attention to in the dynamics of small and medium firms. Cluster 5 refers to efficiency and comparative analysis in small and medium businesses, which was particularly important during the COVID-19 pandemic (Brown & Rocha 2020; Juergensen et al. 2020; Park et al. 2019).

3.2   *The dominant theme in SME during pandemic COVID-19*

Word Frequency Queries investigates the most commonly occurring words in study data. As a result, using this analytic tool, words with the same meaning can be grouped together. The prominent themes studied by previous researchers on SME during the COVID-19 pandemic were adoption,

performance, supply chain distribution, and resource themes, according to the results of data analysis obtained from the 93 papers. As a result, it's reasonable to conclude that this is the entire emphasis of research on this subject. This is further illustrated in (Figure 3), particularly with regard to the large variable. Because the small medium firm during the COVID-19 pandemic is a very complex multi-dimensional system that crosses many themes, it is crucial to pay particular attention to phrases like performance, supply chain, and creativity, which are also important. Based on these findings, small enterprises should pay attention to distribution channels, performance, employment, genuine value, and adoption during the COVID-19 pandemic. This research looks at the time period from early 2020 to early 2021, and the literature supplied is just for COVID-19 (Chung-Ying 2020).
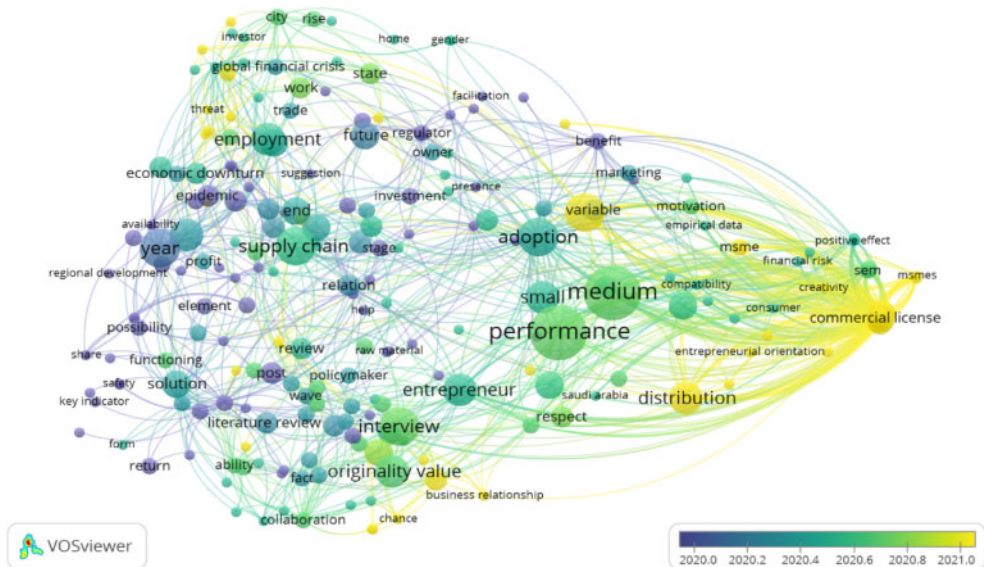
Figure 3.   During the epidemic COVID-19, the primary theme in SMEs, 2021.

4   CONCLUSION

This review study focuses on small and medium-sized businesses, with five key issues that are divided into five clusters. In addition, it shows that 79 articles were collected from the Scopus database. The review with VOSviewer revealed that there are five idea clusters: Cluster 1 is concerned with SME adoption; Cluster 2 is concerned with ability, awareness, and business model innovation; Cluster 3 is concerned with consumers and distribution; Cluster 4 is concerned with information technology; and Cluster 5 is concerned with efficiency and profitability. Furthermore, the major themes investigated by previous researchers are divided into five categories: SME adoption, performance, consumer, and innovation.

   This research contributes to the mapping of small and medium businesses during COVID-19 pandemic studies, which gives an overview of the most prevalent topics. This article, in particular, explains the role of small and medium businesses in surviving, particularly during the COVID-19 pandemic. Finally, good small and medium firm management encourages collaboration across domains, such as government, private sector, and society. Looking at performance and developing innovations, particularly in the use of information media, are crucial for the management of small and medium businesses. Small and medium-sized businesses also require government aid, particularly in the form of policies that encourage their performance, particularly during the COVID-19

pandemic. People, particularly those who use small and medium-sized business products, must also contribute to the industry's long-term viability. The study's weakness is that the articles it examined were all sourced from the Scopus database, therefore there is no comparable data. As a result, the next study will need to employ a comparative analysis strategy that includes both the Scopus and the Web of Sciences (WoS) databases.

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The brutal killing of Muslims at Al Noor Mosque, Christchurch, New Zealand: A study of media news discourse Theo van Leeuwen's exclusion discourse analysis model on kompas.com news

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ABSTRACT: When it comes to mainstream media coverage of Islam, both Indonesian and global media are biased. Especially if circumstances occur that result in societal disputes involving Islamic organizations, and non-Muslims are the victims. Even the media has contributed to the creation and reinforcement of stereotypes that Islam is synonymous with violence, terrorism, and intolerance. Many new media outlets operate in the same way; however, the bulk of them focus on the negative or sensational aspect of things rather than reporting on the realities. On March 15, 2019, Muslims were murdered inside the Al Noor Mosque in Christchurch, New Zealand. The catastrophe claimed 200 people as victims, 51 of whom died (Fadhil 2019). Following these events, most Muslims expect that media reporting will take on a more positive tone, so it may influence people's perceptions of Muslims in the same way. The media will keep itself from taking a biased and anti-Islam posture. Muslims were victims of the atrocity, yet they acted just passively. What is the structure of the media's coverage of the incident? The researcher used Theo van Leeuwen's critical discourse analysis method, particularly the exclusion method, to solve this question. While the focus of this study is on the media coverage of KOMPAS.com as a representation of Indonesia's mainstream media, by using the nominalization and passivation methods to frame the news text, we revealed that KOMPAS.com did not present actors who were directly involved in the occurrence, particularly from the Muslim perspective or victims. As a result, readers do not obtain a full image of the condition of Muslims who became victims of this brutal act. The intensity of this media's response to the victims was not significant at all, and it has taken to bias against the victim actors who were Muslims. According to the findings of the study, KOMPAS.com denied the existence of Muslims as the majority of the population in Indonesia while compiling a news discourse about the brutal murder incident at the Al-Noor Mosque in New Zealand.

Keywords: news reporting; critical discourse analysis; exclusion

1 INTRODUCTION

The mainstream media in the United States (Powell 2018), Europe (Faimau 2016), Australia (Ghauri & Iqbal 2017), and New Zealand (Rahman & Emadi 2018) were always negative and unfair in their coverage of Islam and Muslims before the massacre of Muslims at the Al Noor Mosque in New Zealand. By marginalizing and nominalizing Islam and its adherents, they delegitimize it and its adherents. This reporting model is used not only by the western media but also by the Indonesian media, which is just as eager to corner Islam and Muslims as the West.

Muslims were praying in the Al Noor Mosque when they were brutally shot, resulting in 200 victims, 51 of whom died. The news from New Zealand should have been much more enthralling. However, almost all the media, including Indonesian media, paid only mediocre attention to the issue. The word Muslim is rarely used as a pronoun for victims of the massacre in the media. The media also prefers to use euphemisms such as "shooting" instead of "murder." The goal of this

study is to learn how KOMPAS.com created a news discourse about the Muslim massacre at the Al Noor Mosque in New Zealand. To achieve that aim, researchers used Theo van Leeuwen's critical discourse method.

1.1 *Media frames and battles of interest*

Media construction is the definition of the reality of events or facts that have news value, carried out by parties with influence over the media's work process. The parties in question are media workers, financiers, politicians, and interest groups. This definition reflects the media's interests and alignments. When we say that a media product is news, we can also say that the emergence of news cannot be separated from the interests of the parties involved in the media's work. As a result, any message conveyed by the media can explain values, ideology, what interests are carried, and for whom.

Constructionists view the media as agents of reality construction (Adoni & Mane 1984; Gamson et al. 1992; Vanja & Plavšć 2017). As a construction agent, media is not a free channel, it is an agent that defines reality. News or opinions presented by the media can indeed describe reality, but not a value-free reality (objective reality). Because the media also construct this reality based on their perspective, news or opinions conveyed by the media are the results of a dialectical process between journalists, editors and media owners, and the authorities with facts (events). Each party involved in the dialectic has a conception of the facts or the reality of the events to be presented through the media. This conception is what they use to interpret the reality of events. Henceforth, the results of this interpretation become the basis for them to construct (define) the reality of factual events into media realities in the form of news and/or opinions conveyed to the public. Thus, it can be said that the news or opinions presented by the media are not a reflection of the real reality, but only an artificial reality compiled by the media. Therefore, it is often referred to as media reality.

Deep beneath the surface of everyone's conception is a belief in a set of values that serve as a guideline when compiling a conception. The values in question can be social, political, economic, cultural, ideological, or religious in nature. If the individual is a media worker or has an interest in the existence of the media and has the power to influence media content, he or she will also determine the color and shape of the media discourse.

A value that is believed by a person or group of people can color the perception and conception of that person or group of an object or phenomenon. Behind that, the background of the interests of a person or group also influences the formation of their perceptions and conceptions. Therefore, perceptions and conceptions can be considered as expressions of the beliefs and interests of a person or group.

According to the media framing of an event, there is a dialectic that occurs in the process of producing media messages. It's a form of a battle of interests between parties who have an interest in the role, function, and power of the media. History has proven that the media have tremendous power in channeling interests. Media news is a form of conflict of interest. Mastery of the media is a strategic matter for realizing interests because the media determines what is important and what is not important to the public among the various issues or problems that are present in public discourse (Santoso 2014).

With the reporting framework that was developed, the media consciously constructed facts on the ground to become messages and then made judgments according to their wishes. So it is not surprising that the same fact can be judged from a different angle by each media. The appraisal process is very smooth so that the audience does not realize that they are being led to assess or view the problem according to the wishes of the media consumed. In the end, the issues framed by the media turn into public issues. Here the agenda-setting theory applies, namely the adjustment of the public agenda refers to the media agenda; the public interest is defined by the interests of the media or by the interests of certain parties by utilizing the media.

The media assessment begins with the *newsgathering* process when a journalist faces realities on the ground. When in the field, journalists consciously select and highlight some of them, and

set aside (even negate) some of the others, from the reality of the events they face as news material. This process continues at the editorial desk. The editor-in-chief or editorial board will select and evaluate again which parts of the reality of events are worthy of being reported and framed in what kind of perspective or interests or whose interests.

1.2   *Theo van Leeuwen and media representation*

Stuart Hall dkk. (2003) mendefinisikan representasi sebagai "produksi makna dari berbagai konsep pemikiran yang disampaikan melalui bahasa" (production of meaning of concept in our mind through language). Dalam representasi Hall, ada tiga pendekatan: reflektif, intensional, dan konstruksionis. According to a reflective approach, the meaning conveyed by language or communication messages is like a mirror that reflects something (object, person, idea, etc.) exactly as it is, according to its original meaning (true meaning). The meaning contained in a language text is based on the author's or speaker's explanation using an intentional approach. Meanwhile, the constructionist viewpoint holds that everything has no meaning until we construct a meaning for it. In the context of media messages, the media do not intervene in the meaning of events in the first approach. The media is only a means of communicating an event to the general public. Meanwhile, the media attempts to "intervene" in the second and third approaches. Even according to the constructionist viewpoint, in the second and third approaches, the media have complete authority to construct the meaning of a news event.

Theo van Leeuwen (1996) developed the critical discourse analysis (CDA) method for media text research. The method has two techniques or models. They are inclusive and exclusionary models. This model is a method for explaining how an object, figure, or community group is portrayed in the media. When the media focuses on how a subject or actor is "included" (displayed) in a media text, the act of inclusion occurs, whereas exclusion occurs when the media acts "to put out" a subject or actor who is involved in a news event or news text.

1.3   *Media and Islamic representations*

For the Muslims, Islam is not only believed to be the way of life but also believed to be the perfecting religion of the previous heavenly religions. On the other hand, for the West, the non-Muslims, Islam is more often understood differently. Islam is not only seen as the other but is also associated with certain stigmas, prejudices, and stereotypes, namely as a religion that is pro-violence, and a hotbed of terrorism.

Many international media often narrate Islam in a negative, biased and stereotypical manner. Islam is often used as the accused party to be blamed if, for example, there are cases of violence committed by Muslims. Therefore, this case of violence was then used as a momentum to carry out a black campaign against Islam. By supporting mass media and internet-based media, the western group has been carrying out propaganda to discredit Islam. Islam is described as a religion that is violent, bloodthirsty, hates the progress of others, a religion that is anti-human rights, a religion of terrorism, and another negative stigma (Skikri 2020). Especially in western countries, Muslims who are minority citizens are very helpless in facing hegemony and negative media campaigns.

When violence with a religious background (between Islamic and non-Islamic) was covered in the media, Muslims were often disproportionately blamed. The media wields power over the news and instills that power in the public's minds through a discourse structure that they created. The weekly news magazine Tempo in the main report (edition of 4–10 July 2016), claimed that many incidents of religious violence were carried out by groups with Islamic backgrounds (Fadil & Yudhapramesti 2019).

Asrinda Amalia and Aidil Haris discovered the same thing while researching the two largest online media in Indonesia, namely tribunnews.com and detik.com, editions 8–26 August 2019, related to terrorism reporting. According to the findings of the study, the mainstream media is caught up in the west's Islamophobic discourse. They found that the two media were also building a

news discourse that flowed Islamophobia through the news text indefinitely. As a result, it happened that the media was trapped in an attempt to discredit Islam. Most frequent coverage of terrorist cases dominates media news base on the Islamophobia approach, while many activities of peaceful Muslim groups are frequently overlooked (Amalia & Haris 2019).

2   METHOD

This study employed a qualitative media text analysis method, specifically Theo van Leeuwen's critical discourse analysis model. Van Leeuwen's critical discourse analysis includes two elements of analysis: inclusion and exclusion. In this study, only the exclusion method was used. This method seeks to determine how and why social actors involved in a news event are removed from the news frame. As a result, three exclusion questions from van Leeuwen must be answered by this researcher, namely:

a. Are there any media that remove the actors in reporting using passive sentences? (passivation).
b. Is there any media effort to promote certain actors and eliminate other actors by changing verbs into nouns or removing object elements in sentences? (nominalization)
c. Is the subject or actor removed by using or adding clauses? (substitution/arrangement of clauses)

This study aims to reveal the practice of news discourse used by KOMPAS.com media in reporting the murder of Muslims that occurred on March 15, 2019, at the Al-Noor Mosque and the Linwood Islamic Center Mosque in Christchurch City, New Zealand. The selection of KOMPAS.com media as an object of research is based on several considerations, among others, KOMPAS.com is a form of digital media owned by Kompas Daily. The daily newspaper is one of the mainstream media in Indonesia and has long been recognized as a highly credible media. Kompas Daily is often used as a reference in journalistic practice and is even imaged as reading for educated circles in Indonesia. The news was published in KOMPAS.com media on the first day of the attack, March 15, 2019.

3   RESULTS AND DISCUSSIONS

3.1   *Exclusion discourse result*

The next analysis was to use the exclusion method from Theo van Leeuwen. Of the three exclusion discourse techniques introduced by van Leeuwen, namely passivation, nominalization, and addition of clauses, it is evident that only two techniques are widely used by KOMPAS.com. The most frequently used by this media was the nominalization technique, followed by passivation. Meanwhile, no substitutions or additional clauses were found. The following are the results of the complete analysis:

3.2   *Nominalization*

Of the 45 headlines presented by KOMPAS.com on the first day (March 15, 2019), about the terrorist attacks against Muslims who were performing Friday prayers at the Al Noor Mosque and the Islamic Center of Christchurch, New Zealand, most used the *nominalization* technique. The words most often used to carry out the nominalization are the words: shooting. With the use of the word, the existence of the perpetrator is excluded, that is, it is not presented in the news text. Even when the terrorist has been arrested and his identity is clear, KOMPAS.com has never used the name of the perpetrator (Brenton Tarrant) in the headline. Thus, intentionally or unintentionally, this online media has removed the perpetrators and their sadistic actions using the nominalization exclusion technique.

Likewise, with the use of the word *terrorist.* Of the 45 news stories, only once was this media brave enough to use the word *terrorist* as a headline (news on. 11): *New Zealand Mosque Shooting Terrorist Intentionally Comes from Australia to Carry Out.* The remainder of the inclusion of the word *terrorist, terror,* or *attack* in the headline or news text is sole because of a direct quote from the statement of the news source. This is also in the form of statements from resource persons who respond to or comment on the terror incident, not telling stories about terror actors and terrorist victim actors. And the resource persons referred to are third parties, almost all of whom were in Indonesia and not directly involved in the massacre.

3.3 *Passivation*

There are seven articles written by KOMPAS.com using *passivation* techniques, in reporting about the dark events that befell Muslims in New Zealand, March 15, 2020. The passive sentence used is to add a verb (predicate) with the beginning "di" or "ter" (Indonesia affix). For example, the first news that was revealed was entitled: *Sounds of Shots Can Be Heard Near a Mosque in New Zealand* (Suara Tembakan Terdengar Dekat Sebuah Masjid di Selandia Baru). Reading this news one does not obtain a clear picture of why it happened, how it happened, who were the perpetrator actors, and who were the victim actors. Likewise, in the second news, entitled: *Mosques in New Zealand were shot, a number of people were reported dead* (Masjid di Selandia Baru Ditembaki, Sejumlah Orang Dilaporkan Tewas), the headline *(Lead)* only mentions: *a man opened fire on a mosque ....* The same is true of the other stories.

By carrying out the technique of passivation, the reader cannot know the position and actions of the perpetrator and victim actors involved in the reported events, because they have been hidden by the media. Only on the 14th news entitled: *The Shooting of the Mosque in New Zealand, These Facts That Successfully Collected,* did the KOMPAS.com media quite clearly present the perpetrator actor. It was written in the headline: *Terrorists committed insane acts by carrying out brutal shootings against congregants of two mosques*. There you can see the presence of the perpetrator and and the victim actor.

3.4 *Discussion*

The results of the analysis of the exclusionary discourse as described above provide evidence that KOMPAS.com, intentionally or not, has excluded the actors involved in the massacre of Muslims by terrorism at the Al Noor Mosque and the Linwood Islamic Center in Christchurch City, New Zealand, from inside the revealed news. The discourse method used to exclude these actors is the nominalization and passivation techniques. With this method, the reader is not able to easily find the actors involved in news events. The actions of the perpetrators get a sufficient description, even if only once and at a glance, the profile of the terrorists is shown. But there is no explanation about the profile of victims in particular and community profile of Islam in New Zealand in general. Not only does it lack a clear presentation of the perpetrator actors in news discourse, but KOMPAS.com also does not display the whereabouts and fate of the victim actors. This can be proven based on the use of words in the news text and the headlines. There KOMPAS.com mostly uses the words: "victim" or "shooting victim" or "many people…" but the identity of the actor who became the victim wasn't displayed. The only mention of the victim actor is "congregation in the mosque." There is no mention of Islam or Muslims. KOMPAS.com has not mentioned the words, for example, *"many Muslims have become victims ... "* or *"dozens of Muslims have become victims ..."*

Even KOMPAS.com's first and second reports, which were written about 2 hours after the incident, made no mention of the victims. In contrast, the media explicitly stated in the news text what the perpetrator's killer did. KOMPAS.com purposefully avoided putting pressure on the fact that there had been a heinous terrorist attack on Muslims who were performing Friday prayers while observing the construction of the news that was released. The construction of news discourse, as discussed above, can occur due to a variety of factors, including, among others, (1) the prevention

of Muslim sentiment that may lead to mass acts; (2) the ideology of the Kompas Group is not affiliated with Islam; and (3) it is not ruled out that this media has an Islamophobic attitude.

4 CONCLUSION

Based on the findings of the data analysis and discussion above, the following conclusions can be drawn: By failing to present the killer and victim actors in the reported incident, in which dozens of Muslims were killed and injured, KOMPAS.com has denied the existence of its readers in Indonesia, who are predominantly Muslim and have a strong interest in this case. That demonstrated that KOMPAS.com did not take sides with Muslims who were severely harmed while reporting the event (at least on the first day of the incident). It could also be argued that KOMPAS.com overlooked the existence of Indonesian Muslims. KOMPAS.com does not consider the massacre of Muslims at Al-Noor, New Zealand to be an extraordinary event. The focus and attention given to this media's reportage were only mediocre.

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How did Islamic banks do during the pandemic?

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ABSTRACT: This paper aims to compare the performance between Islamic banks and conventional banks during the COVID-19 pandemic. The performance of both banking system is measured using four ratios: CAR, ROA, NPF/NPL, FDR/LDR, taken from the Financial Services Authority from May 2019 to August 2020. This paper uses descriptive analysis and independent t-test analysis. The results show that there are significant differences in bank health between conventional banks and Islamic banks. In a pandemic condition, CAR, ROA, FDR/LDR ratios in conventional banks are healthier, while in Islamic banks, the NPF/NPL ratios are healthier.

Keywords: Islamic bank; conventional banks; bank financial ratios; covid-19.

1 INTRODUCTION

The economy can provide opportunities for humans to meet their daily needs, i.e., their primary, secondary and tertiary needs. Therefore, if the economy in a country is heavily affected, it will decrease a country's stability (Nasution et al. 2020). The economic system is a system used by a country to allocate resources, both to individuals and organizations in that country. However, the world is currently being hit by a severe disaster, the outbreak of Corona Disease 2019 or COVID-19. The World Health Organization (WHO) explained that COVID-19 is a virus that infects the respiratory system in humans. The first case of COVID-19 appeared in Wuhan on December 30, 2019. The virus has spread rapidly across the world, including to Indonesia. Indonesia is currently feeling the impact of COVID-19 from an economic perspective. The Minister of Economy said that economic growth could be depressed to a level of 2.5% to 0%. It will not happen if a suitable and appropriate prevention strategy is implemented to overcome the problem (PH et al. 2020)

One of the factors affected by COVID-19 from an economic perspective is the banking sector. The regulation from Financial Services Authority (2021) number 11/POJK.03/2020 concerns the national economic stimulus as a policy on the impact of the spread of COVID-19. COVID-19 has a direct or indirect impact on the performance and capacity of debtors, including micro, small, business debtors, and medium enterprises (MSMEs), which can potentially disrupt banking performance and financial system stability, thus affecting economic growth. Therefore, to encourage the optimization of the banking function, to maintain financial system stability, and to support economic growth, the economic stimulus policy is needed as a countercyclical impact on the spread of COVID-19.

When the financial crisis hit Indonesia in 1998, many banks experienced bankruptcy. It is possible that the COVID-19 pandemic may cause the same thing. Therefore, this research was done to know the current condition of Indonesian banking, especially conventional banks and Islamic banks. We can find out the condition of a bank's health performance by comparing the capital adequacy ratio (CAR), profitability (ROA), liquidity (LDR), and earning asset quality (NPL), which can be seen in Figure 1.

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	SYARIAH	ROA KONVENSIONAL	ROA SYARIAH	NPF KONVENSIONAL	NPL SYARIAH	FDR KONVENSIONAL	LDR SYARIAH	KONVENSIONAL
Dec-19	20,59	23,40	1,73	2,47	3,23	5,73	77,91	93,36
Jan-20	20,29	22,83	1,88	2,70	3,46	6,24	77,90	92,50
Feb-20	20,47	22,33	1,85	2,49	3,38	6,24	77,02	92,55
Mar-20	20,36	21,67	1,86	2,57	3,43	6,40	78,93	92,18
Apr-20	20,47	22,08	1,55	2,34	3,41	6,56	78,69	90,94
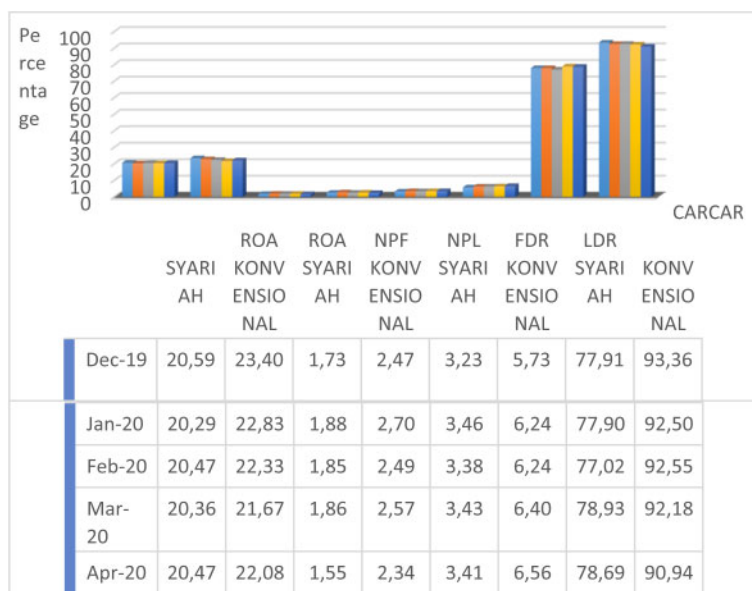
Figure 1. Financial performance of conventional banks and Sharia Banks, December 2019 to April 2020.

1.1 *The data source is processed in 2021*

Dangnga and Haeruddin (Dangnga & Haeruddin 2018) said that banking failures could occur due to a systematic bank explaining a situation when one party has information that is not balanced with the information chosen by the other party. It makes it difficult for depositors to judge which banks are unhealthy and which are healthy. A banking crisis occurred in the financial system, which disrupted banking activities in terms of economic activity. If banking conditions are not usual or healthy, then the country's economic activities will be threatened. Therefore, banking activities have become one of the centers of attention in the sector that can easily steal the attention of governments in various countries.

Banking crises have been experienced in Indonesia. According to Heri Sudarsono (Heri Sudarsono 2009), in 2008, Indonesia experienced a financial crisis that caused a decline in people's purchasing power and a decline in exports. It caused a decrease in the ability of entrepreneurs to pay their obligations to banks (Pinasthika Arka Anggara 2016). In 1998, there was also the most significant financial crisis in the banking world, especially in Indonesia. The phenomenon of bad credit was booming so that it affected customer trust in banks.

According to Sutrisno (Dangnga & Haeruddin 2018), financial performance is a financial activity carried out to report financial statements in the form of profit and loss and balance sheets. It is necessary to evaluate the company's performance through several ratios to anticipate the excess or lack of funds.

1.2 *Capital Adequacy Ratio (CAR)*

Buyuksalvarci et al. (2011) state that each commercial bank must maintain adequate capital funds to minimize unwanted things from happening in the future (Anjani 2014). Capital adequacy can also be adequate and protect banks when experiencing losses from unexpected operational activities. Muljono et al. (Muljono Teguh Pudjo 1999) explained that the Capital Adequacy Ratio (CAR) is a measuring tool for fulfilling a bank's capital obligations. The capital of a bank affects the ability of a bank to run efficiently. If the bank has capital that can reduce losses, it can be said that the bank

has managed all its activities efficiently. According to the regulation Bank Indonesia (2013) No. 15/12/PBI/2013, the minimum capital that a bank must have is 8%. Apart from being the primary source of financing for operational activities, capital also can overcome the possible risk of loss. If the CAR value is higher, the banking capacity will be better in facing a possible risk of loss.

Agustiningrum (2013) stated that the existence of this ratio can be a measure of the effectiveness of a company. One of the profitability ratio measuring tools is the Return on Assets (ROA), which is used as a measure of the ability of banks to generate profits by comparing the total assets of the banks. Based on a circular letter, No. 6/23/DPNP/2004, the comparison between profit before tax to total assets can be measured by ROA. Bank Indonesia has set a minimum ROA value of 1.5%, for a bank to be said to be in a healthy condition. Not only providing credit, ROA is also a source of income for vulnerable activities to the risk of causing bankruptcy.

Diyanti and Widyarti (2012) stated that the performance value has a negative relationship is the ratio of non-performing loans (NPL), which can measure the failure of a bank in managing a business. The higher the NPL value, the greater the credit risk borne by the bank. Circular letter Bank Indonesia (2004) No. 13/24/DPNP/2011 states that credit risk is the possibility of failure of the debtor and/or other parties in fulfilling obligations to the bank. Before granting credit, banks are required to provide prior information to identify potential customers who can carry out their obligations to the bank to minimize credit risk. Bank Indonesia Circular Letter (2013) No.15/2/PBI/2013 states that the minimum value to determine the health condition of a bank is 5%.

1.3 *Liquidity ratio (Liquidity)*

Bank performance that has a positive relationship is also obtained from the profitability ratio. The performance that has a positive relationship is the Liquidity Ratio. According to Rudianto (2013) liquidity includes bank operations that have a company performance measure that can meet all maturing debts (Cashmere 2012). Loan Deposit Return (LDR) is a tool for measuring the ratio of credit a bank has given from public funds and the capital itself used (Hutagalung et al. 2013). If the LDR value is higher, more profit is generated by the bank by channelling credit effectively, and the results of bank performance will increase. It can be concluded that the value of the LDR ratio will affect bank performance. Based on the Regulations Bank Indonesia (2013) No. 15/7/PBI/2013, the loan to deposit ratio in banks is between 78% and 100%. The high LDR results prove that financial institutions have reached a condition where they are incapable of fulfilling their obligations.

Rachman et al. (2020) compared conventional banks and Islamic banks in the aspect of financial performance using financial ratios. This study indicates that the financial performance in terms of the NPL, ROA, and BOPO ratios of conventional banks is better. In contrast, the financial performance in terms of CAR and LDR ratios of Islamic banks is better. The comparative studies also occur in other Islamic countries such as Bahrain. Parashar and Venkatesh (2010) looked at how Islamic banks performed during the global financial crisis. The study showed that Islamic banks suffered more than conventional banks during the global financial crisis in 2009 in terms of capital ratios, leverage and an average return on equity. At the same time, conventional banks suffered more than Islamic banks in terms of average return on assets and liquidity. Vivin and Wahono (2015) produced an analysis that compares the financial performance between Islamic commercial banks and conventional commercial banks in Indonesia for the 2013–2016 period. The test results using financial ratios show that Islamic commercial banks have better performance in terms of NPL, LDR, and BOPO ratios. In contrast, in terms of CAR, conventional commercial banks' ROA has better performance.

According to the Law of the Republic of Indonesia, Number 10 of 1998, Kasmir (2013) stated that banking has two types of operations: conventional and/or based on sharia principles. Where the banking services provided are general. Commercial banks are commonly known as commercial banks.

Table 1. The differences between conventional banks and Islamic banks.

Conventional Bank	Islamic Bank
Principled banking economy.	Sharia principles are carrying out banking activities.
Using interest as the profit saved by the customer.	Using a profit-sharing system to substitute interest. Because in Islamic law, interest is haram
The giving of interest was agreed upon from the start	Profits for the results will be adjusted to the policies of each bank. However, the amount can be affected by the condition of the bank.
The interest earned does not affect the economic situation faced by the bank.	The profit that the customer gets depends on the condition of the bank.
	If the condition is good, the results will be comparable

Source: Rika and Jambi (2019).

2 METHOD

Descriptive analysis techniques are used to determine the lowest (minimum), highest (maximum), average (mean) and standard deviation values of the studied variables, which are processed through SPSS.

The independent sample t-test technique is used to explain the comparison ratio between conventional banks and Islamic banks. The following formula is used for the independent sample t-test technique:

$$thitung = \frac{X_1 - X_2}{\sqrt{\frac{(n_1-1)s_1 2+(n_2-1)s_1 2}{n_1+n_2-2}\left(\frac{1}{n_1}\right)\left(\frac{1}{n_2}\right)}} \tag{1}$$

xi: average score/value of group i ni:: number of respondents group i si^2: variance of group i scores.

This research data comes from Indonesian Banking Statistics and Sharia Banking Statistics published by the Financial Services Authority (OJK) using monthly data before and during COVID-19, starting from May 2019 to August 2020.

Hypothesis testing criteria:

If, then H0 is rejected $t_{hitung} > t_{tabel}$

What can be explained is that there is a significant difference between Capital Adequacy On Asset, Return On Equity, Non-Performing Loan or Non-Performing Financing, Loan to Deposit Ratio or Financing to Deposit Ratio.

If, then H0 is accepted $t_{hitung} < t_{tabel}$

It can be explained that there is no significant difference between Capital Adequacy On Asset, Return On Equity, Non-Performing Loan or Non-Performing Financing, Loan to Deposit Ratio or Financing to Deposit Ratio.

Then:

H0, $\mu 1 \neq \mu 2 =$ There is a significant difference in bank performance between Islamic banks and conventional banks.

H0, $\mu 1 = \mu 2 =$ There is no significant difference in bank performance between Islamic banks and conventional banks.

3 RESULT AND DISCUSSIONS

3.1 *Capital Adequacy Ratio (CAR) 19*

After conducting the research, it can be seen that the results of the descriptive statistical analysis that for Islamic banks the CAR ratio has a minimum value of 19.56% with a maximum value of 21.2%. The mean variable value of Islamic Bank CAR is 20.3731 with a standard deviation of

Table 2. Descriptive statistical analysis.

| Rasio | N | | Bank Syariah | | | | Bank Konvensional | | |
		Minimum	Maximum	Mean	Std.	Minimum	Maximum	Mean	Std. Deviation
CAR	16	19.56	21.20	20.3731	0.43377	21.67	29.93	22.8975	0.65849
ROA	16	1.36	1.88	1.6162	0.16532	1.90	2.70	2.3569	0.25573
NPF/NPL	16	3.23	3.49	3.3838	0.0758	5.53	7.21	6.2569	0.55177
LDR/FDR	16	77.00	82.01	79.5769	1.46592	85.38	96.19	92.0338	3.25629
jumlah	64	101.15	108.58	104.95	2.14081	114.48	136.03	123.545	4.72228

Source: Data processed by SPSS (2021).

Table 3. Independent sample t-test.

| Rasio | Levene's Test for Equality of Variances | | *t*-test for Equality of Means | | |
	F	Sig.	t	dF	Sig. (2-tailed)
CAR Equal Variance Assumed	5.672	0.024	−12.806	30	0.000
Equal Variance not Assumed			−12.806	25.955	0.000
ROA Equal Variance Assumed	3.256	0.081	−9.729	30	0.000
Equal Variance not Assumed			−9.729	25.674	0.000
NPF/NPL Equal Variance Assumed	25.59	0.000	−20.635	30	0.000
Equal Variance not Assumed			−20.635	15.566	0.000
FDR/LDR Equal Variance Assumed	6.965	0.013	−13.953	30	0.000
Equal Variance not Assumed			−13.953	20.84	0.000

Source: Data processed by SPSS (2021).

0.43377. For the conventional bank CAR variable, the minimum value is 21.67 with a maximum value of 29.93%. The mean variable value of the CAR of Conventional Banks is 22.8975 with a standard deviation of 0.65849. Variance not assumed (the two variances are not the same). T-stat for CAR with equal variance not assumed (the two variances are not the same) is –12,806 with probability 0.

According to Alam and Nohong (2019), Capital Adequacy Ratio is a ratio used by banks to determine the risk of loss likely to be experienced in the future. So, the higher the CAR value obtained, the better the bank can bear the risk of any risky credit. It can be seen from the mean results of the two banks that the mean value of conventional banks is 22.8975 while the mean value of Islamic banks is 20.3731. Because the results obtained by conventional banks are more significant than Sharia banks, conventional banks are proven to be healthier than Islamic banks in bearing the credit risk that will occur.

The results of this study are consistent with Wahyuni and Efriza (2017), who stated that the there is a significant difference in CAR between Islamic banks and conventional banks. The result is also supported by Sovia et al. (2016), who stated that the mean value of conventional banks is greater than Islamic banks. It can be concluded that conventional banks are healthier than Islamic banks.

3.2 *Return On Asset (ROA)*

The descriptive statistical analysis of Islamic banks on the ROA ratio has a minimum value of 1.36% with a maximum value of 1.88%. The mean variable value of the ROA of Islamic Banks is 1.6162 with a standard deviation of 0.16532. For the conventional bank ROA variable, the minimum value is 1.90%, with a maximum value of 2.70%. The mean variable value of ROA of Conventional Banks is 2.3569 with a standard deviation of 0.25573. The results obtained from the independent sample

t-test show that F count for ROA is 3.256 with a probability of 0.081 because the probability is above <0.05. The basis used is equal variance not assumed (the two variances are not the same). T-stat for ROA with equal variance not assumed (the two variances are not the same) is −9.729 with a probability of 0.000; because the probability <0.05 then H0 is rejected and H1 is accepted to be true,

According to Fahmi (2013), Return On Asset is a ratio used as a tool to measure the extent to which investment has the potential to get a return on what is expected by the bank. If the ROA value is high, the better the asset activity is to get net income. It can be seen from the mean results of the two banks, that the mean value of conventional banks is 2.3569 while the mean value of Islamic banks is 1.6162. Because the results obtained by conventional banks are greater than Islamic banks, conventional banks are proven to be healthier than Islamic banks.

The results obtained in this study are supported by research (Umardani & Muchlish 2017) which states that the value of the ROA ratio on the performance of Islamic banks and conventional banks is a significant difference, and the mean value of conventional banks is greater than Islamic banks. It can be concluded that conventional banks are healthier than Islamic banks.

3.3   *Non-Performing Loan/Non-Performing Financing (NPL/NPF)*

On the results of the ratio of Non-Performing Loans/Non-Performing Financing for descriptive analysis of Islamic bank statistics on the NPF ratio a minimum value of 3.23% with a maximum value of 3.49%. The mean variable value of the ROA of Islamic Banks is 3.3838 with a standard deviation of 0.0758. For the NPL variable of Conventional Banks, the minimum value is 5.53%, with a maximum value of 7.21%. The mean variable value of the NPF of Conventional Banks is 6.2569 with a standard deviation of 0.55177. The results obtained from the independent sample t-test show that the F count for NPF/NPL is 5.672 with a probability of 0.024. The probability is above <0.05, the basis used is equal variance not assumed (the two variances are not the same). T-stat for NPF/NPL with equal variance not assumed (the two variances are not the same) is –20,635 with a probability of 0.000; because the probability is <0.05 then H0 is rejected, and H1 is accepted to be true,

According to Ali (2004), the Non-Performing Loans ratio of the ratio of total loans extended to total non-performing loans in percentage form. NPL is used to indicate credit risk. The greater the NPL ratio, the worse the credit quality of the bank. On the other hand, if the NPL ratio is low, the lower the risk of non-performing loans. It can be seen from the mean results of the two banks, that the mean value of conventional banks is 6.2569 while the mean value of Islamic banks is 3.3838. Because the results obtained by conventional banks are greater than Sharia banks, Islamic banks are proven to be healthier than conventional banks in bearing the risk of problem loans.

The results of this study are in line with research from Yuni et al. (2019) which stated that the performance value of the NPF/NPL ratio between conventional banks and Islamic banks has a significant difference and states that the mean value of Islamic banks is lower than conventional banks. It can be concluded that Islamic banks are healthier than conventional banks.

3.4   *Financing to Deposit Ratio/Loan to Deposit Ratio (FDR/LDR)*

The descriptive analysis of the ratio of Financing Deposit Ratio/Loan Deposit Ratio, ratio Sharia Bank FDR has a minimum value of 77.00% with a maximum value of 82.01%. The mean variable value of the FDR of Islamic Banks is 79.5769 with a standard deviation of 1.46592. For the LDR variable of Conventional Banks, the minimum value is 85.38%, with a maximum value of 96.19%. The mean variable value of LDR for Conventional Banks is 92.0338 with a standard deviation of 3.25629. The results obtained from the independent sample t-test show that the F count for FDR/LDR is 6.965 with a probability of 0.013. The probability is above <0.05; the basis used is equal variance not assumed (the two variances are not the same). T-stat for FDR/LDR with equal variance not assumed (the two variances are not the same) is –13,953 with a probability of 0.000; because the probability is <0.05 then H0 is rejected, and H1 is accepted to be true.

According to Darmawi (2011) the Loan to Deposit Ratio is a ratio that assesses whether the bank can repay the withdrawal of funds by relying on credit to provide the bank's liquidity by the depositor. If the FDR/LDR value is higher, the lower the liquidity will be to avoid swelling problems, and vice versa. The lower the FDR/LDR value, the higher the liquidity and the possibility of getting bigger problems. It can be seen from the mean results of the two banks, the mean value of conventional banks is 92.0338 while the mean value of Islamic banks is 79.5769. Because the results obtained by conventional banks are greater than Sharia banks, Islamic banks are proven to be healthier than conventional banks in bearing problematic liquidity.

The results of this study are in line with research from Muchlish and Umardani (2016) which states that the value of the FDR/LDR ratio results in a significant difference between Islamic banks and conventional banks and states that the mean value of conventional banks is greater than Islamic banks. It can be concluded that conventional banks are healthier than Islamic banks.

4 CONCLUSION

This study aims to compare the financial ratios between Islamic Banks and Conventional Banks according to data analysis from Descriptive Statistics Analysis and Independent Statistical T-test on performance showing differences in financial performance as seen from the following: first, Capital Adequacy (Cash Adequacy Ratio), comparison of the CAR ratio of Islamic banks and conventional banks has a significant difference. The quality of conventional bank financial performance is healthier the credit risk that will occur than Islamic banks can be seen through the mean. Rentability(Return on Asset) the comparison of the ROA ratio of Islamic Banks and Conventional Banks shows a significant difference in quality. Conventional Banks have a healthier quality ROA ratio advantage than Islamic banks, as shown through the mean. Earning Asset Quality (Non-Performing Financing/Loan), comparing the NPF ratio of Islamic banks and the NPL ratio of conventional banks, has a significant difference in quality. Islamic banks are more able to overcome the failure of an asset and are healthier than conventional banks. In terms of liquidity, FDR/LDR (Financing/Loan Deposits Ratio), there is a significant difference between the FDR for Islamic Banks and LDR for Conventional Banks. It is decided that the FDR of Conventional Banks has sufficient quality and is healthier than the LDR of Sharia Banks seen through the mean.

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Why there are so many Thrift stores in Malang, when it is an illegal business?

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ABSTRACT: This research tries to explore an irregularity that occurred in the trade sector when the COVID-19 pandemic hit Indonesia, especially in Malang. When all sectors of the trading industry experienced a decrease in trade intensity, the sale of used clothes experienced a quite rapid increase. This growth was caused by the shift of traders affected by COVID-19 to the sale of used clothes due to increased demand, while on the other hand the import of used goods was prohibited by the Ministry of Trade through MOT 51/M-dag/7/2015. Researchers found that the used clothing sales transaction had never been monitored by the relevant regional ministries so that the growth of the distribution of used clothing has never been recorded. Apart from all the rules that bind the growth of the number of used clothing trades, the community affected by the COVID-19 pandemic will survive to avoid the threat of poverty and bankruptcy.

Keywords: COVID-19 pandemic, Thrift store, Poverty

1   INTRODUCTION

The COVID-19 pandemic has damaged the Indonesian economy by up to 5.3 percent. This decline is worse than the Asian economic crisis in 1997–98. One of the most affected sectors is the UMKM trade sector, which was a sector that dominated Indonesian business units in 2016 (Hanoatubun 2020). It is estimated that the impact on the trade sector affects more than 1.5 million people. Of this number, 90 percent were laid off and 10 percent were laid off. As many as 1.24 million people were formal workers and 265,000 were informal workers. Research conducted by SMERU found that COVID-19 will make 1.3 million Indonesians poor and close hundreds of tourism-supporting UMKM. However, on the other hand it has been observed by researchers that the sales of used clothes are increasing rapidly in Malang, starting from 25 used clothing traders to more than 70 and increasing every month, becoming an anomaly when all sales sectors have decreased.

On the other hand there is a ban on imports of used clothing by the Ministry of Trade since 2015, so that making used clothing purchases is an illegal transaction that violates the law. Researchers found an increase in the trend of buying used clothes as an implication of changes in consumption patterns of people affected by the COVID-19 pandemic, as supported by various research literature (Barbara et al. 2020; Emin & Lee 2013; Nigel et al. 2010). However, on the seller's initiative side there is very little literature that discusses used clothing seller initiatives, especially in Indonesia. Overall

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research related to used goods is very limited. This research is expected to provide an overview of the current conditions in Indonesia and to develop a literature on neglected transactions.

Thrift store is a popular term and used clothing retailer store. The sale of used clothing itself has been going on since at least 60 (Arifah 2015). Generally a thrift store is a retail store that accepts donations of used clothes which are then repaired and resold for a profit, which is then used for charity such as the Salvation Army and Goodwill (Zotte 2013). But in Indonesia, the sale of used clothes is generally carried out to meet daily needs by the seller and besides that the origin of the goods and the handling process is different. Generally the used clothes available in Indonesia are imported from other countries such as Korea, China, America, and Japan.

Rahmat Gobel, when serving as trade minister, banned the import of used clothing with Minister of Trade Regulation No. 51/M-DAG/7/2015 on the grounds that it is dangerous to health because bacteria have been found within that can endanger consumers and endanger the domestic clothing industry. In addition, the used clothing import business involves smuggling networks that enter through small ports in Indonesia. It is prohibited not only by Minister of Trade Regulation No. 51 but also Law No. 7 of 2014 on trade that explicitly states in article 47 "importers are required to import goods in new conditions." Malang is obliged to implement ministerial decrees and exercise control over the used clothing trade in Malang, however inversely proportional to the social reality that occurs (Arifah 2015). A ban on imports of used clothes was issued to prevent contamination with bacteria and viruses carried by used clothes, however, the demand for used clothes always increases every year, and has become a trend in the business cycle, especially when approaching holidays, such as the month of Ramadan when Muslims in Indonesia fast, Christmas, New Year, and other holidays. Thus a distribution chain of used clothing imports was created before the government regulation on the import of used clothes was issued, and the import ban on used clothing is ignored by economic actors who play a role in the distribution of used clothes, considering that the demand is always increasing. When the pandemic hit, all trade transactions decreased rapidly, including the MSME sector, but was inversely proportional to the trade in used clothes which remained stable and continued to increase.

According to researchers' estimates, there are currently at least more than 70 thrift stores that are less than 12 months old spread across almost all sub-districts in Malang. The researcher believes that this phenomenon is a temporary trend due to increased demand for used clothing (Schonenberg et al. 2020), because the workers and workers who have been laid off must plan their expenses for an indefinite time limit (Seo & Kim 2019). Therefore the demand for cheaper clothing items is increasing rapidly, and in order to meet market needs a trend has been created. Meanwhile, considering that change seems difficult due to increased awareness of the green economy or the hobbies of the sellers themselves (Park et al. 2020), therefore in the questionnaire the researcher entered three hypotheses in order to test their effect. The questionnaire was designed in such a way as to see the encouragement of thrift store opening, thrift store revenue, origin of goods, and handling, as well as legal consequences faced by sellers and buyers. After that the researcher interviewed the owners of the thrift stores to explore the background of the thrift store owners with the criteria of a business age under 1 year.

2 METHOD

Data was collected from secondary and primary sources: secondary in the form of internet mining and data requests from the Malang industry and trade office (Martono 2012), and primary in the form of counting and direct observation at the location of used clothing sales in all districts in Malang. Descriptive quantitative analysis was used to determine the effect of the X1 green economy (Krugman 2010) X2 trend (Schweitzer & Shane 2016) and X3 Hobby seller (Donovan 2016), with a total of two question points for each variable tested using a questionnaire. The researcher provides four score points consisting of qualitative exploration (Henderson & Smale 2008) and in-depth interviews conducted after filling out a questionnaire to explore certain information series such as, "What is your opinion regarding the import ban on used clothing that has been set by

Table 1. Time series data. Increase in sellers of used clothes in Malang.

No.	Years	Secondhand clothes seller	Source data
1	2010	25	secondary
2	2015	50	secondary
3	2022	73	primary

Sources: Dariel (2010) and Samsul (2015) (observation).

Table 2. Encouragement.

No	Variable	Total score	Total Score
1	Trend	45	90%
2	Green Economic	39	78%
3	Hobby	36	72%

the government?" and several other questions that were deliberately designed to keep respondents informed. Due to limited data and a fairly short research time from March 21 to April 20, researchers used the snowball effect (Ethics et al. 2016) to form a data network. The main problem faced by researchers is the limited sample size and respondents so that researchers only had 10 respondents with three businesses over 5 years and seven under 1 year.

The data was processed using a Likert scale (Budiaji 2013); a Likert scale was chosen by considering the simplicity of the study which only tests a few variables so that it is easy and fast for the researcher's hypothesis regarding things that affect the increase in used clothing sellers. The formula used was $T \times Pn$. Then when interviewing respondents the researcher recorded and documented all incidents in stages so that they could be interpreted by the researcher by describing the results of improvised exploration.

3 RESULT AND DISCUSIONS

3.1 *New comer*

The significant increase in used clothing sellers in Malang has occurred in a very short period of time from July 2020 to April 2021. Researchers still find used clothes sellers who have just entered the used clothes sales market. In 2015 the distribution of used clothes sellers could be counted in two categories, namely those who sell in markets such as those found in the Kasin market in the Sukun sub-district, the Comboran market and the big market in the Klojen sub-district, the Mergosono area, the Kedungkandang sub-district and the Joyo area, the Lowokwaru sub-district (Arifah 2015) and those who sell in malls, with different target markets such as at MOG mall and Malang Town Square. However, when the research began, the researcher found two new used clothing sellers every 2 weeks, which were scattered in Blimbing, Kedungkandang, Lowokwaru Klojen and Breadfruit, while at the mall, the author found additions in the Olympics Garden and City Points for certain events.

From the data from direct observations by researchers, it can be seen clearly that the number of clothing shop owners continues to increase gradually. The exact number of used clothing shop owners is not certain as the local government does not monitor their development 73 used clothes sellers was a number when the research is completed, but it is likely to increase over time. close is very big considering that in the last few weeks there have been at least three used clothing bazaar events in three different places.

From the table above, it can be ascertained that trend is the most influential factor in opening a used clothing store in Malang, followed by awareness of environmental or green economic problems and hobbies. This has become very natural due to the government's economic recovery programs so that borrowing money is easy with low bank interest. In addition the trade industry affected by COVID-19 has chosen to switch to the used clothing business because there are many devotees.

3.2 *Avoiding poverty*

Researchers found that the reason for the establishment of a thrift store was not solely for profit but as an effort to maintain the economic condition of thrift store owners so as not to fall into the poverty trap. This was conveyed by the owner of the R2 store; due to the pandemic, his clothing store in Gajah Mada department store closed due to decreased sales and COVID-19. With the remaining money he conducted market research and found that sales of used clothes were "still in demand" and he switched to selling used clothes. A similar thing was discussed by a thrift friend who switched to selling used clothes because he was forced to do so. Previous clothing stores were empty of customers and had to save all capital goods and replace them with thrift stores. On average, respondents claim to be traders selling new clothes and/or people who want to trade, when talking about loans Mr. R2 admitted to taking a loan at the BRI bank and using it to get used clothes. When researchers asked about the ban on imports of used goods, almost all respondents admitted that they did not know about it or they feel they buy used clothes domestically so they are not the importers of the used good. All used clothing sellers are not part of the association or have access to legal protection; they do not feel government involvement in their business. According to Eross "there is no socialization. ..I have been here for 7 years, there is no control," Eross continued, "if I want to confiscate my goods, I will give me a job with a salary of 5 million per month." When researchers tried to ask about the consequences of selling illegal goods, used clothes sellers realized that the trend of selling used goods was increasing, and many people who want to sell used clothes so they take certain care of the used clothes they sell such as washing and ironing. Furthermore, the average income of used clothes sellers ranges from 3,500,000 to 6,000,000 per month with a capital expenditure of between 1,000,000 up to 7,000,000.

4 CONCLUSION

The results of this study can at least explain that the growth in demand for used clothing is not just an increase in business trends but an economic symptom that is rooted in resistance to poverty. It is concluded from the number of respondents who have switched from other businesses affected by COVID-19, either in the form of bankruptcy or unilateral dismissal by companies affected by COVID-19. There was a joke that was told by Eross when researchers asked about the exact number of used clothes sellers, laughing he said "as many as unemployed" used clothing import transactions should be viewed as potential local taxes due to high market potential. It is necessary to study the preferences of used clothing buyers to anticipate the tension of seizing consumers by used clothing sellers and local clothing producers.

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Habermasian reflections on the pandemic and transformational leadership

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ABSTRACT: This paper tries to do a brief critical review of the Habermasian concept regarding communicative action, seeing the pandemic and its solution steps with the critical Habermasian communication paradigm. In the history of his thought, Habermas has been critical of every guise of ideology, populist arrogance and other established attitudes. This paper will describe some of the cultural resources of Indonesian society so that it will also find a bright spot when combined with Habermasian's reflection regarding the urgency of communicative action so as to give birth to the conception of transformational leadership during the Pandemic. Indonesia, which is known for its culture and belief in the unity of socio-cultural diversity, is an absolute and necessary initial capital in reforming the rationalization of the development of a society that is now being hit by a social crisis due to the Pandemic. With Habermas' critical thinking, we can find that the epistemic attitude of citizens who have various backgrounds has a high point of effectiveness in responding to this social crisis.

Keywords: habermas; pandemic; leadership; transformational

1 INTRODUCTION

The COVID-19 pandemic has attacked various aspects of everyday life and limited the systemic actions of the system. This makes it very difficult in the self-recovery process of the system to care for and maintain its goals. It does not stop there that the problems are getting worse with forms of social change that actually lead to social disintegration. This is because the world of our lives which reproduces meaning with the daily communicative actions of society this year has found a shift in practice, even at least every practice has a theme, namely a pandemic.

Indonesia is a multi-cultural country, with various ethnic groups and religions. This means that Indonesia has so many different world views or views to achieve one goal. We call it Pancasila, which is a world-view that is able to prioritize communication-practices from the differences in society. Before going far, Indonesia has a wealth of cultural resources. We can see that various countries in the world that adhere to democracy have succeeded in reducing mortality and transmission rates by utilizing their communication practices. Even though these countries are more homogeneous with the socio-cultural background of their people, this does not provide a pessimistic symbol for a highly heterogeneous country like Indonesia. In fact, Indonesia, which is rich in culture, can be a huge asset in dealing with COVID-19.

As a democratic law state, we cannot be authoritarian by forcing equality for the heterogeneity of Indonesian society, this apart from injuring democracy, in fact becomes an additional insult to Indonesia under the pretext of Humanism. So it is necessary to find a concept that dissects humanity and finds a solution for handling the effects of a pandemic based on the heterogeneity of Indonesian society. Habermas, as a sociologist who thinks about the formulation of deliberative democracy

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and how its cultural society can have its public power, provides an interesting understanding for us in the practice of handling the effects of the Pandemic. Habermas is not someone who offers a grand narrative containing promises of Heavenly Earth for all audiences. However, it is more precise to study a philosophy from a procedural aspect by sticking to the Consensus Theory of Truth. In his thinking Habermas can offer us a fundamental human view as a solution to dealing with the effects of this pandemic.

A communicative action is an act that is truly dialogical and has a purely social character from two or more speakers and listeners who reciprocate and simultaneously make not one but three claims of validity. Habermas (1981) states that when an actor or subject as a listener receives a communicative action, an agreement occurs between at least two subjects who speak and act, for an agreement is only possible if it reaches three levels. As a forum for achieving mutual understanding, speech acts play a role: (1) to construct and refresh the relationship between the two parties, where the speaker establishes a relationship with something in the world of a valid (social) order; (2) to represent situations and events in which the speaker establishes a relationship with an existing condition; and (3) to present experiences, namely to present themself in which the speaker establishes a relationship with something in the subjective world to which they have the right to enter. Communicative action in the dimension of power is an action that is oriented toward achieving a mutual understanding through the commonality of the three worlds:

– Objective world (as a whole of all entities in which statement the truth is a possibility)
– Social world (as a whole of all valid rules of intersubjective relations)
– Subjective world (as a speaker's entire experience to which he or she has special access rights)

In communicative action, people use language as a medium of understanding. In communicative action, humans have an orientation for mutual understanding. Humans as subjects speak using the medium of language in the moral-practical dimension as well as the help of historical-hermeneutical sciences to achieve their orientation.

1.1 Rational action-purpose

Rational-Purposeful Action is an asocial-monologic action, this action is often reflected in the form of human manipulation of nature so that in this action humans are in the dimension of technical-control over nature. In this action, humans have an orientation, namely success or success over their manipulation of nature. In this action, tools are also needed to connect humans with objects in this dimension and humans as subjects who have these tools are assisted by methodological systematic advances, namely analytical empirical sciences (naturwissenschaften). Then in the discussion related to communicative action and rational action aimed at the above, there are also strategic actions. Strategic action is an action that aims or has a success orientation but is in a situation of social action. This means that there is still conversation or communication in strategic action situations, but the orientation of this action is to achieve success. In strategic action, people use language as a means of imposing their will through influencing actions.

1.2 Transformational leadership

Transformational leadership is formulated from the concept of transformational justice that was initiated by F. Budi Hardiman to answer the concept of post-secularism in multicultural Indonesia. Hardiman formulated it from the concept of the theory of communicative action and Derrida's theory of deconstructivism. This concept allows pre-political differences that exist as a particular world-view which is then attempted to obtain universailsme from world-view parts by prioritizing communicative praxis or prioritizing the communication rights of citizens.

In terms of ethnicity or ethnicity, Indonesia has various ethnic groups. Based on data from the Central Statistics Agency, the 2010 Population Census states that there are 1,331 ethnic groups in Indonesia. This multiculturalism is made possible by its unity within the framework of Pancasila as

the universal world-view of the diverse Indonesian society. Discussions related to multiculturalism will be examined more critically in relation to the social effects of this pandemic.

2 METHOD

Qualitative research is the type of research used (Mulyadi 2011). The critical paradigm is the solution chosen. In this study, which is combined with the concept of multiculturalism associated with communication theory, Habermas's critical hermeneutic theory will be used. The form and source of data used in this study are secondary data. Primary data sources include test findings and previous studies that were considered significant for this review. Accurate and systematic information is needed to interpret current data properly so that the results of the analysis collected can identify the object being reviewed. Literature analysis and internet search are the studies used in this report. Literature analysis is a method of collecting data using references to research topics from books, journals, documents, articles and statutory regulations. Searching on the Internet is a form of data collection by searching the Internet. The data analysis methodology was carried out in three stages, namely data reduction, data presentation and drawing conclusions.

3 RESULT AND DISCUSIONS

3.1 *The Habermasian perspective on the pandemic*

According to Habermas in Hardiman (2004), he stated that the rationalization of the development of society includes two basic praxes of humans, namely; praxis work and praxis communication. The rationalization in the two praxes also presupposes interests, knowledge, actions and their respective orientations. Our interest and knowledge of technical control over our nature refers to a system of rational-purpose action whereas our daily interest and knowledge of moral-practical interactions refers to a system of communicative action. Studies of findings and various forms of discussion of human manipulation of nature are assisted by methodological tools such as analytical empirical sciences for researchers in related cognitive interests while discussions,

In the rationalization of societal development, Habermas in Hardiman (2004) argues that inequality on one dimension will have a major impact on system stability, which means that development turns towards a social crisis. Therefore it is necessary to have a dimension that transcends the two dimensions (the dimension of technical control over nature and the moral-practical dimension of daily interactions) in order to maintain system stability. This dimension is the dimension of power as the maintainer of the system, which in stabilizing spikes is made possible by the handling of the moral-practical dimension that takes precedence (Hardiman 2004).

The COVID-19 pandemic is a threat from outside that comes to destroy the rationalization of the ongoing development of society. Of course, the first eroded horizon is the outer horizon of our civilization, the point is that the pandemic first attacks our material aspect, namely health. This is definitely what was attacked by the COVID-19 virus. The increasing spread of this virus has become a global study to this day (Figure 1). This indicates what Habermas calls a "social crisis" which is caused by surges in the realm of technical control which have an impact and become jumps in moral-practical which are manifested by the disruption of the normal interaction structure of humans and the social community. Therefore, Habermas calls it a social crisis.

Habermas see when a social crisis has spread and makes the system unable to maintain its goals. So what needs to be taken first of all is to resolve internal spikes or spikes in the moral-practical dimension that interfere with the daily interactions of the talking and acting subjects. scarcity of goods, disorganization and social dysfunction, criminal acts, weakening of the tourism sector, increasing poverty and unemployment. According to Habermas, the socio-economic problems that arise are because the internal nature of humans is not easy to just submit to natural objective laws. The pandemic is indeed a natural problem that has spread to become a humanitarian problem
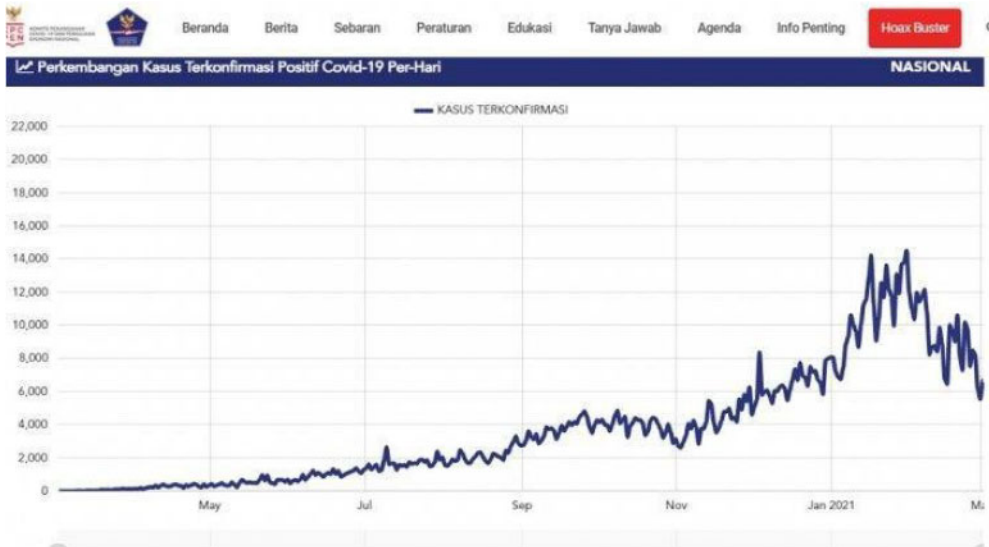
Figure 1.   Positive confirmed case per May 2021.
Source: Tribunnews (2021).

because in addition to destroying metabolism and others in the control-technical dimension, a pandemic also creates problems such as socio-economically in the realm of the moral-practical dimension which eventually creates a social crisis. Compared to the examples above, there are also civil disobedience movements that have spread which actually exacerbate the existing social crisis.

Continuing with Habermas's argument regarding the priority of handling in the moral-practical realm, the problem here is the loss of trust from the community towards the handling of COVID19.

Issues related to trust are more difficult to fix than other material planning problems. Why is that? Because again the internal realm of man refuses to simply submit to the laws of objective nature.

With the aim of a more critical study, we can analyze what is the foundation of this Habermasian thought or paradigm. Habermas sees humans in their technical-control dimension as animals using tools, in which humans act rationally and calculatively by having a success orientation with the help of the means of production and analytical empirical sciences in achieving their orientation. Civilization material is helped a lot by the instrumental ratios possessed by such a human being. The discovery of vaccines and other successful purposeful activities are forms of monologue action on nature based on this instrumental ratio.

Here we are beginning to see so many problems with the pandemic. Movements to reject masks and refuse to be vaccinated still exist today and even hate has been raging recently. Before we find a bright spot which is called the solution to the problem, it would be especially good if we first find out how Habermas's point of view sees possible knowledge This is answered with a reflection on animals using tools and animals using language. Previously, it was discussed that as animals using language, rational animals, namely humans use their purely instrumental reason in building the technical-control dimension of civilization with rational-purposeful actions based on a teleological paradigm. Then in order to enable a civilization to truly reproduce "adab" as a reflection of an order occupied by the rational subject speaking, humans as animals using language use their communicative rationality which has an orientation, namely mutual understanding in reproducing meaning. This means that rational animals that use tools and who use this language have an interest in being free from natural constraints and constraints of interaction. This interest

is called by Habermas an emancipatory interest or an interest in freedom or the interest to be free from natural constraints and interactions.

Since time immemorial humanity has not really violated the laws of nature, but what it has done is the manipulation of nature, therefore it is called million that the monologue action of animals using tools is assumed to be the act of human manipulation of nature for the human benefit of humanity itself. This is reflected in human actions in the quest to find a vaccine to tackle the pandemic. Then in the interaction many things become humanitarian studies in the moral- practical dimension or this interaction, such as the study of human communication rights, religion and increasingly advanced forms of world-view. Therefore, the two points in using tools and using language are the roots to categorize this pandemic problem.

The second paragraph in this section has mentioned the need for a third dimension as power that can control internal and external surges that lead to this social crisis in order to restore conditions so that the system can maintain and maintain its objectives. Habermas as a communicative action theorist and thinker of deliberative democracy certainly believes that this third dimension as the power in question is the style of power in a democratic state. However, Habermas did not necessarily agree with the usual democratic model. He criticized the model of democracy or the classical state model whose democracy depoliticizes the masses. The depoliticization of the masses has become an accurate fertilizer in fostering a social crisis. Of course that is what we all want to avoid. Anti-vaccine groups in the 19th century generally believed that vaccines will cause disease, smallpox vaccine contains toxic chemicals such as carbolic acid, Jenner's smallpox vaccine is ineffective, the importance of alternative medical practices, believes in the literature itself and scares people off others to stay away from vaccines (CNN 2021). Thousands of people in the UK have even rejected Lockdown and refused masks (detiknet 2020).

It can also be seen that several community movements that have resulted in social disintegration or anti-vaccine, anti-corona and anti-mask populism movements have flooded the streets; in the United States there has even been an anti-Asian movement, this movement based on racial discrimination thinks Asians are the cause of the outbreak of the coronavirus, so they must be expelled (CNBC Indonesia 2021). Of course this is not due to a lack of information from the government regarding the dangers of corona, but this is more due to the lack of trust from the public toward the government, thus giving birth to social pathologies such as poverty, panic buying, crime and the division of community groups with different perspectives with validity of existence. The government must be able to see this ideological shrouded social crisis as a threat that can exacerbate system stability. Therefore, after this we will examine how the Habermasian conception looks at society.

3.2 Two-level concept: colonization of Lebenswelt

The dimension of power cannot rationalize the development of society from internal and external surges by maintaining a system that seems oppressive, or what habermas calls systematic organized oppression. It is different from the viewpoint of Marx who has an economistic point of view with the assumption of economy as the basis created by the employer's oppression of the proletariat and sophisticated means of production being the independent variables of any political superstructure-society that stands on it. Habermas views that this era has entered into the era of *Spaetkapitaelismus* in which there is no longer open and real oppression of certain classes, therefore the mandate of the revolution is no longer directed only to the working class, but oppression occurs in all social lines of society in a systematic manner. Therefore, the mandate of the change is addressed to everyone who has a ratio by taking communication praxis such as; reflective communication patterns, rational argumentation, discourses, compromises, etc. Because that is today a prerequisite for the integration of modern society (Hardiman 2004).

To understand Habermas' perspective on systematic oppression as well as how Habermas's view of contemporary modern society, Habermas introduced the 'two-tiered concept', namely between the *lebenswelt* he developed from Edmund Husserl's ideas and a system consisting of various sub-systems (Pusey 2011). The focus of the language is on how the dimension of power maintains the system without oppressing the life-world of society because it is from this world-of-life that

communicative action is continuously reproduced. The system in modern society appears to be more dominant in the power sub-system and the market in the money sub-system and these two things are also responsible for the colonization of *lebenswelt*. This is because the flow of entry to modernity becomes smooth due to the opening of the gates allowed by the sub-system of the sub-system. Then even though the law is considered as a system of action as well as a transformer or axis between the system and *lebenswelt* (Hardiman 2010).

Returning to technical failures that have an impact on the practical moral realm in fact, namely the pandemic as a technical problem that propagates the moral-practical line so that it affects social integrity or causes a social crisis which will give birth to mass depoliticization, civil disobedience or even anomy. Regardless of the conspiracy theories that are circulating, the pandemic remains the cause of a surge in internal and external changes or technical and moral-practical controls that come from outside the system or something that does not originate purely from hegemony or administrative colonization (power) or the market (money) which applies as a sub-system of an organized system that oppresses *lebenswelt*. However, with the ability contained in 'power' as one of the sub-systems of the system that has the ability to control technical and moral-practical surges so that indeed the actions taken by the power sub-system become decisive actions for the rationality of the life-world or it even becomes a determinant of himself who has the potential to be accused of being the perpetrator of the direct colonization action of *lebenswelt*. Therefore, it is necessary to take appropriate action to deal with existing surges (Hardiman 2009). Of course, not in a totalitarian way such as rejecting criticism, depoliticizing the masses, becoming totalitarian or even violating human rights in order to neutralize the conditions of the social crisis, because this is actually confusing the moral-practical atmosphere as a new form of oppression which also reflects.

4   CONCLUSION

Transformative leadership is an ideal solution for a multi-cultural democracy because transformative leadership does not override the pre-political views of cultural society. It can be the driving force to enable the rational development of society such as the examples that have been presented. But not forgetting to prioritize communication praxis as the main element in this leadership, the modern democratic rule of law has not lost its distinction. The concept of leadership is said to be ideal because with the help of analysis from a Habermasian perspective we find that genuine communicative action is a basic human action to reflect his emancipatory interests. Leaders must be able to build public communication that invites dialogue among citizens or, at a minimum, find a point of understanding in order to accept leadership policies.

From the examples that we have seen, it can be practical information for our theoretical reflection in reflecting on the solutions to the pandemic which has become a social crisis on a global scale. So from that Habermasin's perspective can be our critical effort in responding to the pandemic. The offers from Habermas moderate the arrogance of each line which tries to create an attitude of mutual learning or in his language the epistemic attitude of secular and sacred parties in seeking answers to the outbreak of the pandemic which attacks all lines of humanity.

Finally, we find how the conception of the Habermas perspective is related to the concept of transformational leadership. This leadership is needed in a country that has cultural-based community solidarity.

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The role of readiness to change between transformational leadership and work performance in higher education during COVID-19 pandemic

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ABSTRACT: This study aimed to measure the effect of transformational leadership on the work performance of lecturers in higher education in Malang city mediated by a readiness to change during the Covid-19 pandemic that hit Indonesia in late 2020. Using a quantitative approach, data collection was done of 40 respondents using an online questionnaire. Data was analyzed using Path analysis with SmartPLS software. The result of this study was that transformational leadership has a significant effect on lecturer work performance but has an insignificant influence on readiness to change. Readiness to change does not have a significant influence on work performance. Readiness to change does not have to mediate the influence of transformational leadership on work performance. The role of readiness to change in this research can improve work performance, but transformational leadership cannot increase lecturers' readiness to change.

Keywords: transformational leadership; readiness to change; work performance; higher education; covid-19

1 INTRODUCTION

Due to this Covid-19 pandemic, most organizations have changed their way to operate and work, not excluding the higher education sector. Organizational change has become an important part of the organizational life cycle to keep up with the current evolving and challenging business climate. Organizations must adjust to respond to external and/or internal changes, but implementing change can be difficult. According to research, up to 70% of all major change initiatives fail (Cartwright & Schoenberg 2006; Katsaros et al. 2020). As a result, it is argued that change is so complicated that its effective implementation is a miracle. In this chaotic environment, a company's success or even survival is heavily reliant on its employees' ability to adapt (Katsaros et al. 2020; Nadkarni & Herrmann 2010). As a result, they must accept change and flexibility to maintain competitive advantages. While several studies have looked at the impact of organizational features, skills, and resources on employee change readiness, only a few have looked at the role of leadership in improving employee readiness to change. Similarly, few studies have looked into the effect of readiness to change on the relationship between transformational leadership and employee work performance (Katsaros et al. 2020; Nadkarni & Herrmann 2010; Yukl 2010).

The Covid-19 pandemic, which is still spreading around the globe, including in Indonesia, generally requires improvements in the situation and condition of current businesses, there is no exception in the higher education sector. Armstrong (2000) described performance as how a goal is met. Performance is a goal-oriented mechanism that ensures that all organizational processes are in place to optimize the efficiency of staff, teams, and the organization as a whole. As a result, management must take realistic and strategic measures to pull the organization out of the quagmire of crisis that has nearly drowned certain parts of the company that is not well prepared. Since there

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is still a research gap in the relationship between transformational leadership, change readiness, and worker performance, this study should be completed as soon as possible. Aside from that, the company's situation during the pandemic was not ordinary. As a result, the authors recommend that variable readiness for change be used as a variable or factor in the relationship between transformational leadership and work performance. Few researchers have conducted similar studies, but the author believes it is appropriate because readiness to change is an essential factor that cannot be removed in uncommon circumstances. The first objective of this paper is to look into the direct impact of transformational leadership on lecturer work performance. The second goal is to see how transformational leadership affects lecturers' work performance indirectly through their readiness to change. This research contributes both theoretically and practically.

Leadership is the practice of motivating others to do their best to accomplish a common purpose. It can also be described as the ability to convince others to act in a certain way (Armstrong 2000). Similarly, according to Buchanan and Huczynski (2007) leadership is the method of shaping an organized group's actions to achieve specific objectives. One of the most conducted studies in the context of leadership studies is transformational leadership. Everyone supportive of transformational leadership believes that transformative leaders reinforce faith, loyalty, appreciation, and respect in their followers, as well as between followers and leaders so that they are willing to achieve organizational goals and objectives, purpose, and vision. Previous research has found a positive relationship between transformational leadership and organizational success, both with and without mediation (Kamar et al. 2020; Novitasari & Asbari 2020a; Purwanto et al. 2019). Therefore, this research proposed:

H1: transformational leadership affects work performance

Bass (1985) described that transformational leadership consists of four indicators, including individual consideration, intellectual stimulation, idealized influence, and leader inspiration. Previous research has found that transformational leadership has no major impact on change readiness (Susyanto 2019). In comparison, Mahessa and NRH (2016), Novitasari, Goestjahjanti et al. (2020), Novitasari and Asbari (2020b) found evidence that leadership has a positive and important impact on an employee's readiness for change. The ability to adapt to change has been a key factor in the success of reforms (Armenakis et al. 1993). This is shown by the two behaviors that occur when improvements are made, which can be both positive and negative. Positive behavior is characterized by a willingness to adapt, whereas negative behavior is characterized by a desire to resist change. Building readiness for change in employees will help to create positive behavior in employees, allowing the changes to produce the desired result (Kamar et al. 2020; Novitasari, Goestjahjanti et al., 2020). As a consequence of the findings and conclusions of the previous studies, researchers have come up with the following hypothesis:

H2: transformational leadership affects readiness to change

H3: readiness to change affects work performance

According to some studies, transformational leadership has a significant relationship with worker efficiency through the readiness for change variable (Katsaros et al. 2020). Other researchers have listed the significant effect of transformational leadership on readiness for change (Astuti & Khoirunnisa 2018; Sari 2018), as well as the significant effect of readiness for change on worker efficiency (Astuti & Khoirunnisa 2018; Kamar et al. 2020; Novitasari, Goestjahjanti et al. 2020; Sari 2018). Few studies provide a model of the relationship between the mediation variable of readiness for change and the relationship between transformational leadership and worker efficiency. Thus, this research proposed:

H4: transformational leadership affects work performance mediated by a readiness to change

2 METHOD

This study uses a quantitative approach to describe the relationship between variables tested that is transformational leadership on work performance mediated by a readiness to change. Data collection using an online questionnaire was distributed to lecturers in public and private universities in
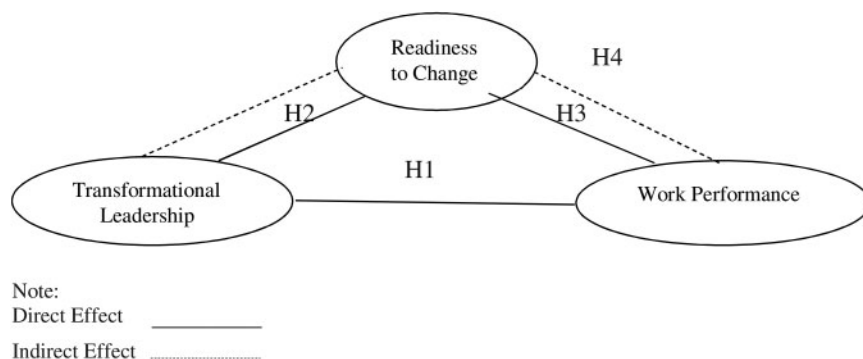
Figure 1. Conceptual research model.

Malang city. A total of 40 valid responses were analyzed. The responses of respondents were collected based on a 5 point Likert scale. Data analyzed using Smart-PLS software. The questionnaire was divided into two sections, demographic data of the respondent and the research variables such as transformational leadership, work performance, and readiness to change. A five-point Likert scale was used for this research, ranging from 1 (strongly disagree) to 5 (strongly agree). Transformational leadership was measured by the Multifactor Leadership Questionnaire (MLQ) by Bass (1985) with eight items of questions based on four indicators (idealized influence, inspirational motivation, intellectual stimulation, and individual consideration). Readiness to change is adapted by Holt et al. (2007) based on four indicators (appropriateness, change efficacy, management support, and personal benefit) using 12 items. Work performance is adapted by Bernardin and Russel (1993) using five items. Data were analyzed with smart partial least squares (PLS) software that consists of three steps (outer and inner model evaluation, and hypotheses testing). The mediating effect of readiness to change was found using Sobel's test.

3 RESULT AND DISCUSSION

Respondents in this study were lecturers at higher education facilities in the city of Malang, with 40 respondents. Characteristics of respondents were identified based on age, sex, and tenure. Based on age, the majority of respondents were 26 to 30 years (52.5%); 30 respondents (75%) had married status; and 27 were female (67.5%). The analytical tool used is path analysis using smart PLS 3.0 programs. The outer measurement model consists of (1) Convergent Validity; (2) Average Variance Extracted (AVE) and (3) Composite Reliability.

The results of the analysis show that all constructs produce a loading value of 0.6, which means that all constructs are valid, while test reliability is evaluated using AVE and Composite Reliability. If the AVE value is >0.50, then the construct meets reliable requirements, while the composite reliability value is considered very good if the value is >0.70 (Ghozali & Latan 2015). The results of the outer model analysis show that the value of the loading factor of all items used is >0.5 so it is concluded that all items used in the questionnaire are valid. Reliability testing produces AVE values >0.50 and composite reliability >0.70 so the variables are declared reliable.

Testing of the goodness of fit model can be seen from the predictive-relevance value (Q^2). The value of R^2 variable work performance is 0.192; while the R^2 value of the readiness to change variable is 0.210. Thus, the predictive-relevance value (Q^2) is obtained as follows:

$$Q^2 = 1 - (1 - R1^2)(1 - R2^2)$$

$$Q^2 = 1 - (1 - 0.192)(1 - 0.210)$$

$$Q^2 = 0.3617$$
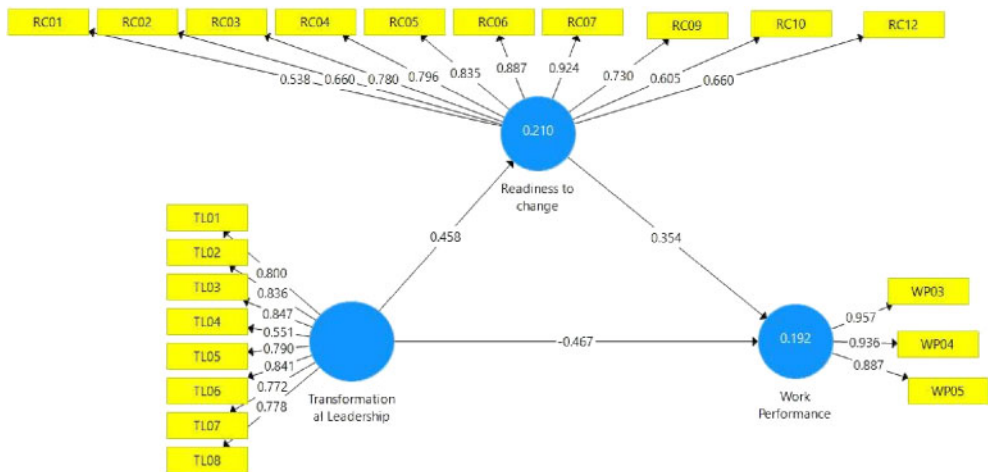
Figure 2. Structural model path diagram in PLS.

Table 1. Results of direct effect hypothesis testing.

Independent Variable	Dependent Variable	Coefficient Path	t statistic	p-value	Description
Transformational Leadership	Work performance	−0.467	2.436	0.015	Significance
Transformational Leadership	Readiness to change	0.458	0.617	0.106	Not Significance
Readiness to change	Work performance	0.354	1.976	0.049	Significance

Source: Processed primary data.

The results of the calculation of predictive-relevance (Q^2) value are 0.3617 or equal to 36.17%. This value explains that the diversity of data built with the PLS model from the variables studied is 36.17% and the remaining 63.83% is explained by variables not examined and errors. The results of data analysis on the influence of transformational leadership on work performance directly or through readiness to change as a mediating variable are shown in the following figure:

Testing hypotheses and path coefficients directly influence the transformational leadership variables, readiness to change affect work performance, as seen from the path coefficient values, t statistics, and p-value. The results of testing the hypothesis of direct influence can be seen in Table 1.

Testing the direct effect of transformational leadership on work performance obtained the path coefficient of -0.467 with t-statistics of 2.436 and a p-value of 0.015. Because the t-statistic value 2.436 ≥ 1.96 and the p-value is <0.05, then transformational leadership has a significant effect on work performance. The results of the analysis show a negative influence between transformational leadership on work performance, meaning that the better the transformational leadership is used, the work performance will decrease. This research supported previous research by Khan et al. (2020) who found that transformational leadership has a significant effect on work performance. On the other hand, this result is different to that found by Kamar et al. (2020), Novitasari Goestjahjanti et al., (2020), and Novitasari, Sasono et al. (2020) who described that transformational leadership has no significant effect on work performance.

Testing the direct effect of transformational leadership on readiness to change obtained the results of the path coefficient of 0.458 with t-statistics of 0.617 and a p-value of 0.106. Because the t-statistic value 0.617 ≤ 1.96 and the p-value is ≥0.05, then transformational leadership has a not significant effect on readiness to change. The more effective transformational leadership

Table 2. Sobel test result.

Variable	A	B	SEA	SEB	t stat.	Sig.	Decision
Transformational Leadership → Readiness of change → Work Performance	0.458	0.354	0.283	0.179	1.252	0.214	Not Significant

Source: Data processed.

does not have a significant impact on the readiness to change of lecturers. This result differs from previous research conducted by Kamar et al. (2020), Novitasari, Goestjahjanti et al. (2020), and Novitasari, Sasono et al., (2020) who claimed that transformational leadership has a significant effect on readiness to change.

Testing the direct effect of readiness to change on work performance obtained the path coefficient of 0.354 with t-statistics of 1.976 and a p-value of 0,049. Because the t-statistic value $1.976 \geq 1.96$ and p-value $0.049 < 0.05$, readiness to change has a significant effect on work performance. These results indicate that the better the readiness to change the lecturer will improve work performance and conversely if the lecturer is not ready to change, work performance will be low. This result supported previous research conducted by Kamar et al., (2020), Novitasari, Goestjahjanti, et al., (2020), and Novitasari, Sasono, et al., (2020) who claimed that readiness to change has a significant effect on work performance. Tests are carried out by procedures developed by Sobel or referred to as the Sobel test. The Sobel test uses a free Sobel software test calculator or the significance of mediation version 4.0. The results of the Sobel test analysis are shown in Table 2.

The results of the analysis of the influence of transformational leadership on work performance by mediating readiness to change indicate that readiness to change not mediates the influence of transformational leadership on work performance. The role of readiness to change in this research can improve work performance, but transformational leadership cannot increase lecturers' readiness to change. This result differs from previous research conducted by Kamar et al. (2020), Novitasari, Goestjahjanti et al., (2020), and Novitasari, Sasono et al., (2020) and Katsaros et al. (2020) who claimed that readiness to change could mediate the effect of transformational leadership on lecturer's work performance. In light of the current study's results, it is clear that leadership actions can influence employees' readiness for change, causing them to commit to the change imposed. Nordin (2011) emphasized the value of university leaders creating and developing a scalable infrastructure that will propel universities to higher levels of success while maintaining a competitive and significant advantage as an educational provider. The results showed that the more effective transformational leadership could not increase the readiness to change lecturers, but the readiness to change can improve work performance.

4 CONCLUSION

A summary of the research findings is that transformational leadership has a significant negative effect on work performance. The better the leadership, the lower the work performance. Transformational leadership has not a significant effect on readiness to change. Better and effective transformational leadership can't improve readiness to change. Readiness to change has a significant influence on work performance. The greater the readiness to change of the lecturer, the higher the work performance. Readiness to change does not mediate the effect of transformational leadership on work performance.

It is suggested that other researchers can use transformational and transactional leadership simultaneously in research in higher education because the results of this study indicate that transformational leadership has a significant but negative effect on work performance. Besides, job

satisfaction and organizational support variables can be added to the influence of leadership on work performance. And suggestions for department leaders in higher education can further increase the involvement of lecturers in decision-making and provide innovative suggestions for the advancement of lecturers because based on the results of the analysis it has the lowest score compared to other items

Limitations of this study: (1) only examines work performance and does not further examine the performance in university; and (2) is only limited to aspects of human resources and does not discuss non-human resource aspects, because in addition to HR the success is also determined by non-HR factors, including supporting facilities provided, compensation, and others

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Artificial intelligence as an instrument to improve the quality of public service

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ABSTRACT: The purpose of this study is to describe the use of artificial intelligence as an instrument to improve the quality of the public sector focusing on citizens. Improving public sector performance is the agenda of many countries in the world since public service performance is still a problem and needs a solution. Artificial intelligence is an instrument that can make public services efficient and focus on citizens. This study used qualitative research methods. The data used comes from various sources such as journals, books and various related documents. The results show that (1) artificial intelligence can increase the effectiveness of public services. It also has a positive impact on results for service users; (2) there is little solid evidence that artificial intelligence produces efficiency savings, so alternative means to promote cost-cutting innovation may be needed; (3) artificial intelligence seems to be very suitable to provide improvement in the quality of public service performance. However, its effectiveness is influenced by other factors including organizational culture and leadership; and (4) computer programs based on artificial Intelligence becomes a direct liaison between bureaucracy and society so that it encourages changes in bureaucratic structure and public servants.

Keywords: Artificial Intelligence; government; public sector; public service

1 INTRODUCTION

Improved services in the public sector continue to be carried out by various countries in the world. One strategy for improvement in the public sector is to adopt a service model in the private sector. Customer-oriented services (Lufunyo 2013) and the use of technology such as artificial intelligence (AI) is becoming an important part in the performance of the private sector, so that it gives birth to satisfaction (Van de Walle & Bouckaert 2003) and efficiency in service (Mihaiu et al. 2010). With the use of technology in the public sector, although there are many benefits, there are also many criticisms because the public sector is considered different from the private sector (Caemmerer & Dewar 2013; Curristine et al. 2007; Rakšnys 2020; Robinson 2015; Serrat 2010).

The idea of giving birth to an effective and efficient bureaucracy began with the emergence of suggestions from David Osborne and Ted Gaebler (1993) as outlined in a monumental work, "Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector" (Curristine et al. 2007; Djumiarti 2010; Fatikha 2016). They initiated the concept of reinventing government as a means to help find solutions to the United States government in 1993 which carried a heavy burden as a result of handling all the activities or needs of the state by the federal government. The aim of reinventing government is to be able to grow the attitudes and behavior of bureaucrats that are innovative, adaptive, and controlled by the bureaucracy so that they are dignified and oriented to the community. After the emergence of the 4.0 era, which was marked by the emergence of various applied technologies such as advanced robotics, Artificial Intelligence, the Internet of things, virtual and augmented reality, additive manufacturing, and distributed manufacturing, public services continued to develop (Camp & O'Sullivan 2018; Howard 2019).

Industrial Revolution 4.0 is a change in which goods are produced utilizing machinery as a driving force and processor. This industrial revolution is here to answer the issue of effectiveness

and efficiency in producing goods. The 4.0 Industrial Revolution integrates cyber technology and automation technology (Howard 2019). The impact of the industrial revolution era 4.0 is that in its application it no longer empowers human labor (Mihaiu et al. 2010), as the impact of the application of various technologies has been automated. Thus the level of effectiveness and time efficiency can be increased. Time is vital in the industrial world. If this digital technology is applied by the Government, then the provision of Public Services to the community will definitely be better, and can adapt to the evolving the needs of the community. However, the application of this technology will have an impact on the loss of the role of humans with the potential to increase unemployment (Bostrom et al. 2018;; Howard 2019; Perry & Uuk 2019; Whittlestone et al. 2019; Yapo & Weiss 2018).

Furthermore, the use of technology in this bureaucracy has prompted a shift in the role of public service delivery from state dominance to stakeholder interconnection (markets and civil society). So that efforts to improve services to the community and government performance in aspects of structure and management will be based on the needs and demands of the community. As a manifestation of efforts to improve community-oriented services, public services are increasingly refined by the use of Artificial intelligence (AI) which imitates human intelligence. AI refers to simulations of human intelligence in machines that are programmed to think like humans and imitate their actions. The ideal characteristic of AI is its ability to rationalize and take actions that have the best chance of achieving certain goals (Boyd & Wilson 2017; Bundy 2017; Camp & O'Sullivan 2018; Life 2020; Systems 2020).

The experience of several countries shows that the introduction of government innovations has produced positive results for the benefit of the public sector (;oyd & Wilson 2017; Lufunyo 2013). First, it supports maximizing the utility of resources and capacity for the development of public values to carry out a culture of openness and participation in government. So, in general it can develop good governance. Second, for public image and service improvement, innovation can support governance to achieve trust and strengthen community legitimacy. Third, governance innovation can increase self-confidence among officials which can be a driving force for self-improvement. Innovation can bring back conditions that inspire devices. Fourth, even though innovation is limited to government intervention or micro initiatives, it can lead to a domino effect, in which successful efforts in one sector can open up other innovations in different places. Fifth, innovation can produce opportunities for sustainable innovation, which supports a profit environment for positive change. Innovation can encourage new building blocks for institutions and relationships between government and departmental levels.

2 ARTIFICAL INTELLIGENCE

One area of incredibly positive thinking about AI is its capability to improve the lives of individuals by fathoming out some of the world's greatest difficulties and wasteful aspects. Many contrast AI's guarantee and the transformative effect of advances in versatile registering. Open and private part interest in essential and applied AI R&D has started to obtain gigantic rewards for networks in territories, for example, medicinal services, transportation, condition, criminal equity, and monetary incorporation. The viability of government itself is expanding as establishments fabricate their ability to utilize AI to do their missions all the more rapidly, responsively, and effectively (Bundy 2017; Camp & O'Sullivan 2018; Daly et al. 2019; Jia et al. 2019; Schiff et al. 2020; Systems 2020).

There is no single definition of AI that is universally accepted by practitioners. Some define AI loosely as a computerized system that exhibits behavior that is generally considered to require intelligence. Others define AI as a system that is able to rationally solve complex problems or take appropriate action to achieve its goals in whatever real world conditions it faces.

Experts offer different taxonomies of AI problems and solutions (Boyd & Wilson 2017; Bundy 2017; Camp & O'Sullivan 2018; Howard 2019; Schiff et al. 2020; Whittlestone et al. 2019).

Popular AI textbooks use the following taxonomies: frameworks that think like people (e.g., psychological design and neural systems); frameworks that demonstration like people (e.g., finishing the Turing assessment through common language handling; information portrayal, programmed thinking, and learning); frameworks that think objectively (e.g., rationale solvers, deductions, and improvements); and frameworks that demonstration sanely (e.g., wise programming operators and robots that are understood that accomplish objectives through recognition, arranging, thinking, learning, correspondence, dynamic, and acting). Independently, financial speculator Frank Chen broke the AI issue space into five general classes: intelligent thinking, information portrayal, arranging and route, common language handling, and discernment. What's more, AI scientist Pedro Domingos allocated AI analysts to five "clans" in light of the technique they utilized: "emblematic" utilizing intelligent thinking dependent on theoretical images, "connectionist" fabricates structures motivated by the human cerebrum; "developmental" utilizes strategies enlivened by Darwinian advancement; "Bayesians" utilize probabilistic derivation; and "analogizers" gauge from comparative cases seen previously.

The assorted variety of AI issues and arrangements, and the establishment of AI in human assessment of calculation execution and precision, makes it hard to unmistakably characterize the distinction in the line between what comprises AI and what doesn't. For instance, numerous methods used to break down enormous volumes of information were created by AI analysts and are presently distinguished as "Large Data" calculations and frameworks (;ystems 2020; Whittlestone et al. 2019). Sometimes, sentiments can change, which implies that an issue is considered to require AI before it is settled, however once an answer is known, it is viewed as standard information handling. In spite of the fact that the constraints of AI can be dubious and will in general move after some time, what is significant is that the central motivation behind AI's examination and applications throughout the years is to mechanize or reproduce astute conduct.

Cognitive intelligence is emerging technology which closely mimics human reason. This concept, together with Artificial Intelligence and Machine Learning, can change the business vision, the way the business operates and how to make decisions. Deloitte in a report titled Cognitive Intelligence states that Cognitive Intelligence works and is activated in machines with Artificial Intelligence and Machine Learning. Cognitive intelligence mimics the cognitive functions of humans to study and utilize data into information in general human way of thinking (Goertzel 2013; Howard 2019; Perry & Uuk 2019; Tito 2017).

Cognitive intelligence emerged from the use of bots (computer programs based on Artificial Intelligence are known "bot" which indeed stands for internet robot). Bots are generally used in customer service systems, and are able to analyze and learn what customers input and then give them the right response. Not only interactive at the interface level, the use of cognitive intelligence is also presented at the analysis level by providing predictive analysis, trends, and even suggested decisions that can be taken by top management. Recently, research and development of cognitive intelligence has increased sharply. Google, which is considered the largest technology company at the moment, points out that their Artificial Intelligence Project has grown significantly over the years (Daly et al. 2019; Jia et al. 2019; Stauch et al. n.d.; Systems 2020).

One of the biggest impacts of Cognitive Intelligence on Public Services is the substitution of workers. It is likely that Public Sector workers or Public Servants will tend to lose their jobs. Things like chatbots to replace human administrators, Robots to serve consumers, Learning Machines to serve citizen services, Robots in the health sector to diagnose and treat people, buses without drivers in the transportation sector, etc. will realistically occur 20–30 years into the future. Even for office administration work such as data analysis and reporting, all can be done by Cognitive Intelligence. This was conveyed in a survey in nine countries which revealed that advanced predictive analysis and modeling had been tested and started in the implementation phase. In the report, Michael Milford, Assistant First Secretary, Main Capability Division, Intelligence and Ability Group, Department of Immigration and Border Protection, Australia, said that this advanced predictive analysis and modeling would revolutionize business more than anything else (Saputro, 2018). Therefore, in the next 20–30 years, we will face more robots and better analysis of our needs in public services such as when we pay taxes, population services, get anesthesia in hospitals, consult diseases through

screens or robots, etc. Robots will master the work of administration and public servants, especially when administration is no longer needed.

3 PUBLIC SECTOR AND PUBLIC SERVICE

Public sectors are not equivalent to the public service, in spite of the fact that they are distinguished in standard writings. The open segment is possessed or possibly constrained by the administration, open assistance perhaps is not. Some open administrations are regulated, created and worked by autonomous, willful and non-benefit associations, for example, free libraries, open assistance broadcasting, intentional crisis services. Another model may be colleges, which are in the open segment in certain nations however in other nations they are autonomous non-benefit associations; social lodging, frequently overseen by lodging affiliations; or work focuses in France (Assédics) which are created and run by shows among bosses and worker's guilds (Curristine et al. 2007).

3.1 *Public sector*

All things considered, the public services contain governments and all uninhibitedly controlled or straightforwardly upheld workplaces, adventures, and various components that pass on open tasks, items, or administrations. It isn't, regardless, for each situation clear whether a particular affiliation should be included under that umbrella. Subsequently, it is essential to recognize unequivocal models to help portray the cutoff points. The possibility of public sector is more broad than essentially that of central government and may cover the not-for-advantage or private sector. For the purposes behind this heading, the public sector involves a developing ring of relationship, with central government at the center, trailed by workplaces and open undertakings. Around this ring is a cloudy zone involving uninhibitedly financed authoritative laborers and transparently asserted associations, which may be, yet by and large are not, some bit of the public sector.

The term public sector refers more to the state sector, state enterprises, and state non-profit organizations. The public sector is the government and its organizational units, namely units managed by the government and relating to the lives of many people or community services, such as health, education, and security. Thus, it is reasonable that the term public sector can connote taxation, bureaucracy, or government (Curristine et al. 2007; Life 2020; Sikhungo Dube & Daniela Danesc 2011).

The term "public sector" itself has various meanings. This is a consequence of the vastness of the public domain, so that each discipline (economic, political, legal, and social) has different ways and definitions. From the point of view of economics, the public sector can be understood as an entity whose activities are related to efforts to produce public goods and services in the context of meeting public needs and rights (Serrat 2010). The public sector is an economic entity that has its own uniqueness. Referred to as an economic entity because it has economic resources that are not small, the public sector also conducts economic and financial transactions, But in contrast to other economic entities, especially commercial companies that seek profits, public sector economic resources are managed not for profit-making purposes.

Differences in the nature and characteristics of the public sector with the commercial sector can be seen by comparing several things, namely: a. organizational objectives; b. financing source; c. pattern of accountability; d. structural organization; e. characteristics of the budget; f. affected stakeholders; g. the accounting system used in the public sector is bureaucratic, rigid, hierarchical. The public sector is very much influenced by a very complex political policy. Government organizations have broader functions, including: a. defense and security; b. foreign relations; c. fiscal and monetary policy; d. private sector regulations; e. political and economic stabilization; f. protection of natural resources and social; g. law enforcement and human rights protection; h. provision of goods and services; i. distribution of income and wealth (Caemmerer & Dewar 2013). For the Indonesian government budget is very important, as the authorization of implementation, as a means of oversight, a means of government control and control and accountability APBN and

APBD requires the approval of the DPR/DPRD as people's representatives, which after approval is then handed over to the government for implementation. While for business organizations it is very flexible, adapted to the conditions and developments in the environment and the economy that occurs.

The public sector by and large comprises in any event three kinds of associations. In the first place, the center government comprises of government bodies with determined regional power. The center government incorporates all offices, services or parts of government that are an indispensable piece of the structure, and are mindful to and report legitimately to the focal position - administrative, committee, bureau, or CEO. Second, Public comprise of open associations that are obviously part of the administration and give open projects, goods or administrations, however which exist as isolated associations in their own privileges—maybe as legitimate elements—and work with a level of operational freedom. They are frequently, yet not really, driven by top managerial staff, a commission, or another assigned body. Third, public sector organizations are establishments that give open projects, goods or administrations, however they work freely from the legislature and regularly have their own wellsprings of salary notwithstanding direct open financing. They can likewise contend in the private market and can make a benefit. Be that as it may, by and large the administration is a significant investor, and these organizations incompletely follow the activities and guidelines overseeing the central government (Sikhungo Dube & Daniela Danesc 2011).

Performance management in the public sector generally consists of three interrelated elements such as performance measurement, targeting, and prizes and/or sanctions. Importantly, they show that these three different activities can be carried out by different actors. For example, organizations can develop their own indicators and set their own standards or these can be imposed on them from the outside, or there may be a combination of performance measures and benchmarks determined internally and externally. However, rewards and sanctions are usually imposed from outside for example by membership organizations, regulators or government departments (Andrews 2014).

3.2 *Public service*

Public services are not about arrangements by the state, or arrangements in the interest of the state, yet arrangements for the general population, regardless of whether completed by open specialists or not. They might be identified with government exercises, yet they are not restricted to the legislature, and the administration doesn't cover these exercises. Some open administrations are in the open area, some are free, and many cross outskirts—there are unpredictable communications of various ways to deal with guideline, fund, and arrangement (Spicker 2009).

The sorts of administrations distinguished above as public services—police, training, guard or correspondence development—are not quite the same as business exercises. Maybe public services all ought to improve the government assistance of the network. Distinguishing proof with "prosperity" is ungainly, in any case; it may suggest that an action, for example, a protection is an open help when it expands government assistance and that it is anything but an open help when it diminishes it. Traditionally, in an open area economy, constrained inclinations taken to speak to the open intrigue are recognized as "cooperative attitude" or "suitable products": goods chosen for regularizing judgment about qualities, not singular decisions. Be that as it may, the phrasing is misdirecting: want or administration doesn't really mean products or nothing. Decisions settled on are choices in an open approach.

Maybe a superior method to stating that an assistance is "open" is to state that the administration was produced for open arrangement reasons. Public services are planned, not to meet the objectives or inclinations of purchasers or makers, however for additional reasons wanted by approach creators—whoever the strategy producers are, on the grounds that the term may incorporate the legislature. Both open administrations and the open division are open in this sense. Nonetheless, the impact of approaches offers just a restricted clarification for the contrasts between public services and different kinds of associations; open administrations have qualities that other open associations don't have, and private industry is likewise affected by political power (Curristine et al. 2007).

The meaning of any term relies upon how it is utilized and comprehended by and by, so the way toward understanding what "public services" must start with an assessment of their utilization. At the point when the British Cabinet Office distributed an ongoing survey of open help changes, it didn't straightforwardly clarify what "public services" were, for example, schools, emergency clinics, colleges and police powers. Open administrations ought to have, as in the cases made above "open jobs and open obligations." A few creators stress supplier value—"the ethos of open help"—as a trademark component in the arrangement of open administrations. Public services ought to be propelled by a feeling of shared duty—an assumption that is frequently alluded to in the European Union as "solidarity" (MacFie & McNaught 2011). The examples of cases given so far appear to demonstrate that being an open help is estimable, other than that (if not really benevolent) and comprehensive. Significant among open and social administrations is that social assistance customers are regarded as subordinate in a manner that doesn't make a difference to individuals who get public services. Open help is a model of what is called "institutional" prosperity, where the arrangement for socially perceived requirements is acknowledged as an institutional piece of public activity. Public services designs speak to the declaration of "correspondence" in the public eye through the improvement of all-inclusive arrangements (Bostrom et al. 2018).

There is obviously a comprehension here of what is remembered for public services: they incorporate training, wellbeing, policing and resistance. In different archives, the center incorporates social lodging, pay upkeep, network and family benefits. It appears to be conceivable to state that the expression "open help" is generally applied in government exercises in the open space, for example, police and general wellbeing; exercises completed in the open intrigue, for example, communicating public services or trash assortment; and 'social services, for example, clinical consideration, lodging, training and social consideration

Public services "serve" network individuals - they give products or administrations to people, families and networks (Van de Walle & Bouckaert 2003). This isn't about the contrast among "service" and "goods" creation. Open administrations are not benefits in the feeling of terms that recognize "administration" from the assembling, development or vitality creation ventures, or the sense where the European Union recognizes services from different parts of creation. Public services are like proficient and individual service, where "items and creation exercises are indistinguishable," yet the thought is that public services are more extensive than that; it additionally incorporates issues, for example, correspondence, streets and sewers. Service is contained in the connection among action and people in general, not as its creation. There are open supported exercises that do nothing legitimately for the general population; for example, nature holds that ensure species by barring people. They can be bantered to give open advantages; however what they do isn't a support of network individuals.

4 APLIKASI AI, CITIZEN CENTRIC, AND THE EFFECTIVENESS OF PUBLIC SERVICES

4.1 *Citizen centric in public sector*

When the concept of citizen centric emerged (Saputro 2018; دیسیع, 2019), government services changed to become digitalized. A survey from Accenture in 10 countries globally shows that 81% of citizens demand the government provide digital public services. In addition, 64% of them want to optimize the use of social media to interact with their government and get public services as they expect. The government must adjust and focus on providing the values needed and desired by people. This centric concept will lead to future public sector characteristics that focus on innovation, connectivity and transparency. Likewise, digitizing public services is believed to reduce government spending, allow direct access to citizens and increase economic and citizen involvement that encapsulates the centric concept and leads to personal services.

The concepts of the smart city (Bundy 2017; Camp & O'Sullivan 2018; Hartley et al. 2019; Thapa 2019) and digital government (Brynjolfsson & Mcafee n.d.; Life 2020) are proof that public services will be more personal. According to a PwC report titled Future of Government, the

Government is bridging the future of the latest public services. Governments are more involved as facilitators and servant leaders, and are more focused on results and collaboration. A more personal definition of service for citizens based on a report from KPMG states that the government knows more about its citizens individually, so that they can serve them better. Therefore, the government will place citizens as the main focus of their services. Citizens will be more demanding and expect a higher level of service. Therefore, the government will be more participatory in formulating digital government into a personalized public service with digital solutions to overcome government challenges. As a result, many public services will be supported by integrated and accessible digital channels for all citizens. This digital channel includes paperless administrative tasks, online and real-time complaint services, digital citizen liability services (tax payments, etc.) packaged in a single citizenship portal that is needed by individuals. The portal maintains data provided by citizens of the online platform to lure personal services (Life 2020). Then, each citizen will get special access to a portal that provides all different public services between individuals and can be accessed through their personal gadget. Furthermore, public government will be like other developed businesses that have implemented personalized services first. There will be no more languid stereotypes, complex bureaucratic matters, etc. Thus, civil servants who previously took care of administrative work would be replaced by digital systems (Saputro 2018).

4.2 *Aplikasi AI and the effectiveness of public services*

The performance of the public sector, especially in developing countries, is still improving and innovating. This case cannot be separated from the many cases of corruption, collusion, and nepotism that characterize government practices and public services. In fact, these practices still grow on a larger scale and worsen the performance of the public sector. However, even though improvements have been made in the bureaucracy, it does not have a significant effect on the performance of the public sector. The delivery of good services generally still encounters several obstacles due to poor performance on the apparatus such as discrimination, and paternalistic culture. Finally, public service never ends in a systematic and rational effort to supply public needs, but to politicians and policy makers. They don't think about what the public needs, but how the budget they propose can be applied (Aziz et al. 2015).

Issues in public services that become handicaps of developing countries can be overcome by using technology in the form of artificial intelligence because this artificial intelligence has the potential to revolutionize the delivery of public services, creating opportunities for more innovative and efficient public service delivery. Machine learning in particular will change the way decisions are made in various fields such as police, health, welfare, transportation, social care, and education. The use of AI in government will lead us to a future where government operates more efficiently and more effectively (Boyd & Wilson 2017; Bundy 2017; Camp & O'Sullivan 2018; Life 2020; Stauch et al. n.d.; Whittlestone et al. 2019;). Besides that the use of AI will have more transformational effects and fundamentally change the way governments see, think and act.

With the use of AI, there will be some changes in the government bureaucracy, including: a balance between evidence and values, organizational structure of public administration and speed of decision making. Today, the best policy makers spend a lot of time arguing about facts to make sure policies are based on the best evidence of what works. Issues of understanding and ability to absorb limited information can be overcome by AI. The application technology of AI can absorb more information much more quickly and effectively than any human being in education, health, justice or other policy fields (Bundy 2017; Scott et al. 2018). Thus, policymakers can focus their attention on setting normative goals to be achieved (and boundary conditions) rather than spending time debating factual issues. The real impact of this process is the resolution of issues that might cause paralysis and congestion with the existence of transparency in determining value and exchange.

Furthermore, the organizational structure of most public administrations which organize themselves in departments such as energy, transportation, trade, employment and retirement, on the

grounds require a degree of focus. These problems can be overcome if AI application tech-nology is used, because they will be motivated to realign their structures in such a way that they align around the problem rather than around the "policy area" (Bundy 2017; Scott et al. 2018).

In absorbing people's aspirations which have been limited so far can be resolved by utilizing AI, so that the government will know – and understand – more about its citizens than the previous period in history. Governments can build a subtle representation of each citizen and their preferences and adapt public policies as a result, in real time if necessary. The implications for the traditional democratic model can be profound. In general, AI applications may not yet produce additional economic and social implications, regardless of whether this application is a substitute, complement or extension of existing tasks. These implications relate to the special nature of AI: artificial intelligence is digital and therefore not competitive, similar to other digital products and services, i.e. digital services can be used by more than one person without affecting each other. In addition, AI aims to provide individual solutions to economic problems (Howard 2019), not only allowing for diversification of products and services that are more improved than ever seen before, but also for price discrimination that is far better than in existing markets. However, such price discrimination is a double-edged sword, because the additional opportunities that may be provided for some must be compared with the pre-existing bias proliferation that might be needed. However, and relatedly, the use of AI in helping to reduce harmonious friction – regardless of the nature of the task substitution – also creates more opportunities for interconnection and market exchange.

Finally, AI systems basically represent the technological changes that are realized, with specific implications for the skill-biased nature of this form of economic progress.

"To start with, computerized innovations that are portrayed by non-rivalry in the utilization of their items and administrations regularly give combined favorable circumstances to the individuals who initially enter a specific market (fragment). After fixed expenses for growing new advanced administrations are being conveyed, a developing business sector can be served (nearly) at zero peripheral expense, with economies of scale essentially more prominent than during the influx of past innovative changes dependent on mechanical undertaking mechanization. This offers ascend to hotshot organizations where a few organizations rule and involve favored positions, truly pro-ductive, possibly restricting serious weight by setting up obstructions to section. The subsequent mover frequently faces a daunting struggle to enter the market or should concentrate on a little specialty showcase with negative chances, bringing about enormous imbalances among people and between organizations. Late mechanical changes have changed an ever increasing number of divisions in the economy into what is known as the "hotshot area," where few business visionaries or experts concentrate the requests of an enormous number of customers. Models incorporate the cutting edge part, sports, the music business, the board, fund, and so on. Significantly, the genius' elements are not constrained to organizations that produce computerized goods and enterprises, yet increasingly more are utilizing them, in this manner influencing possibly bigger gatherings of areas and employments. Accordingly, genius organizations and representatives amass incredible prizes in different exercises, widening the hole with different pieces of the economy and decreasing the portion of salary for the workforce" (Tito 2017).

The adoption of AI in various business sectors emerged quickly, be that as it may, is still in its beginning times in government and not-for-profit. In any case, these areas are not resistant to changes and interruptions driven by AI. For instance, the not-for-profit industry could be forced to utilize AI by funders where they anticipate that charitable dollars should be utilized shrewdly. Current patterns as a rule center around program results for customers, yet later on, there might be a framework to robotize how work is finished. Joining forces with non-benefit associations, to follow information for people who utilize the administrations of numerous suppliers, is turning into a key practice in numerous territories of the open part. This synergistic methodology and AI will probably meet later on and lead to new assistance conveyance models. Positive thinking for utilizing AI was counterbalanced by the need to keep on having cherishing administration arrangement for both those out of luck and for uprooted laborers with the acquaintance of new methodologies with administration conveyance (دیکسگ, 2019).

5 CONCLUSIONS

Many countries pay attention to the development of public sector productivity, especially in the delivery of public services. The demand for improving the quality of service is a unique challenge for government institutions. Many criticisms have been made that the performance of the public sector in providing services remains by the private sector. On the other hand, people often cannot rely on the public sector to manage a number of problems such as health, education, security, and other services that are categorized as public goods.

This complaint was responded to by the government with public administration reforms, including in public management. The real change in public service is the use of AI applications in the bureaucracy. AI applications can solve problems in the public sector which are accused of being inflexible in carrying out daily activities due to complicated procedural procedures. By using AI, the community will be treated fairly and efficiently. Research evidence on the use of artificial intelligence in improving the quality of public services highlights five findings that are highly relevant to the performance of the public sector in developed countries:

1. In order to improve public sector performance, many countries adopt private management.
2. Public services continue to increase with the occurrence of focus from state centric to government centric.
3. The use of AI in the public sector increases the effectiveness of public services and has a positive impact on outcomes.
4. The use of AI has an impact on a more linear and integrated organizational structure of government.
5. Public servants are required to further enhance their ability in technology and the ability to work in synergy with other fields.

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Financial distress: From bibliometric analysis to current research, future and trends research directions and content analysis

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ABSTRACT: This study aims to determine a map of the development of research in the financial sector, especially in financial distress in the Covid-19 era. The study was conducted in April 2021 through doing a keyword search in the Scopus database financial distress on Covid-19. The data from the search results is then descriptively evaluated depending on the year of publishing, the name of the institution and the country that published the progress of the results, the name of the journal/publication, the productivity of the researcher and the research subject. Obtaining a research development road map, the data is exported into the Research Information Systems (RIS) file format. The export result data is then processed and analyzed using the VOSViewer application program to determine the bibliometric map of the development of research in finance, especially in financial distress. The findings revealed that the number of publications on financial research outcomes has increased, especially on financial distress in the Covid-19 Scopus era from 2020 to 2021, and was mostly published by the Center for Health Innovation, Networking, Training, Action and Research, Bangladesh. Through network visualization, the chart demonstrates research growth in the financial sector, especially in financial distress in the Covid-19 era. It is divided into 8 clusters and 376 topics.

Keywords: Financial Distress; Covid-19; Vosviewer

1 INTRODUCTION

The human toll from the COVID-19 pandemic is now atrocious. At the time of (Financial Times 2020), there have been over 22 million COVID-19 incidents globally, including over 800,000 deaths. The economic toll has also been high. Corporations, whether small, medium, or large, and whether young or old, are at the center of these issues, and scholarly study would be needed to drive policy making. With this goal in mind, we have compiled this topic, which includes papers that are among the best of the early studies that we have seen published in the last few months. The pandemic has disrupted the financial flows of a vast number of companies on multiple continents, with some segments faring much worse than others. Larger firms, the so- called "workhorses" of much of our academic work in corporate finance, face major headwinds, including, in some situations, financial pressure.

However, medium-sized and smaller businesses, which are rarely featured in our academic work, will face financial frictions that threaten their very existence. As a result, the topic includes work on both small and large corporations, as well as private and public companies. A series of papers (Carletti et al. 2020; Schivardi et al. 2020) examine the effect of COVID-19 and the resulting lockout on the liquidity and equity positions of a wide number of companies, including private firms. Two key signals emerge: after the immediate COVID-19 storm has passed, equity shortfalls and debt overhang will be significant roadblocks for businesses in the long

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run, and zombie funding is likely to become a major problem. The second collection of papers Albuquerque et al. 2020; Ramelli & Wagner 202) investigates the corporate characteristics, both those related to firms' balance sheets and those related to their business models, that have driven stock market reactions of firms in the early stages of the pandemic. Firms that were particularly exposed to China underperformed dramatically during this time, while those with high ES (environmental and social) scores performed reasonably well. Finally, Brunnermeier & Krishnamurthy (2020) examine the relationship between corporate finance decisions and macroeconomics. The authors highlight some promising potential research directions in these fields, such as the inclusion of macroeconomic consequences and associated externalities in corporate bankruptcy procedures.

Scopus is an index database of highly reputable international scientific publications such as Thomson Reuter. Is a database of abstracts and excerpts from peer-reviewed scientific journals, books, and conference proceedings. This database provides information or a comprehensive overview of various research results in the world in the fields of science, technology, medicine, social sciences, arts, and humanities. The advantage of the Scopus database is that it can display a system of relationships (correlations) between articles and publications, as well as collaboration between authors. Collaboration (collaboration) means collaborating between more than one person or more than one institution in an activity, both research and educational activities. This collaboration can be in the form of advice, ideas or criticism, or the form of research activities. The concept of collaboration in the form of advice, ideas or criticism is called theoretical collaboration. Meanwhile, collaboration in the form of participating in research activities is called technical collaboration (Hasugian & Ishak 2019).

Bibliometrics is the application of mathematical and statistical analysis to patterns found in the publication and use of documents in the form of textbooks, journal articles, student dissertations, or other sources (Ellegaard & Wallin 2015). Bibliometric studies in information science are studies that can reveal patterns of document use, literature development or sources of information in a subject area. Topics in the bibliometric analysis are carried out qualitatively and quantitatively (Velasco et al. 2012). Descriptive studies analyze the productivity of articles, books, and other formats by looking at authorship patterns such as the gender of the author, the type of author's work, the level of collaboration, the author's productivity, the institution where the author works, and the subject of the article. Evaluative studies analyze the use of literature created by calculating references or citations in research articles, books, or other formats (Pattah 2013). According to Mallig (2010) the bibliometric application is divided into two parts: 1) the bibliometric estimation (performance) of indicators at various levels of behavior; and 2) the study and visualization of bibliometric networks. The bibliometric metrics used in the study are classified as informative bibliometric and evaluative bibliometric (Ceular-Villamandos et al. 2021).

This method can be used for scientific mapping if we have access to a large database of publications that can be accessed so that word searches and estimates and repetitions can be used automatically. According to Pattah (2013), "Co-word based mapping is a mapping based on the frequency of words that appear in a document (or its title and/or abstract)" The amount of growth in knowledge is based on the number of publications and patents produced in a certain period. In this way, we can monitor the dynamics of research activities in various disciplines, subject areas, and changes in access that affect the public domain (patents and publications). The same data can be used to map science. The same thing was said (Rusydiana et al. 2021) that co-word analysis can be used to calculate the number of keywords from a research document that appear simultaneously in the research paper.

VOSViewer is a computer program that can be developed to build and view bibliometric maps. It offers a text-mining function that can be used to build and visualize correlations in an article/publication. Publication maps are displayed in various ways and functions, such as mapping systems, zooming, scrolling, and searching so that they can map articles/publications in more detail. VOSViewer can present and represent specific information about a bibliometric graphic map. Via VOSViewer we can easily display large bibliometric maps to interpret a relationship (van Eck & Waltman 2010).
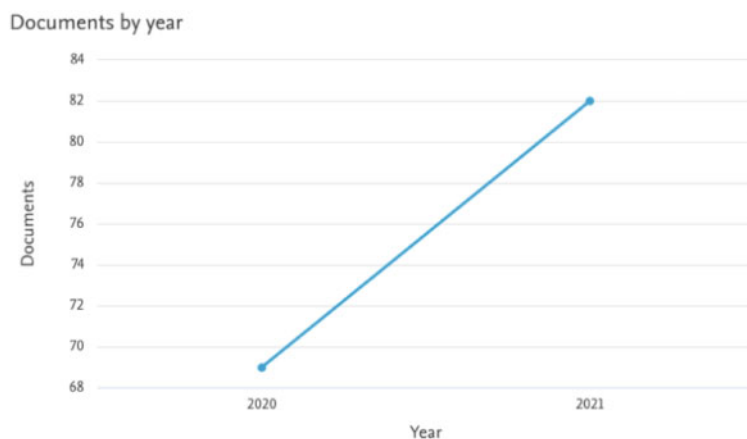
Figure 1. Some papers on the advancement of the financial sector by the year.

2 METHOD

The bibliometric analysis consists of four steps such as the disbursement stage, filtering stage, checking bibliometric attributes, and bibliometric analysis (Julia et al. 2020). The research papers were identified using the systematic literature review (SLR) approach (Nagariya et al. 2021). Papers unrelated to financial distress and COVID-19 were excluded in the first phase after scanning titles, abstracts, and keywords, as well as full-length articles if necessary. The search results showed that there were 151 articles in the form of articles. Data in the context of the number of published articles per year, journals containing articles on finance, especially on financial distress in the COVID-19 era, authors, and subjects. The map of the development of international publications in finance, especially on financial distress in the COVID-19 era, was analyzed using the VOSViewer software.

3 RESULT AND DISCUSIONS

This chapter will discuss the development of the number of international publications in the financial sector, especially on financial distress in the COVID-19 era, the Scopus database from 2020-2021, core journals in international publications in finance, especially on financial distress in the COVID-19 era based on keywords.

3.1 *Development of scientific publications in the financial sector*

Based on the search results on the Scopus database, it shows that the development of field research finance, especially in financial distress in the COVID-19 era, during the period 2020-2021 always increased. The development of research in the financial sector, especially on financial distress in the COVID-19 era, increased significantly starting in 2020 as seen in Figure 1.

From Figure 1, it can be seen that from 2020 to 2021, there was an increase in the development of research in the financial sector, especially in financial distress in the COVID-19 era, which began in 2020 with 69 publications and in 2021 it reached 82 publications. This increase occurred in line with the pandemic that occurred, namely COVID-19, where financial difficulties due to this pandemic were felt by all countries. This has attracted the attention of researchers in the financial sector because of the many financial difficulties that occurred in the era of the COVID-19 pandemic.

Documents by country or territory
Compare the document counts for up to 15 countries/territories.
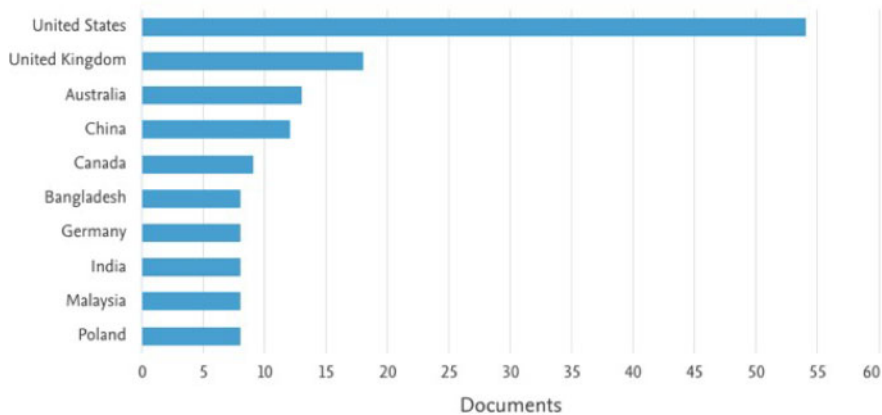
Figure 2. The number of research documents in the field of finance indexed by Scopus by country.

3.2 *Number of Scopus indexed research results documents by country*

When viewed from the network of cooperation or collaboration the results of field research finance, especially in financial distress in the COVID-19 era indexed in Scopus, carried out through a network of partnerships with several countries as seen in Figure 2, shows that researchers in the financial sector, especially into financial distress in the Covid-19 era, mostly came from the United States (54 articles), followed by 18 articles from the United Kingdom, 13 articles from Australia, 12 articles from China, 9 articles from Canada, 8 articles from each of Bangladesh, Germany India, Malaysia, and Poland . These results can be a reference for writers from Indonesia to write on the theme of financial distress because there are still no writers from Indonesia who have worked on this theme (Rahayu & Saleh 2017).

3.3 *Number of Scopus indexed research results documents by country*

From the search results, it is known that the most common subjects in field research finance, especially in financial distress in the COVID-19 era, are Business, Management and Accounting; Social Sciences; Economics, Econometrics and Finance; Psychology; Computer Science; Decision Sciences; Engineering; Environmental Science; Arts and Humanities and Multidisciplinary as shown in Figure 3.

Figure 3 shows that the most common subjects in the field of research finance, especially financial distress in the Covid-19 era, are Business, Management and Accounting (42), Social Sciences (31), Economics, Econometrics and Finance (28), Psychology (10), Computer Science (9), Decision Sciences (7), Engineering (7) and Environmental Science (7). The fewest subjects are Arts and Humanities (6) and Multidisciplinary (6).

3.4 *Bibliometric map of research development in financial sector in Indonesia indexed by Scopus based on keywords*

There were 151 documents on the growth of field study outcomes finance in the Scopus database search results, especially on financial distress in the Covid-19 era. The documents were exported to RIS format, inputted and analyzed with VOSViewer, and the following results were obtained (Rohanda & Winoto 2019). The outcomes of the visualization of the co-word map network of

Documents by subject area
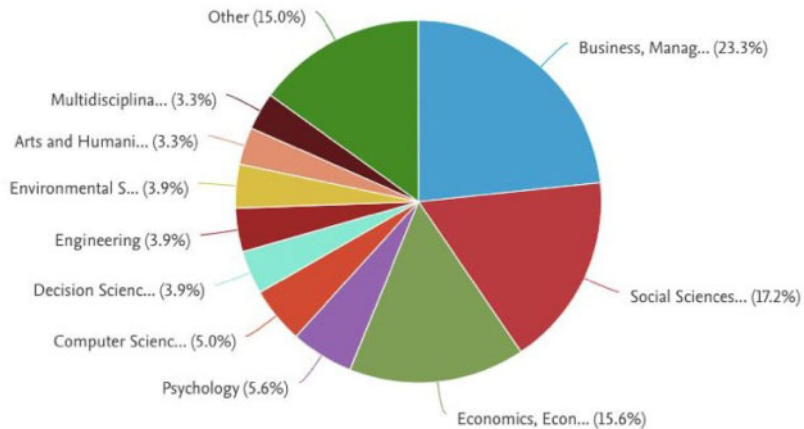
Figure 3. The number of research documents in the field of finance by subject.

financial sector research innovations, especially financial distress in the Covid-19 era, are divided into 8 clusters as shown in Figure 4.

* Cluster 1. The red color consists of 76 topics including financial impact, financial inclusion, financial statement, etc. This cluster shows a relationship related to financial impact which will be related to profitability. Another thing that can also affect is related to sales made by the company regarding profitability.

* Cluster 2. The green color consists of 71 topics including economic hardship, financial crisis, financial threat, etc. This cluster explains the relationship related to the financial crisis with the ongoing COVID pandemic. So it will also have an impact on both mental and physical health.

* Cluster 3. The dark blue color consists of 68 topics including economic impact, financial toxicity, financial vulnerability, etc. This cluster refers to health that has been disrupted due to the COVID pandemic and discussion about financial toxicity as a result of cancer. This cluster has no relation to the main discussion.

* Cluster 4. The yellow color consists of 54 topics including market reaction, potential risk factor, stock return, etc. We know that the COVID pandemic has an impact on all sectors including the capital market. The performance of the capital market has decreased due to the COVID pandemic.

* Cluster 5. The purple color consists of 34 topics including financial performance, financial risk, firm performance, etc. The focus of this cluster is related to the relationship between financial performance and company performance, where when the company's performance is good, the company can distribute dividends to shareholders.

* Clusters 6, 7 and 8 explain the relationship between studies that use bibliometric analysis to determine the direction of research trends in existing research. Most bibliometric analysis uses a systematic literature review as a research method. This cluster also focuses on financial relationships with market reactions during the pandemic. We know that the COVID pandemic has an impact on all sectors including the capital market. The performance of the capital market has decreased due to the COVID pandemic.

3.5 *Visualization of co-word density map*

The cluster density view is the object (label) that is labeled the same as the observable item. Each object dot has a different color based on the density of the item at the moment. The color of the points on the map are determined by the number of objects identified with other items
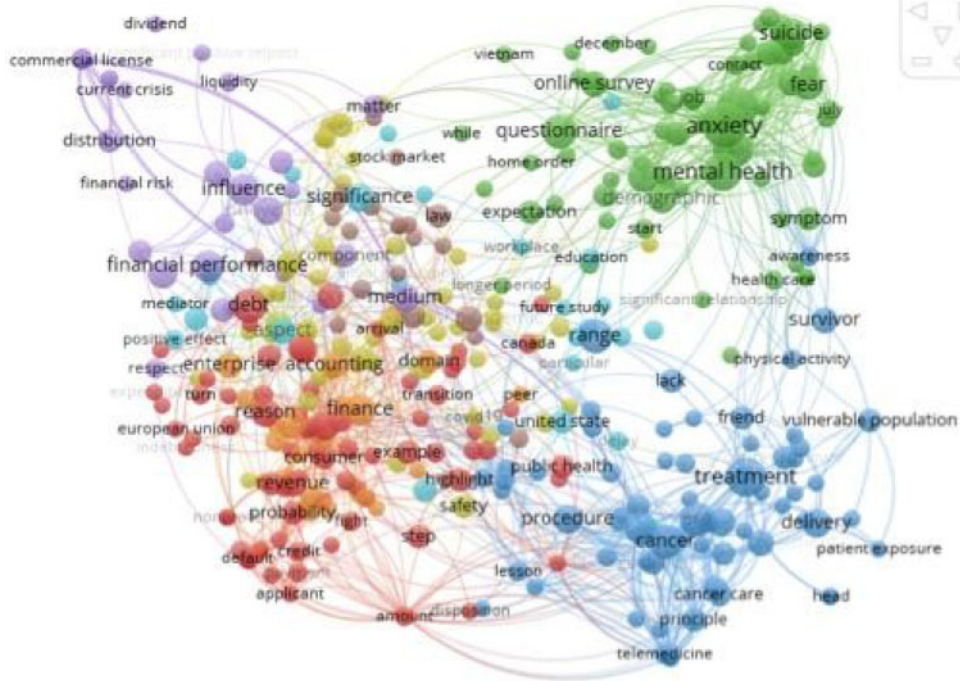
Figure 4. Visualization of the network map for the development of research on financial distress in the COVID-19 era.

(Widuri & Prasetyadi 2018). This section is very helpful for getting an outline of the general nature of the bibliometric map by focusing on which sections of the products are deemed essential to study. We will interpret the most often used keywords in a publication using this worksheet. Visualization of the co-word density map of research development in the financial sector, especially in financial distress in the COVID-19 period, can be seen in Figure 5.

Figure 5 depicts a density map that was generated by analyzing all papers related to the advancement in the financial sector, especially on financial distress in the COVID-19 era, both related and unrelated. Yellow is denser, and greener is rarer. In the figure, there will be 8 clusters if sorted based on the keyword. If you look at the bright colors, there is still no discussion regarding financial distress in the COVID-19 era. So that this topic can be used as a reference for further research.

4 CONCLUSION

VOSviewer was used in this study to generate descriptive and bibliometric analyses. The keywords employed in this research may not be exhaustive; alternative keywords may provide different search results, and other clusters may necessitate a new investigation. The goal of this study was to learn about highly referenced research work, top contributing authors and countries, research topics, and actionable topics for further research. Descriptive analysis was used to identify responses to queries such as top contributing authors, trend research publications, journals, and nations. Within the umbrella of financial distress in the COVID-19 era, bibliometric analysis in VOSviewer revealed 8 clusters representing 8 research aspects. Furthermore, the researchers might pursue any future study area to further investigate financial suffering.

Figure 5. Visualization of the density of the development of financial research indexed by Scopus.

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The potential of ASEAN in restoring the economy of the Southeast Asian region due to Covid-19

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ABSTRACT: The world has been facing two crises since the beginning of 2020. Those are health crises and economic crises. Coronavirus Disease 19 (COVID-19) significantly impacts people since the virus has infected society globally. Consequently, states must close their borders and lay off many sectors to suppress the extent of contagion. It has an impact on the reduction of economic activities in every state. ASEAN (the Association of Southeast Asian Nations) is one of the regions affected by COVID-19. ASEAN's economy has declined up to 3% compared to 2019. This research discusses ASEAN's effort in recovering health and economic crises. The author analyzes using regionalism from a Neoliberal Institutionalist perspective. This research results in three main ASEAN strategies in overcoming crises: the international assistance approach, regional arrangements, and the economic stimulus package.

Keywords: ASEAN; COVID-19; international cooperation; regionalism; economy

1   INTRODUCTION

Coronavirus Disease 19 (COVID-19) first infected people in Wuhan, Tiongkok, at the end of 2019. The disease then spread to other countries. In March 2020, The World Health Organization (WHO) declared the spread of the virus to be a global threat and confirmed pandemic status (CNN Indonesia 2020). As a result, many countries have closed borders by closing airport and port operations to reduce transmission rates from foreign visitors.

WHO subsequently recommended physical distancing for all levels of society. This limitation caused a reduction in several sectors of the economy and even dismissals. The global consumption level has also decreased due to the international community starting to stop their economic activities. Several countries have implemented lockdown policies, such as Malaysia, Vietnam, Italy, and others.

The significant impact of the dismissal of economic activity is the decline in the world economy. The International Monetary Fund (IMF) predicts the global economic downturn will fall by 3% (IMF 2020). Several aspects were causing the economic downturn, such as a decrease in the value of global trade, temporary or permanent closure of business at the national or global level, a decrease in investment value, and a number of canceled mass activities. These shifting economic conditions led to a decline in world oil prices and an increase in the unemployment rate.

The World Bank predicts that the recession caused by the health crisis and the global economic crisis will be more severe than the crisis that occurred in 2008 (World Bank 2020). Meanwhile, the IMF foresees that the world economy will begin to rise slowly in the third quarter of 2020 (IMF 2020). The main sectors affected by this pandemic are tourism, trade, petroleum, and other derivative sectors.

Southeast Asia is one of the regions affected by COVID-19. At the end of June 2020, the total number of positive cases in the region reached more than 250,000 (Worldometer 2020). There are two categories of ASEAN countries in regards to the rate case of COVID-19: first is countries with a high increase in cases, namely the Philippines, Indonesia, and Singapore; and countries

with a flat rate of cases, such as Laos, Brunei, Vietnam, Malaysia, Thailand, Cambodia, and Myanmar.

Countries in Southeast Asia also experienced a significant economic decline. The Asian Development Bank (ADB) predicts the economic growth of the Southeast Asia region to fall by 3.4% compared to 2019 in 2020 (CSIS 2020). Malaysia and Singapore experienced a significant decline due to declining export values. Meanwhile, the Philippines and Thailand economies have shrunk due to their dependency on the tourism sector (Hayat 2020).

Seeing the economic crises impacted by COVID-19, ASEAN carried out several programs, policies, and cooperation. This regional institution has made efforts to initiate the ASEAN COVID-19 Response Fund to collaborate with partner countries such as Tiongkok, Japan, South Korea, Australia, and other partner countries.

This research is prominent because ASEAN, as a regional institution, can solve the crisis in Southeast Asia. ASEAN has the ability to restore the economy in the Southeast Asian region and have impacts to the surrounding countries. ASEAN initiation creates a good climate for regional and inter-regional cooperation. ASEAN's initiation of a Regional Comprehensive Economic Partnership (RCEP), which has been in the negotiation stage, also brings positive implications in resolving the crisis caused by COVID-19.

2 METHODS

Regionalism relates to the study of areas where the categories consist of various reasons. There are several reasons for countries forming regions to collaborate and manage common problems. First is the emergence of social cohesion, such as similarities in ethnicity, race, language, religion, culture, and historical similarities. Second, is economic cohesion, such as cooperation regarding trade and investment. Third, is political cohesion, such as ideological similarities and regime types. Finally, there is organizational cohesion, where the formation of regional institutions binds member countries to work together (Hurrel & Fawcett 1995).

Region characteristics form based on the reasons explained above. Some regions form due to geographic proximity and non-geographic proximity. Regionalism also forms as a result of awareness or threat. Several theories explain the formation of cooperation at the regional level. The theory of functionalism explains the cooperation between countries that prioritize technical and non-political matters. David Mitrany argues in his article entitled Working Peace System, that international technical collaboration leads to welfare and benefits for the institution (Mitrany 1994). Meanwhile, Neo-Functionalism Theory explains that integration occurs due to the role of the state. The role of institutions and the role of political actors can expand the cooperation sector between countries (Hurrel & Fawcett 1995).

Other international relations theories, such as neorealism, neoliberalism, and constructivism, have arguments about regional integration. Neorealism explains that the formation of cooperation in the region can occur due to hegemon or external threats. Neo-liberalism explains regional integration as an increase in interdependence, and if it is contained in institutions, it will form standard norms and rules. Therefore, the state will channel its interests through these institutions and get benefits from the institutions. Constructivism emphasizes the politics of identity and social integration from the union of countries in the region (Silvya & Sudirman 2015).

In this study, the author uses regionalism as a basis for seeing ASEAN as a regional integration that provides benefits for its member countries in facing crises. The neoliberal institutionalism approach is the primary approach in inducing research results. Neoliberal-institutionalism explains three main arguments for regionalism. Firstly, the state always wishes to cooperate so that interdependence increases. In this case, institutions play a role for the state to solve common problems to gain welfare. International institutions are places where the state expresses its interests, which are then carried out collectively.

Second, the state is seen as a link between domestic and international. Cooperation between countries aims to restrain the constellation of power and prioritize cooperation behavior. Third,

institutions are places to seek channels of interest, and institutions also play a role in providing benefits to member countries. Through institutionalist theory that puts forward institutional principles such as information providers, transparency, slaughter, reducing costs in trade, and others, interdependence will occur (Hurrel & Fawcett 1995).

This research is qualitative research with descriptive methods. The principle of neoliberal Institutionalism in ASEAN regional integration is poured into three main topics of discussion regarding ASEAN's strategy to overcome the economic impact caused by COVID-19.

3 RESULTS AND DISCUSSIONS

3.1 *Impact of COVID-19 on the global economy*

As a result of the application of physical distancing and the closure of many economic sectors due to COVID-19, such as airports, ports, public facilities, shopping centers, restaurants, tourist attractions, and other business sectors, there was a decrease in the economic world on a large scale globally. This impact affects the value of trade and investment and the decline in world oil prices.

The closure of transportation access such as airports and ports has reduced the number of international tourists. This closure has an impact on the tourism sector and business travel. Tourism sectors correlated with other sectors range from tourist attractions, hotels, restaurants, transportation, insurance, construction, to Micro, Small, and Medium Enterprises (MSMEs). For countries that depend on tourism as a source of national income, COVID-19 has caused significant economic downturns, such as Thailand, Sri Lanka, and Fiji.

Since the first COVID-19 case appeared in Tiongkok, trade value has decreased due to production and transportation activities. Meanwhile, Tiongkok is one of the suppliers for the manufacturing sector in other countries. Thus, production in other countries is hampered (Muzakki 2020). Moreover, several countries have restricted imports from Tiongkok.

Lower levels of production and trade between countries were accompanied by increases in prices for air and sea cargoes and prices for containers. The level of consumption of secondary products has also decreased, resulting in the closure of many business units. The World Trade Organization (WTO) predicts that the decline in international trade in 2020 will be 13–32% compared to the previous year (ASEAN 2020). Apart from trade, investment value has also decreased. The Organization for Economic Co-operation and Development (OECD) predicts that the investment value in its 36 countries will decrease by 30% compared to 2019 (OECD 2020).

The closure of business units nationally and globally has also occurred due to the spread of the virus. Some businesses are closed temporarily, and some are closed permanently. Business closures occurred at the level of global corporations, multinational companies, national companies, to MSMEs. In the United States, approximately 26,160 restaurants were closed.

Meanwhile, the beauty industry closed as many as 4897 business outlets (Zablit 2020). The closure of business also impacts multinational companies such as Pizza Hut and KFC. Pizza Hut closed 1000 of its business units in the United States. At the same time, in Indonesia, Pizza Hut has permanently closed 17 outlets. KFC closed 900 outlets in the UK. In Indonesia, KFC closed 97 business outlets (QSR 2020). The data shows that COVID-19 has had an impact on the closure of business units in many sectors.

A large number of business closures, the decreased value of trade and investment, and the decline in the level of private consumption led to an increase in the global unemployment rate. Based on the number of lost working hours, the IMF said 130 million full-time jobs were lost in the first quarter of 2020. That number increased to 300 million jobs lost in the second quarter of the same year (IMF 2020). The OECD also revealed an increase in the unemployment rate from 18.4 million in 2019 to 55 million in April 2020. OECD member countries with the highest unemployment rates were Colombia, Spain, and Canada (OECD 2020).

Table 1. Projections of Southeast Asia's gross domestic product (GDP)

	2018	2019	2020 forecast				2021 forecast	
			IMF	ADB	WB Baseline	WB Lower-case	IMF	ADB
Southeast Asia	5.1	4.4		1.0				4.7
ASEAN-5*		4.8	-0.6				7.8	
Brunei	0.1	3.9		2.0				3.0
Cambodia	7.5	7.1		2.3	2.5	1.0		5.7
Indonesia	5.2	5.0	0.5	2.5	2.1	-3.5	8.2	5.0
Lao	6.2	5.0		3.5	3.6	2.2		6.0
Malaysia	4.7	4.3	-1.7	0.5	-0.1	-4.6	9.0	5.5
Myanmar	6.4	6.8		4.2	3.0	2.0		6.8
Philippines	6.2	5.9	0.6	2.0	3.0	-0.5	7.6	6.5
Singapore	3.4	0.7	-3.5	0.2			3.0	2.0
Thailand	4.2	2.4	-6.7	-4.8	-3.0	-5.0	6.1	2.5
Vietnam	7.1	7.0	2.7	4.8	4.9	1.5	7.0	6.8

Source: Searight (2020).

COVID-19 also has an impact on the decline in world oil prices. Oil demand decreased due to declining global production activity. This derivation has implications for the decline in world oil prices from around 45 USD per barrel to 34.23 USD per barrel (Muzakki 2020). The decline in oil prices has an impact on the economies of oil-producing countries, such as Saudi Arabia. The data above show how COVID-19 has an essential impact on the world economy. Every country is experiencing a national economic decline. The economic decline also is happening to countries in Southeast Asia.

3.2 *The impact of COVID-19 on the economy in the Southeast Asian region*

Southeast Asia has also experienced a high increase in COVID-19 cases. As of early August 2020, the total number of cases in Southeast Asia was 300,934. On August 6, 2020, the total number of active cases was 92,313 (Worldometer 2020). The countries with the highest number of cases are Indonesia, the Philippines, and Singapore.

The regional economy has also experienced a decline due to lockdown policies or Large-Scale Social Restrictions (PSBB), such as in Indonesia. Vietnam, the Philippines, Malaysia, and Thailand are the countries that have issued lockdown policies (Kompas 2020).

Based on Table 1, the data show that the economic growth of ASEAN Member countries declined sharply in 2020 and is expected to start increasing in 2021. Indonesia experienced the worst currency depreciation in March 2020, reaching IDR 16,367.00 per 1 USD (ASEAN 2020).

Thailand is the country with the worst economic decline compared to other Southeast Asian countries. The decline is due to the country's dependence on the tourism sector. In addition, the political instability that has occurred has worsened the decline in Thailand's national economy. The unemployment rate in Thailand increased by almost 25% in 2020.

Away from Thailand, the unemployment rate in Southeast Asia has also increased. In the second quarter of 2020, Southeast Asia lost 10% of working hours. This also affected migrant workers who also lost their income or jobs. The unemployment rate in Vietnam reached 5 million, and in Indonesia, it reached 7 million, and it is estimated to increase up to 9 million due to COVID-19 (Hutt 2020).

3.3 *ASEAN's strategy to restore the economy of the Southeast Asian region after COVID-19*

Regionalism can be a solution to common problems, including disease outbreaks. Regional institutions often play a significant role in tackling disease outbreaks, as did the African Union and the Economic Community of West African States (ECOWAS) in dealing with the Ebola virus. Robert Jervis (1999) argues that international cooperation provides incentives for the countries involved. These incentives increase cooperation between countries. As the incentives increase, the state's desire to exploit will decrease (Jervis 1999).

In this case, ASEAN is a collaboration between countries in the Southeast Asia Region which subsequently forms regional institutions formally. In several common problems in the region, ASEAN provides solutions, such as creating the ASEAN Economic Community (AEC).

Likewise, when the COVID-19 outbreak entered the Southeast Asia region in early 2020, ASEAN initiated special meetings to discuss the pandemic. The author classified several strategies, including the ASEAN meeting to overcome COVID-19, foreign assistance received or given by ASEAN, the economic package policies of ASEAN member countries, and the ASEAN cooperation prospect in tackling COVID-19.

3.4 *ASEAN meeting to address COVID-19*

On February 19, 2020, ASEAN held a defense ministry meeting in Ha Noi, Vietnam. The meeting resulted in a Joint Statement on Defense Cooperation Against Disease Outbreak where ASEAN will deploy the ASEAN Center for Military Medicine. This mechanism has been established since 2016. ASEAN agreed to deal with the COVID-19 disaster through this mechanism. The ASEAN Center for Military Medicine's functions include collaborating with professionals in chemistry, biology, and radiology; providing information regarding COVID-19; preventing hoaxes; and other health issues regarding the pandemics (ASEAN 2020).

On February 20, 2020, ASEAN held a meeting with Tiongkok to discuss two main topics related to COVID-19. First, the meeting discussed the outbreak as a non-traditional threat and shared security interests. As a result of discussing this joint topic, ASEAN and Tiongkok agreed to cooperate with medical professionals in ASEAN and Tiongkok. Second, the meeting discussed the economic impact arising from this disease outbreak. Tiongkok has been one of ASEAN's largest trading partners since 2000. In 2018, the trade value of ASEAN and Tiongkok was 17.1% of the total ASEAN trade. This meeting resulted in medical assistance from both Tiongkok to ASEAN and vice versa. The meeting aims to accelerate the resolution and increase trade between the two (Estrada 2020).

On March 10, 2020, ASEAN will hold a meeting between the Economic Ministers of each member country. This meeting discussed commitments to keep trade and investment open in order to recover the regional economy. ASEAN also collaborates with stakeholders in trade and investment, including tourism. ASEAN has re-emphasized the use of the ASEAN Single Window to stimulate export and import with preferential tariffs. This meeting also discussed reducing non-tariff barriers among ASEAN member countries (Sekretariat Nasional ASEAN-Indonesia 2020).

ASEAN subsequently held a Special ASEAN Finance & Central Bank Deputies Meeting +3 (AFCDM + 3) through a video conference. This meeting was held on April 3, 2020. It was a forum for exchanging views on policies in dealing with the economic impact caused by COVID-19 (ASEAN 2020).

Furthermore, ASEAN held a Special ASEAN Summit on COVID-19 on April 14, 2020. This meeting discussed post-pandemic recovery. ASEAN needs collaborative action to reduce trade restrictions and general security affairs. On the same day, ASEAN also held a meeting with ASEAN + 3 (Widian & W,2020).

On 20-24 April 2020, ASEAN held an RCEP Trade Negotiation Committee Meeting. This meeting discussed the efforts of ASEAN and five other partner countries, namely Tiongkok, Japan, South Korea, Australia, and New Zealand, who are members of the RCEP, to build an economic environment that has devastated by COVID-19 (ASEAN 2020).

Apart from RCEP, ASEAN also held a meeting with the United States (US) on April 23, 2020. The two discussed COVID-19 and resulted in producing media equipment assistance and an agreement to develop a vaccine. ASEAN and the US hope that there will be equal access and prices when the vaccine is found (Kementrian Luar Negeri RI 2020).

Furthermore, the Economic Ministers of ASEAN member countries met with the Minister of Economy of Tiongkok in the ASEAN-China Economic Minister forum on May 29, 2020. The two exchanged information and anti-pandemic experiences between these countries and strengthened cooperation in medicine, vaccines, and medical equipment. Besides, ASEAN and Tiongkok also discussed the manufacturing, trade, investment, and tourism sectors affected by COVID-19 (Kementerian Perdagangan RI 2020).

ASEAN also held a meeting with Russia on June 17, 2020. The Special ASEAN-Russia Foreign Ministers Meeting on COVID-19 was held via a video conference. Both agreed to carry out professional cooperation in the health sector and overcome socio-economic problems by restoring economic growth, especially in the trade, investment, tourism, finance, monetary, digital economy, innovation, and MSME sectors (ASEAN 2020).

The 36th ASEAN Summit held on June 26, 2020, explained ASEAN's performance during the pandemic. Several ASEAN schemes help to solve problems such as the ASEAN Coordinating Council Working Group in Public Health Emergencies (ACCWG-PHE); dialogue with partner countries; and internal coordination related to pandemic mitigation and its impacts, such as meetings between Ministers of Health, Ministers of Tourism, and Minister of Agriculture (ASEAN 2020).

3.5 *Foreign assistance results of ASEAN cooperation*

The ASEAN meeting and performance described in the previous sub-chapter resulted in a flow of assistance provided to ASEAN countries. Apart from international institutions such as the IMF, World Bank, and ADB, ASEAN also receives assistance from partner countries such as Tiongkok, the US, Japan, and Australia. However, ASEAN is not only recipient countries, but ASEAN also provided assistance regarding COVID-19 to countries in Europe.

The IMF provided two assistance schemes in loan funds for countries affected by COVID-19, namely the rapid financing instrument and the rapid credit facility. Myanmar is one of the countries that received funds from the IMF. Myanmar received a rapid financing instrument of 237.7 million USD and a rapid credit facility of 118.8 million USD (IMF 2020).

The World Bank also provided grants to ASEAN member countries. Indonesia and the Philippines are the countries that have received the largest loans from the World Bank. Indonesia received 950 million USD while the Philippines received 1.1 billion USD. Meanwhile, Cambodia received USD 20 million, Laos received USD 18 million, and Myanmar received USD 50 million (World Bank 2020).

Tiongkok's assistance, provided on April 21, 2020, also marked its commitment to collaborating with ASEAN. Tiongkok sent 75,000 surgical masks, 300 hand sanitizers, and 35 infrared thermometers to the ASEAN Secretariat in Jakarta. Tiongkok also provided medical supplies to several ASEAN member countries, such as providing medical supplies to the Sungat Buloh Hospital in Malaysia. Medical assistance was also given to the Philippines government six times, in the form of ventilators, test kits, protective clothing, masks, and protective goggles. Thailand also received USD 9 million worth of medical assistance on May 12, 2020, from Tiongkok. Indonesia sent national soldiers to collect 9 tons of medical supplies on March 20, 2020, and Tiongkok again sent 40 tons of medical supplies on March 27, 2020. Singapore received 620,000 masks on May 5, 2020. Likewise, Laos, Cambodia, Myanmar, and Brunei also received assistance from the Chinese government. Moreover, through the Chiang Mai Initiative in collaboration with the United Nations Development Program (UNDP), Tiongkok provided 500,000 surgical masks to Indonesia. This assistance from Tiongkok is known as China's Mask Diplomacy.

Aid from Tiongkok did not only come from the government but also non-governmental organizations. Alibaba and Jack Ma Foundation also assisted Indonesia, Malaysia, Philippines, Myanmar,
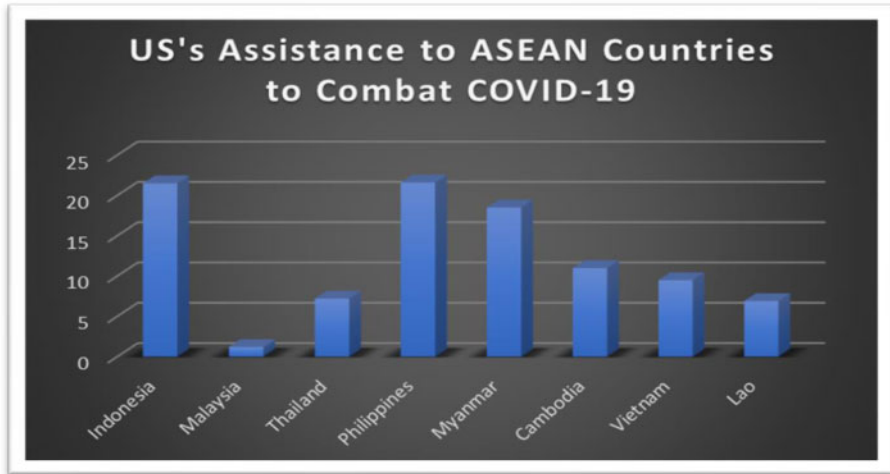
Graphic 1.   Graph of amount of US Government Assistance to ASEAN to Tackle COVID-19
Source: CSIS (2020).

and Thailand in April 2020. The assistance included 2,000,000 masks, 150,000 test kits, 20,000 protective clothing, and 20,000 face shields (CSIS 2020).

ASEAN also received assistance from the US, both governmental and non-governmental. The US government provided medical assistance worth more than 100 million USD to countries in the Southeast Asia Region. Assistance also came from non-governmental organizations such as the Rockefeller Foundation and the Pepsi Co Foundation (CSIS 2020) (Graph 1).

ASEAN countries are not only recipients of assistance but also donor countries. Singapore assisted in the form of test kits and medical supplies to other ASEAN countries. Through the Temasek Foundation, Singapore carried out the Singapore Test Kit Diplomacy. Malaysia received 5,000 swab kits, the Philippines received 43,000 swab kits, and Indonesia received 30,000 test kits. Apart from that, Singapore also provided ventilators, protective clothing, and hand sanitizers.

Vietnam also assisted in the form of masks manufactured by Vietnam. The masks were shipped to the US, Tiongkok, France, Germany, Italy, Spain, Britain, Russia, Japan, Sweden, and Cuba. Moreover, Vietnam is also one of the countries that exported test kits. Malaysia also made donations to Palestine. Malaysia sent masks, gloves, and face shields. Meanwhile, Indonesia sent medical supplies to Timor Leste (CSIS 2020).

3.6   *Economic package policies in ASEAN countries*

Since COVID-19 paralyzed almost all economic sectors, ASEAN countries have started to issue policies to tackle it, both fiscal and monetary policies. Governments in ASEAN member countries allocated significant funds for the health sector. Besides, to overcome the socio-economic impact, the government also provided social assistance and loan funds. This policy is contained in the economic stimulus package, where each country has its own focus on allocating it.

Data from the IMF states that Indonesia spent a recovery program fund of IDR 677.2 trillion as of June 2020. These funds are allocated to the health sector, food assistance, electricity subsidies, unemployment, tax amnesty, particularly the tourism sector, and loans for affected businesses. Bank Indonesia is also prioritizing financing and developing digital payments.

Malaysia also spent 51 billion Malaysian Ringgit, which was used for digital business development and tax amnesty. Singapore also spent 92.9 Singapore Dollars, or the equivalent of 19.7% of Singapore's GDP. The funds are allocated for additional salaries for unemployment, direct funds, research and development investment, medical supplies, and loan packages. Thailand spent 1.5

billion Baht, equivalent to 9.6% of Thailand's GDP. The funds are allocated for health, cash assistance for workers and farmers, tax amnesty, electricity and water subsidies, tourism subsidies, and loans to MSMEs.

The Philippines, as the country with the highest number of active cases, spent 596.6 billion Philippine Pesos. This amount is equivalent to 31% of the Philippine GDP. The funds are used for cash assistance, health, and financial assistance to MSMEs. Besides, Cambodia also allocated USD 60 million, and Vietnam allocated 279 trillion Dong or equivalent to 3.7% of its GDP.

3.7 *ASEAN's potential in recovering the ASEAN economy after COVID-19*

ASEAN, as a regional institution, has a particular working body to solve general problems. ASEAN regional cooperation results in coordination and joint policies that create interdependence. The argument from the neoliberal institutionalism perspective in seeing regional institutions supports ASEAN's performance in addressing COVID-19.

Interdependence between ASEAN member countries is proven by the desire to cooperate and rely on the institution to carry out collective action. In regards to COVID-19, ASEAN formed a task force as a joint solution. ASEAN initiated the ASEAN COVID-19 Response Fund. This initiative is an effort to provide health funds drawn from the ASEAN Cooperation Fund (ASEAN, 2020). Besides, ASEAN mobilizes special agencies to deal with socio-economic impacts, such as utilizing the ASEAN National Tourism Organization and the ASEAN Center for Military Medicine.

The ASEAN Tourism Organization collaborates with ASEAN bodies such as health, transportation, and others. This agency also utilizes the ASEAN Tourism Crisis Communication Team to identify tourists, share information, and use digital means for promotion. Besides, the ASEAN Tourism Organization also focuses on MSMEs in the tourism industry (ASEAN 2020).

Neoliberal Institutionalism explains that cooperation in institutions withholds a constellation of power and emphasizes cooperation behavior. ASEAN cooperation in dealing with COVID-19 does not emphasize the use of power. ASEAN tends to take more collaborative action both between member countries and its partners. Through ASEAN +3, RCEP, and the ASEAN Regional Forum, ASEAN undertakes collaborative action and results in joint foreign assistance and disaster management efforts.

ASEAN also emphasizes the transparency of information, monitoring, and evaluation of agreements made through the forums described in the previous sub-chapter. It proves the neoliberal institutionalism argument based on an institutionalist theory explaining the function of institutions that can provide benefits and be a vehicle for channeling interests.

4 CONCLUSION

ASEAN has positive potential in tackling COVID-19. ASEAN's emphasis on resolving the pandemic and its socio-economic impacts have contributed to its member countries. The collaborative action builds a solid regional institution named ASEAN to deal with global issues. ASEAN also promotes cooperation with partner countries that provide a stimulus for the economies of member and partner countries.

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Analyzing the dynamics of smart library readiness in Indonesia

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ABSTRACT: The paper accentuates the extent to which various challenges to smart libraries affect smart library readiness dynamics in developing countries. By employing a combination of in-depth semi-structured interviews with 13 public officials at the Regency of Bojonegoro, Indonesia, and documentation analysis, this study ascertains the dynamics of smart library readiness using the case of Indonesia. The findings contribute to the discussion of the smart library by accentuating the sequence of the four domains of the smart library. Our findings indicate the dynamics of the four domains of a smart library in the developing country. Furthermore, our study identified six challenges affecting the dynamics of smart library adoption in Indonesia. These six challenges are costly ICTs investment, limitation in ICTs capabilities and skills, budgeting system, policy, regulation, and politics, leadership, and awareness of the importance of data and data management.

Keywords: smart library; smart public library; readiness; smart city

1 INTRODUCTION

Digital inclusion is a primary concern for governments worldwide to ensure optimal public participation. The recent lack of public participation, among others, is driven by the existence of a data divide, lack of access to infrastructure, and lack of skills to use the data (Gurstein, 2011). The proponents argue that public libraries play crucial roles in promoting public participation (Bertot Jaeger, Langa, & McClure, 2006; Burke, Kowlowitz, Pardo, & Sutherland, 2014; Jaeger et al., 2014; Taylor et al., 2014). Public libraries as intermediaries could alleviate the burden and barriers facing the "grassroots" populations in using and benefiting from computers and the internet (Sey, Coward, Rothschild, Clark, & Koepke, 2013), more so for smart public libraries.

The advancement of ICTs amends the roles, content, information services, and relationships of the users with the libraries manifested into the phenomenon known as a smart library (Baryshev, Verkhovets, & Babina, 2018; Salem et al., 2012). The "smart" component of a smart library emerges from the use of ICTs in the libraries' working processes (Freyberg, 2018). Interactivity, innovativeness, ever-changing, and user orientation business processes signify the characteristics of a smart library (Baryshev, Verkhovets, & Babina, 2018, p. 537). As a smart entity, libraries function as cultural infrastructure, learning centers, and information commons that connect users with useful and valuable information (Schopfel, 2018).

Despite the benefits of a smart library, which, among others, include augmenting the dynamics of open government and smart city ecosystems (Burke et al., 2014), the implementation of smart libraries faces various challenges, foremost in the developing countries (Chisita & Dick, 2018). The limited access to technology, high costs of investment in ICTs, the lack of awareness on the

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importance of the library in open government and smart city ecosystems, and the limited capabilities and skills of the staff and users are cited as some of the critical challenges affecting the readiness of smart library implementation, particularly in the developing countries such as Indonesia (Cao, Liang, & Xi, 2018; Kulkarni & Dhanamjaya, 2017; Miettinen, 2018; Ozeer, Sungkur, & Nagowah, 2019; Pyati, 2009; Sayogo & Yuli, 2019; Shen, 2019).

This paper thus represents a preliminary effort to understand the dynamics of smart library readiness better. The paper accentuates the various challenges to smart libraries affecting the dynamics of smart library readiness in developing countries using the case of Indonesia. Hence, this study addresses the following research questions: a) to what extent do public officials at local governments in a developing county understand what constitutes an effective smart library? And b) how do the challenges of smart libraries in the developing country affect the dynamics of smart library readiness in Indonesia?

1.1   *Smart library concepts and challenges*

A smart library is far from simply a digitization of the library. Instead, a smart library involves a transformation of the library's functions and services as well as the relationships with the patron. A smart library provides "interactive, innovative, informative, real, changing, and international" services to its patrons (Baryshev et al., 2018). Following the six primary components of the smart city[1], a smart library is characterized by four domains: smart place, smart people, smart governance, and smart services (Freyberg, 2018; Schopfel, 2018). The application of the four domains manifest through the two major public values of a library, namely, enablement and intrinsic enhancement (Sayogo, Wang, & Yuli, 2016; Sayogo, Yuli, & Wiyono, 2020). Enablement is a function of the library to promote the capability of users to interact by providing means for accessing information. While intrinsic enhancement refers to the roles of a library to adapt to the needs of users in interacting with other users, government, or private entities for creating knowledge (Cresswell, Pardo, Burke, & Dadayan, 2007; Sayogo, Wang, & Yuli, 2016).

The four domains of a smart library are interrelated. As a smart place, the library serves as a learning center, the place to converge knowledge (Min, 2012), and a hub for disseminating information among users and patrons (Schopfel, 2018). Thus, as a smart place, the library will nurture smart people. The library serves to change the overall perception of the smart population in a city and provides information to keep smart people well informed (Johnson, 2012). To foster smart people, a library must provide smart services that cater to the users' needs and values (Cao et al., 2018; Kim & Abbas, 2010). A smart service also signifies that services enable users to collaborate and communicate in creating novel contents, ideas, and designs that are beneficial for solving complex social issues (Baryshev et al., 2018; Curran, Murray, & Christian, 2007). Eventually, given the limitation in library resources to offer smart services (Chisita & Dick, 2018), the smart governance of a library is a must. Smart governance entails the mutual and beneficial cooperation and collaboration between the library, government agencies, and private institutions (Alipour-Hafezi et al., 2019; Schopfel, 2018).

Nonetheless, implementing a smart library is a challenging undertaking, particularly for a library in developing countries. Limitations on skills and capabilities, outdated existing technology, insufficient funding, and often unsupportive policies and regulations are cited among the major challenges facing public libraries in developing countries (Sayogo & Yuli, 2019). Despite the high internet penetration rates in Southeast Asia in 2020, with an average penetration rate of 64.9%[2], the public library access to technology is lacking. High costs and limited access to ICTs investment hinder library efforts to adopt a smart library (Cao, Liang, & Xi, 2018; Kulkarni & Dhanamjaya, 2017; Ozeer, Sungkur, & Nagowah, 2019). Moreover, the capabilities and skills of the public library's

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[1] The six primary components of the smart city proposed by the Centre of Regional Science at the Vienna University of Technology (see Giffinger & Gudrun, 2010).

[2] https://www.statista.com/statistics/487965/internet-penetration-in-southeast-asian-countries/

staff in managing data are often not up-to-par, thus hindering the creation of smart solutions through smart libraries (Cao, Liang, & Xi, 2018; Shen, 2019). The limited skills in using data innovatively (Miettinen, 2018; Shen, 2019) coupled with a lack of awareness on the importance of data (Sayogo & Yuli, 2019) further set the hurdles in adopting a smart library.

Funding is another major challenge for a public library. There are two major issues related to funding, namely sufficiency and access to funding. An effort to transform a library into a smart library is often not recognized within the funding appropriation for a public library (Leorke et al., 2018). The budgeting structure in a country such as Indonesia denied spending related to online transactions such as ebooks, thus limiting the ability of the library to adapt as a smart library (Sayogo & Yuli, 2019). Furthermore, providing funding for the advancement of a public library is often not regarded as an important issue in developing countries considering the many more pressing issues (Kulkarni & Dhanamjaya, 2017; Ozeer, Sungkur, & Nagowah, 2019. The deficiency of funds coupled with the high costs of ICTs investment result in a public library in developing countries often not putting the adoption of a smart library as a priority in their agenda (Sayogo & Yuli, 2019).

Public perceptions on the importance of public libraries and conflicting legal and policy positions are the next major hurdles for adopting public libraries in developing countries (Sayogo & Yuli, 2019). The visibility of public libraries in the public's eyes as the place that could bring forth significant novel transformation is considerably low in developing countries (Pyati, 2009; Sayogo & Yuli, 2019). Changing the public's attitudes and perceptions of the principal values of the public library as an establishment that offers more than just a book lender is challenging (Sabaratnam & Ong, 2013). Thus, the low visibility of public libraries resulted in a lack of political interest in the public library or occasionally made the library susceptible to the political agenda (Loerke et al., 2018; Pyati, 2009; Sayogo & Yuli, 2019). The situation leads to a reluctance in providing an increase in budget and funding and a shortage of legal and policy positions governing library transformation into a smart library (Sayogo & Yuli, 2019).

2 METHODS

This study employed a combination of a survey questionnaire, in-depth semi-structured interviews, and documentation analysis. This study conducted interviews with 13 public managers and other public officials from the department of library and information services and the department of information and communication at the Regency of Bojonegoro, Indonesia. To obtain more profound and expansive responses, the interviewees consisted of a) head of the department, b) manager of units within the department, and c) member of the regency IT boards. In addition, we carried out thorough documentation to analyze the sufficiency of the existing policies, laws, and regulations in supporting the practice of government ICTs investment such as Smart Library.

3 RESULTS & DISCUSSIONS

3.1 *Perceptions on the effective smart public library*

This study conducted an initial analysis to ascertain the perception of the public officials of the indicators of an effective smart library. The objective is to establish the level of public officials' knowledge and understanding concerning the smart library. We use the four domains of the smart library to derive the indicators of an effective smart library. The results are presented in Table 1.

The results indicate four indicators with a high percentage. There are two indicators relating to the smart place domain. The survey results indicate that 13% of the respondents deemed providing space in the public library to support the community to collaborate signifies an effective smart library. Additionally, 18% of the respondent assumed that the provision of novel technologies for the users in the library signifies the achievement of an effective smart library, particularly related to the library as a smart place. The second indicator pertains to the fulfillment of smart governance, in which 15% of the respondents perceived that an effective smart library must maintain interrelation

Table 1. Indicators of effective smart library.

Indicator	%
The public library is connected to the school and university library network	15
The public library is connecting the users with government	4
The public library is providing online video tutorial on using novel technologies	5
The public library's space support the community to collaborate	13
The public library's space support users to work or study online	9
The public library's collection is available online and updated	13
The public library provides novel technologies for the users	18
Do not know	25
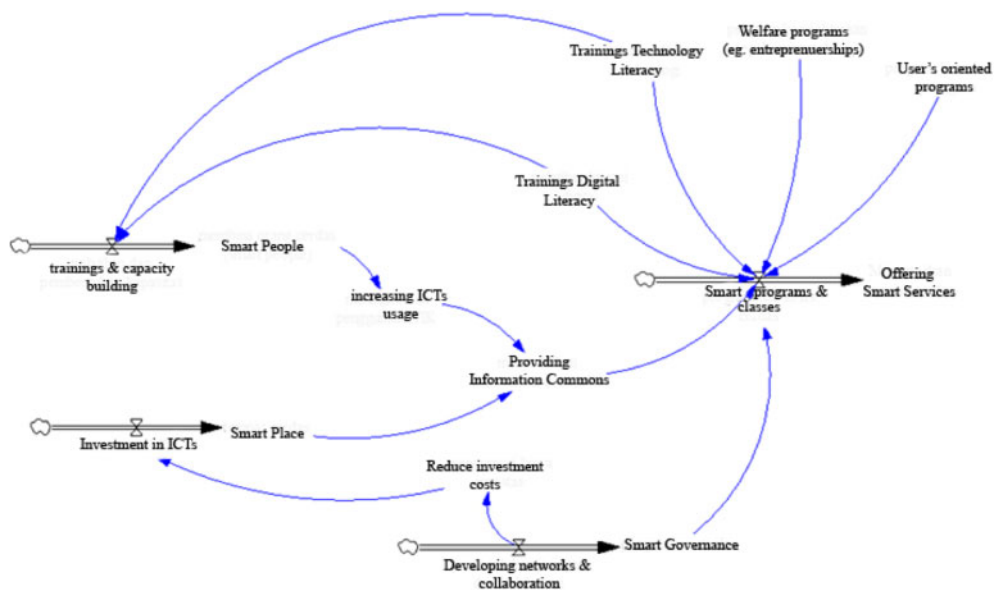
Figure 1. The dynamics model of smart library conceptualization in Indonesia.

with the school and university library network. The third indicators refer to smart services in which 13% of the respondents perceived that public library needs to make their collection available online and updated to be able to achieve an effective smart library.

Nonetheless, the responses for each of the indicators of the effective smart library are considerably low, with the majority below 20%. In addition, 25% of the respondents admitted to not knowing what an effective smart library is. The results might signify the lack of socialization of smart public libraries for public officials. Presumably, only a few well-read or mid- to high-level management are privy to the information about the smart library. Thus, these results signify a call for future research to ascertain the disparity of understanding among public libraries concerning a smart library.

3.2 The dynamics of smart library conceptualization

Based on the literature review results, in-depth interviews, and extensive survey questionnaires distributed to public officials in Bojonegoro, several factors comprising the understanding of smart libraries in Indonesia were collected. The results from the interviews were further used to identify the relationships and dynamics of the factors that conceptualized smart libraries in Indonesia. The model is presented in Figure 1.

Based on the analysis results, the interviewees perceived that the smart library in Indonesia started from offering smart services in a public library. Public libraries in Indonesia have offered smart programs and classes, particularly literacy programs and welfare programs. According to the interviewees, most public libraries at the regency level offer welfare programs and classes to improve the economic well-being of the patrons in the regency. An example of these welfare programs and classes is entrepreneurship training and classes that teach the participants to improve their economy by engaging in entrepreneurship. This program is offered in conjunction with technology and digital literacy classes and programs. The optimum objective to coupled welfare programs with technology literacy programs, according to the interviewees, is to encourage the participants to engage in creating innovative ICT-based entrepreneurship; or to introduce the participant to the advantage of using ICTs to advance the entrepreneurship efforts.

In order to enable the offering of smart services, the interview results indicate the need to have smart governance, smart people, and the provision of information commons. Information commons refer to an information system combining the library's physical presence with online communities to generate, store, and preserve information (Leorke et al., 2018). Hence, libraries as information commons indicate the roles of the library to provide valuable information to help the community to solve complex social issues. Enabling the provision of information commons requires the integration of smart people and libraries as smart places. The nurturing of smart people in the library through training, capacity building, and programs enable optimal improvement of the capability to use ICTs, which eventually facilitates the creation of information commons.

4 *The challenges facing smart library*

As indicated from the survey results, the possible low understanding of the public officials concerning smart libraries might also indicate the challenges facing smart libraries in Indonesia. This section elucidates the dynamics of the challenges facing the adoption and implementation of the smart library. The challenges and their dynamics were identified from the interviews' results; and were further verified through a survey questionnaire. The relationships and dynamics of the challenges facing smart library adoption and implementation in Indonesia are presented in Figure 2.

As depicted in Figure 2, seven major challenges are facing smart libraries in Indonesia. These challenges affect the different domains that constituting a smart library. These seven challenges are costly ICTs investment, limitation in ICTs capabilities and skills, budgeting system, policy, regulation, and politics, leadership, and awareness of the importance of data and data management.

The major challenge refers to the costly ICTs investment to support smart libraries. This challenge is prominent because ICTs investment is a prerequisite of the library development into a smart place. The costly ICTs investment challenge is affected by several other challenges. First, the budgeting system and procedures for allocating funding often did not recognize essential items for the smart library. For instance, according to the interviewees, the current budget allocation system did not recognize the procurement of ebooks, which consequently challenge the library to put their collection online. Thus, restrictions in the budgeting system and procedures alleviate the high cost for ICTs investment. The challenge related to the budgeting system and procedures is influenced by two other challenges: a) the current policy, regulations, and politics and b) the perceptions on the importance of public libraries. As pointed out by the interviewees, public libraries are not popular topics for the elected politicians, thus affecting the amount of budget allocated to the library. Worse, the public perceived that there are other more pressing issues than investing in the public library.

Pursuance of collaboration with other agencies, not-for-profit organization, or private entities become a sound strategy to reduce the costs of ICTs investment. Collaboration with other agencies or institutions could decrease the possibility of redundant ICTs investment, thus reducing the need for ICTs budget. As such, the ability to nurture collaboration and networking becomes a major challenge for the pursuance of a smart library. The capability to foster and develop mutual and beneficial collaboration and network is affected by the synergy across different jurisdictions. One of the challenges is the existence of jurisdictional conflicts that stem from the different cultures
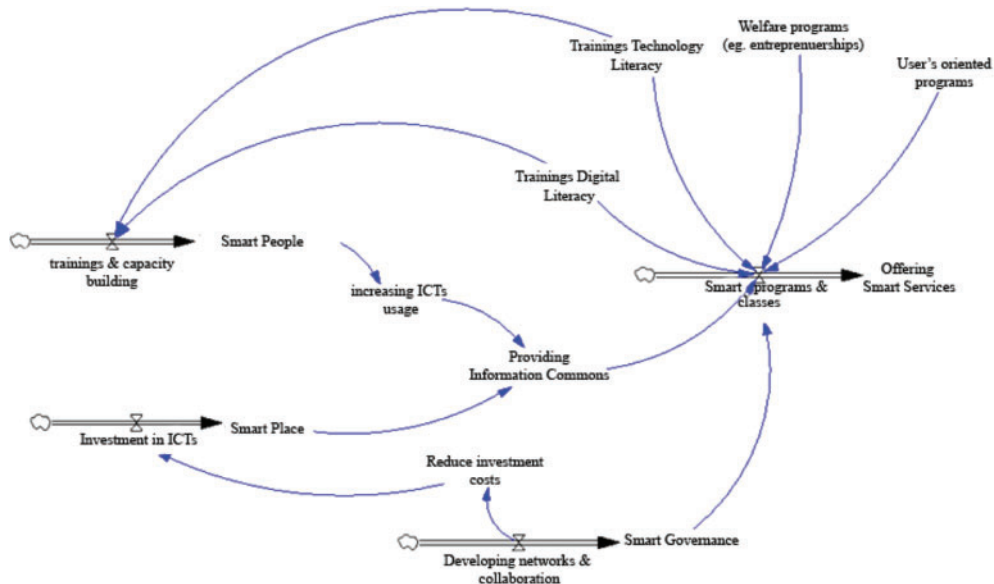
Figure 2.   The dynamics of challenges facing smart library in Indonesia.

and boundaries of organizations. The eradication of jurisdictional conflicts is significantly affected by the leadership and the existing policies, regulations, and politics.

Finally, there are challenges related to the awareness of the importance of data and data management. These challenges affect the development of the library as a smart place and the provision of information commons. The awareness of the importance of data affects the ability to enhance the use of ICTs and the ability to manage data. The inability to enhance the use of ICTs and to manage data properly affect the provision of information commons that consequently influence the creation of novel use of information and innovative library services.

5   CONCLUDING REMARKS

The proponents of a smart library, such as Freyberg, argue for four smart library domains consisting of smart place, smart people, smart governance, and smart services. This study contributes to the discussion of smart libraries by accentuating the progression of the four domains of the smart library. Our findings indicate the dynamics of the four domains of the smart library in the developing country.

Furthermore, our study identified six challenges affecting the dynamics of smart library adoption in Indonesia. These six challenges are costly ICTs investment, limitation in ICTs capabilities and skills, budgeting system, policy, regulation, and politics, leadership, and awareness of the importance of data and data management. These six challenges can be classified into two prominent challenges: sufficiency and access to funding and the enhancement of ICTs usage.

Sufficiency and access to funding are a major challenge affected by the existing budgeting systems and procedures, the awareness of the importance of the public library's roles, the ability to foster collaboration and networking, leadership, supported policies and regulations, and the political environment. While the challenge to enhance ICTs usage is significantly affected by the public awareness of the importance of data. The ability to enhance the use of ICTs, in turn, affects the development of the smart place and the provision of information commons that are crucial for fostering smart services.

As a final point, a developing country such as Indonesia strives to adopt and engage in a smart library. However, the process does not happen simultaneously on the four domains of the smart library. Instead, the development of smart library in the developing country follows a progressive stage in which the public library is striving to provide the smart services by considering the constraints put forth by several major challenges.

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The performance of paradiplomacy in the international development cooperation for SDGs

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ABSTRACT: In the era of globalization, international relations are increasingly complex and involve not only state, supra-state, non-state actors, but also substate actors, including in international development cooperation. In the national context, the Indonesian government views the meaning of the use of international development cooperation to support economic growth through trade and investment. However, according to a report from Bappenas, so far the Indonesian government has only prioritized the role of Ministries/Institutions as representatives of the government with non-government actors such as BUMN, BUMS, and universities to support international development cooperation. This research is a qualitative descriptive study. Data collection was carried out by means of literature study and interviews with provincial governments, district governments, and city governments throughout Indonesia. From the results of this study, data shows that paradiplomacy is very important for the achievement of SDGs which is one of the objectives of implementing international development cooperation as intermestic issue.

Keywords: International development cooperation; local government; paradiplomacy; SDGs; intermestic issue

1   INTRODUCTION

In the national context, the Indonesian government views the meaning of the use of international development cooperation (KPI) to support quality economic development. As stated in the 2020-2024 RPJMN, one of the policy directions in the field of foreign policy is to strengthen international development cooperation, among others by: i) strengthening South-South and Triangular Cooperation (KSST) to support trade and investment, and ii) creating areas that support private participation in international development cooperation (PPN/Bappenas 2020).

The involvement of non-government actors in KPI is seen as a very important step for the government to support the achievement of the Sustainable Development Goals (TPB/SDGs), particularly Goal 17 on Partnerships. There are several indicators related to the 17th objective, namely 17.6.1 related to the number of knowledge sharing activities within the SSTC framework, 17.9.1 related to the number of indications of funding for capacity building in SSTC, and 17.16 1 concerning a number of reports on the development of a multi-stakeholder development effectiveness monitoring framework for the achievement of the TPB/SDGs (Onuchuku & Amaefule 2020).

Ministries/Institutions (K/L) function as environment enablers in the implementation of international development cooperation. Meanwhile, non-government actors such as BUMN and BUMS function as actors who use international development cooperation as a modality to obtain direct economic benefits. The government has budgeted a number of funds through K/L for the SSTC program. On the other hand, various national private sectors have provided capacity building for participants from other developing countries to increase market expansion for Indonesian products outside the country. Not only capacity building, but development cooperation is also carried out by academics in the form of providing technical training, scholarships, and technology transfer to foreigners (Mukti 2013).

However, the implementation of KPI has not shown any significant benefits compared to the costs that have been incurred. For example, before 2019, Indonesia was a member of 240 international organizations, but only 19 Indonesians held strategic positions in international organizations. Indonesian assistance through the SSTC program (knowledge sharing, scholarships, workshops, expert dispatch, and equipment assistance) has so far not provided economic benefits because it is still charity, solely for the sake of solidarity, or footprinting (PPN/Bappenas 2020).

Thus, for KPIs to provide economic benefits, their implementation needs to be evaluated. This is necessary so that the performance of KPIs can be assessed according to the predetermined targets. In 2020, the allocation of funds for international development cooperation activities was IDR 327 billion (excluding contributions to international organizations). For this reason, the government continues to encourage the role of non-government actors, especially BUMN/private companies, to participate in international development cooperation (PPN/Bappenas 2020).

However, apart from state and non-state actors, in fact since the 1980s, local governments and their associations have developed into new actors in international relations and have increased international development cooperation activities. Its main objective is to develop the capacity of local governments to play a leadership role in social and economic development that will reduce poverty and increase social inclusion. United Cities and Local Governments (UCLG), in its role as a global organization representing the interests of local governments, has brought together the Association of Local Governments, municipalities and districts around the world to promote collaboration and shared understanding of development cooperation among members and partners (UCLG 2013).

This research will focus on the importance of the role of the local government as a substate actor in international development cooperation through its paradigmatic activities. Although local governments have been seen as part of the government, with globalization and then decentralization, local governments have a very big opportunity to carry out international development cooperation (Nganje 2016).

The role of local government in development cooperation can be viewed from two very different perspectives, which at first glance may appear contradictory. On the one hand, local governments have and must have strong local government powers and an important goal for UCLG is to ensure that in every country, there is a positive legal framework for LGs to cooperate internationally. But secondly, UCLG must ensure that if LGs and local government organizations are to seek and obtain significant and growing external funding Apart from that, there are also positive trends that need attention. Various new forms of cooperation between local governments have emerged, such as 'South-South' cooperation or 'triangular cooperation'. The crisis has caused the international community and donors to rethink their approach. In December 2011, the Busan Partnership for Effective Development Cooperation emphasized a change in perspective from "aid effectiveness" to "development effectiveness." In this research it is interesting to study:

1. What is the role of local governments in international development cooperation?
2. How has the performance of paradiplomacy operated in supporting Indonesia's international development cooperation for SDGs?

2 METHOD

When discussing international development cooperation (KPI), the basic word or basic concept used is development and when studying development conceptually it can be seen from two things, namely idealistic and technical implementation. Ideally, development is closely related to "State Survival," namely how a country achieves its national interests, or more specifically how a country wants to promote or prosper its people. If the development is successful, progress will be obtained,

and vice versa. Ideally, development can also be seen as power relations because in carrying out development, the government of a country cannot do it alone, so there is a power relationship between the various parties involved, for example, between the government and the community, the government and the private sector, or the government and international donor agencies. Power relations in development can be mutually beneficial or there are parties that can be disadvantaged. Of course, what is wanted in the development process is a mutually beneficial power relationship or a win-win solution. In such power relations, it is possible that there are those who are more dominant than others or are equal or known as partnership patterns. Relations between countries are driven by their struggle for power in the international system (Purushothaman 2020).

The technical implementation of development studies can be seen in two ways, namely material and immaterial. In material terms, it is physical development whose objectives are also physical such as infrastructure and economic growth and so on. However, development can also take the form of development that is invisible (immaterial), such as the development of human resources which can be related to the capacity or perhaps the distribution of the population and so on (Keating 1999).

International development cooperation (KPI) is a collaborative activity in order to support national and global development agendas such as Sustainable Development Goals/SDGs. For this reason, KPIs in this case are focused on the implementation of South-South and Triangular Cooperation (SSTC) in which Indonesia as a provider country and other developing countries as receivers, by providing capacity building assistance in the form of training/workshops, scholarships, apprenticeships, dispatch of experts, equipment assistance, or others (Gu & Kitano 2018a).

KPIs are tools for managing limited resources, therefore KPIs can be seen as part of "economics". From an economic perspective, a country cannot produce all its own goods and/or services, so it requires interaction with other countries through cooperation. Decisions in KPIs are generally made by considering the trade-off between efficiency and equality (Joenniemi & Sergunin 2016).

Decisions in KPIs are also made by considering the economic benefits that are obtained by each of the actors involved. Trade accompanied by specialization in the production of goods/services will make each country involved better (trade can make everyone better off) (Sanahuja 2017).

There is a paradigm shift about KPIs, from Millennial's Development Goals to Sustainable Development Goals. The paradigm shift resulted in the main actors of international development cooperating, not only the state but also other actors, i.e., supra-state actors, namely international donor agencies that are also concerned about international development cooperation such as UNDP, OECD, World Bank, IMF, GIZ, JICA, etc., and non-state actors, namely private and academic circles, as well as substate actors (Gu & Kitano 2018b).

3 RESULTS AND DISCUSSIONS

To improve their function and quality in a more ideal direction, local governments need to direct their government in various ways, namely self-transformation from a monopolistic bureaucratic government to a dynamic business government, a "cool" government to a customer-driven government and an accountable government. Osborne (in Sanrego & Muhammad 2013), states "put consumers in the driver's seat" of government like this. In addition, local governments need to develop a government that is not only national but global in perspective. If these insights can be developed, a local government will pay attention to opportunities for international cooperation in its regional development strategy. This foreign cooperation carried out by the local government is called paradiplomacy.

The increased role of local governments can be used by the government in this case to improve the performance of international cooperation through the activities of its diplomacy. Paradiplomacy is foreign cooperation carried out by local governments. This cooperation can be with local governments of other countries, it can be with international institutions or organizations outside or inside the country, or perhaps with the private sector. So international development cooperation can be done with anyone.

Theoretically, local governments are new actors in international relations, apart from the previously known state, non-state, and supra-state actors. Globalization has made national borders seem borderless so that the intensity of international relations has increased. The sophistication of information, transportation, and communication technology is the main supporting factor so that the world seems to be a global village. In this condition, the cooperation network is easier to do, not only by state actors, non-state actors, but also by substate actors. Local governments that have the authority to manage their territories through decentralization policies have a greater opportunity to cooperate abroad, known as paradiplomacy.

3.1 *Implementation of Indonesian KPIs by government and non-government actors*

The Indonesian government has designated government actors such as Ministries/Institutions (K/L) to act as enabler environments in the implementation of international development cooperation (KPI). An example of K/L's role as an environment enabler is budgeting a number of funds for the implementation of KPIs. Both the budget and the KPI program carried out by the K/L have increased every year.

An example of the KPI program by the government is the implementation of technical cooperation with Timor-Leste in the form of providing scholarships, training, apprenticeship, seminars and sending experts. From 2009-2019, the total KPI reached 228 programs and has reached 3,352 participants. Efforts are made to ensure that technical cooperation is followed up with business-to-business (B-to-B) cooperation. In 2019, there were 856 Indonesian companies in Timor-Leste, including BUMN that had invested up to USD 521.6 million (SERVE) .8

The involvement of non-government actors, especially BUMN/private sector, can be an alternative funding for KPI activities that support increased trade and investment. The importance of involving non-government actors is mainly due to the decreasing percentage of government consumption to GDP every year (8.60% in 2015 to 7.81% in 2019).

3.2 *The role of local government in international development cooperation*

Local governments can no longer be positioned as merely representatives of the central government who have authority in the regions, where the local government is simply understood as an actor who is obliged to take the essence of the central government program and then implement it in the regional development plan. The current discourse of the regional government in realizing good governance is an effort to present creative innovation, empowering competitive human resources, and building international networks within the framework of diplomacy and cooperation with the government and the private sector that have superior governance best practices and empowered management.

The massive extent of local government participation in its work internationally indicates a moment of fundamental change which is very important regarding state sovereignty. The existence of the Westhphalia System which positions sovereignty in the central government must understand and share roles and work with local governments in various international activities. How big the distribution of sovereignty is, of course, will be different for each country (Wolff 2009). This situation makes it easier for local governments to develop international networks through paradiplomacy activities to accelerate development.

In paradiplomacy practice, substate actors have an important role in carrying out foreign relations while still referring to their behavior and capacities in the context of their specific interests (Wolff 2009). When referring to Law No. 24 of 2000 regarding International Treaties and Law No. 32 of 2004 which discusses Regional Government, which was later revised twice with the issuance of Law No. 23 of 2014 concerning Regional Government and finally Law Number 2 of 2015 concerning the Second Amendment to Law No. 23 of 2014 concerning Regional Government, it indicates that the practice of paradiplomacy in Indonesia has a flexible juridical space, because it gives authority to local governments, both provincial and district/city, to establish relations and cooperation

with foreign parties (Mukti 2020). Even in 2010, the then President of the Republic of Indonesia, Susilo Bambang Yudhoyono, during a meeting with Australian businessmen, invited them to build networks and establish intense communication with local governments (regencies/cities and provinces) in Indonesia, especially the Governors to hold investment in Indonesia (Mukti 2020).

The existence of juridical space and opportunities provided by the central government to regional governments in establishing communication with international networks indicate that the opportunity to develop and accelerate the realization of regional development needs to be responded to immediately and should be implemented. Given the opportunity and blessing of the central government and spurred on by the enthusiasm and desire to realize good governance in implementing policies and providing services to the community, this situation can motivate local governments to build networks of cooperation and foreign relations in the practice of paradiplomacy.

Local governments are agents and catalysts for regional development in their respective regions and also as actors of development through international cooperation. Donors must take into account the specific roles and realities of local government and take into account their development priorities. Local governments have more than 50 years of experience in international cooperation.

3.3 *Implementation of Indonesian international development cooperation by government and non-government actors*

The Indonesian government has designated government actors such as Ministries/Institutions (K/L) to act as enabler environments in the implementation of international development cooperation (KPI). An example of K/L's role as an environment enabler is budgeting a number of funds for the implementation of KPIs. Both the budget and the KPI program carried out by the K/L have increased every year.

An example of the KPI program by the government is the implementation of technical cooperation with Timor-Leste in the form of providing scholarships, training, apprenticeship, seminars and sending experts. From 2009-2019, the total KPI reached 228 programs and has reached 3,352 participants. Efforts are made to ensure that technical cooperation is followed up with business-to-business (B-to-B) cooperation. In 2019, there were 856 Indonesian companies in Timor-Leste including BUMN that had invested up to USD521.6 million.8 The involvement of non-government actors, especially BUMN/private sector, can be an alternative funding for KPI activities that support increased trade and investment. The importance of involving non-government actors is mainly due to the decreasing percentage of government consumption to GDP every year (8.60% in 2015 to7.81% in 2019).

3.4 *The role of local government in international development cooperation*

Local governments can no longer be positioned as merely representatives of the central government who have authority in the regions. Where the local government is simply understood as an actor who is obliged to take the essence of the central government program and then implement it in the regional development plan. Because the current discourse of the regional government in realizing good governance is an effort to present creative innovation, empowering competitive human resources, and building international networks within the framework of diplomacy and cooperation with the government and the private sector that have superior governance best practices and empowered management. competitive and proven to give changes to people's lives.

The massive extent of local government participation in its work internationally indicates a moment of fundamental change which is very important regarding state sovereignty. The existence of the Westphalia System which positions sovereignty in the central government must understand and share roles and work with local governments in various international activities. How big the distribution of sovereignty is, of course, will be different for each country (Wolff 2009). This situation makes it easier for local governments to develop international networks through paradiplomacy activities to accelerate development.

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The research was conducted mostly in Java Island (57.4%), Kalimantan Island (16.9%), and scattered around Sulawesi Island (8%), Nusa Tenggara Islands, Papua, etc. Indeed, it is admitted that this distribution is due more to the spread of the regional origins of IR students, most of whom are domiciled in Java, followed by Kalimantan, and so on.

For the spread in Java, most of them live in East Java (87.1%), although if you look further, almost all regency and municipal governments in East Java, including the provincial government, are included in the research area. They are scattered in Central Java Province, Yogyakarta Province, West Java Province, Banten, and DKI Jakarta.

Due to the important role of paradiplomacy for international development cooperation, this research results in the findings that the trend of paradiplomacy performance of local governments in Indonesia can be classified into four types. First, 45% of local governments are active and successful in paradiplomacy. In this group the local government is very enthusiastic in establishing foreign cooperation and the cooperation is running to benefit both parties. Second, there are 31.1% of local governments with active paradiplomacy performance but they are not yet successful. In this group the local government is actually active in establishing foreign cooperation but there are still many obstacles. The Covid pandemic has become a major problem in implementing the MoU on Cooperation and a change of leadership in the Cooperation process has become one of the obstacles in implementing paradiplomacy. Often the priorities for the development strategy between the new regional leadership and the previous one are not the same so that foreign cooperation is hampered. The factors of human resources and infrastructure are problematic for some local governments so that they only rely on the forwarding program from the central government (11.3%) and disoriented ones (12.6%).

Paradiplomacy has been proven to help regions to be able to carry out development better and be mutually beneficial. Development goals are directed towards approaching the ideal world through collaborative partnerships. There are 17 sustainable development goals. Goal 1. Without poverty, eradication of all forms of poverty in all places. Goal 2. Without hunger, end hunger, achieve food security and improved nutrition, and promote sustainable agriculture. Goal 3. A healthy and prosperous life, promote healthy living and support welfare for all ages. Goal 4. Quality education, ensuring appropriate and inclusive quality education and promoting lifelong learning opportunities for all. Goal 5. Gender equality, achieve gender equality and empower all women. Goal 6. Clean

water and proper sanitation, ensuring access to water and sanitation for all. Goal 7. Clean and affordable energy, ensuring access to affordable, reliable, sustainable and modern energy for all. Goal 8. Decent work and economic growth, promote sustainable and inclusive economic growth, employment and decent work for all.

Goal 9 is Industry, innovation and infrastructure, build strong infrastructure, promote sustainable industrialization and encourage innovation. Goal 10. Reduce inequality, reduce inequality within and between countries. Goal 11. Sustainable cities and communities, making cities inclusive, safe, strong and sustainable. Goal 12 - Responsible consumption and production, ensuring sustainable consumption and production patterns. Goal 13. Addressing climate change, taking important steps to fight climate change and its impacts. Objective 14. Marine ecosystems, protection and use of oceans, seas and marine resources in a sustainable manner. Goal 15. Terrestrial ecosystems, manage forests in a sustainable manner, fight land conversion into deserts, stop and rehabilitate land degradation, stop the extinction of biodiversity. Goal 16. Peace, justice and strong institutions, promote a just, peaceful and inclusive society. And finally Goal 17. Partnerships to achieve goals, and revive global partnerships for sustainable development.

The existence of a network of local governments through UCLG, a network of local government associations, as well as regular meetings of regional heads such as the Annual Major Summit, etc. have provided opportunities for local governments to cooperate with each other across countries. The regional autonomy policy that has been in effect since the reform era through Law Number 22 Year 1999, which has subsequently undergone several revisions has provided a climate of freedom for local governments to be more able to innovate and expand their partnerships in order to realize the welfare of the people in their regions and to support the central government in realizing the goals of sustainable development.

4 CONCLUSION

From this research, it can be concluded that the role of government in international development cooperation is very important because with globalization and the opening of the faucet of decentralization, local governments have the authority to manage their regions and that can be done through international cooperation. If so far the Indonesian government's policy has only involved non-government actors in international development cooperation, then through the results of this study it is highly recommended that the government further increase the role of local government through its paradigmatic activities.

Paradiplomacy is foreign cooperation carried out by local governments, not only with other local governments which are commonly known as sister city/sister province, but also with international institutions/organizations both outside and inside the country. From the research results, data shows that there are 4 trends in the performance of paradiplomacy in Indonesia, namely active and successful local governments, active and unsuccessful local governments, passive local governments because they rely on the continuation of the Cooperation program from the Center, and local governments who are disoriented because they don't view paradiplomacy as a priority because of both ignorance and incompetence.

Paradiplomacy performance inequality, among others, is caused by paradiplomacy more as an initiative of the regional head so that for regions that have creative, broad-minded, and visionary leaders this is not difficult. However, for local governments that have many limitations, both in terms of leadership, resources, and infrastructure, it will be more difficult to carry out development through international cooperation. For some local governments, the habit of waiting for operational and technical guidelines from the central government makes them less daring to innovate so that there is a need for assistance both by the Central Government and by other actors such as non-state and supra-state actors. Even though international development cooperation is not the only way for a country or region to prosper its people, as a global commitment, all parties need to increase partnerships in order to create a better global life in accordance with the goals of the SDGs.

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Banking contributions and the impact of internal banking conditions during the Covid-19 pandemic

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ABSTRACT: The Covid-19 pandemic that has been going on for more than 1 year has shaken the economy. Various efforts have been made by the government to reduce the impact of systematic transmission of the virus. The biggest effort made is through community activity policies that have an impact on decreasing income. This decline in public income had a significant impact on the country's economic income and also caused turmoil in the banking world due to the government providing credit relaxation which disrupted the sustainability of banking financing. This study seeks to unravel the impact of the relaxation of credit payments on the internal conditions of banking. In this study, samples were taken of the 10 largest banks in Indonesia in terms of assets, both BUMN and non-BUMN, by testing using path analysis with the help of the Warp PLS software application.

Keywords: relaxation; bank; covid-19; npl; roa; car; moderation.

1 INTRODUCTION

Indonesia is included in the category of developing countries and has a very large area, namely 1,904,569 km^2 with a population of 270,203,917 people in 2020 (Army 2013). Economic growth is experiencing a slowdown due to decreased purchasing power due to social scale limitation policies and an impact on increasing unemployment due to mass layoffs by many companies (Satradinata & Muljono 2020). Banking itself in Indonesia has a very important role, namely channeling funds from parties who lack funds to parties who have excess funds through savings or credit financing (Haekal 2020). Credit is an activity carried out by banks by channeling funds to people who are more in need through financing in both the short and long term, and there are many types ranging from business credit to credit for consumptive needs. If credit is stuck or defaulted on, it will result in the risk of instability in the solvency of a bank and not being able to reach the minimum statutory reserve requirement (Haekal 2020). The existence of the Covid-19 pandemic as well as this regional restriction policy illustrates that the global economy has decreased by 3.5%, including the economy in Indonesia which is unstable but remains positive with the scale of the increase in GDP only being able to reach 0.5% (Herlianto 2020). Apart from the economic sector that has been affected in Indonesia itself, the health, social and financial sectors have also experienced drastic changes (Kacaribu 2020).

The efforts made by the Indonesian government on seeing the drastic decline in the economic sector and to provide a stimulus to the community, OJK conducted an inventory of customers or debtors affected by Covid-19 through POJK which gave flexibility to banks to undertake credit restructuring efforts (Rasbin 2021). The purpose of this restructuring is none other than an effort to provide space for banks to continue to organize their cash flow and also for debtors to still have the opportunity to reorganize their businesses that had been shaky in order to fulfill their obligations to the banking sector again (Rasbin 2021). On the other hand, the provision of this restructuring policy

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can threaten the turnover of assets in the bank itself, but if the debtor continues to be forced to carry out its obligations to the bank while there is no ability to do so, the destination is the same, namely, non-performing loans arise. Non-performing loans in the banking world can be caused by two factors, namely internal factors and external factors (Muliadi 2015). Continuity of non-performing loans will disrupt the performance of a bank and if the NPL (Non-Performing Loan) ratio at the bank continues to increase, in the long term it will disturb the health of the bank itself, according to the laws and regulations as stipulated in Article 29 paragraph 2 of Law Number 10 Year 1998 concerning banking which states that: banks are required to maintain the soundness level of banks in accordance with the provisions of capital adequacy, asset quality, management quality, liquidity, profitability, solvency and other aspects that have a direct relationship with the bank's business and are required to carry out business activities in accordance with the principle of prudence.

The aforementioned laws and regulations have become a momentum for the banking world to run their business, but the existence of new facts related to the credit restructuring process for debtors affected by the Covid-19 pandemic has also become a new job for banks. In Indonesia, both state-owned and private banks have the same obligation to accept and implement the credit restructuring policy in accordance with POJK Number 11/POJK.03/2020. The public or affected debtors can submit requests for restructuring online through the official website of the bank concerned and the provision of stimulus or restructuring is also different between debtors, adjusted to the level of needs of debtors, some are within 3 months, 6 months, or even 12 months (Muliadi 2015). Based on the above discussion, this study has a goal, namely "Banking Contributions and The Impact of Internal Banking Conditions During The Covid-19 Pandemic" as seen by the bank's internal factors. This study seeks to look at the credit restructuring policy for debtors on banking performance in Indonesia, especially the 10 largest banks in terms of their assets. Before conducting the research the research team has reviewed previous research in order to find relevant theories and similar research. The results of this literature review will form the basis for the preparation of research (Ubaidillah 2020).

- Credit agreement

Credit comes from the Greek word credere, which means trust, so trust is the basis for giving credit. While according to the dictionary credit banking is the provision of money or an equivalent bill based on a loan agreement or opportunity between a bank and another party which requires the borrower to pay off its debt after a certain period of time by giving interest. Banking with debtors, both individuals and business actors (companies), form a bond between parties which has three general stages, namely the pre-contractual, contractual, and post-contractual stages (Muliadi 2015).

- Banking credit relaxation

a form of credit relaxation is the provision of leniency in credit payments made by bank customers. The relaxation aims to stimulate a sluggish economy. Several things that can be done in the context of restructuring the economy are as follows.

The way of restructuring credit/financing is carried out as stipulated in OJK regulations regarding asset quality assessment, among others by: 1) lower interest rates; 2) extension of the period; 3) reduction of principal arrears; 4) reduction of interest arrears; 5) additional credit/financing facilities; and/or; conversion of credit/financing into Temporary Equity Participation.

2   METHOD

This research is a quantitative descriptive study that tries to explore the suitability between the existing theory and the results of processing the data that has been collected. Data collection in descriptive research is carried out with documentation and surveys of previous research literature to compare the results of research conducted and research that has been done previously (Furqon 2013).

This research was conducted on the 10 largest banks in terms of assets owned by both BUMN and BUSN banks in Indonesia. Data analysis was performed using the path analysis method through the warpPLS application. Path analysis itself is an analysis developed by Sewal Wright which is an extension of the regression model to test the correlation matrix in a causal model that is compared by researchers and has predictive benefits (Heri Retnawati 2017).

- Research model.
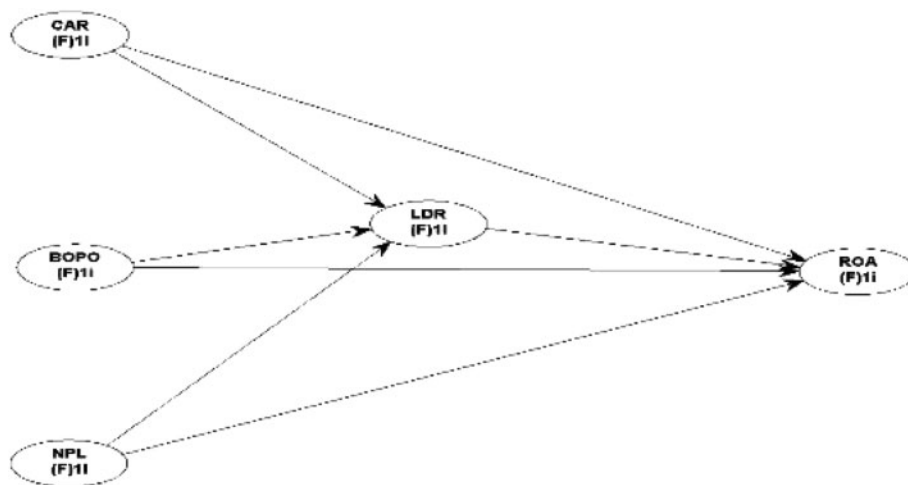
Figure 1.   *Source*: Data processed with Warp PLS (2021).

- Data analysis technique

Hypothesis testing is done by using the Partial Least Square (PLS) method. PLS is a method of solving structural equation modeling (SEM). The researchers tested data using SEM analysis with the WarpPLS 7.0 application. Data analysis used the outer model and inner model. Hypothesis testing used the probability value and t-statistical value, with a p-value with an alpha of 5%. The alpha t-table value of 5% is 1.96. The criteria are:

a. If the t-statistic value is smaller than t table, then H0 is accepted and Ha is rejected

b. If the t-statistic value is greater or = t table, H0 is rejected and Ha is accepted

The similarities in this study:

$$Y: \alpha + \beta_1 X_1 + \beta_2 X_3 + \beta_3 X_3 + e$$

$$Y: \alpha + \beta_1 X_1 + \beta_2 X_3 + \beta_3 X_3 + \beta_4 Z + \beta_5 X_1 Z + \beta_6 X_2 Z + B_7 X_3 Z + e$$

Information:

Y : ROA

α: Constant

$\beta_1, \beta_2, \beta_3, \beta_5, \beta_6, B_7$: Regression coefficient

Z : Mediating variables/LDR

X_1: CAR

X_2: BOPO

X_3: NPL

3   RESULTS AND DISCUSSIONS

This study tries to describe how the contribution of banking in this era of the Covid pandemic has an impact on the internal conditions of the banking itself. The analysis was carried out by testing

Table 1. Model fit indicators.

Model fit indices	P-values
APC : 0,433	P: 0,031
ARS : 0,280	P: 0,186
AVIF : 1.681	Good if : < 5

the data using path analysis techniques. The initial stage in testing path analysis is to ensure that the model used in the study meets the model fit criteria. Indicators of fulfilling the criteria for the fit model are presented in Table 1.

The table above shows that the APC value is 0.433 and the p-value is 0.003, the ARS value is 0.280 and the p-value is 0.186, the AVIF value is 1.681. Based on the criteria, APC has met the criteria because it has a p-value of 0.003 because the condition is that the p-value must be <0.5. While the ARS value is also an ARS of 0.280 and a P-value of 0.186. Furthermore, based on these data the AVIF value is 1.681. The AVIF value has met the criteria because the AVIF value that meets the requirements is a value <5. From these data it can be concluded that the data in the study did not occur with multicollinearity.

3.1 Hypothesis testing

Hypothesis testing aims to prove the truth of the research allegation or hypothesis. The results of the correlation' between constructs were measured by looking at the path coefficients and the level of significance which were then compared between hypotheses. The level of significance used in this study is 5%. Figure 2 is a picture of the research model, along with the results that have been obtained based on data processing using Warp PLS 7.0.
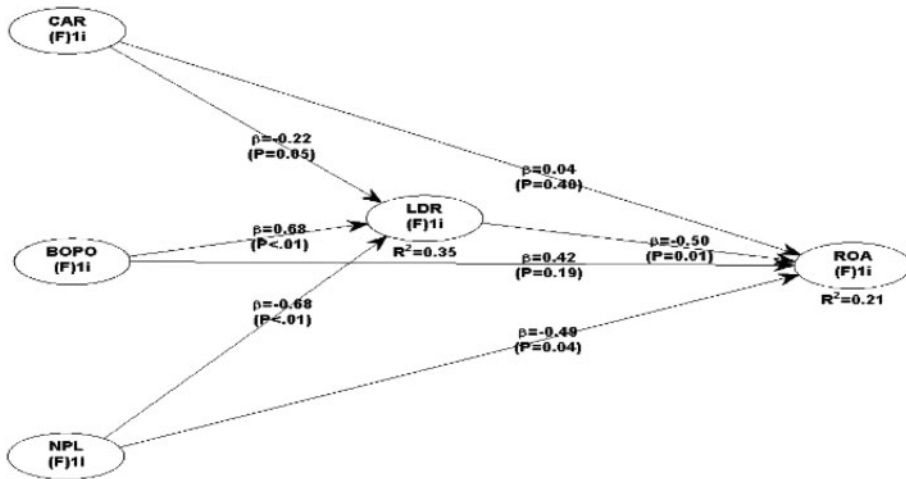
Figure 2. *Source* : Processed data (2021).

The coefficient values of the research variables and the p-value are presented in Table 2.

Equation I tests the effect of CAR, NPL, OEOI variables on LDR Equation I shows that the path coefficients and p-values of CAR (−0,216 p-value 0.049), NPL (−0,677 p-value <0.001), BOPO (0.681 p-value <0.001), LDR. Equation I has an R Square of 0.35 which means the ability of the CAR, OEO, NPL variables to explain the LDR variation is 35% while the remaining 65% is explained by other variables outside the model.

Table 2. Path coefficients

	CAR	NPL	ROA	BOPO	LDR
ROA	0.041	−0.49		0.420	−0.502
LDR	−0.216	−0.677		0.681	
p-values					
	CAR	NPL	ROA	BOPO	LDR
ROA	0.399	0.036		0.193	0.010
LDR	0.049	<0.001		<0.001	

Source : Processed data (2021).

Equation II examines the effect of the CAR, NPL, BOPO, LDR variables on ROA. Equation II shows the path coefficients and p-values for each independent variable. The CAR variable has a path coefficient of 0.0041 (p-value 0.399), NPL has a path coefficient of 0.49 (p-value 0.036), BOPO has a path coefficient of 0.420 (p-value 0.193) LDR has a path coefficient of −0.502 (p-value 0.010). Equation II has R2 0.21, this shows the ability of the CAR, NPL, BOPO, LDR variables to explain the variation of the ROA variable by 21% while the remaining 79% is explained by other variables outside the research model.

3.2 *Mediation test*

This mediation test aims to determine the indirect effect of the independent variable on the dependent variable through the intervening variable (Baron & Kenny 1986). Intervening variables in this study are variables that theoretically have and can influence the relationship between the independent variable and the dependent, but cannot be observed and measured. This variable is an intervening/intermediate variable which lies between the independent and dependent variables, so that the variable independent does not directly impact the change or emergence dependent variable (Dhea 2015).

Table 3. CAR-LDR-ROA mediation test.

The indirect effect of CAR-LDR-ROA	−0,216 X (−0,041)	0,0089
Direct effect of CAR-ROA	0,041 +0,399	0,4489
Total		0,4578
VAF	0,0089/ 0,4578	0,0194
BOPO-LDR-ROA mediation test		
Indirect effect of BOPO-LDR-ROA	0,681 X 0,420	0,286
The direct effect of BOPO-ROA	0,420 + 0,193	0,613
Total		0,896
VAF	0,286/0,896	0,256
NPL-LDR-ROA mediation test		
Direct effect of NPL-LDR-ROA	−0,677 X (−0,49)	0,332
Direct impact of NPL-ROA	0,49 + 0,036	0,526
Total		0,858
VAF	0,332/0,526	0,631

Based on the summary table of research results above, the LDR variable is able to mediate BOPO, CAR and NPL more than 20%. Sholihin and Ratmono (2021), when the VAF value is in the range of 20%–80%, is considered as partial mediation. Meanwhile, LDR cannot mediate CAR to ROA, as indicated by the VAF value of 1.94%.

Based on the inner model table above, the dependent variable ROA has an R-square of 0.21 or 21%, while the dependent variable LDR has an R Square of 0.35 or 35%, this proves the ability of the independent variables (CAR, NPL, BOPO, LDR) in explaining the variance of the dependent

Table 4. Measurement of model fit (inner model).

	CAR	BOPO	NPL	LDR	ROA
R Square				0,35	0,21
Cronbach's Alpha	1,000	1,000	1,000	1,000	1,000
Full Collin VIF	1.162	2.569	2.659	1.858	1.266
Q Square				0,347	0,215

Source : Processed data (2021).

variable (ROA) of 21% while the independent variables (CAR, NPL, BOPO) explain the LDR variance of 35%. The Q-square value shows the predictive validity value >0, so the research data is well constructed, ROA has a predictive relevance of ROA 0.215 and LDR 0.347. Assessment with full collinearity VIF on this research variable can be declared free from collinearity because it is less than 3.3.

3.3 *Discussion*

3.3.1 *Effect of LDR on ROA*
The results of testing the hypothesis show that the LDR has a negative and significant effect on ROA, this is evidenced by the LDR coefficient value of -0.50 with a p-value of 0.01, which means that an increase in the LDR ratio will reduce ROA. The LDR ratio is the ratio used to measure the composition of bank lending compared to public savings. Lending is the main source of bank income so that by increasing the LDR it is expected that bank profits will also increase, but when the credit being channeled defaults or bad credit occurs, of course, the expected profits of the bank will be delayed, and in addition the bank must also prepare reserves to nourish the bad credit. Efforts to restructure non-performing loans will require banks to allocate a certain amount of funds, this policy will have an impact on reducing the profits generated by banks. The results of this study are in line with research (Azad et al. 2020; Ivan Lisfi Alphamalana 2021; Sudarmawanti & Pramono 2017).

3.3.2 *The effect of BOPO on ROA*
The results of testing the hypothesis regarding the effect of BOPO on ROA show a positive and significant effect. BOPO is used to measure management's ability to control operating costs against operating income. The level of efficiency of a bank is closely related to the profit generated by the bank, when the bank is able to run bank operations efficiently, the profits generated by the bank are high in addition to the possibility being smaller that the bank is in a problematic condition. This is what encourages banks to take the right policies in cutting costs—unnecessary costs (Almilia & Herdiningtyas 2005). The BOPO ratio of banks in the study period showed that the BOPO value was still below the tolerance value (76.92% on average), this indicated that the banks in the study sample had a good level of efficiency. The low BOPO ratio spurs banks to carry out banking activities for profit (for example, investment) so that an increase in operating expenses will increase the profit generated by the bank. The results of this research are in line with the research (Azad et al., 2020).

3.3.3 *The effect of CAR on ROA*
From the calculation result, it is stated that CAR does not have a significant effect on ROA. This is indicated by the significant value that exceeds 0.05, namely 0.40. From this result, it means that the hypothesis which states that CAR has a significant effect on profitability is rejected. This result is supported by research conducted by Suhardi (2013) which states that CAR has no effect on ROA. If we look at the lack of effect of CAR on ROA, it is possible that the banks operating in that year really maintained the amount of existing or owned capital. The existence of the Covid pandemic will certainly have an impact on banks so that banks tend to retain capital to face the possibility of

risks that will occur. The existence of capital retention by banks will have an impact on restrictions on lending by banks. This limitation of credit in the end will reduce the opportunity for the bank to make a profit.

The results of this study are in line with research (Bilian & Purwanto 2017; Le & Ngo 2020; ;ervana et al., 2015; Petria et al. 2015;.

3.3.4 *The effect of NPL on ROA*

The results of hypothesis testing show that NPL has a negative and significant effect on profitability. The increase in NPL, will cause the formation of a large reserve for write-offs, and if it is not collectible it will result in losses. This situation causes the bank's profit turnover to decline, which if it is not immediately anticipated by pressing the NPL level, it will drain the main resources of the bank's business.

The results of this study are supported by Le & Ngo, (2020), Sohail (2013), Wityasari and Pangestuti, (2014), Choerudin et al. (2016), and Nisar et al. (2018) which explains that NPL has a negative relationship to profitability.

3.3.5 *LDR mediates CAR against ROA*

Hypothesis testing states that LDR mediates CAR to ROA, has a VAF value of 16.48%, this value indicates that LDR is unable to mediate CAR to ROA. The main function of forming a CAR is to accommodate possible risks that will be faced by the bank, when the bank is facing risks caused by its operational activities, the reserve funds in the form of CAR will be used by the bank to overcome these risks. The formation of CAR will be used by the bank to cover the decline in assets as a form of anticipating losses on assets- bank assets at risk.

We found this phenomenon in the banking industry during the Covid 19 pandemic, where banks had to create reserves to anticipate risks faced by banks. Another thing that causes the LDR to not serve CAR against ROA, it is possible that banks in Indonesia during the Covid 19 pandemic are currently starting to switch to other ways to increase their profitability, for example by allocating their funds in the money market, investing in the capital market, and maximizing banking service products that are available. able to balance the bank's profitability.

The results of this study are supported by research by Wityasari and Pangestuti (2014), Edo and Wiagustini (2014) that LDR is not able to mediate CAR against ROA.

3.3.6 *LDR mediates BOPO to ROA*

Based on the mediation test, the LDR mediation variable on the effect of OEOI on ROA has a VAF value of 25.6%. This value shows that LDR is able to mediate the indirect effect of BOPO on ROA.

The BOPO ratio in banking is used to determine the level of a bank's efficiency. The lower the BOPO ratio, the more efficient the bank in controlling its operational costs. The results of previous hypothesis testing showed that BOPO had a positive and significant effect on LDR. This influence means that the increase caused by the BOPO ratio will encourage banks to increase internal funding to cover all these costs. Giving credit is one way that banks can do to increase bank profits (Sari & Abdullah 2020). With the increase in the number of loans disbursed, the bank hopes to make a profit, but when the credit defaults, the bank's profits will decrease because the bank has to pay fees to maintain bad loans. In addition, banks must also provide reserve funds for bad loans and where the existence of bad loans in banks implies that poor credit quality due to congestion will cause a decrease in profits to be received by banks (Sudarmawanti & Pramono 2017).

3.3.7 *LDR mediates NPL against ROA*

Based on the mediation test, the LDR mediation variable on the effect of NPL on ROA has a VAF value of 63.1%, this result shows that LDR is able to mediate the indirect effect of NPL on ROA. NPL is a ratio that describes the quality of credit extended. In the previous hypothesis test, it shows that NPL has a significant negative effect on LDR. A high NPL value requires banks to improve the quality of their credit and form reserves for non-performing loans, this will cause the

portion of funds channeled to credit to decrease so that the opportunity for banks to benefit from interest income is also reduced. With a large NPL value, the bank will limit lending activities so that the opportunity for the bank to earn a profit will be smaller, the impact on the bank's ROA will decrease.

4 CONCLUSION

Based on the results of data testing and hypotheses, it can be concluded that there is a positive and insignificant effect on the CAR and BOPO variables on ROA, LDR, and NPL, and a significant negative effect on ROA, whereas CAR has a significant negative effect on LDR. While there is positive and significant influence on the BOPO variable on LDR, the results of the mediation test showed that LDR was able to mediate the effect of NPL and BOPO on ROA, but LDR was unable to mediate CAR on ROA. The limitations of this study include the concept, methodology, and technical research. For further research, it is recommended to use a sample of banks that are not in the top 10 and to add macroeconomic variables to produce a better research model.

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The influence of the COVID-19 pandemic period on voluntary actions in the care of elderly parents in modern families

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ABSTRACT: This study aims to analyze and explain the influence of the Covid-19 pandemic on voluntary actions in the care of elderly parents in modern families. During the pandemic, elderly parents are considered vulnerable and it is feared that they will be exposed to the Covid-19 virus, so special attention and care is needed. Meanwhile, during this pandemic, modern family activities are required to be more protective and productive in maintaining the family economy. This study uses a quantitative approach, the respondents are determined by *purposive sampling*, the data are obtained through questionnaires, and data analysis uses correlational analysis. The results show that during the Covid-19 pandemic, 33.3% of respondents expressed concern about the condition of their elderly parents. Meanwhile, as many as 48.1% of respondents actually expressed concern about the sustainability of the family economy. As many as 37% of respondents apply strict health protocols to protect their family members from Covid-19, and 11.1% of respondents limit socializing with the surrounding community, even with their own family members. Voluntary action during the Covid-19 pandemic was considered to be very influential on the patterns of care and attention of modern families to their elderly parents.

Keywords: elderly; voluntary action; modern family; covid-19

1 INTRODUCTION

In almost five decades, the percentage of Indonesian elderly has doubled (1971–2020), namely to 9.92 percent (26 million), where the female elderly population is about 1 percent more than the male elderly (10.43 percent versus 9.42 percent) (Riana et al. 2020). BPS data states that Indonesia's population structure is starting to be an *aging population,* marked by the percentage of the elderly population from 2020 which is estimated to reach more than 10 percent. Even from the results of the BPS projection, in 2045 the elderly in Indonesia is estimated to be almost one-fifth of the entire population of Indonesia (Riana et al. 2020).

As a developing country, Indonesia will enter the aging period, where the number of elderly people is increasing in number. This means that the life expectancy of the population in Indonesia is getting longer, starting from 2004 to 2015 the life expectancy in Indonesia increased from 68.6 years to 70.8 years and the projection for 2030–2035 is it reaching 72.2 years (Figure 1).

According to Prayitno, the elderly are two entities of social and biological facts, as social facts of the elderly are the process of withdrawing from various statuses given by society seen from the perspective of the structure of society (Prayitno 1999). Meanwhile, both biologically and physically, age growth can mean the weakening of humans physically and in health.

The increasing number of elderly is a challenge to achieve the target of healthy and independent elderly people. Thus, the existence of the elderly does not become a burden to society or the state, however, this group can become a potential human resource asset. The increase in the number of

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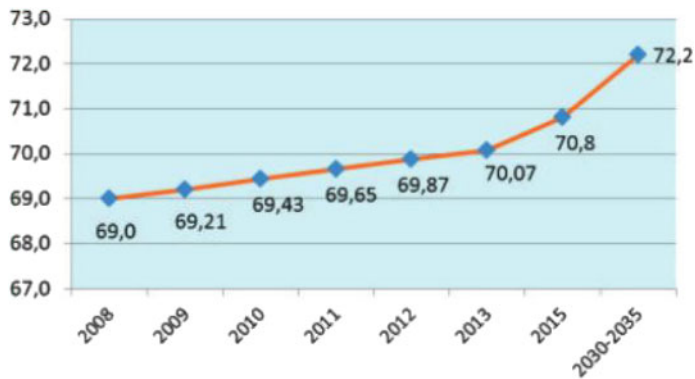
Figure 1.   Indonesia's life expectancy in 2008 – 2015 and projection for 2030–2035.
Source: Indonesian Central Bureau of Statistics (2015).

elderly people also goes hand in hand with an increase in the number of households inhabited by the elderly, which is 28.48 percent in 2020 (Maylasari et al. 2019). This is interesting because it relates to the availability of potential both economic and social support that should ideally be provided by the family.

The increasing quantity of elderly people in Indonesia does not rule out an increase in problems related to the elderly. Moreover, the problems related to the elderly tend to be comprehensive and multi-dimensional. The complexity of the elderly's problem starts from the lack of attention and family support given to the elderly to neglect. This study is focused on a description of the problems of modern families in the Covid-19 pandemic situation when elderly parents are in it.

Regarding the existence of elderly parents in the family, Butler, Lewis, and Sunderland explained that feelings of alienation and rejection from family members are a psychological pressure for the elderly (Cummings 2002). This is of course an important concern for family members, because every elderly has needs that must be met, such as health needs, independent needs, attention needs, the need for social relationships or support, the need to be respected. Therefore, as much as possible, both family members and the elderly work together in an effort to meet these needs.

In the study entitled Overview of Elderly Family Stress Levels, it showed that most families experienced moderate stress levels—as many as 37 respondents (67.27%)—while severe stress levels were reported by 8 respondents (14.55%), and mild stress levels were reported by 10 respondents (18.18%). This proves that families with elderly parents experience an influence on their psychological condition. Because caring for elderly parents is indeed not easy, when considering the elderly who are psychologically and physically have experienced a decline. The input obtained from this study is the importance of family and elderly collaboration so that they can further maximize their role in providing mutual support to reduce stress levels, thus forming a healthier mental life (Mubin & Mahmudah 2019).

Another study entitled "Factors Associated with Family Burden in Caring for the Daily Activities of the Elderly," states that there is a significant relationship between family knowledge, family socioeconomic activity, and length of care for the elderly with family burdens in caring for the elderly. The recommendation from this study is that families should increase knowledge about the maintenance of daily life activities in the elderly, namely by reading a lot and finding out information about the maintenance of daily life activities in elderly parents through the mass media (Erwanto 2017).

The family burden in caring for the elderly can cause psychological changes, as mentioned in a study entitled "The Level of Family Anxiety Caring for the Elderly" (Kartika Sari & Aziz 2020). The psychological change discussed in the study is anxiety. Anxiety is a constant feeling of worry related to everyday situations. The conclusion in this study is that the level of family anxiety in caring for the elderly varies. In this study, it was found that the level of family anxiety with elderly members is moderate anxiety.

Research conducted by Riesta Ridha Tri Fadhilah entitled "The Relationship Between Social Interaction and *Happiness* in the Elderly" explains that there is a relationship between social interaction and happiness in the elderly with a significance level of $0.000 < 0.05$. This study also provides a correlation of 0.707, and it is found that the higher the social interactions carried out by the elderly, the higher the happiness of the elderly (Fadhilah 2018). This shows that the need for interaction is a factor that affects the happiness of the elderly in living their social life.

The problem of parenting the elderly in modern families is a very interesting issue today. From some of the research results above, it is deemed necessary to also explain the problems that occur in modern families with elderly parents. The concept of a family as a gathering place for parents and children and also as a fun place for family members is not always the case.

In the description of several studies above, it reveals how families with elderly parents in them face the problems and burdens that must be faced in the parenting process. The problem is becoming increasingly complex with the current Covid-19 pandemic conditions. So that researchers feel this problem is unique and it will be useful to investigate further. Researchers want to find out more about the problems of modern families when there are elderly parents in this Covid-19 pandemic condition.

Talcott Parsons' social theory approach explains voluntary action, namely actions that always have value considerations and use *means* to achieve the goals to be achieved. The essence of voluntary social action thinking according to Parsons is (Johnson 1994): 1) an action has a purpose; 2) the action takes place in a situation that is certain, and uncertain, so that a way is needed to achieve the goal; and 3) normally an action is regulated in accordance with the determination of the means and objectives to be achieved. In short, the action is seen as the smallest and most fundamental unit of social reality. So the action unit is formed by actors, tools, goals, and an environment consisting of physical and social objects, norms, and values (Craib 1992).

The basic components of a unit of action are objectives, tools, conditions, and norms. A tool or method is a component in which people take action to achieve a certain goal. A condition is a situation that cannot be controlled by people in taking action to achieve a goal. In his book entitled *The Structure of Social Action,* Parsons describes the concept *of voluntary behavior.* This concept implies an individual's ability to determine the means of a number of alternatives available in an effort to achieve goals (Parsons 1937).
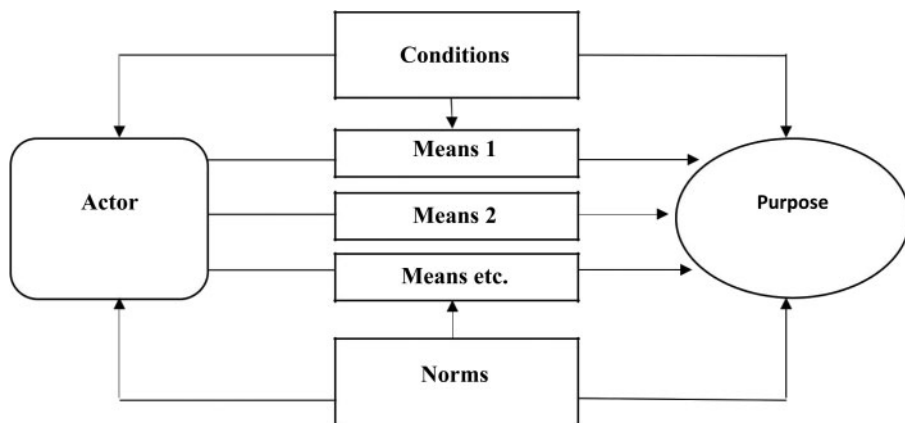

Figure 2. Talcott Parsons' schematic of voluntary action.
Source: Taken from several sources (Johnson 1994; Turner 1982).

2 METHOD

This study uses a quantitative approach, with respondents who are determined using the *purposive sampling technique*. The use of the technique of *purposive sampling* is expected to ensure that

respondents are relevant to the research design, and are in accordance with the considerations taken by the researcher (Black & Champion 2001). Data were collected in this study using a questionnaire, which serves to provide a description as well as take measurements so that it can describe the elements related to the research problem.

3   RESULTS AND DISCUSSION

Voluntary actions are actions that are always based on the consideration of values and *means* to achieve the desired goals. Because values and methods are the principles in every action, the fundamental thing that must be considered is how the roles of actors and certain situations achieve the goals of the action. The role of actors in this case is to realize the goal of protecting and fulfilling the needs of the elderly in the situation of the Covid-19 pandemic, which of course has changed compared to the situation or conditions before Covid-19.

The concept of Voluntary Action as proposed by Talcott Parsons explains that an action has a way or means to achieve a certain goal. Some of the elements used were conceived by Parsons as actors, both individuals and groups, goals to be achieved, conditions that influence actions, and norms that govern the actions of the individual or group.

Modern families with elderly people in them are in a vulnerable condition both in health and in economic conditions but must survive in the face of this Covid-19 pandemic (Mori et al. 2021). In a modern family at the time of the Covid-19 pandemic, with a complex work rhythm the responsibility of caring for elderly parents is both a goal and a dilemma. A child wants a decent and happy life for his parents economically, but they must also be more careful in carrying out activities outside the home because of the large risk of Covid-19 transmission to vulnerable groups, namely elderly parents. Of the 27 respondents, 48.1% considered meeting economic needs as the main goal they had to fulfill in the current Covid-19 situation. This became natural for them because the national economy was experiencing a decline. The result is a decrease in income, even termination of employment, which will have direct implications for meeting the needs of daily life and the existence of other necessary costs such as health care for the elderly.

With the main objective in the economic aspect, the family does not automatically ignore the existence of the elderly, because families do have to adapt to the conditions of the Covid-19 pandemic. The way this is done is by implementing health protocols, namely wearing masks, keeping your distance, and washing your hands when you are working outside the home, and trying to keep the 3M protocol when you get home. As many as 37% of respondents even strictly enforced the 3M protocol to protect elderly parents at home.

The adoption of the modern 3M family health protocol with the elderly in it for all respondents has gone well. So it can be said that although the largest percentage is on the purpose of fulfilling the family's economy, all respondents agreed not to ignore the risks posed by Covid-19 on elderly parents in their families. This is indicated by 0% of modern families who admit that they made changes to their habits during the Covid-19 pandemic situation, in addition to protecting themselves, they also focus on vulnerable groups, namely elderly parents who are in the house. And as many as 33.3% of respondents think their main goal is protection of the health of the elderly, as long as the Covid-19 situation has not been resolved. The different goals in voluntary actions carried out by modern families during the Covid-19 pandemic are not without cause. The elderly are indeed individuals who experience decreased physical and social function. Not a few elderly people feel alienated and unnoticed by their families, apart from high work intensity, coupled with distance treatment with the aim of protecting elderly parents from the risk of contracting Covid-19. Family support is an important form of concern in meeting the needs of the elderly because they want to be recognized for their existence. The occurrence of social changes in society has made the individuals around the elderly have their respective levels of activity, especially during the Covid-19 pandemic.

Being old is marked by biological deterioration which is seen as the symptoms of physical deterioration, including sagging skin, wrinkles, gray hair, tooth loss, reduced hearing and vision, fatigue, sluggish movements and less agility. Other setbacks that occur are cognitive abilities such

as forgetfulness, regression in orientation towards space, time, place, and not easily accepting new things/ideas. Children tend to have difficulties with elderly parents in terms of providing an understanding of the Covid-19 pandemic situation which raises suspicion between family members and each other. This is indicated by changes in personal relationships within the respondent's family of 29.6%.

Not to mention the feeling of being neglected. This is triggered because family members keep their distance from each other so that their parents, who are vulnerable groups, can be protected from the spread of Covid-19, which may be brought by family members, but elderly parents cannot immediately understand them. The intensity of face-to-face communication patterns between parents and children is also gradually limited, which causes parents to feel neglected, marginalized, and as if their role is no longer needed as family members. Therefore, the elderly feel neglected by their own families. Even though this is done as a way for their children to achieve the goal of protection.

The aspects of norms and conditions in the voluntary actions of modern families with elderly parents during the Covid-19 pandemic are related to what the goals of the family are to be achieved. The care of elderly parents by respondents found that 44.4% voluntary action is a need that must be fulfilled as a form of effort to make elderly parents happy, both in the form of protection and fulfillment of economic needs. Needs exceed the obligations as children towards parents, because when making efforts to achieve both health protection and economic goals, children feel that there are needs that they must fulfill.

The problems that arise later are those that come from within, such as forms of suspicion that result in patterns of interaction, feelings of alienation due to health protocols maintaining distance and wearing masks. Until the differences in norms and conditions of the Covid-19 pandemic, which make efforts to achieve goals in life shifts with other alternative goals that are more acceptable both psychologically and normatively.
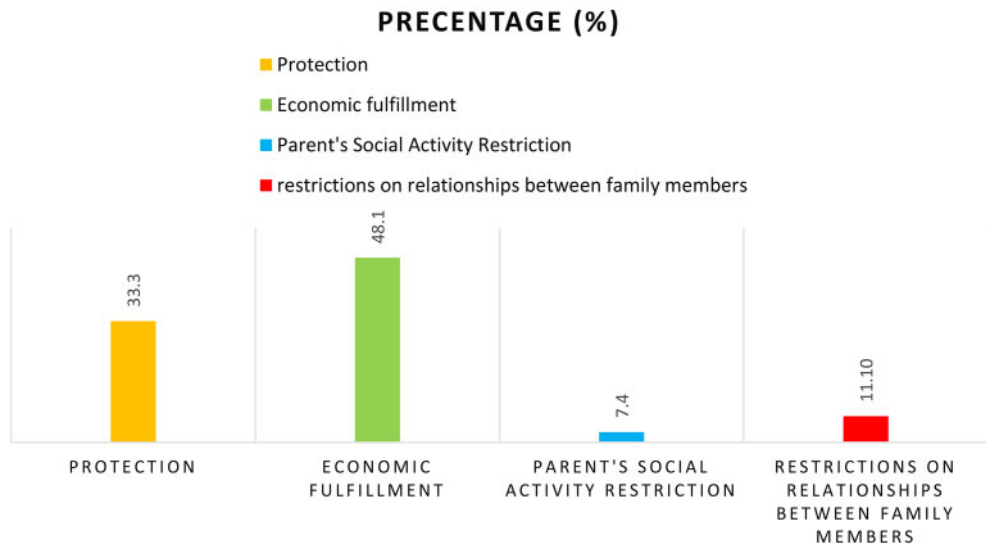
Figure 3.   Purpose of modern family voluntary actions for elderly parents

Figure 3 shows that during the current Covid-19 pandemic, in modern families where parents are elderly, the opinion about the need for protection of elderly parents is 33.30%. It turns out that for children, maintaining the family economy is considered more important at 48.10%. Efforts to limit the social activities of their parents who are elderly are only 7.40%, children do not seriously limit their parents' social activities. However, in terms of restricting the relationship between family members, 11.10% of respondents stated that the relationship between family members was tighter than the restrictions on their parents' social activities.

Precentage (%)
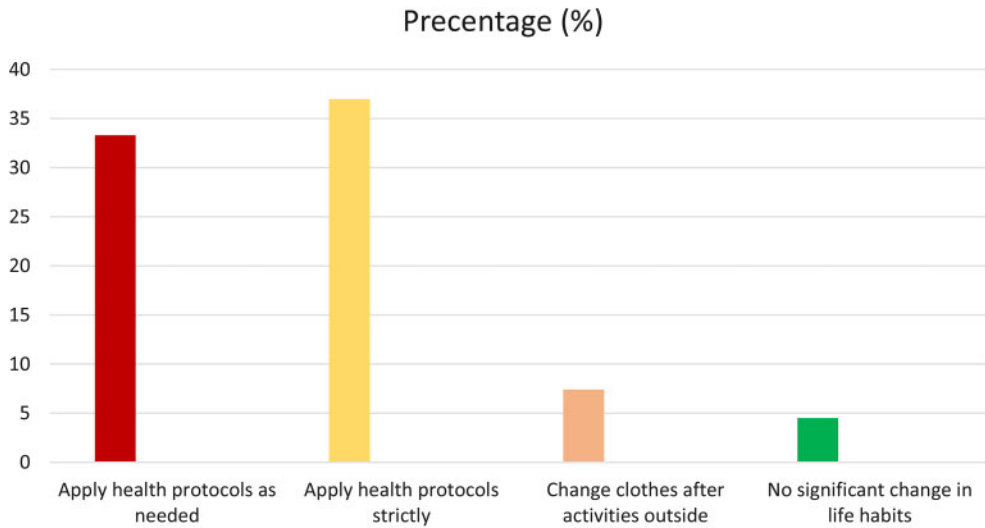
Figure 4.   Voluntary action of modern family towards elderly parents

Figure 4 illustrates that in regard to compliance with modern families to health protocols, there are 33.30% who apply it as needed, while 37% stated that it is strictly enforced. There are 7.40% of respondents who change clothes after activities outside the home as a form of compliance with health protocols. There were no respondents (0%) who stated that there was no significant change in their life habits, meaning that all respondents are aware of life changes that are considered important during the Covid-19 pandemic.

Precentage (%)
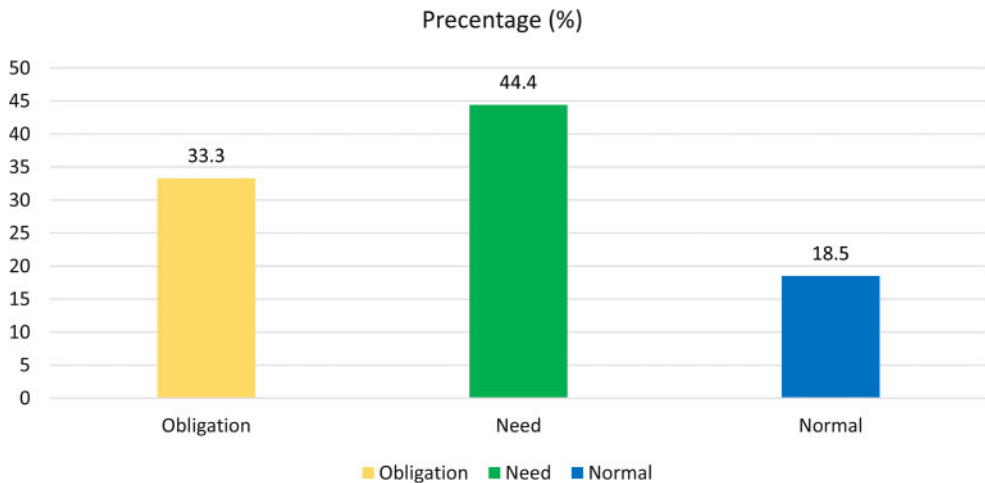
Figure 5.   Modern family views of voluntary actions

Figure 5 illustrates that the responses of respondents (modern families) regarding voluntary actions towards their elderly parents during the Covid-19 pandemic can be categorized into three groups. In the first group, 33.3% of respondents thought this voluntary action was an obligation that had to be carried out. Meanwhile, 44.40% of respondents considered that voluntary action was a need that had to be fulfilled because it included the survival of their parents. 18.50% of

respondents thought that voluntary actions against their elderly parents were normal. With the presence or absence of the Covid-19 pandemic, full attention to elderly parents has become a habit.
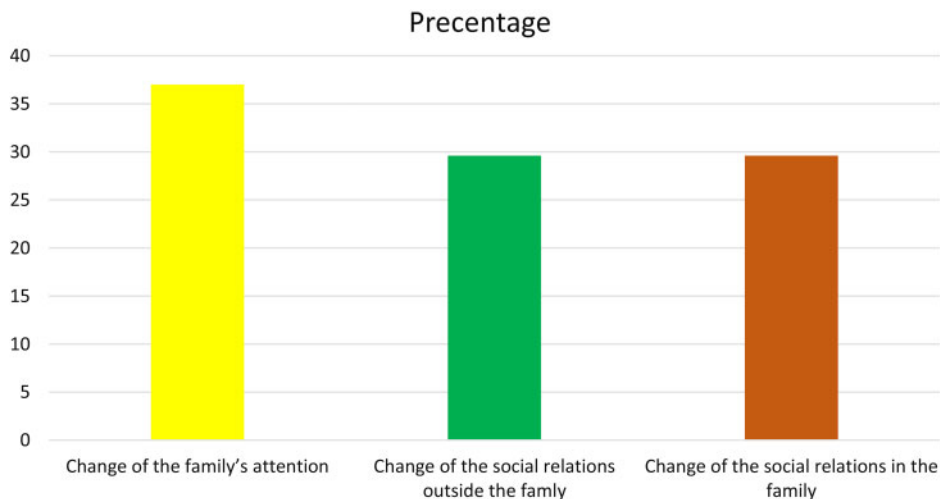
Figure 6.   Conditions of social relations in modern families

Figure 6 illustrates that during the Covid-19 pandemic change has occurred within parenting and social relationships inside and outside the home in the modern family. There are 37% of respondents who stated that during the Covid-19 pandemic, the family's attention to their elderly parents had changed, to be more protective. In fact, at that time social relations outside the family also changed, there was no longer visiting each other. Even visits between siblings for the purpose of visiting their parents have also changed. There are 29.60% of respondents who stated that social relations outside the family have changed. Personal relationships in the family also experience the same thing, where each family member ultimately has to take care of himself so as not to be exposed to the Covid-19 virus.

4   CONCLUSION

There is no common goal when someone takes voluntary actions, and the problems found are different, starting from changes in interaction patterns, both regarding personal relationships within the family, social relationships outside, and differences in parenting patterns themselves. The difference is not that one action is truer than another. But it shows that an action even though it has the same goal can have a different tool or way by being influenced by the situation and norms prevailing in society. Coupled with actions that have different goals, but in fact have almost the same way of achieving their goals.

As an actor, the subject, in achieving the goal of parenting, wants to achieve the goal of making his parents happy or the goal of protecting elderly parents from Covid-19. In an effort to achieve this goal, the subject has different tools or ways, because the situational conditions in accepting the decision about these choices are different. Not to mention his efforts, the subject is also confronted with norms, values that greatly influence what the goal is, and also affect the method to be used.

1. Voluntary action often results in misunderstandings that lead to conflicts of values.
2. Voluntary action must be as a whole, actors, goals, conditions, and values have the same contribution.
3. The happiness of elderly parents is not the same as the concept of happiness from their children.
4. A dilemma has emerged in the form of elderly services in modern families during the Covid-19 pandemic.

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Challenging minister of loneliness: Strategy of government to respond to women's suicide in Japan?

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ABSTRACT: This paper aims to describe the policies of Tetsushi Sakamoto as Minister of Loneliness in reducing the suicide rate of women in Japan. Termination of employment and the application of social distancing and self-isolation due to COVID-19 caused disruption to the mental health of the Japanese community, marked by the highest increase in suicide rates in the last 11 years, dominated by women and children. To respond to this case, PM Yoshihide Suga appointed Tetsushi Sakamoto as Minister of Loneliness in order to reduce depression in society and the suicide rate due to the pandemic. This study used a qualitative method approach, further analyzed by the critical discourse approach (CDA) to criticize the policies taken by PM Suga and Sakamoto to reduce suicides. The results showed that Sakamoto's work adopted the British Minister of Loneliness' method, such as appointing senior members as field implementers, as well as mapping self-isolation motivation. However, there are findings that the policy which PM Suga appreciates is too random and takes a long time to survey, as well as there being inconsistency between national policies and the Minister of Loneliness which has the potential to hinder the performance of this cabinet.

Keywords: covid-19; Japan's suicide prevention; minister to loneliness; mental health; women suicide

1 INTRODUCTION

The first COVID-19 case was announced in Japan on January 16, 2020 by the Ministry of Health, Labor, and Welfare (MHLW). It was the second case found outside China after Thailand on January 13, 2020 (WHO 2020). On January 30, 2020, former PM Shinzo Abe established the Japan Anti-Coronavirus Task Force to oversee the government's response to the pandemic (Prime Minister of Japan 2020b). This step was followed by the policy of temporarily closing elementary, junior high, and high schools until early April 2020 (Kyodo News 2020), as well as the announcement of the postponement of the 2020 Summer Olympics until 2021 after the Japanese government negotiated with the International Olympic Committee in March 2020. This was done by the consideration of the increasing cases in Japan, as well as maintaining the health of athletes (Cohen 2020).

Former PM Abe was responsive to the COVID-19 pandemic, conducting the First Novel Corona Virus Expert Meeting on February 16, 2020, to compile national guidelines for testing and treatment of COVID-19. Abe gathered scientists and public health experts and medical professionals from across Japan to coordinate a response to the virus with Abe and the government's coronavirus task force in a roundtable format. The result was a reinforcement of the medical service system that focused on health services in hospitals (Prime Minister of Japan 2020a), and then the Ministry of Health, Labor, and Welfare (MHLW) released national guidelines for COVID-19 testing in each prefectural government and public health centers on February 17, 2020 (MHLW of Japan 2020a). Furthermore, Abe launched Basic Policies for Novel Coronavirus Disease Control on February 25, 2020 to be based on the result of an Expert Meeting to prevent the spread of the COVID-19 virus. This policy is a form of mitigation by changing people's behavior, such as self-isolation to prevent

transmission, accepting COVID-19 infected patients in public hospitals in areas where COVID-19 is spreading, as well as social restrictions and activities outside working hours (Katsuhisa 2020). The implementation of this policy is known as the Three C's (Mittsu no mitsu), by which people must be avoid (1) closed spaces with poor ventilation, (2) crowded space with many people nearby, and (3) close-contact settings such as close-range conversation (MHLW of Japan 2020b). Abe also issued a state of emergency declaration for six prefectures over the coronavirus outbreak on April 7, 2020. Even so, Abe did not lock down, and allowed public transportation and other services to keep the economy and society going (NHK World Japan 2020).

Even though behavior changes have been implemented through the 3Cs, the number of people infected with COVID-19 is increasing. In addition, the implementation of 3Cs limits working hours, thereby reducing public consumption in the service sector which results in a decrease in purchasing power. In the end, many workers, especially part-time workers, are fired for asset efficiency. These unemployed people do not have the option to return to their original homes for reasons of self-isolation, but do not have money to live in big cities or overseas places. Gradually, this condition affects people's mental health, leading to stress, depression, committing criminal acts, or at an extreme level to suicide.

Suicide cases spiked in Japan during the Covid pandemic outbreak. This was getting worse in October 2020, when suicides totaled 2,153 for the highest monthly total in over five years. The number of suicides by women, at 851, rose 82.6% compared with the same month in 2019 (Hayes 2021). The largest number who committed suicide were women and children. In July–October 2020, the number of suicides jumped by 16%. The number of female suicides jumped by 37%, five times that of men, while the suicide of children also jumped by 49% from October 2016 (The Japan Times 2021). This case got the attention of Prime Minister Yoshihide Suga, as suicide cases reached the highest peak for the 11 years.

To respond to this, PM Suga's government appointed Tetsushi Sakamoto to become Minister of Loneliness to reduce suicide rates in Japan. The high number of suicides will affect the stability of the country. It is well-known that Japan is experiencing depopulation with a high elderly age (*kōreika*) and a small number of births (*shōshika*). Sakamoto has been tasked with identifying the problems and promoting policy measures to alleviate loneliness and suicidal tendencies (FPJ Web Desk 2021). In addition, it is hoped that it can increase state awareness of mental health issues, as well as provide protection and welfare, especially for women.

1.1   Suicide in Japanese culture

Suicide cases in Japan are not new, because they have been done since the time of the Japanese empire under the pretext of pride. This takes place and becomes a culture in society. In Japanese society, the value of conformity is very strong by prioritizing group harmony, even being placed above individual interests. Shame culture (haji bunka) and social isolation are the main control tools for society to maintain social cohesion as well as a tool to advise friends or family, so that other people's judgment of oneself becomes a scourge. Therefore, restoring social situations is the responsibility of family, friends, and most of all the main thing is oneself (Russell et al. 2017).

Although extreme, suicide can be said to be restoring social order, the ultimate form of self-sacrifice. Historically, this kind of suicide can be said to be a rational and willful act called kakugo no jisatsu (suicide of resolve), which was very popular among samurai, especially during the Tokugawa reign. The samurai performed jisatsu as a demonstration of loyalty, a form of honorable execution and an acceptable way to clear one's name of guilt. They performed a seppuku (cut stomach), a process of cutting the abdomen with a poisoned knife, then another samurai cut off his head. Unlike the case of jisatsu in modern times, the practice of using seppuku is no longer practiced on the grounds of barbaric acts. In general suicide is now undertaken by hanging yourself, jumping from tall buildings, getting lost in the forest, or being hit by a train. In 1996–2014, there was a tendency to commit self-harm as a way of committing suicide in the teenage age range to the elderly, while drug or substance poisoning was often carried out in the 20–40s age range

(Nakanishi et al. 2017). However, many men choose to hang themselves, while women tend to choose poisoning (Yonemoto et al. 2019).

After 1990, along with the bursting of the bubble economy, the number of kakugo no jisatsu increased due to the number of companies that went bankrupt and were forced to carry out restructuring and the abolition of the long-lifetime employment system. This prolonged recession increased the number of suicides each year, and they reached a significant number in 1998 when several large banks failed. During the 1990 economic crisis that hit Asian countries, the highest number of suicides was found in Japan by middle-aged salarymen who were victims of company layoffs. The salaryman work environment which advocates that salaryman is an ideal job culturally similar to the samurai in the Tokugawa era, devoting his entire life to the company, not only spending a lot of time in the office, but spending hours after work with office colleagues to socialize such as drinking beer (*nomikai*) or going to karaoke. For salarymen like this, losing their job is tantamount to losing their identity and their entire social network. The difficulty of finding a job and the shame of losing a job are psychological stresses. The patriarchal system in Japan also emphasizes stoicism as a virtue and complaining as a weakness, so that it is difficult for men to express their sadness and disappointment towards others.

In the last decade, elderly people also committed suicide due to loneliness. In 2013, 60–69 year-olds had the highest rate of suicide cases, followed by 70–79 year-olds in second place. The news about the increasing aging society (kōreika) adds to the burden of the elderly who get government allowances, which are obtained from the income tax of the younger generation. Most of the elderly feel responsible for this and do not take benefits because they feel bad for the younger generation. In addition, increasing health problems, as well as loneliness in old age without accompanying family, are the causes of many elderly people to commit suicide in Japan by isolating themselves in their homes. It is not surprising that there are so many solitary deaths (*kodokushi*) by elderly people in Japan that are only discovered a few weeks later (Russell et al. 2017).

In 2020, the world was hit by COVID-19 as a global pandemic that will have an impact on the emergence of policies to implement health protocols, such as working from home (WFH) and self-isolation, to break the chain of COVID-19 spread. The long period of time for Covid, unclear regulations, slow government handling, and the daily increase in the number of cases in Japan have raised the public's sense of concern. The study conducted by Tanoue mentioned mental health issues in the elderly due to the pandemic (Tanoue et al. 2020).

1.2 *COVID-19 and women's suicide in Japan*

A previous study written by Tanaka and Okamoto, states that the monthly suicide rate decreased by 14% during the first wave of the pandemic, in February to June 2020. Yet it increased 16% during the second wave in July to October 2020, females accounted for 37% and adolescents for 49% (Tanaka & Okamoto 2021). Women's suicide had a larger effect on female-dominant industries, and stay-at-home mothers have multiple burden (Alon et al. 2020). The highest non-formal employment terminations in Japan were dominated by women as much as 56%, while 22% were men. In addition, more than 95% of women who commit suicide experience domestic violence, which has the potential to damage women's psychological conditions. Meanwhile, children experienced depression and violence at school after the reopening of schools after several months of closure due to the pandemic (Tanaka & Okamoto 2021).

Economic factors are the strongest reason for suicide (Sakamoto et al. 2021). Japan has imposed a series of local and national emergency orders since the pandemic emerged in February 2020. This has resulted in restrictions on economic activity, such as closing restaurants and bars before 8pm, only operating cinemas, bars, and karaoke at certain hours, and encouraging companies to work from home. Hundreds of thousands of people have had working hours reduced and even been laid off for reasons of efficiency, even students have lost part-time jobs and worry about payment for their university studies (Ryall 2021).

Despite this, women were hit hardest during pandemic. The conditions of the COVID-19 pandemic make it difficult for women in Japan. For example in Tokyo, many single women live alone,

one in five live alone. Most women work in the service sector as part-time employees, not full-time workers. This type of work is most at risk of experiencing income difficulties (Ryall 2021). This becomes difficult when the government enforces a "Stay at Home" policy, in other words they are forced to be laid off to cut operational costs. However, they were faced with family pressure telling them to return to their homes so they would not be exposed to COVID-19 or experience financial hardship (Sakamoto et al. 2021).

For women who are married, domestic work and child bearing are burdens, but since COVID-19 they have often suffered from domestic violence and sexual assault (Sakamoto et al. 2021). Meanwhile, for single mothers, this is a difficult situation where they lose their main jobs and have to bear the costs of their children. Every case of suicide or attempted suicide represents a complex reason, especially in the case of women. In 2019, the accumulation of cases of male and female suicide was less than in 2020, and the number of males who committed suicide was less than females. The increase in the number of cases of women who commit suicide over seven consecutive months made the government and mental health experts aim to tackle the highest number of suicides in the world by 2020. Economic pressure and mental unhealthy conditions make them choose suicide.

The first cause of women's stress is the stereotype that women are the main caregivers in the family. Nishimura Yuki in Rich and Hida revealed that women bear the burden of doing virus prevention (Rich & Hida 2021). Peer pressure and social cohesion encourage mothers to maintain cleanliness and implement health protocols for their families, such as wearing masks, maintaining distance, and others. A mother will be considered a failure and receive a negative stigma if one of her family members is infected with the coronavirus. On the other hand, the psychological and economic conditions of young women under 40 years are worse than women over 40 years of age. The reasons for losing jobs and income in recent months than men underlie their relatively high suicide rates in the second half of 2020 (Ueda et al. 2021).

Furthermore, there was a case of suicide by several Japanese talents during COVID-19, called the celebrity suicide phenomenon. The first case was on May 23, 2020, Hana Kimura, a 22-year-old professional wrestler and reality star committed suicide after facing a barrage of negative messages on social media. The second case was Haruma Miura, a 30-year-old TV and film actor and singer, who was found died in his home on July 18, 2020. The third case was Sei Ashina, a 36-year-old movie and film actress, who was discovered dead in her Tokyo apartment. The final case was Takeuchi Yuko, a 40-year-old actress, who starred in "Miss Sherlock," a female-led adaptation of Sir Arthur Conan Doyle's Sherlock Holmes detective stories (Ross 2020). Although Japan has long battled with suicide rates in the entertainment industry, the suicides of several artists and public figures who committed suicide in Japan are a slap in the face of the government (BBC News 2021). Openness to mental health struggles is still relatively rare in Japan, even many families or relatives hide their identities to protect the privacy of victims who decide to commit suicide after reaching their emotional limit during the pandemic (Rich & Hida 2021).

1.3 *Suicide prevention of Japan*

In 2006, the Cabinet Office Japan enacted The Basic Act on Suicide Prevention, as a concrete step to reduce the rising suicide rate of more than 30,000 suicide cases since 1998. In 2007, Cabinet adopted the General Principles of Suicide Prevention as a guideline for the Government in carrying out suicide prevention actions under the Suicide Prevention Constitution. The results are quite significant, with a decrease in the suicide rate in middle age and the elderly, both in localities or urban areas. In contrast, the suicide rate among young people is still quite high. For this reason, the Government made an amendment to the Act on April 1, 2016. The Amended Act (1) obliges municipal and prefectural governments to make suicide prevention plans (Act on Suicide Prevention, Act No. 85 of 2006, amended by Act No. 11 of 2016); (2) national and local government is obliged to facilitate coordination of various mental health professionals and community groups for suicide prevention,; and (3) National and local governments will implement measures to educate business owners and school teachers and staff about prevention of suicide.

There was a need for training of teachers and college staff in preventing suicide that is tailored to the character of universities, colleges and high schools. In addition, schools should also strive to improve mental health promotion and education in general (Umeda 2016). Furthermore on October 7, 2016, the Japanese Government published the first suicide (karōshi) white paper, assessing the problem of death by overwork, that reveals one in five companies' employees was forced to do over 80 hours overtime (zangyō) per month (Nippon.com 2016). This overtime was damaging their physical and mental health.

The suicide prevention strategy in Japan is quite unique and different from other countries. Some countries focus on increasing access to mental health services for vulnerable people via general practitioners, while Japan tends to emphasize public awareness of suicide, as well as the correlation of social and economic factors related to suicide prevention. By involving the healthcare and non-healthcare services sector, Japan has taken a comprehensive approach (Yonemoto et al. 2019).

On 12 February 2021, PM Suga appointed Tetsushi Sakamoto as the Minister of Loneliness. Sakamoto is a member of the House of Representative in the Diet, representing the Liberal Democratic Party (LDP). The reason for this formation was proposed by a non-profit organization to operate a chat base consultation founded by Koki Ozora, a Keio University student in March 2020. In the end of November 2020, she received 300,000 inquiries from around 26,000 people stating that loneliness was the common topic of their request to advice. Furthermore, Ozora together with MP Takako Suzuki met with Cabinet Secretary Katsunobu Kato to propose a national survey on the problem of loneliness. The survey results aimed to formulate basic policies on preventive measures and to appoint a minister to lead efforts to address problems related to loneliness. Finally in January 2021, the Ruling LDP formed a panel to address the problem of loneliness, and found that there is a correlation between loneliness and an increase in suicide rates (Sharma 2021).

In PM Suga's speech when he appointed Sakamoto to be Minister of Loneliness, he explained that women are more vulnerable in isolation than men, so he hopes Sakamoto can make the right policy to minimize loneliness and reduce suicide rates (Sharma 2021). This step was warmly welcomed by many parties as a first step to combating the country's loneliness and isolation crisis that has exacerbated during the coronavirus pandemic.

2 METHOD

As described earlier, this research seeks to understand Japan's domestic strategy to reduce suicide by women during COVID-19. To achieve the objectives, this research uses a qualitative method with a disciplined configurative case studies approach, which aims to explain a certain event or phenomena using an established theory. In answering research questions, this research presented reliable literatures and press statements by relevant government. Furthermore, the data will be analyzed using critical discourse analytical theory. The term for this research starts in January 2020 starting from the entry of COVID-19 in Japan until April 2021 after the inauguration of Tetsushi Sakamoto in February 2021.

3 RESULTS AND DISCUSSIONS

The increase in the suicide rate in Japan is becoming a serious case and is forcing the government to take steps to solve it.

3.1 *Result: Made a Minister of Loneliness*

The first step taken by the Ministry of Loneliness is reintegrating the isolated by identifying who is already isolated or lonely and those who are at risk of being cut off from society. Sakamoto imitated the work of the British Minister of Loneliness by appointing senior officials to reintegrate socially isolated people into society. Officials must target specific groups to map the groups worst affected

by the pandemic (Ryall 2021). PM Suga stated that the ideal society is based on self-help, mutual assistance, and public assistance. He highlighted the part of "self-help," but it cannot solve loneliness and isolation. Public assistance needs to be expanded, and quickly (Mainichi Shinbun 2021).

3.2 *Discussion*

Although the government has established a new policy office in the Cabinet Secretariat to handle these issues, there has been no concrete action for this. The Japanese population is vulnerable with the high age of the elderly which is inversely proportional to the birth rate, as well as the large number of young people aged 20s and other productive ages who carry out social withdrawals (*hikikomori*), thus creating a fairly high gap in the social composition of Japanese society. Hikikomori created an unconnected society (*muen shakai*) which hindered community integration, plus government policies during the pandemic that supported self-isolation further increased the rate of social withdrawals. Therefore, the government must map people who carry out self-isolation based on the scale of loneliness or other reasons such as prevention of COVID-19, job loss, economic hardship, bullying, family problems, and so on. The importance of strengthening connections between members of the community both in families, neighbors, organizations, and the work environment needs to be emphasized as a control tool between individuals to determine the condition of other individuals (Mainichi Shinbun 2021).

Furthermore, although this policy was introduced to reduce the suicide rate against women, it is feared that there will be no concrete implementation of this. As it is known that Japan adheres to a high patriarchal culture, even during Abe's leadership, the World Economic Forum cut Japan's gender-empowerment ranking 20 rungs to 121st from 101st. This drastic decline made Japan the most lagging country in the G7 behind the United Arab Emirates, Benin and Timor-Leste (Pesek 2020). Abe's "Womenomics" policy is paradoxical by including two women out of twenty members in his cabinet, which does not meet the 30% goals of Womenomics. The slogan "a place where woman can shine" in the end does not support women to occupy top positions in strategic positions in government and stakeholders.

Suga, who is Abe's successor, has the same political style, which rarely addresses gender-related economic barriers, instead focusing on other more masculine jobs such as the implementation of the Tokyo Olympics 2021, which was delayed due to the pandemic. In addition, the image of Abe who only has two women in his cabinet seems to be Suga's benchmark in making mainstream gender policies (Pesek 2020). Even though Suga appointed Sakamoto as Minister of Loneliness, he could potentially repeat Abe's history to form policies that smelled of mainstream gender, but with minimal implementation.

4 CONCLUSION

The increase in the suicide of women in Japan is a serious issue that must be addressed by the Japanese government. The need for clear programs and well-targeted implementation of women can improve women's welfare in terms of material assistance, psychological assistance to overcome depression, and other mental health issues, as well as macro policies such as tax cuts and additional subsidies for single mothers. In addition, the government needs to fully realize Womenomics to provide space for women to get jobs in the formal sector with the same salary as men to boost Japan's GDP to drive the country's economy.

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Purchase decisions based on design and customization of mask products (study on millenial generations in pandemic era)

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ABSTRACT: Essential mask products during this pandemic directly benefits the mask business in the form of increased mask products sales. This condition requires business people to offer masks that function as personal protective equipment, and they also consider product design and product custom. The goal is to tempt customers into buying mask products that, in addition to their needs, also meet their interests. Besides, advances in internet technology have made its use increase. The increase is from the aspect of usage intensity to the level of browsing to internet-based media. The internet makes customers, especially the millennial generation, have more and more information making purchase decisions, namely for mask products. Therefore, this study uses a quantitative approach with multiple regression analysis. A sampling of 128 millennial generation respondents used the accidental sampling method, namely accidental sampling of prospective respondents so that consideration of the requirements' suitability must be fulfilled. Based on the results of data analysis, it was found that: 1). product design has a positive and significant effect on purchasing decisions; 2) product custom has a positive and significant effect on purchasing decisions; and 3) product design and custom have a positive and significant effect on purchasing decisions. The purpose of this research is to answer questions about purchasing decisions based on the design and custom of mask products.

Keywords: product design; customization; purchase decision

1   INTRODUCTION

Technology has made the world more horizontal, inclusive, and social (Kartajaya 2018). The quote from the sentence is the same as the current condition, where society is inseparable from technology, especially information technology, namely the internet. In the current digital era, 64.8% of the population were internet users in Indonesia in 2018, or as many as 171.17 million people (APJII 2019). Every aspect of their life makes use of the internet to access information to conduct business transactions. Besides that, Indonesia has experienced demographic changes in its population structure, the majority of which are from the millennial generation. The millennial generation in 2017 reached 88 million people or 33.75%, with a contribution of around 50.36% of the number of people of productive age, namely people born in the 1980–2000 range or what is known as generation Y (KPPPA & BPS 2019).

   This generation feels more about the interaction of technological changes in all aspects of their lives and is always close to communication, media, and digital technology so that it has characteristics, including being close to social media; creative, efficient, productive, and passionate; dynamic and wanting to be fast-paced; as well as being open-minded, critical, and courageous. When observed in daily life, this generation uses more than 98.2% of cellphones, starting from accessing social media, websites, communication via networks to transacting goods and services

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189

online (APJII 2019; IDN Research Institute 2019; KPPPA & BPS 2019). Meanwhile, in the digital era, the millennial generation has shifted its behavior patterns, especially in purchasing products online to meet their daily needs (APJII 2019; IDN Research Institute 2019). Shifting purchasing behavior due to technological developments and demographic changes still originates from what basic needs they need, such as solving their most important problems. For this reason, the value of the product provided must be in the form of solution benefits, namely solving customer problems.

As for the current pandemic state, of course, there is an increase in customer needs for personal protective equipment products due to the transmission of the Covid-19 outbreak, and besides that, it is reinforced by the implementation of standard health protocol implementation regulations (Kemenkes 2020). One of the protocols is that you are required to use a mask. At first, the mask products that we are looking for were of medical standard, but over time masks appeared with attractive designs and had customization services so that the models became more and more diverse. Based on data in March at the time of the emergence of panic buying behavior by the public due to the entry of the first case of the coronavirus in Indonesia, there was an increase (more than two times) of sales of health products such as masks at Tokopedia, Shopee, and Bukalapak (CNN Indonesia 2020). For Tokopedia, mask sales in March increased 197 times from the previous months (Liputan6, 2020). Regarding product design and custom, such as sales of batik masks on Tokopedia, it has also increased by up to 20 times (Gatra 2020). Therefore, based on this explanation, it is interesting to conduct research related to design and custom in mask products to find out what informs purchasing decisions by millennial generations.

2 RESEARCH METHOD

The implementation of this study aims to test a phenomenon that occurs based on the preparation of hypotheses with relevant theories and using quantitative methods. The collection of population data uses the technique of giving questionnaires to respondents, namely the millennial generation who were born between 1980 until 2000 and have purchased masks. Furthermore, the sampling stage is with the accidental sampling method from the population, which is an accidental sampling of the prospective respondents encountered, so that the consideration of the suitability of the requirements must be fulfilled. The number of samples that must be met based on the number of variables, namely three, is ≥100 (Haier et al. 2014). The operational definitions in this study include product design consisting of aesthetic, functional, and symbolic dimensions (Gilal et al. 2018), customization (Ha & Widow 2014), as well as purchasing decisions (Gilal et al. 2018). In the implementation stage, the data testing includes instrument testing, namely the aspects of reliability and validity. In comparison, the other test is multiple regression that functions to measure how far the independent variable influences the dependent variable, and hypothesis testing with several conditions that must be met so that the test results can be accurate.

3 RESULT AND DISCUSSION

The primary data collection used a questionnaire to 128 respondents in accordance with the provisions of the criteria. The explanation of the demographics of the respondents is as in Table 1.

Based on the results of data analysis that have been presented in Table 1, the respondents of this study were predominantly female (54%). This can be interpreted that women prefer to use masks that are unique or different from masks in general. Furthermore, if it is seen from the marital status, as many as 64% or 82 responses have unmarried status. Furthermore, the age range is dominated by respondents aged 21–25 years (42 or 33%). This is interpreted as being the age range concerned with the mask model used to support the lifestyle that is being lived. SMA/SMK dominated the last education by 62 respondents (48%). It can be interpreted that graduating from high school or the equivalent means that the use of customizable masks gives an impression when worn.

Table 1. Demographics of respondents.

Gender	Quantity	Percentage		Age	Quantity	Percentage
Female	69	54%		15 – 20	34	27%
Male	59	46%		21 – 25	42	33%
Status	Quantity	Percentage		26 – 30	24	19%
Single	82	64%		31 – 35	22	17%
Married	46	36%		36 – 40	6	5%

Education	Quantity	Percentage
High School	62	48%
Associate/ Bachelor	14	11%
Master	52	41%

3.1 Classic assumption test

A normality test: The: The distribution is normal if the plotting data follows the diagonal line. The data test results are normal.
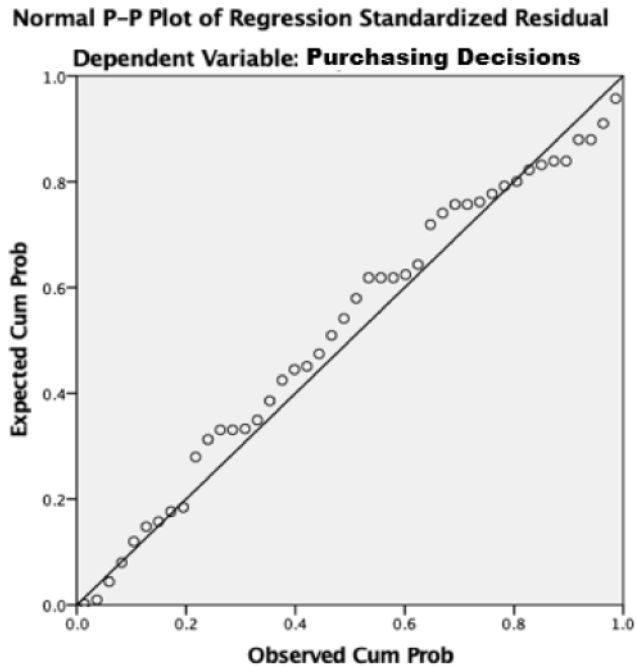
Figure 2. Normality of the P-plot.

3.2 Multicollinearity test

Multicollinearity does not occur if the Tolerance value >0.100 and the VIF value <10.00. The data test results are that multicollinearity does not occur because the Tolerance value is 0.582 and the VIF value is 1.718.

Heteroscedasticity test: Heteroscedasticity does not occur if there is no clear pattern such as wavy, widened, then narrowed in the scatterplots image, and the dots spread above and below the number 0 on the Y-axis. The results of the data test are that there is no heteroscedasticity.

Table 2.   Multicollinearity test.

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	−2.973	.825		−3.603	.000		
	Product Design	.323	.032	.686	10.019	.000	.582	1.718
	Customization	.233	.091	.175	2.556	.012	.582	1.718

a. Dependent Variable: **Purchasing Decisions**.

Figure 3.   Scatter plot.

Autocorrelation test: There is no autocorrelation symptom if the Watson durbine value lies between du to (4 – du). The data test results are no autocorrelation symptoms. Looking for the value of du: searched for from Watson's durbine table. Based on k (2) and N (128) with a significance of 5%, then as seen in the table, the value is 1.7441 < durbin Watson (1.785) <4 – du (2.2559). There is no autocorrelation.

Table 3.   Autocorrelation test.

			Model Summary[b]		
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.810[a]	.656	.651	1.601	1.785

a. Predictors: (Constant), Customization, Product Design.
b. Dependent Variable: Purchasing Decisions.

3.3   *Multiple regression*

Based on the testing results between variables, the hypothesis can be accepted on condition if t > from t table is 1.96 or p-value <0.05 (Ghozali 2013). Based on the test results, all the relationships between product design variables and purchasing decisions are t count 10.019, and customization

of purchasing decisions of t count 2.556, namely reaching the value of t count> t table of 1.96. This indicates that the two proposed hypotheses are accepted; namely, product design has a positive and significant effect on purchasing decisions, and customization has a positive and significant effect on purchasing decisions.

While the simultaneous test results of the two independent variables are seen from the calculated f value of 120.301, which is greater than the f table's value ($\alpha = 0.05$; DB regression 2; DB residual 126), it can be concluded that simultaneously the two independent variables affect purchasing decisions, and the use of this regression research model is feasible.

Table 4. T-test and F-test.

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	−2.973	.825		−3.603	.000		
	Product Design	.323	.032	.686	**10.019**	.000	.582	1.718
	Customization	.233	.091	.175	**2.556**	.012	.582	1.718

a. Dependent Variable: Purchasing Decisions
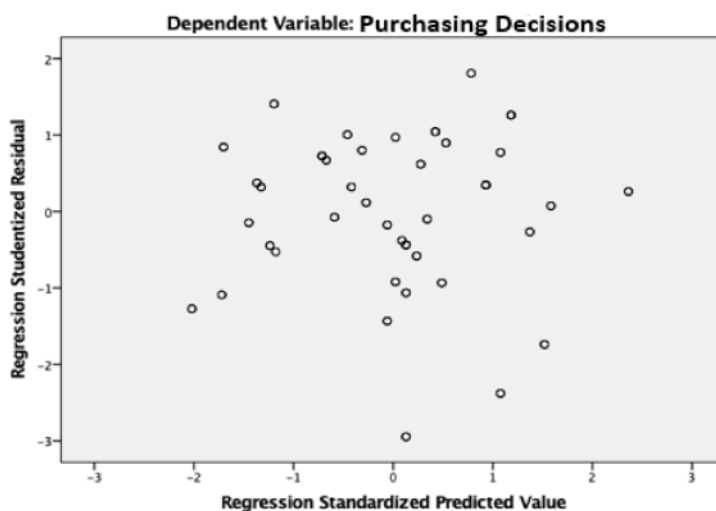
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	616.417	2	308.208	120.301	.000[b]
	Residual	322.808	126	2.562		
	Total	939.225	128			

a. Dependent Variable: Purchasing Decisions.
b. Predictors: (Constant), Customization, Product Design.

a. Effect of Product Design on Purchasing Decisions. Based on this study's results, it is proven that product design has a positive and significant effect on purchasing decisions for mask products by the millennial generation during the pandemic. Although the value of design excellence is difficult to measure, it has a significant role in influencing purchasing decisions (Osterwalder and Pigneur, 2010; Kotler and Keller, 2012; Merli, 2014). Reinforced by Rachman and Santoso's (2015) research, it explains that product designs that are varied, not out of date, have characteristics, and follow trends can increase stability in purchasing decisions.
b. Effect of Customization on Purchasing Decisions. Based on this study's results, it is proven that customization has a positive and significant effect on purchasing decisions for mask products by the millennial generation during the pandemic. The research of Thompson and Chmura (2015) and Schnurr and Scholl-Grissemann (2015) explains that consumers are faced with designed products according to their personal needs, so this leads companies to support them in purchasing decisions.
c. Effect of Product Design and Customization on Purchasing Decisions. Based on this study's results, it is proven that product design and customization have a positive and significant effect on purchasing decisions for mask products by the millennial generation during the pandemic. Products that are designed based on symbolic and functional values and adjusted to their aesthetic value for customers can further increase interest in buying (Gilal et al. 2018).

4   CONCLUSION

The study that was carried out based on this research on the millennial generation during the pandemic was found to show a positive and significant effect on purchasing decisions. Products

that are varied, not out of date, have characteristics, and are currently on trend are products in demand by customers. Even though it focuses more on products with aesthetic values, companies still have to include symbolic and functional values. There is a basic need for mask products during this pandemic as a means of personal protection and prevention from the Covid-19 outbreak. This is confirmed by government regulations that require standardized health protocols. There are suggestions for mask business companies to maintain the primary function of mask products following the standards in government regulations in designing models and producing masks in the future. For the implementation of further research, it is necessary to expand research variables related to product design, customization, and purchasing decisions so that scientific insights, especially in the field of management, are broader.

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Strategic policy: Application of participatory innovation in electronic-based public sector services in Malang City (Malang online service system study – SINGO)

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ABSTRACT: The online poor service system originated from problems that often arise in the implementation of public services for the community of Sawojajar Urban village (*Kelurahan*), Malang City. Along with the running of government administration services in Sawojajar urban village electronic-based public sector services were successfully innovated. With the success of this innovation, the Malang City Government will then adopt and implement it in all urban villages in Malang City. However, the implementation cannot be separated from the problems that arise from the readiness of each implementer. In this study, a descriptive method can be understood as a series of procedures used to solve the problems investigated by describing the condition of the research subject, both a person, society, and based on visible facts or as they are. This study shows that the implementation in carrying out services in urban village's administration throughout Malang City is still not running as expected. There are several problems faced, such as a lack of understanding of program implementers, so that the infrastructure they have is unable to accommodate what is needed. From these problems, the application has not been running as well as the success that was carried out in Sawojajar urban village as the initiator of electronic-based public service delivery. The suggestions in this study are for a structured evaluation of the implementation of public sector service innovations based on the online Malang online system. The results of this evaluation can later be used as material for developing further policies to implement other electronic-based public sector service innovations.

Keywords: Innovation; public sector services; SINGO

1   INTRODUCTION

Public service essentially aims to satisfy society and the achievement of this satisfaction arises from excellent service quality. Often demands are made to the government by the community in the form of suggestions and input (Jenhaug 2020), specifically from civil servants. In this case, public motivation becomes very important to ask for improvements in the quality of public services (Jensen et al. 2020; O'Leary 2019; Thompson & Christensen 2018), especially to be more effective and efficient (low cost) (Gieske et al. 2020). Like state servants and public servants, civil servants must be able to act and take full responsibility for serving the community. With the increasingly strong demands from the community for better and optimal services, all government agencies will be moved to further improve work performance.

For this reason, to improve the quality of public services, the government should make changes for the better. Improving the quality of service can be done by breakthroughs, namely through public service innovation. The need for innovation for public services is to maximize policies towards

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society and also provide a solution for the interests of the community regarding public services. Conceptually, innovation is the provision of new products aimed directly at the community so that the impact of policies can be felt effectively and efficiently for the community (Atthahara 2018). In the process of public service innovation, it is very dependent on leadership from the national level to the regional level (Bellò et al. 2018; Liu et al. 2018; Salas-Vallina et al. 2018; Schwarz et al. 2020; Wipulanusat et al. 2018); and the innovation climate it creates (Demircioglu & Berman 2019).

As explained in the Government Regulation of the Republic of Indonesia Number 38 of 2017 concerning Regional Innovation, in particular article 2 paragraph (2) the target of Regional Innovation is directed at accelerating the realization of community welfare through: (1) improving public services, (2) empowering and community participation; and (3) increasing regional competitiveness. Public sector innovation is needed to deliver services to a public that are more reflective of the public choices and to create a variety of service methods (Pemerintah 2017).

Public sector service innovation continues to develop after local governments are given the flexibility to provide services to the community. This in Indonesia has begun to become a concern, starting with a shift in the paradigm of the government system from centralization to decentralization. Therefore, public sector innovation needs to involve collaboration between the government and other parties (Chen et al. 2020; Liang et al. 2018) in which there is an integration of the use of information technology so that community needs in strategic fields such as economic and social arenas can be fulfilled (Wipulanusat et al. 2020) or in the form of a digital society (Demircioglu & Berman 2019). In Ghana, a bottom-up approach driven by civil society has succeeded in making public service innovations (Williams & Yecalo-Tecle 2020).

Decentralization is defined as the transfer of authority and responsibility for public functions from the central government to regional governments. Initially, the essence of decentralization is the mark of a society in a certain territory, which is then embodied in the element of authority to regulate and manage conceptually, as carried out by the regional government.

The city of Malang administratively consists of 5 sub-districts and 57 sub-districts. With its small area, optimal service is certainly needed. Of course, efforts to innovate in the public sector are made. Before there was a regulation that prohibited urban village-based innovation, Malang City had already competed various service innovations in the urban villages. Even from various responses to online-based innovations mandated by the Mayor of Malang at that time, a product of the policy was present which was produced by one of the urban villages in Malang, specifically Sawojajar Urban village. The many complaints of the public regarding services in the urban villages, principally in terms of time efficiency, show it is a problem that must be resolved. Moreover, the availability of facilities and service facilities as well as the lack of human resources is also one of the causes of slow service. To overcome this there is Malang Online Service System (SINGO).

The SINGO application is an online-based urban village service application. And it is the result of the initiative of the young people of Sawojajar urban village, Kedungkandang sub-district, in Malang City who are members of the Rajajowas Community (RC) (Hadi et al. 2020). This application has been integrated with the population database and was created to facilitate administrative management at the urban village level, and includes ID Card (KTP), Family Card (KK), Birth Certificate, and Death Certificate. In the SINGO application, several services have used the paperless system, which are original products of the urban village services, in a form of letters issued as a requirement to get SKCK, Certificate of Disability, Business Permit, and Unmarried Certificate.

At the beginning of the implementation of the SINGO application, officials in the Sawojajar urban village still experienced difficulties because they were not used to operating IT-based services, as well as the Sawojajar community who still had difficulty understanding how the SINGO system mechanism worked. But after experiencing a simpler system update, and with the existence of the SINGO application manual, it makes it easier for urban and community officials who want to use the SINGO application to take care of population administration and others in the urban village.

SINGO is an effort to simplify and reduce the bureaucracy, and bring public services closer to the people of all urban villages in Malang City.

2 METHOD

The method used in this research is a descriptive method, which can be understood as a series of procedures used in an effort to solve the problem investigated by describing the condition of the research subject, whether a person, institution, society, etc. as it is (fact finding). The data analysis used in this research is qualitative analysis, which is a data analysis technique used to interpret data obtained from interviews and a number of documents. The theoretical basis used by the researcher in determining the frame of mind as a reference, based on the theory of public service innovation put forward by Rogers Everett. In this theory, five important indicators in assessing public service innovation were conveyed, to be specific, Relative Advantage, Compatibility, Complexity, Trialability, and Observability. The five indicators of innovation assessment are then elaborated by the researcher in accordance with the findings obtained in the study (Budi Sulistio 2009). There is a framework of thinking in research as described in Figure 1.
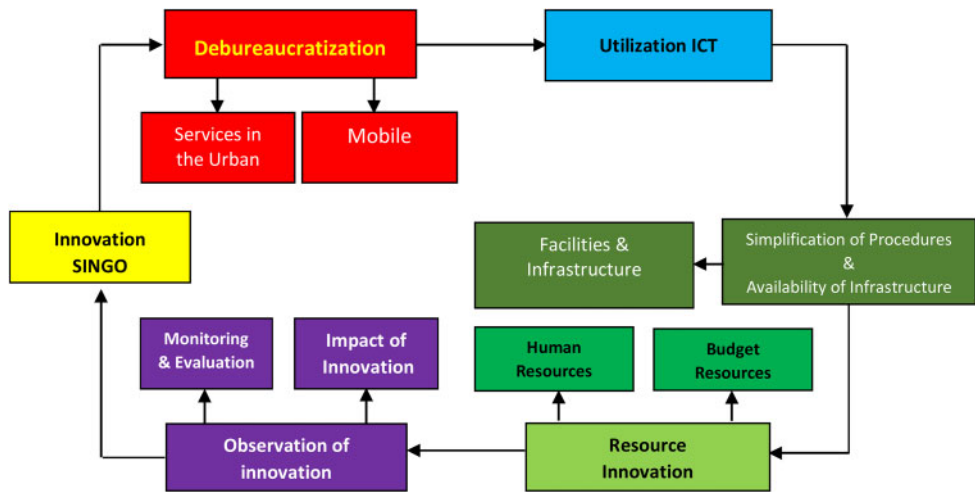
Figure 1.   Thinking framework.
Source: Data processed by researchers (2019).

3 RESULTS AND DISCUSSION

3.1 *Implementation of policies of the Malang Online Service System (SINGO)*

The implementation of SINGO in Malang City is as a pilot project by the Communication and Information Technology Office, and it has been implemented in several urban villages including Arjosari, Tulusrejo, and Bareng. The implementation of SINGO itself is indeed part of the bureaucratic reform that requires all public services to use information technology. This is a new system required by the City Government of Malang through Mayor Regulation No.92 of 2016 concerning Changes to the 2015–2019 (Walikota 2016) Bureaucratic Reform Road Map referring to the Regulation of the Minister of PAN-RB No.30 of 2014 concerning Public Service Innovation. (PAN-RB 2014).

The application of SINGO as part of bureaucratic reform that requires public services to use information technology is implemented in Malang City as a pilot project. The Communication and Information Office coordinates with the sub-districts and is implemented by three sub-districts, as in the structure below:
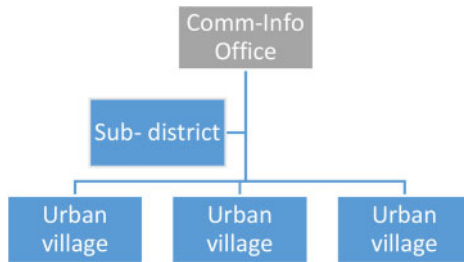
The implementation of SINGO in each urban village is coordinated by the Secretary of the urban village and carried out by the Head of Section of Government, Peace and Public Order, Community Empowerment and Development, Community Welfare and Public Services, and assisted by urban village's staff. The Communication and Information Office as the person in charge of the SINGO implementation pilot project in the urban villages has the task of providing software including the Windows Operating System, Web Browser, Web Server, CMS, with a network standard of 7–30 Mbps and an internet service provider (ISP). The Urban village as executor must prepare hardware (hardware) including a processor with 2 GB of internal memory, input devices, and monitors.

3.2 *Public sector service innovations*

SINGO is a website-based public service innovation that was initially implemented in Sawojajar urban village, Malang. Apart from being able to provide services through the website, SINGO is also an application that can be downloaded to an android phone (Figure 2).
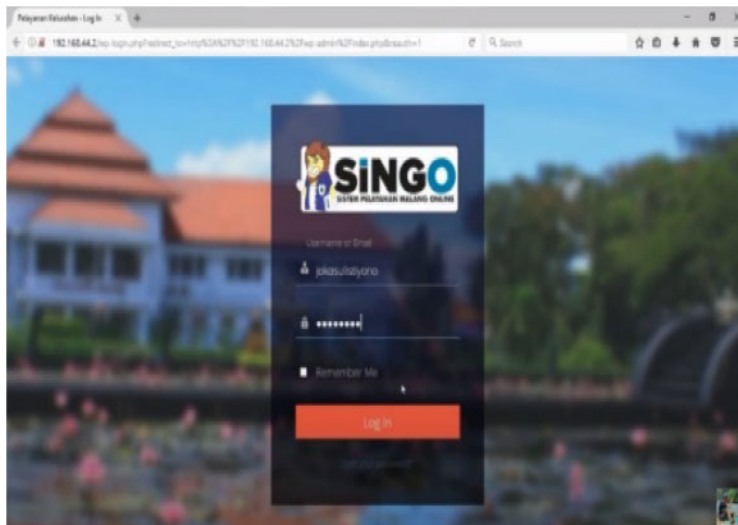
Figure 2.   Display of SINGO on the website.

The benefit is that the community can take care of the letters they need anywhere and anytime without having to queue for too long, and come to the urban villages only to pick up the letters

they need. So, SINGO can be said to be a public service innovation that tries to reduce the time, making letters more efficient, as well as being effective in reducing the practice of extortion.

3.3 *Problematic implementation of SINGO*

SINGO is a new system that has been implemented in urban village Sawojajar and adopted by the Malang City Government through Mayor Regulation No. 92 of 2016 concerning Changes to the 2015–2019 Bureaucratic Reform Road Map referring to the Minister of PAN-RB Regulation No. 30 of 2014 concerning Public Service Innovation, However, it does not work as expected, this is due to the absence of specific implementing regulations that clearly regulate the implementation of SINGO, even though it has been socialized through technical guidance (bintek) followed by the urban villages secretary, in SINGO has not been implemented.

4 CONCLUSION

SINGO is one of the policy innovations for improving public sector services at first as a community service system in the urban village of Sawojajar as an effort to provide services in processing letter needs from the public. It was developed using website-based information technology and computers and smartphone applications. Then it was adopted by the Malang City Government through the Communication and Information Office based on Mayor Regulation No. 92 of 2016 concerning Changes to the 2015-2019 Bureaucratic Reform Road Map to be implemented in several urban villages as a pilot project. The implementation of SINGO is not optimal, because there are no specific regulations in implementing SINGO even though socialization through technical guidance has been carried out. This results in a policy innovation vacuum.

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Digital marketing in pandemic era (perspective bibliometric)

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ABSTRACT: A pandemic is spreading in the world with serious impacts on various fronts. The global pandemic has resulted in disruptions to service systems, the economic sector, and the tourism sector. There were restrictions on activities carried out by the community to prevent the spread of COVID-19. The restrictions on movement that have occurred have prompted the community to transform services. Physical interaction activities have shifted to the use of digital media to carry out various activities such as organizing teaching and learning activities, office activities, and trading activities. Several platforms are used to support the smooth running of people's daily activities. Trading activities are supported by the use of digital marketing. The research conducted focuses on digital marketing carried out during a pandemic, where the use of digital marketing is carried out to meet various needs. Research on marketing strategies in the pandemic era with a literature review approach is useful for knowing the application of digital marketing in the pandemic era. By knowing the development of digital marketing, you will get a picture of the potential it has for further development after the pandemic. This research is useful for business actors and developers of digital marketing programs to support their businesses.

Keywords: digital marketing; COVID-19 pandemic; marketing strategy; bibliometrics

1 INTRODUCTION

At the end of December 2019, a pandemic spread worldwide with severe impacts on various fronts (Noor et al. 2020). The global pandemic has disrupted the service system, the economic sector, and the tourism sector (Jiang & Wen 2020). There were restrictions on activities carried out by the community to prevent the spread of COVID-19 from becoming more widespread. This restriction is a limitation on direct contact, known as social distancing (Ling & Ho 2020). Social distancing is carried out almost simultaneously in various parts of the world. The restrictions on movement that have occurred have encouraged people to transform services (Carnevale & Hatak 2020). Physical interaction activities shift to the use of digital media to carry out various activities such as organizing teaching and learning activities, office activities, and trading activities. Several platforms are used to support the smooth running of people's daily activities. Trading activities are supported by the use of digital marketing.

The research conducted focuses on the digital marketing carried out during a pandemic, where the use of digital marketing is carried out to meet various needs. COVID-19 has an impact on businesses, which can change consumer behavior (McKinsey 2020). Research on digital marketing studies in the pandemic era has not been widely discussed, thus encouraging researchers to research digital marketing in the pandemic era with a literature review approach. This research is useful for knowing the application of digital marketing in the pandemic era. Knowing the development of digital marketing studies will provide an overview of the potential it has for further development

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after the pandemic. This research is useful for business actors and developers of digital marketing programs to support their businesses. This research will also examine the application of digital marketing in various countries during the pandemic era.

Bibliometric research is a quantitative method approach in analyzing literature that focuses on a particular field. The bibliometric approach can be used to perform a quantitative analysis of the distribution structure. This can minimize the subjectivity of the point of view in the literacy review presented (Bornmann & Marx 2018). The completeness of the bibliometric study consists of internal and external characteristics. Keywords, research focus, and references can arrange internal characteristics. On the other hand, external characteristics include publication time, country, institution, journal writer, and others (Xiao et al. 2021).

2 METHOD

One of the tools used to perform scientific analysis is the bibliometric method. This study uses bibliometrics to quantitatively analyze and evaluate the impact of research on topics of interest, to identify past characteristics and current critical points, and to show future research trends (Herrera-Franco et al. 2021). This research uses Excel and VOSviewer software. This study uses three phases of the methodology: (1) determining the criteria and sources of identification; (2) data sorting and data extraction; and (3) performing data analysis and interpretation.

Phase 1. Determine the criteria and sources of identification

Researchers identify digital marketing to analyze the themes to be studied. The research theme to be taken focuses on digital marketing in the pandemic era. Researchers take research data from reliable sources. The research data taken was sourced from the Scopus data.

Phase 2. Data sorting and extraction methods

Researchers conducted a data search using TITLE-ABS-KEY with a search for the keyword "digital marketing" and TITLE-ABS-KEY "COVID-19." The search results found as many as 48 journals. The researcher sorted the data by selecting the "article" category, source "journal," and choosing the language used, namely English. The search results found as many as 47 journals. The stored data was then downloaded in RIS (Research Information System) and CSV (Comma separated value) format. The results of tracing will be a source of data processing at a later stage.

Phase 3. Conduct data analysis and interpretation

The next step is to analyze the sorted data. Data analysis was carried out by analyzing the results found with the related research.

3 RESULTS AND DISCUSSIONS

3.1 *Publication based on document type*

Publications using TITLE-ABS-KEY digital marketing and TITLE-ABS-KEY COVID-19 were obtained. Focusing on the English language, 47 documents were obtained. The search results showed that there were four types of documents, namely articles, 32 documents (68%); conference review, 7 documents (15%); reviews, 5 documents (11%); and conference proceedings, 3 documents (6%). Article writing is more dominant than other writing. Other forms of documents have not been chosen by many researchers. The language that is often chosen in publications is English. This shows that English is the most dominant language in which to write articles (Figure 1).
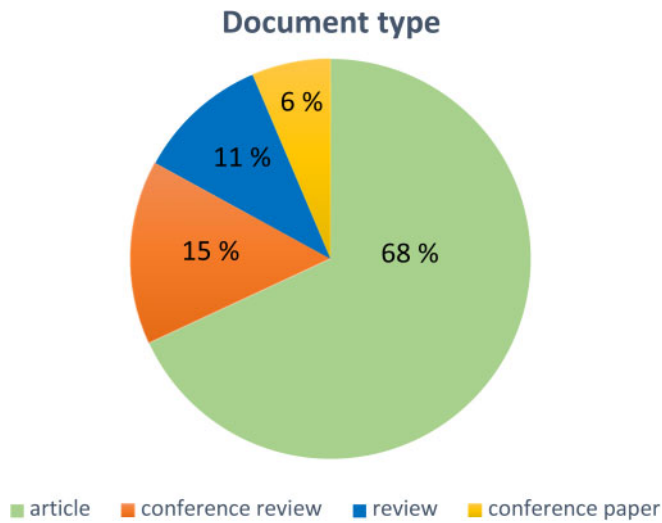
Figure 1.   Percentage of publications on digital marketing and COVID-19.

3.2   *Publications by country*

The results of the data show that countries that conducted digital marketing research on the COVID-19 pandemic were limited, only 10 countries conducted connected research. Some of the connected countries are divided into three color nodes which represent the existence of three cluster groups. Cluster 1 consists of India, Philippines, South Korea, and the United Kingdom. Cluster 2 consists of Italy, Malaysia, Singapore, and the United States. Cluster 3 consists of Brazil and China.

Table 1.   Bibliographic list by country.

Cluster	Document	Links	Country
1 (Red)	4	3	India
4 items nodes	2	4	Philippines
	2	4	South Korea
	4	3	United kingdom
2 (Green)	3	2	Italy
4 items	2	2	Malaysia
	4	2	Singapore
	14	6	United States
3 (Blue)	2	1	Brazil
2 items	4	3	China

From Figure 2 it can be seen that there are lines that connect countries. This shows that there is a research relationship with other research. Digital marketing research in a pandemic is dominated by the United States; this is evidenced by the display of the largest nodes being the United States nodes. The United States has more publications than other countries, with 14 documents followed by India, the United Kingdom, Singapore, and other countries. Research in the United States is directly related to Malaysia and Italy in the same cluster. Research in the United States is also connected to other clusters, namely the Philippines and China. Relations between countries can be seen in Figure 2.
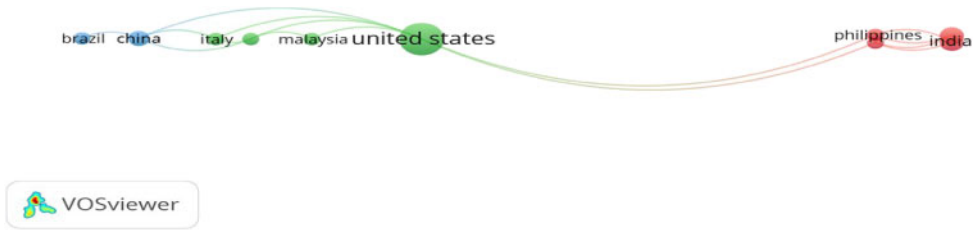
Figure 2.   Bibliographic coupling of countries.

3.3   *Related researchers*

Research in this field has attracted many researchers. 135 researchers were recorded as single researchers, but there were 10 people who appeared in the bibliographic author in research in the field of digital marketing in the era of the COVID-19 pandemic who were interrelated. These people were Chan E.Y.Y; Chatterjee R.; Dabral A.; Dubois; Fong A.H.Y; Hung K.K.C.; Kim Y.K.; Lozyaga A.; Shaw R.; and Wong C.S. Researchers have a close relationship, which can be seen from the relationship between nodes from one researcher to another. One example of a related relationship is that the Chan researcher linked the Shaw researcher and the Loyzaga researcher. The Loyzaga researchers have connections with Kim and Wong. The relationships between researchers can be seen in Figure 3.
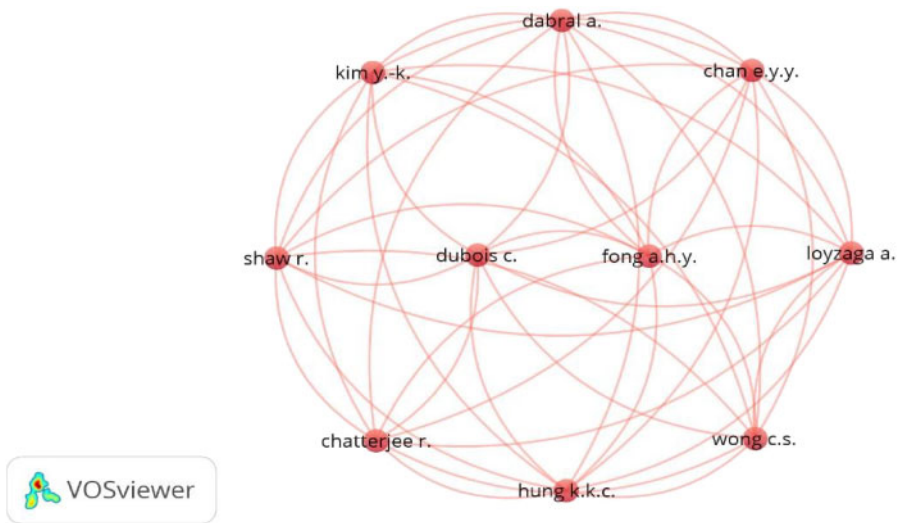
Figure 3.   Relationships between researchers.

3.4   *Document cited frequency*

Digital marketing has attracted many researchers to conduct research and cite documents on previous research. The writer focuses on 10 researchers who have been cited by their research. Research by Ullah with Low, Sepasgozar, Shirowzhan, and other researchers explored the principles and practices of sustainable digital marketing in the development of the property industry in Malaysia by examining the use of digital marketing, analyzing the obstacles faced and the strategies used to improve digital capabilities for the local context (Low et al. 2020).
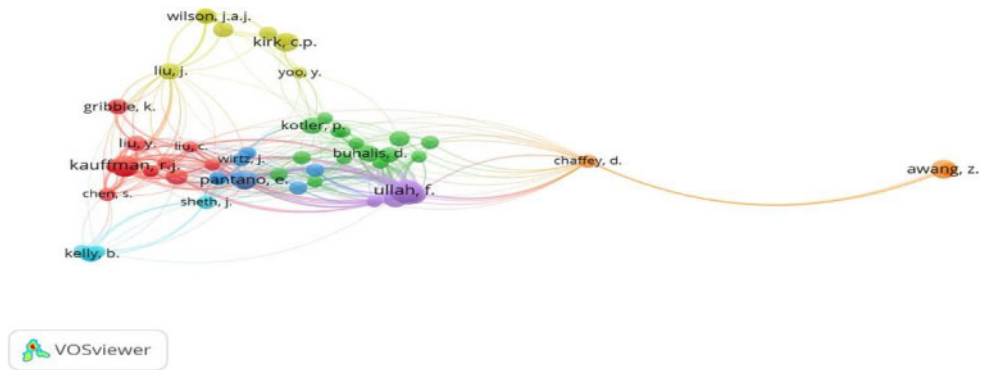
Figure 4.   Bibliographic co-citation image.

Research by Kauffman and colleagues conducted an analysis of the digital economy, community indexes, state, community, and economic attributes by linking the state of the COVID-19 pandemic (Li et al. 2020). The research relationship cited is shown in Figure 4. The research of Pantano et al. (2020) explores which strategies are applied for retailers to deal with emergencies and identifies critical areas in retail to be better by meeting consumer demand and the pressures that arise in the situation pandemic. The research results reveal that retail has an important role in society. Retail makes it easy for people to get their hand sanitizer needs and other medical support. A different focus is on Awang's research with his partners, which is research on the perceptions of risks that tourists have in influencing their intention to travel to tourist destinations that have deep concerns about safety and security issues. It aims to understand the travel risk factors felt by international tourists (Hashim et al. 2018).

Kirk and Rifkin's research (2020) examines changes that occur in consumers. The pandemic encourages these consumers to make different activity changes compared to before the pandemic. Activities that develop among consumers by using technology to support the daily activities of consumers. The Covid review research from a medical point of view examines the identification of radiomic features that are significantly associated with the classification of COVID-19 pneumonia using multiple classifiers. Quantitative interpretation of the differences in features between the two groups broadens our understanding of the CT imaging characteristics of COVID-19 pneumonia. This is similar in terms of Liu's research which explores the characteristics of the COVID-19 virus and how to deal with the virus, especially for patients, which comes from handling patients with the support of relevant data (Liu & Liu 2020). Author and co-citation relationships are presented in Table 2.

Table 2.   Bibliographic based on co-citation.

Ranking	Authors	Cluster	Co-citations	Link	Total Link Strength
1	Ullah, F.	5	12	18	588
2	Sepasgozar, S.M	5	10	18	510
3	Kauffman, R.J.	1	10	15	270
4	Shirowzhan, S.	5	9	18	468
5.	Pantano, E	3	8	32	188
6.	Awang, Z	7	8	4	88
7.	Kirk	4	8	4	50
8.	Kelly, B	6	6	6	45
9.	Liu , J	4	6	25	103
10	Buhalis, D	2	6	3	24

Source: VOSviewer analysis (2021).

The pandemic limited business actors from carrying out their operations. Various breakthroughs have been attempted to run the tourism wheel, one of which is by using digital media. Technology-enabled tourism experiences allow travelers to co-create value at all stages of the journey. Ambient Intelligence (AmI) tourism (2020-future) is driven by various technological disruptions. This will encourage environmental change that uses superior technology that can change industry structures, processes, and practices so that it has a changing impact on service innovation, strategy, management, marketing, and competitiveness (Buhalis 2019).

3.5 *Relationship analysis on co-occurrence*

The results of the interrelationship analysis found 408 keywords which were divided into five clusters. Cluster 1, which is aimed at red nodes, has the highest co-occurrence in marketing and digital marketing with a co-occurrence value of 11. Referring to Kim's (2020) research Scopus data which has been cited 23 times, it finds a decrease in spending on purchases of electronic goods by up to 60%. Consumers prefer to buy foodstuffs and household appliances. This happens because consumers stay at home more. The pattern of online shopping is expected to increase so that investment for digital sales will increase.

The word pandemic is a keyword that has a high incidence, showing a value of 10 in cluster 2. One of the most cited studies of pandemics is Kirk and Rifkin's research (2020). During a pandemic, many consumers switch to personal activities and activities in the home such as cooking, baking, gardening, or playing with family. Marketing communications have an impact on consumers. The company shows awareness about the impact of the pandemic and shows the products produced can help consumers to carry out activities in routine activities. This will encourage consumers to do activities with a sense of empathy given by the company.

Sars-cov-2 keywords have more co-occurrence than other studies in the same cluster. One of the studies that referred to the keywords Sars-cov-2, namely the research of Bent and Dunn (2020), revealed that several companies developed suitable equipment to meet the needs of consumers during a pandemic. Apple Inc., Fitbit Inc., and Garmin Apple Inc. released a device capable of measuring the oxygen level in the body automatically. The equipment provides information on consumer biometrics. This equipment makes it easy for consumers to know the current condition of the body directly.

The combination of product benefits, marketing, global pandemic conditions encourages consumers to make purchases related to body health information. Keywords in cluster 4 have the same number of occurrences as 2, namely Article, Coronavirus disease 2019, epidemic, and social distancing. These keywords are keywords that are commonly used in various research articles. The next keyword that has the most value is the word COVID-19 in cluster 5. The keywords in cluster 4 and cluster 5 refer to research (Kirk & Rifkin 2020; Kim 2020). The word association in cluster 4 means the article discusses Coronavirus disease 2019, which is an epidemic and requires people to carry out social distancing in various parts of the world. Coronavirus disease 2019 is also known in the community as COVID-19. The impact of social distancing has slowed economic growth (Khurshid & Khan 2021). The relationship between keywords in each cluster can be seen in Figure 5.

Publications in the form of articles are more widely published than publications in the form of other documents. Data that refers to document types can be seen in Figure 1. This shows that researchers prefer to publish in the form of articles than in other documents. This provides an opportunity for writing in other forms such as conference reviews, reviews, and conference papers.

This research has not been widely studied by other researchers and few countries have researched it. This can be seen from the limited number of countries conducting research, with a total of 47 documents with 135 researchers. The limited number of documents provides an opportunity for the development of related research.

The interesting thing is in the co-citation section because the research citation is not only carried out on the latest research on digital marketing and COVID-19. Research cited is also research that has been written before the onset of a pandemic, such as the research of Awang with Hashim and

Table 3. Bibliographic co-occurrence based on keywords.

Cluster	Co-occurrence	Links	Total link Strength	Keywords
1	2	7	7	Business process
Red	2	8	10	commerce
15 items nodes	2	7	7	Digital economy
	11	21	36	Digital marketing
	3	12	14	Digital transformation
	3	18	20	Digitalization
	2	8	8	e-commerce
	2	9	9	Electronic commerce
	5	11	15	Innovation
	11	24	39	Marketing
	2	5	5	retailing
	7	22	31	Social media
	2	5	7	Social networking (online)
	2	7	5	Strategic approach
	2	5	7	sustainability
2	2	8	9	Economics
Green	2	8	9	Education
11 items	2	10	11	Food supply
	3	16	22	Health education
	7	26	49	Human
	6	25	49	humans
	2	14	17	Interpersonal community
	10	28	56	Pandemic
	2	8	9	Procedures
	2	16	19	psychology
3	2	18	22	Adult
Blue	2	11	11	Collaboration
9 items	2	18	22	Female
	2	18	22	Male
	2	12	14	Organization and management
	2	12	12	Public relations
	3	17	22	Sars-cov-2
4	2	16	19	Article
Yellow	2	16	19	Coronavirus disease 2019
4 items	2	10	11	epidemic
	2	8	10	Social distancing
5	24	34	56	Covid-19
Purple	2	2	3	Food environment
3 items	2	2	3	Food marketing

Source: VOSviewer Analysis (2021).

other colleagues who examined perceptions. Travel risks faced by tourists in times of safety and security threats. Other research related to the risks faced by tourists was stated by Chew and Jahari (2014) that tourists would postpone a visit to a tourist destination if it had financial risk. Financial risk is related to the financial risk that occurs to someone when they fail to carry out a planned program (Kaplan et al. 1974).

Analysis of the relationship on co-occurrence shows the relationship between digital marketing and marketing. Digital marketing is a marketing activity that can be in the form of promoting products or services using distribution channels for computers, smartphones, or other digital equipment (Ritz et al. 2019). Digital marketing has the advantage of increasing the accuracy of information
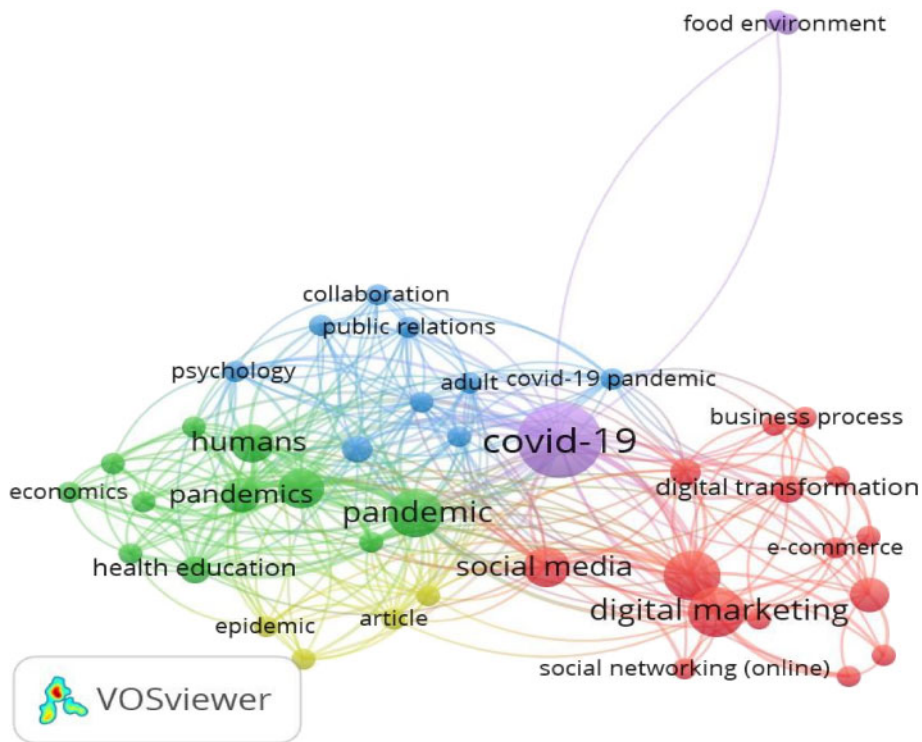
Figure 5.   Bibliometric co-occurrence is based on keywords.

received by consumers on a product or service because consumers find it easier to obtain information (Sánchez-Teba et al. 2020). Digital marketing during a pandemic is dominated by food marketing because consumers realize the importance of maintaining a healthy body. Digital marketing has experienced an increasing trend over the past few years and is predicted to experience post-pandemic growth, along with the advantages of digital marketing, namely that it is easy to use and able to reach a wider market at the same time.

4   CONCLUSION

Digital marketing research has been published in four types of documents, namely articles, conference reviews, reviews, and conference proceedings. Publication in the form of articles dominates over other forms of documents. The analysis by country shows that there is a relationship between countries that carry out digital marketing research. Research originating from the United States gives dominance over other countries. Research originating from the United States is related to research from Malaysia, Italy, China, and the Philippines.

The results showed that digital marketing during the pandemic was dominated by sales of foodstuffs and household appliances, while sales of electronic equipment decreased. Consumers have more awareness to maintain health. One of the tools developed during the pandemic is a device that measures oxygen levels in the blood. Digital marketing in the tourism sector shows that tourists do not visit many times due to social distancing policies that limit the movement of tourists.

The use of digital marketing has increased in the community because it provides advantages due to being easy to use and has the accuracy of the information that consumers need. The advantages possessed provide opportunities for growth. Digital marketing is experiencing growth not only

in the trade sector but also in the tourism sector. Tourist information that is easily obtained with accurate information will make it easier for tourists to get an overview of the intended tourist attraction.

The limitation of this study is that the data source used is only data from the Scopus page, thus providing a gap for further research to add data from other source pages such as WoS (Web of Science). This study only focuses on research using English because this language is more widely used in journal writing.

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Public diplomacy of "la maison de l'Indonésie" in supporting Indonesian small enterprises during and post COVID-19 crisis

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ABSTRACT: The creative products of Micro, Small, and Medium Sized Enterprises (MSMEs) in Indonesia are extremely diverse and offer great potential for export markets. The creativity and productivity of MSMEs has not been balanced by sustainable product marketing efforts, particularly concerning overseas marketing. Market engineering innovation for MSME creative products can be achieved using a diplomatic model: Cross Cultural Understanding, by treating each citizen of both countries as a diplomat. This innovation can be initiated through student exchanges, their return to their respective countries will allow them to share experience, skills obtained and overall understanding of differing cultures, enabling the sustainability of the exchange activities. This not only concerns the people involved, the data that is obtained, can be analyzed and shared, therefore encouraging a trust between the two parties involved. La Maison de l'Indonésie (LMI) is a trust in the form of a showroom to display the knowledge gained whilst in Indonesia, including Indonesian cultural products, in France. Through curatorial and strict quality control, samples of MSMEs products are selected to be sent to LMI in France. The exposition and introduction of Indonesian culture at LMI was over a period of one year and succeeded in transferring the micro dynamics of Indonesian life. The introduction of this culture is classified as a new public diplomacy practice where non-government actors are involved in introducing culture. Based on the trust that is built and the value of empathy that is created, a social movement has emerged aimed at helping producers in developing countries. This movement supports exporters and increases social standards. Finally, a trade contract cooperation was opened (fair trade) for MSME products between France and Indonesia and European countries.

Keywords: new public diplomacy; cross cultural understanding; fair trade; covid-19

1   INTRODUCTION

Public diplomacy practice is generally carried out to make other countries understand the culture, society, perceptions, and other aspects of a country. Public diplomacy is carried out by state actors to achieve national goals or interests through several efforts such as campaigns, branding, creating certain attractions, using mass media for promotion, festivals, providing scholarships, socialization, and other activities aimed at the general public.

The practice of public diplomacy is not solely carried out by state actors but is also by individuals themselves or by collaborations between the government and individuals. According to Katarzyna

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Pirarska, these activities are included in the new public diplomacy. The new public diplomacy describes public diplomacy activities whereby the community plays a major role in promoting, collaborating, and supporting national interests (Pisarska 2016).

Today's global business activities can be linked to public diplomacy activities. This is enhanced by the aspects of economic and cultural globalization. Furthermore, business activities are also related to communication tactics that bridge cross-cultural communication. Global business and business strategies carried out have implications for the intercultural relations of the international community regarding political relations between countries. Global business is also part of an institution that has both economic and social strength. Through international business activities, social, cultural, and political relationships can be built. Collaboration between business and state actors can support the creation of harmonious relations between countries (Wang 2006).

Business activities on either the small, national, or global scale have experienced difficult times in the COVID-19 pandemic era. Indonesia experienced negative economic growth in 2020. Despite Large-Scale Social Restrictions (PSBB) being relaxed in the third quarter of 2020, the Indonesian economy has not shown a favorable growth improvement (Purwanto 2021). This has an impact on the MSME sector of Indonesia. To date, MSMEs have been responsible for job contribution and greater than 60% of Indonesia's yearly Gross Domestic Product (GDP). During the COVID-19 pandemic, many MSMEs only lasted between 3 months to 1 year and were forced to cease their activities. As many as 60 million, the equivalent of 90% of Indonesian MSMEs are affected, resulting in a disruption of the national economy. Indonesia has made efforts to restore MSMEs by issuing a budget of 128.21 trillion rupiah (Aprianto 2020). This budget has positive implications for the growth of MSMEs in 2021. The government, however, faces challenges to increase competitiveness and accelerate digitization for MSME players.

The responsibility to find economic solutions to this crisis is not only undertaken by the Indonesian government, the Indonesian people are also showing initiative. One such initiative is that of "La Maison de L'Indonésie" (LMI) an Indonesian Cultural House located in Beauvais sur Matha, France. LMI was founded by a group of individuals with a mission to increase the exports of Indonesian products in France. It is hoped that the establishment of LMI will not only bring Indonesia's national interests but become a village in France, a marketplace, enabling Indonesian entrepreneurs to promote their goods and create tourist attractions throughout France via the concept of "cross-cultural understanding." The aim is to maintain sustainability from community efforts through private actors, in collaboration with both community and government support.

What is interesting about the practice of public diplomacy above is the actor who initiated the creation of this establishment:

LMI was created by a French citizen who collaborates with French and Indonesian people. LMI is a private actor engaged in the business and education sectors between the countries. Business and educational activities may include the cultural values of the products and programs carried out, however, the main objectives of the LMI are also part of Indonesia's national interest, namely promoting Indonesian culture abroad, increasing the competitiveness of MSMEs, and growing the national economy.

The significant role of non-state actors in public diplomacy activities such as those carried out by LMI can be said to be New Public Diplomacy. New Public Diplomacy is an effort to promote and collaborate with people in other countries with minimal state involvement within these activities. In this case, it is the civil society that has a full role as an actor for the promotion of the state. New public diplomacy prioritizes civil society actors to communicate and establish relationships abroad or carry out promotional activities.

The perspective describing this phenomenon is a rationalist model and a revolutionist model. The rationalist model views that state relations occur based on the trust of the international community, whereby the development of people's trust will in turn create a supportive relationship between the people of each country. The revolutionist model, on the other hand, demonstrates the importance of international society in shaping culture, morals, and identity. Unfortunately, the role of the state in

these activities is limited. In addition, the realist approach does not support community activities as it relies on the strength of the state.

The practice of new public diplomacy also supports the concept of the non-state transnational model where the involvement of individuals and non-governmental organizations (NGOs) is important in international relations. In addition, this concept also reflects the domestic public relations model which explains that in public relations practice the state and society can work together.

The importance of the domestic aspect in public relations practice is due to the advantages held by society which can complement state activities in achieving national interests and goals. The many advantages held are that the community has the potential to direct the goals of public diplomacy due to its closeness to stakeholders who carry out practical fields. The domestic community has the initiative to invite the government to look at external aspects and the public has the potential to see developments in foreign policy and external identity-building. Civil society can also act as partners, sources of information, and can even become actors in public diplomacy. Civil society can build relationships with organizations, politicians, government, and other stakeholders and is able to enhance credibility abroad as it does not carry the name of the country. This can strengthen relations with foreign people who are skeptical of the state enabling a building of trust. A further advantage held is that domestic actors can bridge the objectives of foreign policy and the interests of domestic constituents.

There are three platforms of public diplomacy's domestic dimensions. These platforms explain the role of domestic actors who are able to build multiple communication channels implementing their methods. The first is the informative platform. The involvement of citizens who are active in domestic and foreign activities has implications for the emergence of communication and information flow. Communities can take surveys, meetings, or Focus Group Discussions (FGD) to manage information between communities or with the government. The methods used in this platform can be one-way communication, dialogue with the public, and partnership. One-way communication is carried out by citizens or the government unilaterally by disseminating information through the media, brochures, websites, and social media. Dialogue with the public can be carried out face to face, through the use of forums or events. Partnerships can be carried out by collaborating with the government involving special communities such as professionals, cultural observers, economists, etc. The advantage of the informative platform is that it increases public knowledge regarding government public policies, raises policy evaluations from the public and increases public awareness regarding global issues.

The second platform is the cooperative platform. In this case, NGOs or civil society no longer only act as consultants and informants but play an effective role in implementing policies. It can be said that civil society has its own public diplomacy activities. Countries can engage in the activities of their domestic constituents with supporting data, funding, or engaging in activities.

The third platform is an identity-defining platform. In the practice of public diplomacy carried out by citizens, they try to explain their identity or nation. Public diplomacy activities must introduce community values and universal values (Pisarska 2016).

Based on the three platforms above, the authors elaborate on the role of LMI as one of Indonesia's public diplomacy activities in France to increase Indonesian MSMEs. The purpose of this study is to look at the role of LMI in solving global issues that have an impact on the Indonesian MSME sector. LMI is formed by individuals, where there is minimal government involvement.

From the new public diplomacy practice, LMI is pursuing a business strategy to minimize the many obstacles facing Indonesian MSMEs. Indonesian MSMEs have experienced a decline in income in the food, beverage, handicraft, and household consumption sectors (Pratiwi 2020). LMI in this case aims to revive the export of Indonesian MSMEs to France in order to support the development of MSMEs after the pandemic. LMI has a large showroom for Indonesian handicrafts in France which can contain various types (wood, bamboo, rattan, textiles, etc.) of "UMKM" (Indonesian MSMEs). In addition, it has managed to showcase Central Javanese handicrafts and has assisted MSMEs (Central Java Tribune 2020). In parallel to the exhibition, several activities were also held, namely: activities in the form of a photo exhibition, portraying images of those who
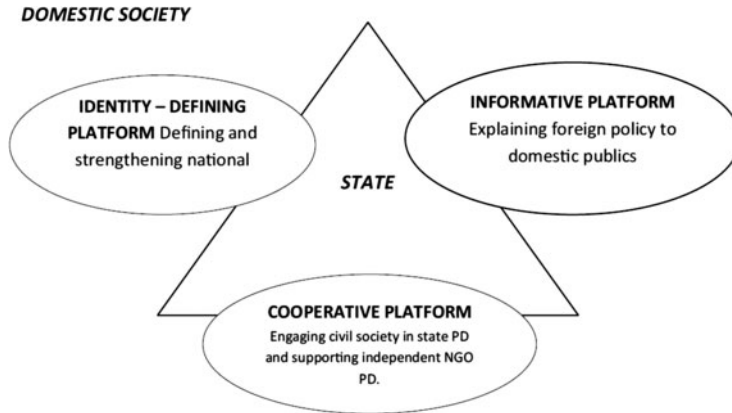
Figure 1.　Three platform of domestic dimensions in public diplomacy.
Source: Pisarska (2016).

have previously visited Indonesia, screening documentary films about Indonesia, and Indonesian cooking demonstrations.
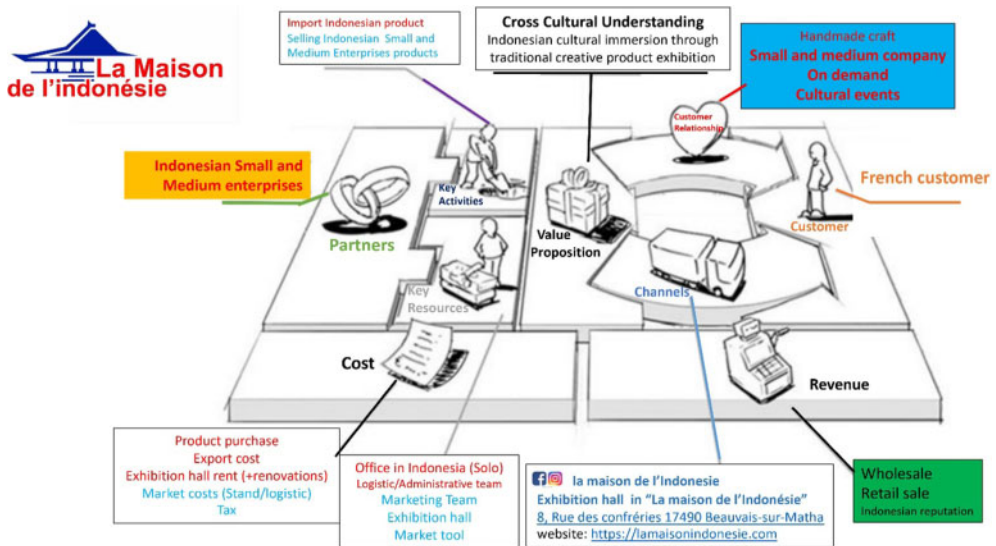
Figure 2.　Canvas model business "la maison de l'Indonésie".

The business model carried out by LMI is called the canvas model. Based on Figure 2, the canvas model explains the business flow of Indonesian MSMEs so that they can encounter customers in France. This canvas business model is managed by LMI involving several teams both in Indonesia and France. LMI provides an exhibition space, a marketing office and facilitates the process of delivering goods. This business model holds full value proposition in the French marketing process by prioritizing cross-cultural understanding to customers. Utilizing this model provides benefits for MSME sellers in Indonesia.

There is continuity if there is a relation between the canvas model and the diplomatic public activities carried out by LMI, whereby the informative platform on the concept of new public diplomacy can be linked to the canvas model in the exhibition space provision sector, market tools, and the marketing team. Whereas the cooperative platform is in accordance with the method of building partners in the product export process. The final platform, the identity-defining platform, is in accordance with the cross-cultural understanding model built by LMI in its business processes.

As a complement to the canvas business model, LMI has developed a digital method in response to the challenges faced by Indonesian MSMEs and the pandemic conditions that have occurred. Pertaining to digitization efforts, LMI is developing a digital-based web/application (Fair-E-Indonesia) to become an e-commerce fair trade specifically aimed at Indonesian MSMEs in France and Europe. With this application, it is hoped that Indonesian MSMEs will be given the opportunity to market and monitor the sales of their products in France. This application is also used to foster MSMEs in the process of preparing for export–import practices. The author wishes to describe the strategy LMI as a non-government actor in its business strategy through public diplomacy in France with the aim of advancing Indonesian MSMEs during and post COVID-19. The purpose of this paper is to provide innovative ideas on the phenomenon of the contribution of civil society towards global business development through the practice of public diplomacy which includes the sectors of the economy, culture, education, and tourism.

2 METHOD

This research is a descriptive study, explaining in detail the strategy of LMI in France with the objective of increasing Indonesian MSMEs. The concepts used to analyze the data are the New Public Diplomacy by Kataryzna Pisarska and the business model canvas designed specifically for LMI. For the achievement of data collection, the writer used primary data in the form of focus group discussions (FGD), interviews with the manager (founder) of LMI, secondary data from journals, articles, and online sources. FGD was conducted offline once at the University of Muhammadiyah Malang. Those involved in the FGD process were managers, writers, and note takers. Interviews with the founder were conducted online twice with video conferencing.

3 RESULT

3.1 *The Establishment of La Maison de l'Indonésie*

Mr. Mathieu Mergans, M.Sc., a French citizen who has long lived in Indonesia, had the idea of introducing Indonesian culture and products through small-scale business activities in the education and tourism sector (2011) and trade (2013). Efforts are made in the education sector through CV Europe Educatour Program. This program's objective is to send students to study briefly in villages in France before entering a university of their choice or an internship in wine farming and processing. Alongside students, CV Europe Educatour also collaborates with PT Telkom Indonesia to prepare a team to collaborate with Orange (Telkom France) through the Global Talent Program (GTP). Through this program students and staff can exchange culture and knowledge with French people. This program is the initial bridge to understanding the cultural differences between the two countries (Cross Cultural Understanding).

There have been several attempts to introduce culture between France and Indonesia. Mr. Mathieu Mergans, M.Sc. together with Dr. Sutanto Satraredja founded Café Librairie in Solo, Indonesia. Café Librairie "à la French" provides literature, French books, French and Indonesian classes, and "Chambre d'ami" (a room for French citizens who visit Solo).

The exchange of people and mutual understanding occurred, paving the way for the exchange of goods. To oversee the quality control of goods, export administration and curation of design standards were established by CV Berlawalata. The practice of sending MSME products to France

was first carried out in 2013, at which time, a French citizen from Réunion Island (Africa continent) visited Solo looking for beach sarong (paréo) products. Leading on from this, this citizen has moved onto the export of handicrafts of rattan, wood, bamboo and other typical Indonesian products to France, the Netherlands, Spain, and Tunisia.

Figure 3. Export map of 'La maison de l'Indonésie".
Source: LMI (2020).

Based on the above programs, La Maison de L'Indonésie (LMI) was established in 2016 on an area of 550m^2 in Beauvais sur Matha, Charente-Maritime region, France as an Indonesian cultural showroom in France based on *cross-cultural understanding* managed from two sides (France and Indonesia).

The missions of the establishment of LMI include:

1. Developing partnerships with the business world and the industrial world in France through internships for Indonesian students in accordance with the QS version of the parameter of employer reputation World Class University.
2. Introducing tourist destinations in Indonesia through a promotional week for French students. Internships or Real Work Lectures with university students in Indonesia (Student Inbound Exchange).
3. Introducing French culture to Indonesian students (Student Outbound Exchange) who will carry out further studies in France in collaboration with Europe Educatour in Indonesia (Education diplomacy).
4. Introducing creative products based on Indonesian culture to establish collaborative research between university researchers in Indonesia and universities in France.

5. Introducing Indonesia through diplomacy in several sectors:
   a. Creative product diplomacy (showroom with Fairtrade system)
   b. Culinary diplomacy (Indonesian food festival)
   c. Language diplomacy (Indonesian for foreign speakers and French)
   d. Book diplomacy (book fair Indonesia, French translation of Indonesian literature)
   e. Art diplomacy (exhibition of painting, sculpture and craft, gamelan, dance, shadow puppets, etc.)
   f. Sports and leisure diplomacy (badminton, board games, etc.)

Since 2017, LMI has continued to import MSME products from Indonesia to France. In addition, various events were also held to continue the introduction of Indonesian culture in France.

3.2 *La Maison de l'Indonésie (LMI) as public diplomacy by domestic dimensions*

In the context of new public diplomacy, LMI is evidence of the efforts of non-state actors in conducting nation branding. What's interesting about this article is that the actor promotes Indonesian culture but is not Indonesian. However, the idea of LMI was initiated by a French citizen. Mathieu as the founder, has been living in Indonesia for 15 years. Seeing that Indonesia is rich in a unique culture made him interested in bringing it home to his own country. In addition, many people in France are unfamiliar with Indonesian culture and vice versa. The basis of LMI is the existence of cross-cultural understanding which will also enable Indonesian people to recognize French culture through programs held by LMI.

The involvement of the public dimension in cross-country activities according to the concept of Pisarska consists of three dimensions, namely the informative platform, the cooperative platform, and the identity-defining platform. The first platform describes the form of one-way information dissemination to community involvement in forums built to communicate. LMI has the media to disseminate information related to the activities carried out. The first media is a website that can be accessed through https://lamaisonindonesie.com/. In addition, there are social media sites which are also used as an informative forum, namely Instagram with the account @lamaisondelindonesie and Facebook with the account name "La Maison de L'Indonésie."

Picture 1. Indonesian Home website page.
Source: La Maison de L'Indonesie (2021).

Aside from social media, there is national news broadcast online related to LMI activities. The news is a form of information to the public regarding activities held by LMI. In addition, it is also active in carrying out dialogue with the government, both the Indonesian Government and regional governments in France. In April 2021, LMI held discussions with the Coordinating Ministry for

Economic Affairs of the Republic of Indonesia. During the discussion, LMI explained the history of the establishment and future strategic plans for the sustainability of the program. In addition, in the same month LMI also attended an invitation to the work meeting of the Minister of Tourism and Creative Economy Sandiaga Uno with the Indonesian Diaspora Community.

Previously in 2020 there was also a meeting between LMI and the Indonesian Embassy in the Education and Culture section. This meeting discussed the support of the Indonesian Embassy and plans to hold an "Indonesian day" with LMI. In addition to the Indonesian government, a representative of the French regional government, Mr. Hubert Coupez, the mayor of Beauvais sur Matha, also visited the Indonesian House.

Picture 2.   The meeting of the Indonesian Embassy in France Prof. Warsito and the mayor of Beauvais Sur Matha Mr. Hubert Coupez.
Source: LMI (2020).

Alongside the government, French and Indonesian people are involved in informal discussions to discuss Indonesian culture. LMI initiators also had discussions with Mr. Ganjar Pranowo as governor of Central Java, Indonesia, informally in 2018.

The second platform is the cooperative platform which explains about cross-country cooperation in supporting public diplomacy activities which are the main activities carried out by civil society. LMI's activities are entirely driven by civil society. In this case the state only supports programs within the LMI. Since the first export of Indonesian MSME products in 2016, LMI has continued to hold activities related to cross-cultural understanding.

In addition to the exhibitions held in the showroom itself, the founder of LMI also markets Indonesian MSME products near the Atlantic coast every year. There is a special stall installed to promote Indonesian MSME products. This is a business activity and promotes branding for typical Indonesian products.

Picture 3.   Informal discussion of French Society in LMI gazebo.
Source: LMI (2020).

Picture 4.   Mr. Mathieu Mergans at a night market.
Source: LMI (2019).

Picture 5.   LMI's efforts to promote Indonesian crafts on the French Atlantic coast.
Source: LMI (2018).

The third platform explains how actors define national identities. In selling Indonesian MSMEs products at LMI, which are designed as showrooms, they are not just buying and selling activities that generate profits. However, there is a value given in the trade process, namely that every MSME that is sold has a story about the seller's biography in Indonesia. This is an effort to introduce Indonesian identity not only from the product but from the seller's biographical story. In 2018 and 2019 an Indonesian culinary festival was held. The food served was also traded and uses ingredients sent directly from Indonesia.

In 2017, LMI held screenings of Indonesian films and music. This program aims to introduce Indonesia through the creative industry. There is also a photography exhibition with the theme "Indonesia" in 2020. This exhibition shows photos taken by French people who have visited Indonesia. LMI also established a Gazebo to symbolize specific Indonesian customs.

The LMI development then established the "Kampoeng Budaya Indonesia" (KBI) or "Indonesian Cultural Village" and expanded the sectors related to Indonesian and French culture. KBI plans to have several sub-segments including UMKM Houses, Education Houses, Homestays, Restaurants, Leisure Homes, and Art houses. UMKM and Education Houses are part of economic diplomacy and cultural diplomacy, restaurants are part of the gastro diplomacy concept and leisure houses are part of sports diplomacy. The leisure house will present distinctive sports, together with Indonesia's main sports, such as Silat, badminton, and board games.

3.3   *Strategy of La Maison de l'Indonésie 'for Indonesian Small Enterprise during and Post Pandemic*

From the explanation above, some of LMI's efforts through its public diplomacy practices and global business activities can be seen. In this sub-chapter the author wants to focus specifically on the efforts of LMI related to the impact of COVID-19, especially for Indonesian MSMEs. During the pandemic, LMI continued to carry out container shipping activities on a regular basis.

In 2020, there were three containers containing Indonesian handicrafts, one container in March 2021 and plans to have one more container in June 2021. From this, an approach that is not just transactional, is not affected by the pressure of the COVID-19 pandemic. The value proposition of LMI has been successfully read by customers, namely the construction of an understanding of cultural differences and the desire to help each other by respecting each other's work. This is the power of a value proposition in running a business.
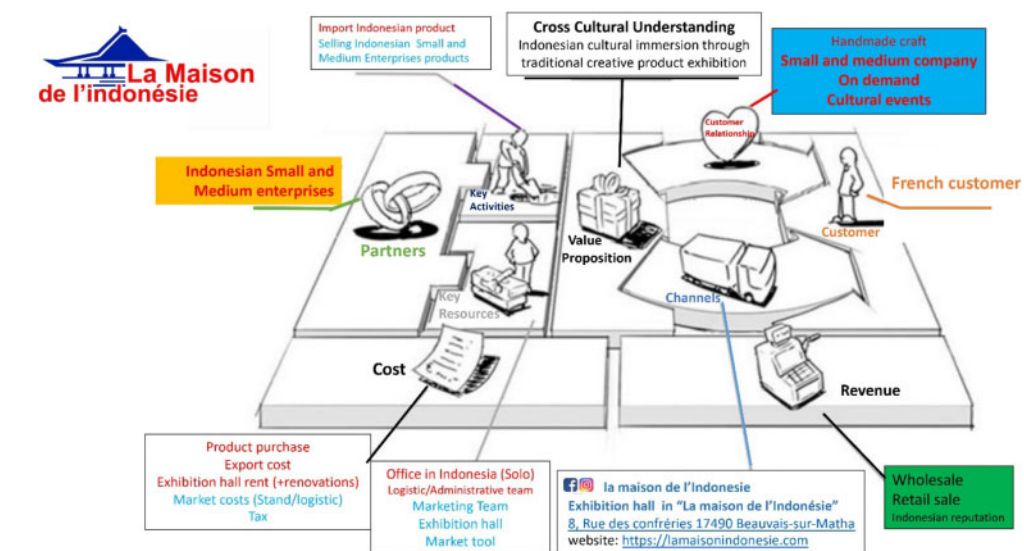
Figure 4. Canvas Model Business Fairtrade market place "La maison de l'Indonésie".
Source: LMI (2020).

Currently LMI is developing a web/application for Indonesian MSMEs by means of Fairtrade in France in collaboration with Bank Jateng. This application is a form of collaboration between Indonesian and French people. In this application, MSMEs enter product data in the application then there is a selection process to be fostered and export. In the sequel, there will be guidance for processing permits up to the product export process. Transportation costs as well as transportation costs and export costs are borne by the UMKM. In the application, business actors can also control the sales process in France (fixing price). Currently, the application development process has reached the development stage. The main target will be targeting MSMEs in Central Java with "Lapak Ganjar" but in the future, it will expand to other parts of Indonesia.

4 CONCLUSION

Based on the data collected, the authors conclude the importance of the involvement of non-state actors in the branding of a country. LMI proves the success of public diplomacy activities with minimal government intervention. LMI has implications for increasing the economy on a microscale. At an advanced level, LMI's innovation can strengthen the relationship between Indonesia and France in the economic, social, cultural, and political sectors.

As a reference for further research, this study has described descriptively the role of LMI in the development of Indonesian MSMEs and the introduction of Indonesian and French culture and society. Furthermore, it is hoped that it can develop a canvas model for the MSME sector other than crafts. Future research can also examine further the development of the digital business model that is currently being developed by LMI.

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From local to global: Development and transformation of bye-bye plastic bags movement

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ABSTRACT: This research examines the development and transformation of a local movement into a global movement, with a case study of the Bye Bye Plastic Bags (BBPB) movement. BBPB is a movement initiated at the local level, namely Bali, as a response to the problem of plastic bag waste. During its development, this idea was adopted in various countries which has made BBPB no longer just a local scale movement. It has developed into a global movement in the form of a global civil society. For this reason, the purpose of this study is to understand and analyze the development of BBPB from a local movement to a global movement. The concepts used are global civil society and cosmopolitanism. From a methodological perspective, this study uses a descriptive-qualitative approach. Primary data were collected through interviews and documentary studies which were processed from publications on BBPB social media using NVivo 12 Plus features NCapture. The secondary data were obtained from various relevant literature. The results showed that the development of BBPB from being a local movement to a global movement cannot be separated from two keywords, namely growing consciousness and growing interconnectedness. The existence of BBPB indirectly represents the effort to realize the SDGs agenda, especially the 13th goal of the need for mutual action to combat climate change.

Keywords: Bali; BBPB; cosmopolitanism; global civil society; social media

1 INTRODUCTION

This research originated from the argument that globalization facilitates the development of local movements into transnational movements. Globalization is the development of communication technology with its various features becoming an instrument for the dissemination of ideas and movements that are cross-border. Facilitated by the internet and social media as part of the revolution of communication and information technology, the discourse of ideas and movements is no longer restricted by territorial boundaries.

This reality makes ideas at the local level able to be adopted at the international level, or otherwise, international issues can be responded to at the local level. The Bye Bye Plastic Bags (BBPB) movement is an example of how local ideas can be transformed and adopted at the international level. This movement started in Bali as a response to the problem of plastic waste, especially plastic bags, which pollute the environment and the sea. Bali, as an international tourist destination, is one of the largest contributors to marine plastic waste in Indonesia. On a global scale, Indonesia itself is the second-largest contributor to marine plastic waste in the world, after China (Garcia, Fang, & Lin, 2019).

This problem prompted the siblings Melati Wijsen and Isabel Wijsen to initiate a movement called BBPB in 2013. At that time, they were 12 and 10 years old, respectively. The idea was inspired by the story of changemakers, namely people who brought big changes, such as Nelson

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Mandela, Mahatma Gandhi, and RA Kartini (Djumena, 2018). This idea was launched on the agenda of the Global Initiative Network (GIN) Youth Conference in Bali in 2013.

BBPB aims to save the environment from the dangers caused by plastic waste and provide education to the public regarding the dangers of using plastic bags for life (Bye Bye Plastic Bags, 2020a). As the name suggests, the focus of this movement is "say no to plastic bags," which is limiting or even refusing to use plastic bags. This idea indirectly contributes to the Sustainable Development Goals (SDGs) agenda, particularly the 13th goal of Climate Action, the 14th goal of Life below water, and the 15th goal of Life on land (Department of Economic and Social Affairs Sustainable Development United Nations, 2020).

Through this idea, Melati and Isabel tried to get their friends to support, then carried out a campaign using social media to raise an online petition about the need for real action against plastic bags (Djumena, 2018; Gilchris, 2020). Facilitated by the internet as a medium for rapid information dissemination, this idea has gained public support and sympathy.

Initially, the Balinese government did not pay much attention to BBPB's mission to make Bali plastic bag Free (Ramadhan, 2016).

During its development, BBPB received the attention of the international community after its founder was invited to deliver a speech at the United Nations Headquarters in New York and a speech in London, England (Aprilia, 2018). Since then, BBPB has been widely adopted in various countries. Reporting from the BBPB website, this movement has been adopted in 25 countries in more than 40 locations (Bye Bye Plastic Bags, 2020c). This proves that BBPB, which was originally a local movement in Bali, has transformed into a transnational movement or even a global movement fighting for environmental sustainability issues.

BBPB was born as a response to the fact that as a tourist destination, Bali has a serious problem related to waste. According to Petrocova, the presence of BBPB is one of the actors involved in efforts to manage plastic pollution, together with the government and other stakeholders (Petrocova, 2018). The existence of this BBPB, according to Spranz, is a successful model for community-based environmental movements that have been successfully replicated by various countries (Spranz, 2017). Some of the programs by BBPB include One Island One Voice, Pilot Village, as well as within the education field. BBPB also collaborates with governments, international organizations, non-governmental organizations and participates in various activities, and actively promotes environmental awareness through the mass media (Pramatatya, 2017).

The presence of movements such as the BBPB that are adopted transnationally shows that international activism is increasing, facilitated by the development of globalization. Globalization has facilitated cross-border interactions between civil society actors (globalization from below) (Nizmi, 2018). This also shows that civil society plays a role in development practices (Azis, 2018).

Therefore, the purpose of this study is to understand and analyze the development and transformation of BBPB from a local movement to a global movement. The goal is to find a portrait of the development of civil society at the local level which then transforms into a global civil society (GCS). This study is important because some research on GCS looks at how it is adopted at the local level, not how local ideas and movements can be adopted at the global level (Azis, 2018; Nizmi, 2018; Petrocova, 2018; Pramatatya, 2017; Rijal, 2020; Rijal & Anggraheni, 2019; Spranz, 2017).

The main argument of this research is that the existence and development of BBPB cannot be separated from globalization which creates interconnectedness between community entities in the world. Facilitated by the features of technological globalization, the idea of BBPB can gain sympathy from the global community because it campaigns through various media instruments. At the same time, the awareness of the global community towards environmental problems as a shared responsibility makes the BBPB idea more realistic.

This research is important in understanding how local movements develop and transform into global movements. In an academic context, this research provides a scientific contribution to the development of GCS studies and Non-Governmental Organizations (NGOs) as one of the important actors in contemporary studies of International Relations studies. Besides, the results can provide scientific contributions to the study of International–Domestic (Intermestic) Issues.

2   METHOD

This study uses the concept of GCS and cosmopolitanism as a framework to answer research questions related to how the development and transformation of BBPB from a local movement to a global movement. In the study of International Relations, GCS is one of the non-state actors who has an important role, especially in fighting for contemporary global issues. The concept of GCS developed relatively recently after the Cold War (Keane, 2003; Scholte, 1999). Its existence is in line with the development of various contemporary global issues and the transformation of actors in international relations that are not the only domain of the state alone.

GCS refers to civil society groups at the international/global level. The actors include actors who cross national borders, and they stand for universal interest. John Keane, GCS theorist, defines it as a connected social space, organization, movement, or group consisting of more than one actor, their activities and networks across national borders, and they interact with each other connecting local to global dimensions or vice versa (Keane, 2003). GCS includes but is not limited to the International Non-Governmental Organization (INGO). If INGO only refers to formal non-governmental organizations and international scale, GCS is not only an organization but also movements, advocacy networks, charity institutions, foundations, humanitarian organizations, or others. Even, both GCS and INGO have the same characteristics (Anheier, Glasius, & Kaldor, 2001; Bakry, 2017; Keane, 2003).

First, it is independent. This means that they are separate from the government or nonpolitical institutions, although, in their activities, they can establish relationships with the government. Second, it is non-profit-oriented. What they are fighting for is not profit-oriented and therefore it is not part of the market (economic activity). The funds they have generally come from donations. With such a position, GCS is also known as the "third sector," after the government and business actors (Keane, 2003; Scholte, 1999). Third, self-governing. They can control and organize their affairs, self-help, and self-sufficiency. Fourth, it is voluntary.

The people who are part of it are generally driven by moral awareness and volunteerism.

In this research, BBPB can be said to have developed into GCS because it has cross-border characteristics and exists in various countries. BBPB fights for the universal interest regarding the future of the environment from plastic waste pollution. BBPB is not part of the government and economic actors. BBPB is non-political and non-profit, its membership is voluntary for anyone, especially the younger generation who cares and has the awareness of the future of the environment.

Furthermore, the development of GCS is determined by their ability to echo the ideas. The way is by utilizing various media instruments, especially internet-based media which develop in line with the development of globalization. The presence of various types of new media facilitates the interconnectedness of the global community (growing interconnectedness). The connection between the global community and facilitated by the internet makes the narrative that is championed by GCS can get public support and their movement can be adopted. Thus, the ability of the BBPB movement to be adopted in various countries is supported by the interconnection between people facilitated by the internet.

Furthermore, discussions about GCS are often associated with cosmopolitanism. This is because cosmopolitanism has become the spirit of the development of GCS. In other words, GCS grows because of the moral awareness that as a global community, we need to hand in hand to jointly solve various problems. In the context of the environment, because the environment is the universal interest of mankind, we have the same responsibility to preserve it. The environmental damage that occurs in an area will have a systemic impact on humans and living universally. This moral awareness as a citizen of the world is known as cosmopolitanism.

Terminologically, the word cosmopolitanism comes from the word 'cosmos' which means universe or world, and 'polis' or 'polites' which means city or citizen (Gannaway, 2009). Cosmopolitanism means a "citizen of the world or citizen of the universe." Griffiths et al elaborated that cosmopolitanism can refer to sociocultural conditions, leading to what is called a cosmopolitan world. The cosmopolitan world allows cultural openness in which everyone interacts and relates to one another without cultural boundaries (Griffiths et al., 2008).

Cosmopolitanism creates societies around the world that are committed to humanity towards the implementation of universal human rights. According to Rijal, cosmopolitanism contains ideal values in human life based on universality, emphasizing the principles of equality between people, openness and tolerance, justice, and the realization of universal human rights, as well as the absence of identity boundaries (Rijal, 2018).

In this context, it is a cosmopolitan awareness that unites the visions of people in various countries to support the ideas raised by BBPB. The growth of global consciousness encourages individuals to have an awareness that global problems are a shared responsibility. The world community must jointly contribute in efforts to solve this problem. This is because humans are a global community, more important above individuals and groups, not limited and no matter where they are because the main interest is awareness of the wider world (Iriye, 2002). For this reason, BBPB can be adopted and developed in many countries.

Meanwhile, in terms of methodological aspects, this study uses a descriptive qualitative approach. The data source comes from primary data and secondary data. Primary data were collected through interviews with BBPB founders. Primary data is also collected and processed from publications on BBPB's social media, such as Instagram, Line, Twitter, YouTube, and BBPB's website, and analyzed using the NVivo 12 Plus feature NCapture. Secondary data were obtained through documentation studies on various other relevant literature. Data analysis adopts what Miles, Huberman, and Saldana have stated that data analysis involves four components, namely data collection, data condensation, data display, and conclusions drawing. (Miles, Huberman, & Saldana, 2014).

3 RESULT AND DISCUSSIONS

3.1 *BBPB and plastic waste problem*

BBPB was born from Melati and Isabel Wijsen's concern about the problem of plastic waste in Indonesia in general, particularly in Bali. In the global context, Indonesia is the country that contributes the second largest amount of plastic waste, after China (Lee, 2018). Indonesia's plastic waste production reaches 3.2 million tons which cannot be managed annually, and 1.29 million tons of plastic waste ends up in the oceans. This plastic waste is 16% of the world's marine plastics pollution (Garcia et al., 2019).

According to Garcia, this plastic waste problem occurs for several reasons (Garcia et al., 2019). First, population. The population of Indonesia is more than 250 million, of which 74% live in water areas, with poor waste disposal and processing systems. Per capita, plastic consumption per year reaches 17 kilograms. Second, geographical position. Indonesia is an archipelagic country. The country is at the crossroads of some of the world's busiest maritime routes and is a neighbor to several other littoral states. The marine environment in Indonesia is also influenced by other countries in the region. Thus the ocean can cause plastic waste to be washed into Indonesia from other beaches that are even thousands of kilometers away.

The third cause is tourism. Indonesia has a dependency on the tourism industry. The contribution of tourism to Gross Domestic Product (GDP) reached US$ 19.4 billion and amounted to 1.9% of total GDP in 2017. It is estimated that by 2028 it will increase to US$ 37 billion and 2.1% of total GDP. The increase in tourism has implications for high plastic consumption as well. Fourth, funding. The budget for plastic waste management is very low. Even public spending on environmental protection is very low compared to other Asian countries.

In the Indonesian context, Bali is one of the provinces with the largest plastic waste contribution (Giesler, 2018). Research results from the Bali Partnership show that Bali's waste production reaches 4,281 tons per day, 11% flows into the sea or 1.5 million tons per year (Muhajir, 2019). Of this amount, more waste is not managed (52%) than managed (48%). The major cause of the amount of garbage flowing to the sea is the population. The total population of Bali is around 4.2 million in 2017, plus the presence of foreign tourists of 6.4 million per year and domestic tourists of more than 10 million resulting in high waste production. The second cause is the bad waste

handling system. Third is the proximity of residential areas to water. Research results show that 90% of the population in Bali lives in an area within 1 kilometer of the water (Muhajir, 2019).

The problem of plastic waste does not only occur in Indonesia but is a global problem. This is what motivated Melati and Isabel to initiate the BBPB movement. This was admitted by Melati Wijsen in an interview when asked about the motivation to establish BBPB. "Plastic waste, because I think in Bali, in Indonesia, and around the world this is a global problem, not only in Bali or not only in Indonesia but all countries have a problem about the plastic" (Wijsen, 2020)

However, BBPB only focuses on plastic bag waste, not all types of plastic waste. As confirmed in the vision of the BBPB, "We envision a world free of plastic bags." Why the plastic bag? Quoted from the BBPB Frequently Asked Question, "Plastic bags were something we saw given away every day and they are not necessary. We always bring a reusable bag with us so why can't others too. Plastic bags are something that has already been banned in other countries around the world so we knew it was possible. Plastic bags are also something that the consumer has control over saying NO to. They can refuse a bag. It seemed like a good place to start" (Bye Bye Plastic Bags, 2020b).

According to BBPB, the rejection of plastic bags is expected to have a big impact on the economy, global warming, and animal life. Economically, the ban on plastic bags can encourage business innovation to produce alternative bags besides plastic. In the context of climate change, reducing plastic bags can make a positive contribution to reducing global baring, in line with SDGs targets. This is because the production process as well as the destruction process of plastic bags by burning causes pollution. Reducing plastic bags also has an impact on the life of animal ecosystems, especially in the sea, because marine debris can be reduced.

This is what inspired the birth of the BBPB idea in 2013. Initially, the focus of the movement was only aimed at Bali. As stated by Melati Wijsen, "Actually, we didn't start Bye Bye Plastic Bags for becoming a global movement, we started in Bali for Bali" (Wijsen, 2020). But then, the existence of BBPB attracted international sympathy and was adopted globally. So that there is a transformation of BBPB as a local movement and only for Bali to become a global or international movement.

3.2 *BBPB activities and strategies*

The development of BBPB cannot be separated from their various activities. Based on the author's analysis, BBPB activities can be categorized into three forms, namely campaigns, lobbying, and networking.

First, the campaign is conducted online and offline. Online uses various social media, such as Instagram @byebyeplasticbags, Twitter @BBPB_bali, Facebook and YouTube: Bye Bye Plastic Bags, and other media, besides websites www.byebyeplasticbags.org. BBPB utilizing conventional media too, such as magazines, newspapers, radio, brochures, and others to convey what he stands for.

The campaign is also directed to the community, with socialization to many schools, presentations at many meetings, workshops, and others. In 2014, BBPB even made educational booklets aimed at lessons on the importance of limiting plastic bags. BBPB also established a plastic bag-free Pilot Village in Pererenan Village, Bali. The One Island One Voice campaign is also conducted by highlighting restaurants, shops, hotels, and others that provide free plastic bags. This is also through cleaning up trash from the sea and the activity of River Booms by cleaning up rubbish in rivers that will flow into the sea. Then, initiating a social enterprise project by facilitating the community in Wanagiri Kauh Village to make alternative bags that have economic value.

The explanation above, according to Edelman, was strategy visibility and audibility (Edelman, 2001). Visibility refers to strategies so that his struggles can be seen and audibility so that his struggles can be heard by the public (Rijal & Anggraheni, 2019). The methods, either through face-to-face struggle or by utilizing various media instruments, both conventional and new media (social media).

Second, BBPB encourages the Bali Provincial Government to issue a legal base regarding the prohibition of plastic bags. Starting in November 2014, BBPB urged Bali Governor Made Mangku Pastika to sign the MoU-related rejection of plastic bags. This lobby not only directly through

hearings with the government and stakeholders, Melati and Isabel also initiated an online petition to collect signatures regarding the ban of plastic bags in Bali. Within one month of the petition, 77,000 signatures were collected online. Plus 10,000 signatures were collected directly at Bali's Ngurah Rai Airport. And then, an extreme way was also carried out, namely by a hunger strike in 2014, inspired by Mahatma Gandhi who had done the same way as a form of protest against the Indian government (Bye Bye Plastic Bags, 2020e).

BBPB's struggle for the government to show a serious commitment to the problem of plastic waste come true in July 2015 when the governor signed a letter showing the government's commitment to making Bali free of plastic bags in 2018. Over the past three years, the climax was when the next Bali Governor, I Wayan Koster issued Governor Regulation Number 97 of 2018 concerning the Limitation of Single-Use Plastic Waste, on December 21, 2018. Through this regulation, the use of single-use plastics is prohibited in Bali, including plastic bags, plastic straws, and styrofoam (Provinsi Bali, 2018).

In the context of the civil society strategy, what has been done above is part of the lobbying strategy (Edelman, 2001), by lobbying stakeholders so that government policies are in line with the BBPB vision. If visibility and audibility are bottom-up-oriented, then lobbying efforts are top-down. A top-down approach is needed because of government support in the form of policies or regulations relevant to BBPB's struggle to reject plastic bags. Although it needs to be emphasized here, that the Bali Governor Regulation Number 97 Number 2018 cannot be said to be entirely the result of the BBPB struggle, because there are many other factors and interrelated variables.

Third, the existence of BBPB cannot be separated from the support of actors, organizations, or other movements that are in line with their vision. To realize its vision, BBPB collaborates with various parties in many activities, both with local and international organizations or movements, such as Eco Bali, Pererenan Gumi Lestari, Canggu Community School Bali Indonesia, Hotel In The Street, Waste Management, Trash Hero, and others. For example, to clean up plastic waste in the sea, BBPB collaborates with the Biosphere Foundation, Making Oceans Plastic Free, and Trash Hero. BBPB also collaborates with Eco Bali in terms of handling plastic waste actions. Collaboration also with the Merah Putih Hijau organization and Tasini organizations for campaigns in schools through educational booklets. By Edelman, this collaboration is part of a so-called networking strategy (Edelman, 2001), namely expanding networks with many actors who share the same vision.

3.3 *Internationalization and transformation of BBPB*

In its development, BBPB was not limited to a local movement but later transformed into a global movement. Until now, BBPB has 45 branches in various countries. The internationalization of BBPB's ideas and movements began in 2016 when BBPB branches were formed in Asturias (Spain), Australia, Malta, Myanmar, Athens. Then in 2017 BBPB was born in Nepal, the Philippines, New York (USA), Tanzania, New Zealand, Singapore. Furthermore, in 2018 it was adopted in Shanghai (China), Tokyo (Japan), Algeria, Basel (Switzerland), Guanajuato (Mexico), Kyoto (Japan), London (UK). Then, in 2019 BBPB was adopted by Da Nang (Vietnam), Denmark, Germany, Hong Kong, Hyderabad (India), Kuala Lumpur (Malaysia), Nagoya (Japan), New Jersey (USA), North Carolina (USA), Pennsylvania (USA)), Nigeria (Africa), Seoul (Korea), Tasmania, and Thailand (Bye Bye Plastic Bags, 2020c). Furthermore, it continues to develop in various countries, of course also in various regions in Indonesia.

According to Wijsen, each country that is part of the BBPB movement is none other than because they both want to overcome the same problem related to plastic waste pollution, because the problem of plastic waste is a global problem (Wijsen, 2020). Communities in the Southeast Asian region such as Singapore, Malaysia, the Philippines, and Vietnam have adopted the BBPB movement because the problem of plastic waste is a problem experienced by all countries. The Philippines and Vietnam are the third and fourth-largest contributors to marine plastic waste in the world. Thailand ranks fifth, and Malaysia seventh largest (Garcia et al., 2019).

The relations between BBPB Bali and BBPB around the world are referred to as the global team. BBPB Bali becomes the umbrella for global BBPB teams around the world. BBPB Bali becomes

the mentor and director of BBPB in various countries so that it can achieve its agenda and missions every year. For this need, BBPB has a global team handbook that serves as a guide for carrying out various BPPB activities and moral responsibility to realize the vision of "NO to single-use plastic bags" (Bye Bye Plastic Bags, 2020d).

Furthermore, the internationalization of the BBPB idea, which was then able to be adopted globally, was inseparable from the participation of Melati and Isabel in various international forums. The idea of BBPB was first launched by the Global Initiative Network (GIN) Youth Conference 2013 in Bali. The persistence of their struggle to realize the BBPB idea in Bali then led them to be invited to speak at the World Ocean Day forum entitled "Our Ocean, Our Future" at the United Nations Secretariat in New York in 2017 (United Nations, 2017).

Besides, several international forums where they appear as speakers, include APEC High-Level Meeting on Accelerating Waste Management Solutions to Reduce Marine Litter, East Asia Summit on Combating Marine Plastic Debris, UN Economic and Social Commission for Asia and the Pacific, Our Ocean Conference + SOE Youth Summit, Indonesian Youth Summit on Marine Debris, Asia Sustainability Summit, World Economic Forum's Sustainable Development Impact Summit, and others (Bye Bye Plastic Bags, 2020e). Many awards also have been won, such as the ten most inspiring women according to Forbes Magazine, one of the most influential teenagers in the world by CNN Heroes Young Wonders, and the Bambi Awards from Germany. Not only that but they were also invited to appear on various international television stations, such as the TEDx Talks and CNBC International programs (Aprilia, 2018).

Speaking in various international forums, receiving various international awards, and appearing on various international television stations have become a means of spreading ideas from BPPB globally. Coupled with the use of various social media to disseminate their ideas, show their achievements, and publish their activities as BBPB instruments so that they are known and garnered sympathy by the international community. This has made his ideas and movements able to be adopted in various countries.

3.4 *Development and expansion of BBPB*

BBPB is not only a local movement in Bali but has gone global, involving a network of actors in various countries. Its existence in various countries can be seen from the map in Figure 1 obtained from the results of the NCapture NVivo 12Plus analysis from the BBPB Twitter account.

Figure 1.   Map of the distribution of BBPB relations on Twitter.
Source: Processed by researchers (2020).
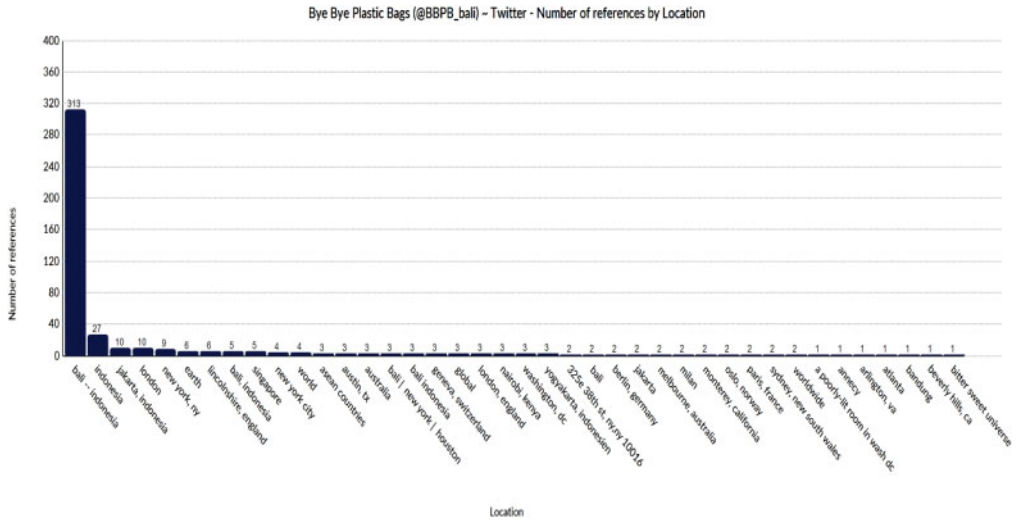
Figure 2.   Location distribution BBPB relations on Twitter.
Source: Processed by researchers (2020).
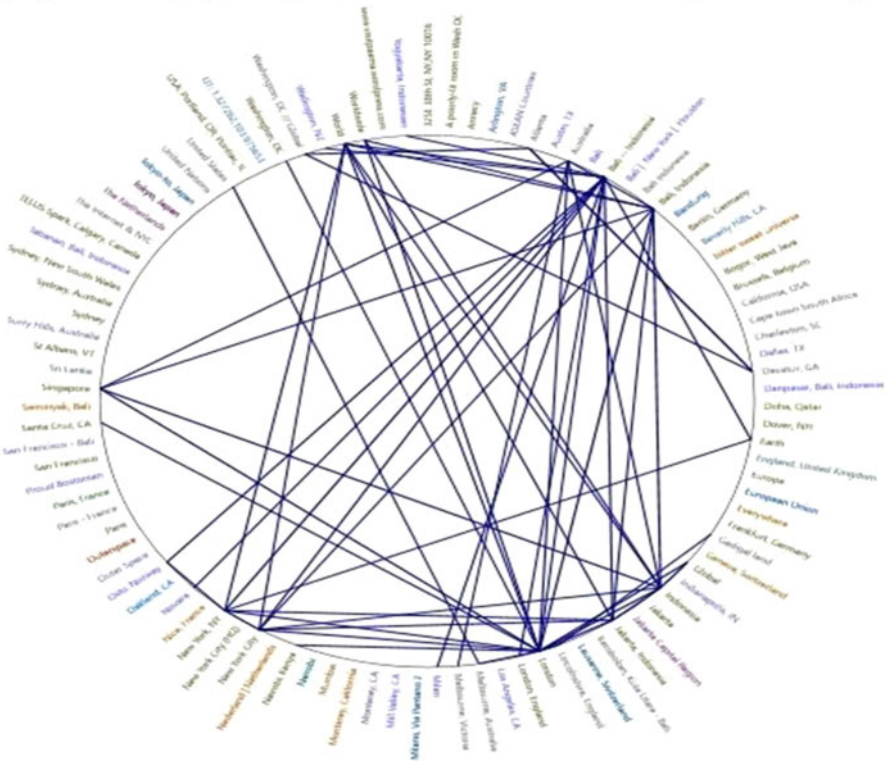
Figure 3.   Location clustered based on word similarity BBPB.
Source: Processed by researchers (2020).

Figure 1 shows the distribution of affiliated or interacting individuals and communities and actively mentioning (tagging) BBPB on Twitter. The picture shows that the relationship between BBPB accounts and BBPB in various countries or individuals (netizens) tagging BBPB is spread across continents, especially in Asia, Europe, and America. The breakdown of each location on the map above is shown in Figure 2.

The relationship network of each actor (account) based on their location and based on the word similarity used, namely BBPB, is shown by the results of the NCapture Nvivo 12Plus analysis in Figure 3. Figure 3 shows the various cities and countries that are actively interacting with the BBPB account.

Meanwhile, analysis from Hypeauditor of BBPB's Twitter account shows that the largest audience is not from Indonesia, but the United States (22%). This is followed by the United Kingdom (7%), Russia (5%), France and Italy (4%). The cities with the largest audience came from New York (4%), London and Paris (3%), Los Angeles (2%), and Berlin (1%) from 59.3 thousand followers of the BBPB account. This is shown in Figure 4. Figure 4 also shows the age and ethnicity distribution of the BBPB account audiences.
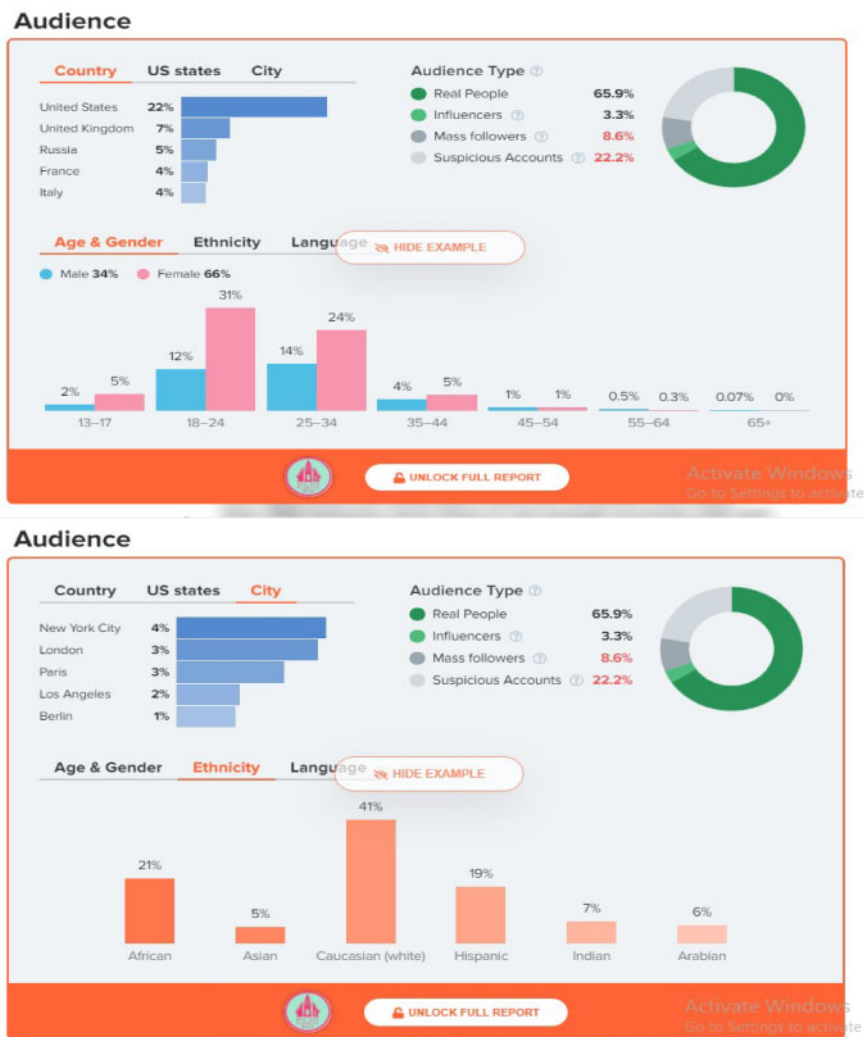
Figure 4.   Distribution of BBPB account audiences by country, city, age, gender and ethnicity.
Source: Hypeauditor Data (2020).

More complexly, the relationship network of BBPB accounts with netizens who are affiliated or actively interacting with BBPB on Twitter is shown in Figure 5. Figure 5 shows the clustering of BBPB's relationships with various accounts based on the topics discussed which then forms a network of relationships across accounts.
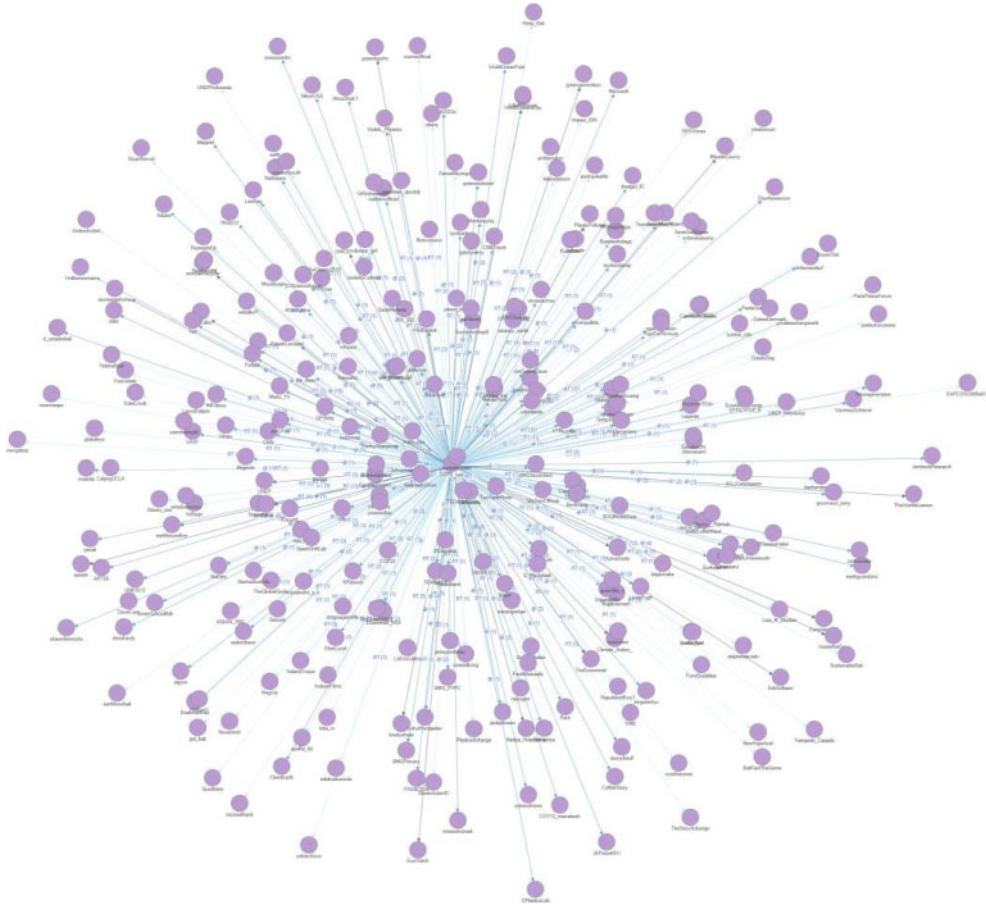
Figure 5. BBPB account relationship network.
Source: Processed by researchers (2020).

The explanation above shows that BBPB has transformed into a global movement. Initially, this movement was initiated at the local level, namely in Bali with a scope of local actions. But then the idea was internationalized until it was adopted in various countries.

This development cannot be separated from the awareness of the global community towards the environmental problem so that ideas to save the environment can gain sympathy. Mainly facilitated by technological developments through various social media instruments, the idea can be spread and reach a wider audience.

The interconnectedness created by social media through its various features is an important keyword in the development of BBPB. In the end, the idea of BBPB gained the sympathy of the global community and the movement was adopted globally which shows that BBPB has been a transnational movement.

4 CONCLUSION

The results of this study indicate that there was a transformation of BBPB from a local movement in Bali to a global movement, from a local civil society to a global civil society. The transformation and development of BBPB cannot be separated from the context of globalization through the spirit of cosmopolitanism and the interconnectedness of the world community as a global community. The development of BBPB from initially being a local movement to a global movement cannot be separated from two keywords, namely the growing consciousness and growing interconnectedness.

First, the growing global awareness (growing consciousness) that the problem of plastic waste is a global problem that requires mutual attention and responsibility. Therefore, the global community must go hand in hand, contributing to efforts to solve these problems. This cosmopolitan awareness unites the visions of people in various countries to support the ideas raised by BBPB.

Second, the interconnectedness of the global community (growing interconnectedness) is facilitated by technological developments through social media with all its features. Social media is BBPB's instrument to echo ideas and build narratives of the struggle to reduce plastic waste. Through this social media, BBPB uploads can at least foster empathy and build global public awareness which in turn adopts the BBPB struggle in various countries through its existing branches.

The existence of BBPB then indirectly represents the effort to realize the SDGs agenda, especially the 13th goal of the need for mutual action to combat climate change and its impacts. Besides, minimizing plastic waste also contributes to the preservation of marine and terrestrial ecosystems, which is the goal of the 14th and 15th SDGs. In the scientific context, the results of this research can contribute to the discourse of global civil society studies on the transformation of local actors into global actors, as well as international domestic studies on how local ideas can be adopted at the global level.

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An innovative strategic human resource management in uncertain world: A systematic literature review

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ABSTRACT: This study aims to categorize research concepts related to strategic human resource management during the COVID-19 pandemic. Through descriptive analysis and Nvivo-12 plus software assistance 49 Scopus indexed articles published by major publishers such as Emerald, MDPI, Sage, ScienceDirect, Springer, Taylor, and Francis were obtained. The results showed 76 concepts in resource management studies, strategic humans, during the COVID-19 pandemic and they were categorized in only one group. Furthermore, this research found that the dominant themes were Affective Commitment, Consistent Behavior, Employee Organizational Commitment, Employee Engagement, Organizations Involvement, Managerial Aspect, Human Resource Management System, HR Agent, HR Relationship, HR System, SHRM Dimension, SHRM Model, Organization Instrument, Organization Message, Organization Trust, and Sustainable HRM. The research significance is the discovery of the concept of human resource management studies strategy; therefore, it can assist in developing the conceptual framework of study in the future. In contrast, this study's limitation is that the reviewed articles are limited to 2020 and were only obtained from the Scopus database. Therefore, no data can be compared. Consequently, further research needs to use an analytical approach comparison involving the Scopus database and the Web of Sciences (WoS) and use the following years.

Keywords: human resource management; innovative; strategic; systematic literature review; nvivo 12 plus

1   INTRODUCTION

Organizations are challenged by the uncertain economic, political, and social contexts in a constantly fluctuating environment. Today's various challenges consist of complex problems. These problems are an immediate threat to organizational survival; even so, companies continue to push to be more adaptive to risk and their opportunities when managing their employees. Furthermore, this unexpected widespread turbulence has raised awareness about the importance of organizational resilience, which is essential when considering the organization has a dynamic environment. This resilience, however, cannot be separated from the role of employees who work in the organization. HR factors in the implementation of innovative survival strategies by companies must be analyzed in a connected manner. Moreover, the organization composed of people becomes more complex when they are involved. According to Baley et al. (2018), Human Resource Management concepts and practices can support the implementation of various company strategies to survive in an uncertain world.

Several studies (Collins, 2021; Cooke, Xiao, & Chen, 2021; Hamadamin & Atan, 2019) stated that strategic HR could deliver policies and practices that connect human resources to organizational strategies performance. In the context of a pandemic coping strategy, it is essential to formulate a

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design that suits the conditions and challenges faced by the company. Therefore, human resource management should be programmed and comprehensive. It means a resource planning of human resources is carried out strategically and systematically concerning forecasting of the supply of labor in the future. So that the employee will come to the amount and quality as needed, using the right information sources.

Meanwhile, according to Harsch and Festing (2020), effective human resource management can encourage employee contribution to an organization. Human resource practice consists of preselection practice, selection practice, post-selection practice, and practice affected by external factors (Hatamleh, 2021). The preselection practice stage consists of HR planning and job analysis, the selection practice stage consists of recruitment and selection, the post-selection stage practice includes training or training and programs to increase employee productivity. At the same time, the set of rules affected by external factors consists of equality of job opportunities, safety, and health, more so in this pandemic era. Human resource management practice provides employee-centered results, including increased competence and motivation, thus giving input to an organization, supporting the creation of competitive excellence (Karman, 2020).

Some of the critical activities to support SHRM in a company include the selection process and the recruitment process for employees (Macke & Genari, 2019). According to Acikgoz (2019), recruitment is gathering several applicants who have the appropriate qualifications required by the company, henceforth working in a company. The function of recruitment is "The Right Man in The Right Place," which refers to managers placing employees in the company (Bright, 2021; Kim, Schuh, & Cai, 2020; Qin et al., 2020). While the selection is selecting and determining from a group of applicants or several people meeting the criteria to occupy a position available in the company according to company conditions. Deep strategy implementation of recruitment and selection activities is essential. The recruitment and selection procedures implemented by the company will affect the quality of human resources used by a company (Abbasi, Tahir, Abbas, & Shabbir, 2020). In addition, to recruitment and selection activities, companies must also pay attention to human resource's competence. Competence is a characteristic that exists in someone that directly influences abilities and performance in a job (Chang, Son, & Pak, 2020). Employees who have good competence will significantly contribute and provide good performance for a company's productivity (Otoo, 2019; Swanson, Kim, Lee, Yang, & Lee, 2020).

Meanwhile, Kniffin et al. (2021) stated that a successful training program also affects the success of a company in achieving goals. In other words, there is training that is able to increase work productivity to support the success of a company. However, if the level of work productivity is decreased, it can hinder the company from achieving its goals. Providing training to employees will encourage employees to work better and faster. Due to employees who know well their responsibilities and duties, they will try to achieve a higher level of morale. Employees' knowledge regarding the performance of tasks will determine the success of a job (Stewart & Brown, 2019). New employees or old employees who carry out new tasks require additional skills and expertise to carry out their duties properly. The importance of providing training is that an organization uses a method to develop employee commitment and loyalty. So, the organization maintains and retains employees in the organization and improves employee skills, indicating an improvement in performance.

Consider the importance of human resource's role in the competitive advantage of the company. This study is analyzing the literature related to the concept. The main objective of this research is to determine how much the research about strategic HRM has progressed and what studies are still pending and need further investigation. More specifically, studies serve three purposes. First, to describe the literature in general. Second, to analyze a topic studied in various articles. Third, identify the limitations of this study and seek future research paths in this field. This study assesses the structure and evolution of the relationship between several variables and presents new ideas. With this aim, the task is divided into five parts. The first part is an introduction. The second part is a research methodology; the third part analyzes the topics discussed in the article journals related to strategic human resource management, including recruitment, selection, competence, and

training against competitive advantage in individual employee performance and their respective relationships. Furthermore, the final section contains conclusions about the findings and a specific reference to the limitations of the literature and future research.

2 METHOD

We conducted a systematic review of the existing literature on strategic human resource management in organizations during the COVID-19 pandemic. Systematic literature review (SLR) has become an important activity related to literature due to the analysis and synthesis of articles that support the study (Oktari, Munadi, & Idroes, 2020; Tranfield, Denyer, & Smart, 2003). The study carried out content analysis and bibliometrics to study the evolution of publications and journals, their impact on the field, and the relationship between articles and their references. The study involved four stages (Denyer & Tranfield, 2009). The first stage has formulated the questions discussed in the systematic literature review (SLR). In stage 2, relevant articles are placed and selected from existing literature according to evaluation criteria. In Stage 3, the data were analyzed and synthesized using various methods suitable for the study. Lastly, stage 4 describes the significant results and consequences of the proposed conceptual framework.
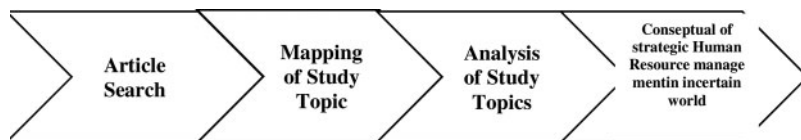
Chart 1. The article review process.

This study aims to examine various scientific articles discussing strategic human resource management that have been published in reputable international journals. In addition, the review articles in this study are directed at conceptualizing the study of strategic human resource management, which is explained through the following research questions: (1) How are the relationships and groupings of themes in strategic human resource management studies? (2) What are the dominant themes in the study of strategic human resource management? (3) What are the relationships between strategic human resource management study topics? (4) What types of mapping are used in strategic human resource management? and (5) What concepts are used in the study of strategic human resource management? These research questions are explained based on the topic of study, the framework, and previous research findings indexed in the Scopus database.

Articles are searched through the following stages. First, to identify the article in the Scopus database using the publishing or perish software. Furthermore, during this stage, the keyword phrase "strategic human resource management during the COVID-19 Pandemic" is entered into the article search column in the publish or perish application, and the year of publication is limited to 2020 (the year of the COVID-19 pandemic). This search resulted in a display of 49 articles relevant to the topic. The second stage is verification of the article. Later, the articles are entered into excel tables and verified based on relevance criteria, H-index articles, and field studies that emphasize strategic human resource management during the COVID-19 pandemic. Of the 49 verified articles, they were selected based on the availability of full-text articles in the database. The full text was downloaded from the database of each publisher of the journal in the last stage.

In addition, the mapping stages in this study were carried out through the following process; first, full-text articles are imported into the VOSviewer and NVivo 12 plus software. This process was carried out to obtain data clusters and visualize a network of study themes. Meanwhile, the Nvivo 12 plus software is used to input study topics, the relationship between study themes, and study mapping, based on the focus of each article analyzed. Second, articles are managed in Nvivo 12 plus Software by classifying them by author, year, journal, and publisher name. Furthermore,

this classification is carried out using the NVivo 12 plus database import feature. The stages of data analysis and conceptualization involve reviewing articles that produce data that can answer research questions. Whereas at this stage, the data analysis is focused on cluster analysis, dominant topics, linkage of themes, and mapping of strategic human resource management study topics, based on the 49 articles analyzed. Finally, this analysis is intended to produce a strategic human resource management study concept that is formulated based on the reviewed articles.

3 RESULTS AND DISCUSSIONS

3.1 *Linkage and clustering of themes in strategic human resource management studies*

The concepts are described in several visualizations related to the study theme and the 49 articles identified. Furthermore, the results of the review paper using the VOSviewer reveal that there is only one group of concepts (see Table 1). Figure 1 shows the concept names derived from the cluster view. Furthermore, the color code is used to see a list of concepts that stand out from each cluster. The aim is to identify as many themes as possible that are often discussed in Strategic Human Resource Management studies and can be used in further studies. Figure 1 shows there is only one color and one cluster. It happened because research with the theme of Strategic Human Resource Management during the COVID-19 pandemic was only carried out in 2020.
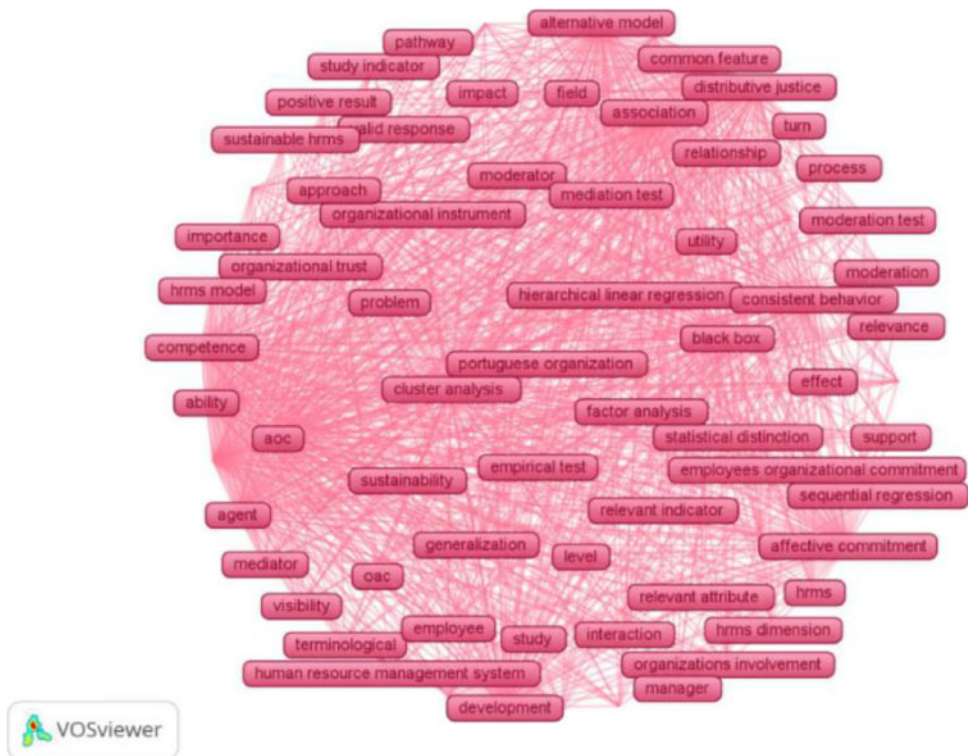
Figure 1.   Relation of themes in Strategic Human Resource Management Studies.

In terms of identifying mapping, Figure 1 can help researchers, especially those who begin their research. When a researcher finds a topic of interest in the area, the researcher can read articles related to that topic with the help of this study. The related concepts are Affective

Commitment, Employee Engagement, Consistent Behavior, Employee Organizational Commitment, Organizations Involvement, Managerial Aspect, Human Resource Management System, HR Agent, HR Relationship, HR System, SHRM Dimension, SHRM Model, Organization Instrument, Organization Message, Organization Trust, Sustainable HRM, which are all summarized in cluster 1.

Table 1. Themes clustering in strategic human resource management studies.

Cluster	Concept Name	Total
Cluster 1	Affective Commitment, Consistent Behavior, Employee Organizational Commitment, Employee Engagement, Organizations Involvement, Managerial Aspect, Human Resource Management System, HR Agent, HR Relationship, HR System, SHRM Dimension, SHRM Model, Organization Instrument, Organization Message, Organization Trust, Sustainable HRM	76

The concepts related to Affective Commitment, for example, can be found in an article by (Ferreira-Oliveira, Keating, & Silva, 2020), who studied HRMS Relevance on Affective Commitment through Organizational Trust. A human resource management system (HRMS) is an organizational instrument that sends administrative messages to employees and indicators of organizational involvement with employees. It is essential to understand the impact of HRMS on Employee Organizational Commitment and link it with sustainable HRMS. HRMS dimensions include organization trust (OT), affective commitment (AOC), the agents of the HR system, the HR relationship (Chang et al., 2020; Darwish, Wood, Singh, & Singh, 2020; Kitchot, Siengthai, & Sukhotu, 2020), consistent behavior, ability to solve problems, and ability to listen to people. For example, when researchers search for literature related to the concept of consistent behavior, the research that can be used as a reference is from Kitchot et al. (2020), Haq, Gu, and Huo (2020), Ahmad et al. (2021), Köchling and Wehner (2020), and Chang et al. (2020).

Moreover, Faisal and Naushad (2020) did an overview of green HRM practices among SMEs in Saudi Arabia, which was published in the journal Entrepreneurship and Sustainability Issues, related to the concept of Employee Organizational Commitment. They explained that to gain a sustainable competitive advantage requires employee commitment in practice, along with Green HR orientation, training, and development. Somarathna (2020) examines the contribution of new decision support systems, which improve the HRM decision-making process. The proposed framework can model essential features of the HRM system, such as organizational structure, underlying causal relationships in the HRM system, and employee micro-level interactions. The proposed framework covers technological aspects and managerial aspects. In comparison, Mazur and Walczyna (2020) examine sustainable HRM as a new paradigm in companies in Poland and introduce the principles of sustainability to corporate strategy, taking into account environmental, cultural, and economic factors. The results show that the fields of sustainable HRM include psychology, social, and ecology, although ecology does not impact the performance of the HR department's activities.

3.2 The dominant theme in strategic human resource management studies

Word Frequency Queries explore the words that appear most frequently in the research data. Therefore, with this analysis tool, words with the same meaning can be categorized into one group. Based on the results of data analysis sourced from 49 articles, the dominant themes studied by previous researchers were the themes of Strategic HRM, HRM System, Green HRM, and Sustainable HRM during the COVID-19 pandemic. Therefore, it can be interpreted that this is the overall focus of research related to this theme. It is further explained in (Figures 2 and 3), especially in bold words.

Figure 2.   The dominant themes in strategic human resource management studies.

Figure 3.   The dominant themes in strategic human resource management studies.

Answering the second research question, to pay attention to words such as Strategic HRM, HRM System, Green HRM, Sustainable HRM, Affective Commitment (AOC), Consistent Behavior, Employee Organizational Commitment, Employee Engagement, Organizations Involvement, Managerial Aspect, Organization Instrument, Organization Trust (OT), Sustainable Competitive Advantage (Figure 3) is needed.

3.3 *The categorization of strategic human resource management study themes*

Based on the analysis with NVivo 12 plus sourced from 49 Scopus indexed articles, the study of Strategic Human Resource Management during the COVID-19 pandemic covered one cluster, and there were three main topics, namely HRM system, Green HRM, and Sustainable HRM (Figure 4 and Table 2). Furthermore, the results of categorizing research themes show that the study of Strategic Human Resource Management during the COVID-19 pandemic discusses these three main topics a lot (Barba-Aragón and Jiménez-Jiménez, 2020; Sulaiman, Ahmed, & Shabbir, 2020; Al-Dhaafri & Alosani, 2020; Sardi, Sorano, Garengo, & Ferraris, 2020; Koukpaki, Adams, & Oyedijo, 2020; Chang et al., 2020).
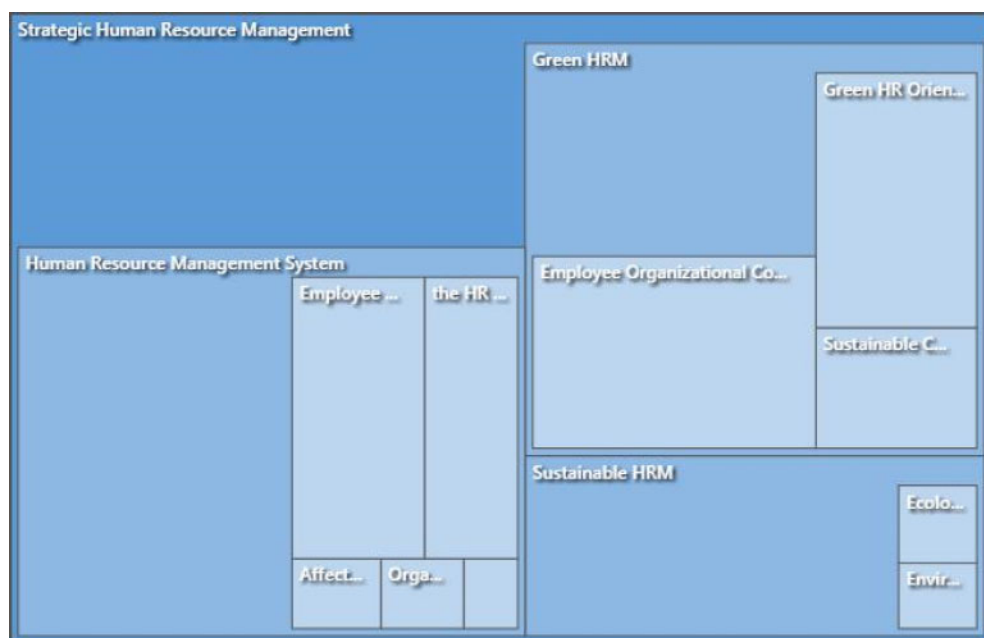
Figure 4.   The categorization of strategic human resource management studies.

Strategic Human Resource Management during the COVID-19 pandemic has a positive and direct effect on innovation. SHRM directed at change and creativity will support the learning process of exploratory competence in the organization. Organizations connect SHRM with other organizational activities (HRM system, Green HR, and Sustainable HRM), leading to sustainable competitive advantage. The topic of this HRM system research discusses five themes, namely the HR Relationship Consistent Behavior, Organization Trust (OT), Managerial Aspect and Technology, and Employee Engagement and Affective Commitment (AOC) (Helfen, Sydow, & Wirth, 2020; Lombardi, Manfredi, Cuozzo, & Palmaccio, 2020; Philip & Arrowsmith, 2020). The HRM System is an organizational instrument that sends administrative messages to employees. HRM systems can indicate organizational involvement with employees, so it is relevant to understand their impact

on employee organizational commitment. The HRM System dimension affects Organization Trust (OT) and Affective Commitment (AOC).

Moreover, this Green HRM research extensively discussed three themes, namely Sustainable Competitive Advantage, Green HR Orientation, Training, and Development, and Employee Organizational Commitment (Hameed, Khan, Islam, Sheikh, & Naeem, 2020). The Sustainable HRM research topic discusses two themes, namely Environment, Culture, and Economic Factors and Ecology, Social, and Psychology Aspects (Manuti et al., 2020; Mazur & Walczyna, 2020; Palm, Bergman, & Rosengren, 2020; Stahl, Brewster, Collings, & Hajro, 2020).

Table 2. The summary of word frequency queries of strategic human resource management studies.

Word	Length	Count	Weighted Percentage (%)
Management	10	170	13
Employee	8	142	11
Human	5	142	11
Resource	8	128	10
Sustainable	11	92	7
Organizational	14	53	4
Green	5	50	4
Commitment	10	32	2
Engagement	10	26	2
Development	11	23	2
Relationship	12	22	2
System	6	22	2
Training	8	19	1
Social	6	16	1
Strategic	9	16	1
Behavior	8	8	1
Trust	5	8	1
Organization	12	7	1
Environment	11	6	0
Technology	10	6	0
Culture	7	5	0
Factors	7	4	0
Managerial	10	3	0
Advantage	9	2	0
Aspects	7	2	0
Competitive	11	2	0
Aspect	6	1	0
Orientation	11	1	0

3.4 *The relationship between the topics of strategic human resource management studies*

The results of 49 reviewed articles using Nvivo 12 plus show a strong relationship between the topic of SHRM with HRM Systems, Green HRM, and Sustainable HRM (Table 3).

Table 3. Relation of strategic human resource management studies topic.

Code A	Code B	Pearson Correlation Coefficient
SHRM	Human Resource Management System (HRMS)	0,978271
SHRM	Green Human Resource Management (Green HRM)	0,980415
SHRM	Sustainable HRM	0,990593

However, this relationship has different Pearson correlation coefficient values, between Strategic Human Resource Management (SHRM) and the three study topics, it is confirmed that this study is a study that cannot be separated from the topics of HRM System, Green HRM, and Sustainable HRM (Figure 5).
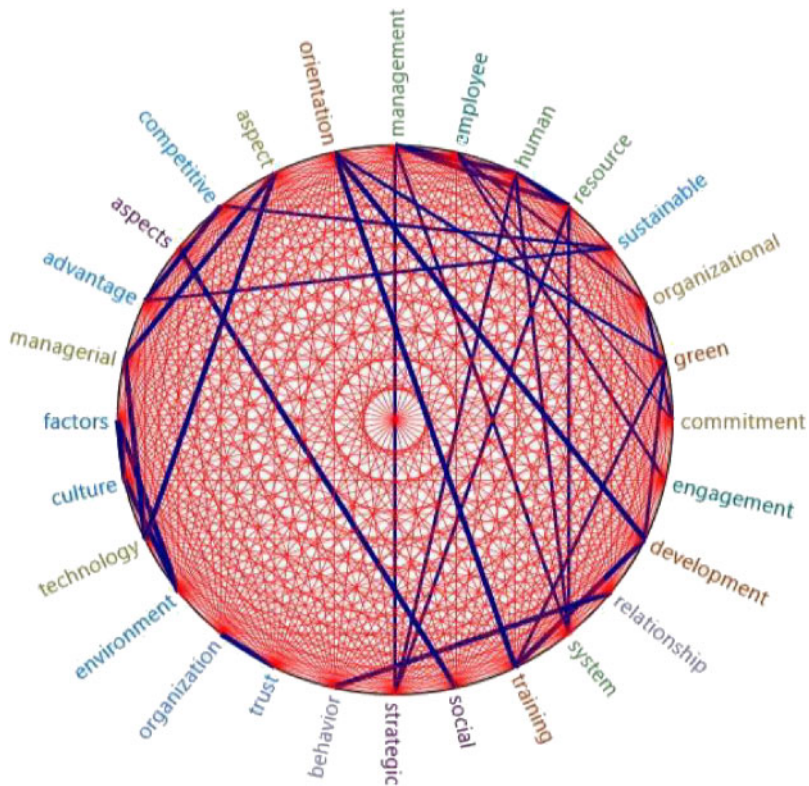
Figure 5. Relation of strategic human resource management studies topic.

This HRM System topic discusses a lot of five themes, namely: (1) Managerial aspect and Technology (Somarathna, 2020; Tseng et al., 2020; Rogiers, Viaene, and Leysen, 2020); (2) Employee Engagement (Lombardi et al., 2020; Mazur and Walczyna, 2020; Xu et al., 2020; Ahmed et al., 2020; Memon et al., 2020; Meijerink, Bos-Nehles, and de Leede, 2020); (3) Organization Trust (Ferreira-Oliveira, Keating and Silva, 2020; He et al., 2020); (4) Affective Commitment (Blom, 2020; Meijerink, Bos-Nehles and de Leede, 2020; Ferreira-Oliveira Keating and Silva, 2020); (5) the HR relationship consistent behavior (Kitchot, Siengthai and Sukhotu, 2020; Chang, Son, and Pak, 2020; Ferreira-Oliveira, Keating and Silva, 2020). The topic of Green HRM discussed three themes extensively, namely: (1) employee organizational commitment (Blom, 2020; Ferreira-Oliveira, Keating and Silva, 2020; Philip and Arrowsmith, 2020; Arasli et al., 2020; Meijerink, Bos-Nehles, and de Leede, 2020); (2) sustainable competitive advantage (Chillakuri and Vanka, 2020; Faisal and Naushad, 2020; Tseng et al., 2020; Lombardi et al., 2020; Mazur and Walczyna, 2020; Ferreira-Oliveira, Keating, and Silva, 2020); (3) Green HR orientation, training and development (Faisal and Naushad, 2020; Arasli et al., 2020; Barba-Aragón and Jiménez-Jiménez, 2020).

Furthermore, the topic of Sustainable HRM discussed two themes extensively, namely: (1)Environment, Culture, and Economic Factors (Acquah, Agyabeng-Mensah, and Afum, 2020; Hameed et al., 2020; Ahmed et al., 2020); and (2) Ecology, Social, and Psychology Aspects (Chillakuri and Vanka, 2020; Hameed et al., 2020).

3.5 *Mapping of the theme of strategic human resource management studies*

The results of a review of 49 articles using the matrix framework feature and NVivo 12 plus, the project map feature shows that in general, the study of the theme of Strategic Human Resource Management (SHRM) is interrelated for three main topics, namely HRM System, Green HRM, and Sustainable HRM. Furthermore, each of these themes is derived from several explanatory indicators. The research topic of HRM systems is derived into five indicators: the HR Relationship Consistent Behavior, Organization Trust (OT), Managerial Aspects and Technology, Employee Engagement, and Affective Commitment (AOC). In addition, the topic of this Green HRM research is derived into three indicators, namely Sustainable Competitive Advantage, Green HR Orientation, Training and Development, and Employee Organizational Commitment. This Sustainable HRM research is derived into two indicators: Environment, Culture, Economic Factors, and Ecology, Social, and Psychology Aspects.

4 CONCLUSION

This study discusses Strategic Human Resource Management Studies during the COVID-19 pandemic, which includes one cluster and has three main topics: HRM systems, Green HRM, and Sustainable HRM. Furthermore, it appears that there are 76 concepts in 49 articles obtained from the Scopus database. The review results with VOSviewer show that there is one cluster concept, namely Strategic Human Resource Management. Three topics have strong ties with Strategic Human Resource Management, namely HRM systems, Green HRM, and Sustainable HRM. HRM System dimensions include managerial aspects and technology, employee engagement, organization trust (OT), affective commitment (AOC), and the HR relationship consistent behavior. Green HRM is related to the concept of employee organizational commitment and sustainable competitive advantage, so it requires employee commitment in the practice of Green HR orientation, training, and development. Sustainable HRM as a new paradigm in companies needs to pay attention to environmental, cultural, and economic factors. The field of sustainable HRM includes psychology, social, and ecology. The limitation of this research is that the articles reviewed are only sourced from the Scopus database. Therefore, it lacks comparable data. Therefore, further research needs to use a comparative analysis approach involving the Scopus database and the Web of Sciences (WoS).

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Analysis of factors to consider in selection of suppliers at coffee shops during the pandemic

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ABSTRACT: Their COVID-19 pandemic resulted in the disruption of the economy of the world, including in Indonesia. Besides that, COVID-19 was also influential in the world of business. Some companies, small, medium, and large, were forced to close their business for a while. This research aims to determine the factors that are considered in selecting suppliers at coffee shops in Malang, as well as to determine what factors are dominant to be considered in the selection of suppliers in coffee shops in Malang. Research is carried out on the proprietors of coffee shops in Malang using purposive sampling. The collection of data was via a questionnaire with a Likert scale of 1-5 as an indicator. The test instrument in the research is to use the test validity and test reliability, and a method of analysis using the analysis of factors with SPSS 23. This research resulted in the factors being considered, namely the factors of flexibility, price, quality, and reputation and position in the industry.

Keywords: selection of suppliers; factors suppliers; analysis of factors; coffee shop

1   INTRODUCTION

The development of the world of business is getting increasingly rapid. A large number of manufacturing and service industries is one of the supporting factors for economic growth in Indonesia. Competition between industries are increasingly stringent, making the entrepreneur be required to be able to face internal problems such as operations, finance, marketing, and power companies. Apart from internal problems, external problems such as competitors also need to be considered (Hati & Fitri 2017). Besides that, COVID-19 was also influential in the world of business. Some companies, small, medium, and large, were forced to close their business for a while. Thousands of food or beverage businesses were also forced to close (Budiyanti 2020). Research using the Central Bureau of Statistics (BPS) center shows the perpetrators of business conduct a series of adaptations to still survive the pressure due to the impact of the pandemic. Based on the report surveys Impact Covid-19 to businessmen who do BPS during 10- 26 July 2020, the adaptations that do actors effort both micro and small (MSEs) and business medium-large (UMB) among others else reduce the hours of work, diversification of business, and do online marketing (Jatim 2020). Solution else that can be applied to impact Covid-19 for a company or the world of business include changes to the way communication with consumers as well as any changes in the strategy of business that must be applied (Pamungkas, 2020). It's certainly going to be able to create p Competing businesses are increasing sharply, making the entrepreneur should be able to do the planning of business the right. One of the things that can be done to overcome these problems is to implement a competitive strategy in the company.

One of the competitive strategies that companies can implement is a strategy in supply chain management. Supply chain management is a picture of the coordination of the overall activities

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of the chain of supply, starting from raw material and ending with customer satisfaction (Heizer 2015). As for the actors in the industry, in general, suppliers may include of suppliers of raw materials, or suppliers of components and spare parts, or suppliers of half-finished goods, or manufacturers of products and services, distributors, and the consumer (Tjipto et al. 2014). Based on the observations that do it directly by researchers, there are several factors that considered in the selection of suppliers includes factors of quality, price, flexibility, delivery, and the reputation of the supplier. According to Rimantho et al. (2017) choosing suppliers not only look at the price. Several criteria need to be considered, including the cauldron bags are good, sending the right time until the capacity of production was adequate. In line with the research beforehand, Widiyanesti et al. (2012) factors main that is considered by a company when select- ing suppliers are price, quality, service, location, policy inventory suppliers, and flexibility. Sup- plier selection is not only applied in large companies but is also used in various types of businesses such as cafes or coffee shops.

Supply chain management is a network of companies that are jointly working to create and deliver a product to the hands of users end. Companies that typically include suppliers, factories, distributors, stores, or retail, as well as companies supporting such companies services logistics (Pujawan 2010). According to research earlier by Wulansari et al. (2016) supply chain manage- ment (SCM) is a field of study that is situated on the efficiency and effectiveness of the flow of
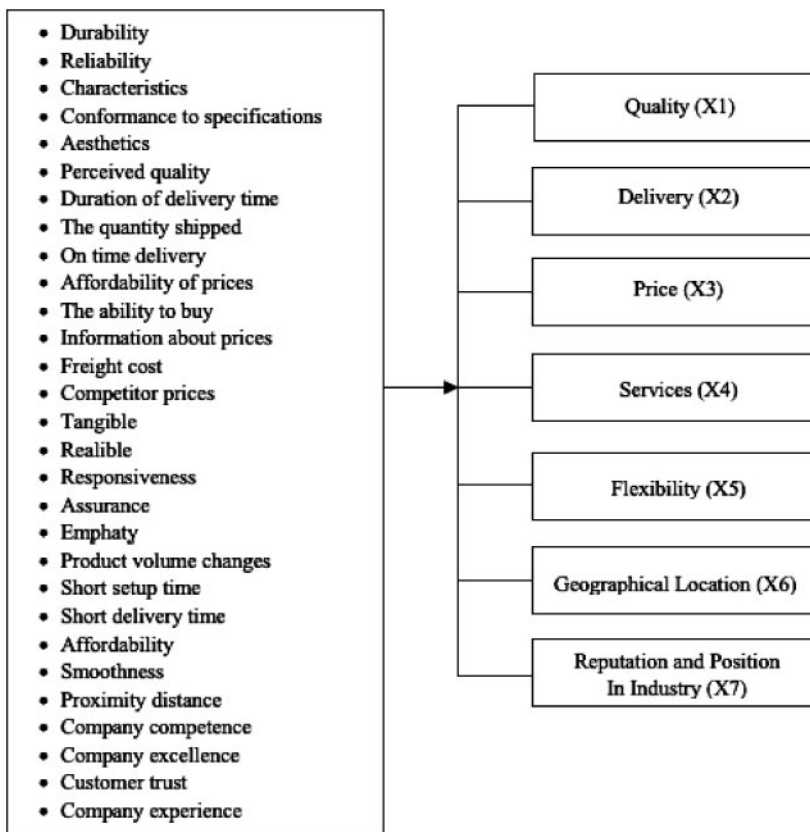
Figure 1. Figure framework.
Source: Heizer, (2015); Akbar et al., (2016); Assauri (2010); Arief (2011); Rochmoeljati (2012); Santoso and Widowati (2011); Studi et al., (2006).

goods, information, and the flow of money that occurs in simultaneous so can unite supply chain management with the parties that are involved. Research other by Widyarto (2012), define supply chain management is a concept concerning the pattern distribution of the product that is able to replace the patterns of distribution of the product is optimal. Patterns New this concerns the activity distribution, schedule production, and logistics. Sources others revealed that supply chain management is a picture of the coordination of the overall activities of the chain of supply, starting from material raw and ends with customer satisfaction (Heizer 2015).

Some experts opinion are concerned about supply chain management and research history reveals that the factors were considered such as the research Hati and Fitri (2017) that is a factor of cost, quality, and delivery, research Rimantho et al. (2017) which is a factor of production, qual- ity, and the price includes a factor that is considered. More further studies were carried out by Amyriki et al. (2016) disclose a factor of quality, service, delivery, responsibility, and flexibility. It is consistent with the theory described by Pujawan (2010), there are 21 criteria for selecting suppliers among others (Figure 1).

The location in this study is the Coffee Shop which is located in Malang, East Java. The population in this study amounted to 396 coffee shop businesses in Malang that were registered on Google (Kondimen 2020). Research is using purposive sampling with criteria of a long effort of more than 1 year because according to researchers when it is already able to represent coffee shops to keep the last days of the pandemic. The samples were obtained in the study is totaled 149 coffee shops. Research is using the scale Likert 1 up to 5 to measure a variable answers respondent through questionnaires that have been distributed are online. The analytical tool in this study uses factor analysis, which is to find the factors that are considered in selecting suppliers and determine the dominant factors in supplier selection. The stages of factor analysis are formu- lating problems, creating a correlation matrix, determining the number of factors and factor rota- tion, and interpreting factors using the SPSS Version 23.0 program.

2 RESULTS AND DISCUSSIONS

Based on the results of the processing of the data of respondents who obtained, then the following is an explanation about the demographics of this research. The information that can be shown in Table 1.

Table 1. Demographics of respondents.

Gender	Amount	Percentage (%)
Boy	111	74,50
Girl	38	25,50
Amount	149	100%
Job Position	Amount	Percentage (%)
Owner	59	39,60
Headbar	68	45,64
Stockist	22	14,76
Amount	149	100%
Long Business	Amount	Percentage (%)
< 1 Year	61	40,94
1 − 5 Years	81	54,36
>5 Years	7	4,70
Amount	149	100%

Source: Processed data (2021).

Based on the results of the analysis of the data in Table 1, the demographics of the respondents in the study are domination types of sex male, stuff it can be interpreted as the male is more

Table 2. KMO and Bartlett's test.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.905
Bartlett's Test of Sphericity Approx. Chi-Square	3076.742
Df	406
Sig.	.000

Source: The result of SPSS data processing (2021).

Table 3. Communalities.

No	Indicators	Initial	Extraction
1	Suppliers pay attention to the shelf-life of green beans offered to the coffee shop	1.000	0.686
2	Suppliers provide information about the strengths/identity of green beans properly to the Coffee Shop	1.000	0.752
3	Suppliers provide green beans that have different characteristics from competitors	1.000	0.661
4	Suppliers provide green beans according to the information offered to the Coffee Shop	1.000	0.724
5	Suppliers use attractive packaging	1.000	0.523
6	Suppliers provide coffee beans (green beans) according to the wishes of the Coffee Shop	1.000	0.643
7	Suppliers deliver green beans within the agreed time frame	1.000	0.613
8	The supplier sends the number of green beans according to the order from the Coffee Shop	1.000	0.640
9	Suppliers deliver green beans on time	1.000	0.653
10	Suppliers provide prices that match the green beans offered to the Coffee Shop	1.000	0.713
11	The price of green beans offered by suppliers is following the Coffee Shop's purchasing ability (budget)	1.000	0.656
12	Suppliers provide information regarding the price of green beans offered to the Coffee Shop	1.000	0.758
13	Suppliers provide information regarding the cost of sending freen beans to the Coffr Shop	1.000	0.681
14	Suppliers provide green beans prices that can compete with other suppliers	1.000	0.539
15	Suppliers provide an explanation of green beans in detail to the Coffee Shop	1.000	0.712
16	Suppliers provide services by the wishes of the Coffee Shop	1.000	0.675
17	Suppliers are responsive in providing services	1.000	0.753
18	Suppliers provide guarantees in service	1.000	0.733
19	Suppliers communicate well		0.735
20	Suppliers fulfill volume changes in green beans orders according to Coffee Shop requests	1.000	0.702
21	The supplier prepares the order for green beans according to the time the Coffee Shop wants	1.000	0.685
22	Suppliers send orders for green beans at any time according to the Coffee Shop's wishes	1.000	0.671
23	The location of the supplier is easy to reach	1.000	0.870
24	The location of the supplier makes it easy to order green beans	1.000	0.858
25	The distance between the supplier and the coffee shop is relatively close	1.000	0.736
26	The supplier has a good reputation compared to other suppliers	1.000	0.778
27	Suppliers meet the needs of coffee beans (green beans) at the Coffee Shop compared to other suppliers	1.000	0.796
28	The supplier has been trusted in several coffee shops	1.000	0.704
29	The supplier has long been a partner in several coffee shops	1.000	0.708

Source: The results of SPSS data processing (2021)

like and the majority of like consume coffee. In addition to that, coffee is often used as a companion discussion when they gather together with friends peers. Furthermore, the job position is dominated by the headbar, where this position is an important position in a coffee shop and has special expertise in determining the taste of coffee to be made. Whereas for a long effort to walk around 1–5 years with consideration of effort coffee shop just developing in Malang around the year 2016.

Furthermore, do a test instrument that is represented by the resulting test the validity indicate that r count is more substantial than r table, with the value of r table 0,1353, all the instru- ments declared invalid. Furthermore, the test of reliability obtained the value of Cronbach's Alpha on every factor of > 0.6 which shows that all the factors are reliable and can proceed to the analysis the factors.

Based on Table 2. the obtained value of KMO MSA 0,905 which shows that the indicators that already meet the requirements for KMO> 0.05 and precisely used to analyze the data obtained. In the MSA test, there are 29 indicators that meet the requirements for the MSA value > 0.05.

Based on the communalities calculation Table 3, all items have a value > 0.50. It is can be interpreted that the whole indicators that are used have a relationship that is stronger by a factor that is formed (Hermansyah & Bashori 2016).

Based on Table 4, calculation of variance explained of 2 9 indicators based on the results of extraction using the application SPSS produce six factors which are formed with the proviso had

Table 4. Variance explained.

Componenet	Total	Initial Eigenvalues of Varience	Cumulative
1	12.674	43.702	43.702
2	2.449	8.445	52.147
3	1.616	5.573	57.720
4	1.296	4.470	62.190
5	1.223	4.217	66.407
6	1.101	3.795	70.202
7	0.910	3.138	73.340
8	0.786	2.711	76.051
9	0.743	2.562	78.614
10	0.645	2.224	80.838
11	0.574	1.978	82.816
12	0.547	1.886	84.702
13	0.487	1.678	86.380
14	0.432	1.491	87.871
15	0.400	1.378	89.248
16	0.365	1.257	90.506
17	0.327	1.126	91.632
18	0.324	1.117	92.749
19	0.286	0.987	93.736
20	0.280	0.965	94.701
21	0.260	0.898	95.598
22	0.227	0.784	96.382
23	0.203	0.698	97.080
24	0.182	0.628	97.708
25	0.170	0.588	98.296
26	0.160	0.551	98.847
27	0.133	0.458	99.305
28	0.116	0.400	99.705
29	0.085	0.295	100.000

Source: The results of SPSS data processing (2021).

eigenvalues > 1.00. Factors others who have eigenvalues < 1.00 not be used for the analysis of the factors on step further. The next step is to calculate the results of the rotated component matrix. Giving the name of the factor based on the vari- able that has the highest factor loading value. It is done when not allowed to give the name of the factors that can represent all the variables that form the factor of the (Ii & Pustaka 2010) (Table 5).

Table 5. Name of the new factors.

No	Factors	Component	Eigenvalue	Variance
1	Flexibility	21, 20, 22, 17, 18, 16, 19, 9, 8, 7	12.674	43.70%
2	Quality	1, 3, 2, 4	2.449	8.445%
3	Price	12 , 11, 5, 15, 10, 4	1.616	5.573%
4	Reputation and Position in Industry	26, 27, 12, 28, 29	1.296	4.47%
5	Geographical Location	23, 24, 25	1.223	4.217%
6	Information	13	1.101	3.795%

Source: The results of SPSS data processing (2021).

3 CONCLUSION

Based on the results of the research, it can be drawn the conclusion that the factors were considered in the selection of suppliers in the coffee shop in Malang is a factor flexibility quality, price, reputation and position in the industry, geographical location, and price. Six factors that may be considered by the actors attempt coffee shop in Malang as a reference for selecting sup- pliers bean coffee (green beans) to attempt them. Based on the results of the analysis of the whole, factor dominant were considered in the selection of suppliers in the coffee shop in Malang is a factor of flexibility. It is demonstrated that the factor of flexibility has considered the largest com- pared to factors other, with such factors are worthy of consideration for the perpetrators of effort in choosing a supplier for its business.

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The involvement strategies of local knowledge in creating a sustainable city

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ABSTRACT: The development of cities leads to conditions that are not suitable for habitation because they are far from sustainable; therefore, the strategy is to improve this by maximizing the role of all stakeholders. The influencing parties that play a role are not only the government, but also the communities. Their participation is not only as citizens, but also local knowledge systems to achieve city goals. Unfortunately, so far, the study of local knowledge has stopped at the description, and identification examines the social meanings behind the knowledge system. Consequently, there is still little explanation of the strategy to involve local knowledge in realizing a sustainable city. For this reason, the focus of this research is to include local knowledge. With a phenomenological approach, three findings are explained, namely first, Batu city as the research location is an agricultural society where local knowledge is practiced in villages or wards which have been inherited from generation to generation. Second, the types of local knowledge are: (1) expressions of *Wah*, *Weh* and *Woh*, (2) The expressions of *guyub* (togetherness), *rukun* (harmony) and *seduluran* (brotherhood); (3) *Slametan*; (4) respect for sacred sites; (5) *Yasin tahlil*; and (6) the curse of the *Sangguran* inscription. Meanwhile, strategies to involve local knowledge are: (1) flexible regulation: village regulations that do not reach city regulations; and (2) bureaucratic creativity as a determinant and incorporating local knowledge into city government regulations.

Keywords: involvement; strategies; local knowledge; sustainable city

1 INTRODUCTION

The development of cities leads to uninhabitable conditions. In addition to urban development leading to environmental degradation, it also leads to alienation. Sustainability is a solution to this uncontrolled development. A sustainable city is a city that in its development is able to meet the needs of today's society, is able to compete in the global economy by maintaining the harmony of its social, cultural, political, defense and security environment, without neglecting or reducing the ability of future generations to meet their needs (Budiarjo 2005). The simple picture of sustainability is described as a settlement with a healthy environment, integrated social conditions, economic efficiency, harmonious evolution, and active citizenship (Voula 2003).

One strategy to achieve a sustainable condition is to maximize the role of all stakeholders; the city does not depend only on the government, but also on the participation of local communities. The involvement of actors is not only in regulation, but also in the knowledge system which includes the local knowledge system that contributes to achieving the city's ideal goals.

It can be said that local knowledge has contributed greatly to the formation of sustainable cities. Local knowledge is a criticism of modern technocratic knowledge and does not pay attention to the aspirations of society, so beside it creating harmony, it is a form of resistance to the claims of positivistic science and subduing nature. Postmodernism deconstructs the "big narrative" of development which is dominated by knowledge and discourse born of Western interests (Mansour 2001).

In fact, local knowledge is utilized as an instrument of this resistance. However, researchers do not come to this discussion but describe strategies for incorporating local knowledge in sustainable cities.

In fact, issues of local knowledge are not new in environmental sociological studies, considering that local knowledge is inherent in nature/environment and communities. Research from Laksono, for instance, explains that local knowledge is practiced by the daily life of the indigenous people of Bintuni Bay in Papua (Laksono 2000). Some of the advantages of this local knowledge are that its functions can be explained as follows:

a. Community marker.
b. An adhesive (cohesive) element across religions, across citizens and across faiths.
c. Change thought patterns and reciprocity by placing on culture.
d. A joint mechanism to ward off various possibilities that reduce and even destroy social solidarity that comes from the shared awareness of an integrated community (Kutanegara 2014).

Therefore, the relationship of local people with their knowledge is seen as a harmonious relationship. Environmental sociology studies state that as unscientific knowledge, local knowledge forms environmental ethics that maintain harmony between humans and nature/the environment. In studies on conservation and disasters, local knowledge plays a major role in predicting community intelligence in responding to emerging disasters. There is some research that discusses local knowledge so far, namely:

1. Susilo's study (2019) explains the link between local knowledge and community-based tourism. In this study, Susilo has used local knowledge to analyze the construction of community-based tourism or hamlet tourism.
2. Susilo's study (2020) describes the linkage of local knowledge as a tool for responding to environmental vulnerability in disaster-prone areas.
3. Siburian, Robert (2020) explains local wisdom institutionalized in Indigenous communities in natural resource management. With this local knowledge, forests are well conserved.

So far, the study of local knowledge has only stopped at the description and inventory and investigates the social meanings behind it. Not much has been explained about the strategy for incorporating local knowledge in realizing a sustainable city. For this reason, the focus of this research is to include local knowledge. This is important given that the issue of local knowledge is always existing in Indonesia. This is because regional autonomy opens up opportunities for all parties to organize the city (Joga 2017).

In Batu city, for example, when the research was carried out, the cultural activists and the Arts Council held a Cultural Congress which produced findings, one of which was to make an inventory of local wisdom and to recommend the establishment of a customary institution. The agenda for the formulation of the Arts Council is the same as the theme of this research, so it can actually be followed up for further research. If the work plan to include customary institutions for cultural preservation is successful, then local knowledge will really be a social reality in Batu City. The practice of local knowledge in a sustainable city has not been widely studied, so this paper will discuss strategies to involve local knowledge for the creation of a sustainable city.

2 METHOD

The method used for this research is a qualitative research method with a phenomenological approach. Phenomenology itself is research on subjective experiences that aims to interpret the unique experience of the subject and describe how each participant gives meaning to each experience (Kahija 2017: 25). Collecting data through in-depth interviews, observations, document studies, and FGD (Focus Group Discussion), researchers explore the subjectivity of actors regarding local knowledge developed by the community.

The consideration of researchers taking phenomenology is that this approach is going to capture the essence of experience and the essential structure of individuals who experience certain events (Djam'an Satori & Aan Komariah 2017: 34; Creswell 2017: 18). The goal of phenomenology is to reduce individual experiences of phenomena to a description of the essence or universal instinct (understanding of the specific nature of something).

Phenomenology ends with a description of the essence of what they experience and how they experience it (Creswell 2013: 105–109). This method requires the researcher to put the world in a basket, freeing himself to explain: the flow of consciousness, the flow of yesterday, and present and anticipatory experiences, which are human existence and knowledge (Cuff & Payne, 1979: 122, Anthonny Giddens & Turner 2008: 393).

The sampling technique used was purposive sampling, where the researcher decided the criteria for subjects and informants from community actors engaged in tourism development and environmental conservation in Batu City. Both of these fields are thick with local wisdom that develops in certain communities. The names of the subjects are as follows,

1. Aris Faudzin, community activist
2. Kempong, community activists and BPBD bureaucrats in Batu City
3. Supa'at, community activist at HIPPAM (*Himpunan Penduduk Pemakai Air Minum*/the cooperative association of water) Bumiaji Village.
4. Iwan, community activist and bureaucrat in the Batu City Government
5. Yusak, community activist and Dinas bureaucrat in Batu City
6. Basuki Rachmad, community activist and member of BPD (Village Consultative Council), Sidomulyo Village
7. Bayu, community activist and bureaucrat of Perum (general cooperation) Jasa Tirta, East Java

The subjects of this research are the activities of community-based organizations where on average young people work both in government and in the community. They have two legs, both in the community and in the state, meanwhile; their jobs vary from village-level bureaucrats to city-level bureaucrats. The uniqueness of this research, which has not been found in many other studies, is the search for efforts to involve local knowledge in city management as understood by community actors.

This research was conducted in Batu City, East Java. One of the reasons is because the characteristic shows the character of an agrarian society which still pays attention to local knowledge as the basis for policy-making actors in conserving the environment, such as the tradition of village clean-up which is routinely held in almost all villages/kelurahan in Batu City.

Meanwhile, data collection techniques are interviews that aim to explore views, opinions, and motivations when carrying out activities as community activists and institutional workers. Therefore, the interview technique chosen is structured interviews and unstructured interviews. Structured interviews explored descriptions of conservation activities initiated by the actors, while unstructured interviews explored data on the actors' experiences related to ecology and tourism. In this research, observation is also used to see the following objects:

a. Space, which is the activities carried out by research subjects. This space has a big influence on the local knowledge of actors in a city.
b. Actors by observing the involvement of actors in tourism development activities and environmental conservation. Researchers act as participatory and non-participatory observers.
c. Objects. The objects were the sites used by the informants in explaining environmental problems such as the Brantas River crisis, the Gemulo water source crisis, the water supply crisis in Junrejo Village, and changes in forest functions. The activity posters including the objects in this study were published both online and offline.
d. Actions and events. Actions and events observed in this study are the workings of the actors when preparing activities based on local knowledge, either alone (single) or in groups (teamwork).

e. Emotion, that is, apart from observing the actors' daily routine activities in detail, the emotions shown by the actors during the interview will be important data that help analyze local knowledge.

Document/archive study is also used to explore data that connects actors with their surrounding environment and data that explains local knowledge, so the data analyzed includes:

a. Private document

The documents to be examined are in the form of the actor's writings, whether written in a personal diary, personal notes, or comments/writings on social media, such as WhatsApp (WA) groups or facebook, including comments—the actor's comments on the social media.

b. Official document

The official documents are proposals and reports on conservation activities made by the actors and groups in which the actors belong. For example, a report on activities followed by actors. While the analysis technique used is descriptive-qualitative with the following steps:

1. Collect data on local ecological knowledge and community tourism development.
2. Understand the social construction process experienced by the actors and explain the consequences of the social constructs that are built.
3. Create categories of local knowledge constructed by actors for sustainable urban planning.

3 RESULTS AND DISCUSSIONS

3.1 *Research location*

Batu city is the name of a city in East Java which borders the City and Regency of Malang, East Java. The characteristics of this city are mountains supported by other natural resources such as forests and rivers. From the two, come water sources that are used to meet business and domestic needs.

Ecosystem conditions give birth to blessings and calamities. Blessings are that it provides many benefits for the community, while calamities, namely unequal natural resources, tend to cause social conflict. In addition, plantations and agriculture are managed by the community as their daily livelihoods. The quality of the environment and the type of soil affect the selection of the commodity occupied by these residents. Meanwhile, the cool air and fertile soil make this city a prime location for both the community and the government. From the colonial government until today this city has been a strategic city for tourism development.

Economic conditions were marked by changes in their initial livelihoods as farmers turned into tourism actors, both community-based tourism and investor-driven tourism. Livelihood changes include social changes, namely rural culture that changes to urban areas. The villages that divided the north and south of Brantas were divided.

Tourism development, which has been intensified since 2012, adds to environmental changes that result in political, economic, and social changes. In addition, changes in the environment caused social jealousy which gave birth to protest actions in the field. The Gemulo conservation movement focuses on saving Gemulo Water Resources in Cangar Hamlet, Bulukerto Village. With the union of three villages and conservation stakeholders this movement succeeded in stopping the construction of the hotel.

With regard to the social system, Batu City is an agricultural city that relies on agricultural potentials, but its development has left an agrarian character following most cities in Indonesia. For example, the tourism service sector dominates as a livelihood. The agricultural sector has begun to be abandoned in the midst of the land crisis and young people who are less involved in the world of agriculture.

Even so, the social systems that prevail in agrarian societies such as mutual cooperation, association, and volunteerism cannot be abandoned. The surface is an urban society, but the culture is still a rural society. The habit of visiting each other has become the character of this city. Whether visiting for important business or just visiting informally. Until this research was written, this habit

has not been timeless. Over the years, this local knowledge has been proven to build a harmonious relationship between humans and nature. In Batu city, for example, behavior is associated with the interest of working for the next generation. Thus, local knowledge is the social institutions that play an important role in framing the movement. Ecological relations place local knowledge as the motor of movement.

This knowledge was born because of social construction supported by environmental determinism and cultural systems that developed in the area. It is an influential factor in society and it is not surprising if the naming of regions and traditions of ecological values go hand in hand with social values. For example, the *jagongan* culture opens opportunities for informal interactions among urban youth, so even though one lives in one village/hamlet, communication between other villages/hamlets becomes a kind of habit for the people of Batu.

3.2 *Local forms of knowledge*

There are types of local knowledge, namely (1) expressions of *Wah, Weh,* and *Woh*; (2) the expressions of *guyub*, *rukun*, and *seduluran*; (3) *Slametan*; (4) respect for sacred sites; (5) *Yasin tahlil*; and (6) the Curse of the Unemployment Inscription. The expressions *Wah, Weh,* and *Woh* explain the principles of social life that guide prestige, give something (*weh*), and always think about the consequences of something (*woh*). Meanwhile, the expressions are friendly, harmonious, and brotherhood (*seduluran*). *Guyub*, *rukan*, and *seduluran* are explained as follows. Guyub is the togetherness of residents in certain activities, while *rukun* is a condition approaching harmony, and *seduluran* means is to regard as siblings.

These are usually practiced in formal or informal relationships, while *slametan* is a ritual in the form of a communal meal, attended by men—family members, neighbors, and village leaders. It is usually practiced in the affairs of individual citizens as well as in collective affairs.

Respect for religious sites is carried out by residents by defining certain areas as sacred. Examples of sacred places are punden or water sources. Parents will forbid their children to come to that location and if there are residents who are suddenly sick, they automatically will be connected with guardian spirits.

Yasin tahlil shows the institutionalized tradition to this day as a routine activity for each hamlet or village. It is usually practiced once a week and can be combined with other community activities. The curse of *Sangguran* inscription shows a different side to this growing local knowledge. He is more of a myth of death caused by violating prohibited things. This inscription itself was found in Mojorejo village, however the curse applies to all regions.

All local knowledge is practiced by the residents in their daily life. It gives this legitimacy both historically and culturally. Historically, it explained the image of man after passing through time and age, while culturally it confirmed them as the real people of Batu. Local knowledge has been put into practice with the legitimacy of village regulations. The character of this knowledge is sustainable because it has a function as criticism as a correction/revision of governance which is dominated by the state.

Local knowledge is still well institutionalized. The role played is very effective in directing the behavior of residents. Also, it has positive functions for the city. There needs to be an emphasis on the use of local knowledge. Even so, Yusak considered that local knowledge had not been put into practice as he had hoped. Unfortunately, the government has not succeeded in incorporating local knowledge.

3.3 *The strategies of involvement of local knowledge flexible regulations: Village regulations that do not extend to city regulations*

Local knowledge is an integral part of urban life. This situation was shown in the commemoration of the founding of Batu City in 2017 and 2020. Both the mayor and deputy mayor made pilgrimages to sacred sites scattered in Batu City. Another government concern is the presence of government officials at village elections held by villages in Batu City. The creativity of the villagers in organizing

bersih desa (village clean/salvation) is really accommodated. For example, residents have the widest freedom possible to package activities by carrying out shadow puppets (*wayang orang*) or *ngremo*. By displaying this, it is strong practice of local knowledge.

Departing from this, the strategies of involving local knowledge is easier to execute in the village than the city. One of the reasons is that there are sufficient village-level regulations to cover this condition. Aris and Iwan stated that many regulations have given freedom to actualize local knowledge under regulation. Similar to Iwan, Basuki viewed that the institutionalization of local knowledge has been included in village regulations, especially in the section "authority based on origin rights and village scale local authority."

Village regulations have regulated village community institutions (LMD), as stated in Chapter II. Purpose and Objectives of the LMD, namely to preserve mutual cooperation and kinship. Most of the things that are regulated are about mutual cooperation.

The effect of village decentralization can be explained by the role of Basuki in the *slametan* of village events. He became chairman of the 2019 Sidomulyo village *slametan* committee. With this position, the development of citizen creativity was wide open and had been accommodated. Together with the residents of Sisir Wards, Kempong regularly holds the Brantas River Festival due to the discretion and support of the Sisir Village government. He did not face with many problems in realizing this idea, so formal rules on local knowledge were not needed.

The same is true of Supaat's work with community-based organizations on community-based drinking water management or HIPPAM (Himpunan Penduduk Pemakai Air Minum). Even though this organization has had a regulatory reference in the instruction of the Governor of East Java, No.9/1989 on the establishment of HIPPAM, this regulation is not fully practiced by the management. The laws that apply in society are used as the main reference for the organization. There are no corroborating points for all "from, by and for the village." With this local knowledge, meeting the water needs in Batu City will not face any cultural problems or troubles. Residents have no strong complaints about drinking water services.

It is noted for this strategy that the role of village institutions must be maximized. As Bayu stated, the village government must have a customary institution that ensures local knowledge works. He realized that every village must have an arts council and the task of customary institutions is more strategic.

3.4 *Bureaucratic creativity as a determinant*

Actually the contribution of local knowledge in the creation of a sustainable city relies on the activities of the agents or actors. This means that it is not regulation that rules but actually the initiative of actors who promote local knowledge through their activities. This practice has happened in Batu City. Yusak states that local knowledge is seen in the development of local arts through the collaboration between communities, business actors, and city governments. The cooperation of communities is strengthened in community management through the Batu City Government Arts Council.

This cooperation is strengthened by the Batu City Tourism Office. The budget is obtained from the agency. Then, the arts council offers art performance to Batu City tourism actors. Most hotels in Batu city respond to this by giving the community the opportunity to present themselves as an expression of welcome. From this, there is a good cooperation between the state, community, and entrepreneurs. The outcome of this collaboration was the construction of the City Arts Council Office. Unfortunately, this cooperation did not last long (2005–2015).

This cooperation stopped because there were parties who did not want the actors to take part, in the end there was a "*coup d'etat*" by fellow artists. This experience strengthens Yusak's understanding that the individualist has destroyed the cooperation. As a result, this kind of cooperation will no longer exist for the future and access to parties other than the city government is not working. Today, the management is truly controlled by the government and this management does not accommodate actors outside the state.

Furthermore, regulation is not everything. This is shown by Yusak's success in executing many community activities. Even though the regulations are not supportive due to incompleteness, he has succeeded in creating local culture-based communities.

He said that as long as he initiated community works, there were no regulatory obstacles. Even the effect of regulation on community works is absent. The key is the actors, as long as actors are able to collaborate and communicate to the parties involved, there will be no significant problems. Here it is concluded that the development of local knowledge can be carried out without a policy umbrella. Without strict policies, bureaucrats can still execute local knowledge driven by the courage to execute. Therefore, policy is not everything in the promoting of local knowledge. In fact, there is no guarantee that regulations will assist in the realization of local knowledge. It is not certain that good policies lead to good practices either. Kempong stated that inadequate policy products and practices gave rise to field problems.

The proof is that the involvement of certain communities without regulatory support still allows local knowledge to be practiced. The key is depending on creativity in lobbying the community and other stakeholders. The most important requirement is that civil servants are able to communicate with citizens. It is in this context that active citizenship (Voula 2003) becomes a reality.

3.5 *Involving the local knowledge in the city government regulation*

Yusak saw for himself that actors in Batu had practiced local knowledge in local governance. When Batu Government was led by the first mayor, Imam Kabul, an institution called the Regional Promotion Agency was formed with a budget from the APBD (*Anggaran Pendapatan Belanja Daerah*/Local Revenue). The operation of this agency has accommodated local knowledge, thus automatically preserving local knowledge for policy and governance.

Although Yusak states that without the support of regulation, much local knowledge could be accommodated, he thinks ideally that local knowledge should be strengthened by regulations because it will generate advantages. Regulation can help to elevate culture, e.g., national regulations such as PPKD (the Main Idea of Regional Culture), which is strengthened by Law no. 5/2017, for which the Minister of Culture and Education is directly responsible.

With the regulatory umbrella from the central government, local knowledge will be facilitated in governance and can even synergize policies that have an impact on strengthening the local knowledge. For this reason, if the Batu City government wants to take this step it is very wide open. Now the problem is not under the law, but the process of making and implementing this regulation. Is it true that regulations will run effectively considering that the formulations have not been carried out in an orderly manner? The experience of Kempong and Iwan shows this.

To accommodate local knowledge in regional regulations, it is clear that the costs are expensive. This condition is because making local regulations requires funds for consultants and board members. Their experiences suggest that this regulatory process is wasteful. Not to mention, if evaluating the implementation of regulations, when the regulations are finalized will the government run it properly?

Experience in implementing regulations concludes that many of the main government responsibilities for environmental management are taken over by local communities. This condition has come to a conclusion that causes no meaning for regulations to be made. Local knowledge and oral traditions have colored the city's dynamics since before the city was founded through institutionalization in each ward and/or village in Batu City such as village *bersih desa* (village cleanliness) and *gotong royong* (mutual cooperation). Even though this knowledge is not evenly distributed, like most of the public figures and cultural figures who speak a lot, it does have an effect on policymaking practice.

For subjects who work in the village/community, such as Basuki and Supa'at, both of them think simply. They do not face any obstacles to the practice local knowledge for their local activities. Meanwhile, city activists have criticized the development of local knowledge as a whole, which ultimately indicates that the implementation of local knowledge needs the supports by the legal umbrella.

Integrating local knowledge into cities has to involve incorporation into local governance. However, the ideas have not finished yet. The question is, does this process just stop at a technical or philosophical level? Or can it run informally or formally? Or inside or outside the policy? It seems that there are still tensions between the factors that need to be resolved, considering that all of them have their benefits and shortcomings. The implication is that this research will enable Batu to become a city driven by local knowledge. Finally, local knowledge does not only become the identity of the city, but also the cultural wealth that will enable the citizens to reach the city's goals.

4 CONCLUSION

A sustainable city is the ideal of cities in the world, at least in terms of overcoming the social and environmental degradation that can be associated with the development of cities. As a condition for achieving this ideal condition, the participation and contribution of all parties involved are needed. Not only contributions but also knowledge or both are material. The opportunity to involve local knowledge is freely open when considering the community actors. For this reason, there are three strategies that can be taken to enter into a sustainable city framework: regulatory flexibility; village regulations; and the creativity of actors as a determinant. There is no need to go to city level regulations or enter the local community into city government regulations.

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The effect of COVID-19 to organizational changes and job satisfaction in turnover intention

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ABSTRACT: The COVID-19 pandemic has affected organizational changes in companies. They try to adapt to the conditions that occur to survive. The research was conducted at a manufacturing company in Indonesia. 694 samples were collected and analyzed using smart-pls. The results of this study indicate that demographic factors, namely the amount of family income and marital status, are factors that affect turnover intention. Organizational changes have an indirect effect on the turnover intention by mediating job satisfaction, which means that better organizational changes will increase job satisfaction and will reduce the level of employee turnover intention in the company.

Keywords: covid-19; organizational change; job satisfaction; turnover intention; demographic factors

1   INTRODUCTION

Currently, the world is facing a COVID-19 pandemic that has not yet ended. The socio-economic implications of the COVID-19 pandemic underline the fact that all business industries, both small, medium, and large scale, are affected by the COVID-19 outbreak. Large-scale social restrictions and a decreasing level of purchasing power have an impact on the supply and demand sides. Organizations have had to change the way they do business, and with the majority of people working remotely or from home, business procedures have had to adapt swiftly in order to stay afloat. The global COVID-19 pandemic has also caused businesses to reconsider how they operate. In the short term, they will have to make considerable changes to their business strategies, in the long run, they will have to adjust and struggle to achieve their initial goals.

Hinings (1996) described the role of interests in organizational change as "a motivation to improve or protect a particular distribution of organizational resources." Managing organizational change processes is a significant challenge for businesses, as it represents a direction for them to develop organized action plans to become more effective (Gomes 2009). Identifying the reasons for creating a transition process is just as important as implementing and reviewing the change. Managing organizational change processes poses several important issues that must be identified and managed, especially those related to the perceived outcomes of a change process. It's crucial to consider how it affects employees' relationships with the company.

Organizational changes in the company are made to adapt to the external environment that occurs. This effort is expected to have a positive impact on organizational members because the changes will make it easier for them to work in a different environment. Gomes (2009) states that there is a positive relationship between organizational changes and job satisfaction. In his study, he presents important ideas related to organizational communication. Human resource managers must be aware that the evolving process of change affects the bond between the organization and

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employees, especially in job satisfaction. Developing an organizational change process must be done by involving workers in it because its impact on employee job satisfaction is proven.

On the other hand, research (Demirovi et al. 2020), shows that employees believe their place in the organization will alter if they are treated unfairly. All of this makes employees feel anxious about their future prospects at the company, and they are unsure of what role they will play, lowering job satisfaction.

Turnover intention is defined as the possibility of an employee leaving work within a certain period. Among the theoretical models and various research studies, the turnover intention is considered to be one of the best factors for predicting turnover behavior and shows significant explanatory power. Employee turnover intention is a worrying issue for the company because they are the driving force behind the company's wheels.

Employee turnover has become a common problem for every business in every country. There are several reasons for how employees are separated from their jobs or companies. However, in broad terms, they can be grouped into two, namely voluntary and forced turnover. The main difference between the two is where this turnover initiative came from. Forced turnover occurs when the employee turnover decision comes from the company management, such as in the case of dismissal (Shaw & Jenkins 1998). This case occurs if the employee is not working properly or has made a mistake that is against company policies and norms. Turnover like this does not bother the company much because the company wants this turnover with a specific purpose.

Voluntary turnover, on the other hand, occurs when the decision that causes the change comes from the employee himself. This is commonly known as resigning or leaving a job. If this is what employees do, it will cause harm to the company, especially if these employees are superior and have good performance.

Some of the factors that influence this turnover intention are job satisfaction and organizational changes (Bonenberger et al. 2014; Demirovi et al. 2020; Ivanishkina et al. 2020; Kadar et al. 2016; Nguyen 2021; Zahednezhad et al. 2020). The literature shows that high levels of job satisfaction can reduce labor turnover and help workers work more effectively. Overall job satisfaction is assumed to have a negative impact on turnover intention (Nguyen 2021). Findings show (Zahednezhad et al. 2020) that job satisfaction affects labor retention considerations. The results of this study provide valuable references for managers to increase job satisfaction to retain employees in the health sector.

The COVID-19 pandemic is forcing the world to adapt so that it can continue to survive. Amid increasing business threats, companies must make various changes in various aspects to ensure their existence. Changes that lead to positive things will certainly help employees carry out their duties better. Perceptions of organizational change that are implemented or planned reflect employee evaluation of the reasonableness of changes made by management (Demirovi et al. 2020). Organizational changes that are considered unfair will reduce the level of job satisfaction and job motivation of those who continue to work (Schouteten 2009). Conversely, if the company can describe fairness in each change, this will increase the job satisfaction of employees.

Given the importance of finding a formula for companies to reduce turnover intention, especially during the COVID-19 pandemic, this study focuses on things that examine the relationship between organizational change, job satisfaction, and turnover intention.

2   METHOD

Information for this study was collected from employees of manufacturing companies in Indonesia. Sampling was conducted in March April 2021, at which time many companies were affected by the COVID-19 pandemic. Questionnaires were distributed to employees using google form. The number of questionnaires collected was 694. Demographic information indicated for marital status that 95.2% were divorced. In terms of the number of children, 93.1% had between 1 and 3 children. The average family income received was more than 3 million (42.7%), while the department that filled out the most questionnaires was the milled parts section, 73.1%.

Several constructs' metrics were extracted from existing scales and studies. The organizational changes variable is taken from Ito (2007) which consists of four indicators, namely organizational changes is fair, organizational changes change status, organizational changes of number of employees, and organizational changes for job responsibility. Job satisfaction variables (adapted from Rundmo & Iversen 2007) consist of satisfaction with qualifications and responsibility, management, fellow employees, and overtime. The last variable, turnover intention comes from Colarelh (1984) and Meyer and Allen (1984) and consists of thinking of quitting the job, planning find new job, stopping work, being easy to find employment, and work not being attractive.

The steps of data analysis were organized as follows: following the completion of the explanation, the questionnaire was circulated by sharing the google form. The data collected from the questionnaire was tabulated. The Outer Model was investigated. Reliability and validity tests were among the tests performed on the outer model. Cronbach's Alpha was employed to measure reliability in this study. The minimal Cronbach's Alpha value is 0. The Cronbach's Alpha value must be at least 0.7. Cronbach's Alpha should be between 0.8 and 0.9 on a scale of one to ten. The Average Variance Extracted (AVE) number also indicates reliability. For convergent validity, AVE results must be more than 0.7 and less than 0.5. Reflective indicators must also be assessed for discriminant validity by looking at cross loading; Inner Model testing should be performed. Perform Hypothesis Testing was done on the inner model, which is also known as the structural model. In this study, the t-count and p-value values were used to test hypotheses. If the t-value is greater than 1.96 and the p-value is less than 0.005, the study's findings are regarded to be important.

3 RESULT AND DISCUSSION

Based on Table 1, it is seen that the R-square for the Job Satisfaction variable is 0.670, which means that Job Satisfaction is influenced by Organizational Changes by 67.0%, while the other 33.0% is influenced by other factors. The R-square value for the Turnover Intention variable is 0.098, which means that Turnover Intention is influenced by Job Satisfaction and Organizational Changes by 9.8%, while the other 90.2% is influenced by other factors.

Table 1. Score of R-square.

Construct	R Square
Job Satisfaction	0,670
Turnover Intention	0,098

Meanwhile, the Organizational Changes and Demographic Factors, which consist of Department Parts, Age, Marital Status, Children, and Family Income, are independent variables that affect the dependent variable, so they do not have an R square.

The Q2 number on PLS indicates the goodness of fit. In a regression analysis, the value of Q2 corresponds to the coefficient of determination (R-square / R2). The greater the R2, the more closely the model matches the data. The Q-Square value is greater than 0 (zero) indicating that the model has predictive relevance, while the Q-Square value is less than 0 (zero) indicating that the model has less predictive relevance (Imam Gozali 2006: 26). In this research model, the Q-square value generated in the overall model equation is 70.24%, so this means that the structural model has good predictive relevance, and is suitable for use in predictions.

3.1 *Direct effect of exogenous variables on endogenous variables*

This direct effect shows the magnitude of the direct effect of exogenous variables on endogenous variables without involving the mediating variable (Table 2).

Table 2. Direct effect.

Direct Effect	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Children -> Turnover Intention	0,001	0,002	0,040	0,029	0,977
Department parts -> Turnover Intention	−0,009	−0,009	0,040	0,215	0,830
Family Income -> Turnover Intention	−0,098	−0,096	0,035	2,803	0,005
Marital Status -> Turnover Intention	−0,074	−0,075	0,030	2,435	0,015
Job Satisfaction -> Turnover Intention	−0,208	−0,211	0,082	2,536	0,012
Organizational Changes -> Job Satisfaction	0,819	0,822	0,024	34,824	0,000
Organizational Changes -> Turnover Intention	−0,091	−0,095	0,071	1,276	0,203

The estimation results of the inner model for the direct influence of Children on Turnover Intention show the path coefficient value of 0.001 with a p-value of 0.977 which is greater than alpha 0.05 (error level $\alpha = 5\%$), which shows the direct effect of Children on Turnover Intention is not significant. This means that many or at least the number of children do not have a significant effect on increasing or decreasing Turnover Intention.

The estimation results of the inner model for the direct effect of the Department of Parts on Turnover Intention show the path coefficient value of -0.009 with a p-value of 0.830, which is greater than alpha 0.05 (error level $\alpha = 5\%$), thus showing the direct effect of the Department of parts on Turnover Intention is insignificant. This means that any Department of Parts (milled parts, packing parts, bandrol parts, or punch cutter parts) has no significant effect on increasing or decreasing Turnover Intention.

The estimation results of the inner model for the direct effect of Family Income on Turnover Intention show a path coefficient value of -0.098 with a p-value of 0.005 which is smaller than alpha 0.05 (error level $\alpha = 5\%$), which shows the direct effect of Family Income on Turnover Intention is significant. The effect is negative, which means that the higher the Family Income, the lower Turnover Intention will be. On the other hand, the lower the Family Income, the higher the Turnover Intention.

The estimation results of the inner model for the direct effect of Marital Status on Turnover Intention show the path coefficient value of -0.074 with a p-value of 0.015 which is smaller than alpha 0.05 (error level $\alpha = 5\%$), which shows the direct effect of Marital Status on Turnover Intention is significant. The effect is negative, which means that if the marriage status is divorced, the Turnover Intention will be lower. On the other hand, if the individual is single (not married), then there is a tendency for Turnover Intention to be higher.

The estimation results of the inner model for the direct effect of Job Satisfaction on Turnover Intention show a path coefficient value of -0.208 with a p-value of 0.012 which is smaller than alpha 0.05 (error rate $\alpha = 5\%$), which shows the direct effect of Job Satisfaction on Turnover Intention is significant. The effect is negative, which means that the higher the Job Satisfaction, the lower Turnover Intention will be. On the other hand, the lower the Job Satisfaction, the higher the Turnover Intention.

The estimation results of the inner model for the direct effect of Organizational Changes on Job Satisfaction show a path coefficient value of 0.819 with a p-value of 0.000 which is smaller than alpha 0.05 (error level $\alpha = 5\%$), which shows the direct effect of Organizational Changes on the job satisfaction is significant. The effect is positive, which means that the better the Organizational Changes, the more Job Satisfaction will be. On the other hand, the less good the Organizational Changes are, the lower the Job Satisfaction will be.

The estimation results of the inner model for the direct effect of Organizational Changes on Turnover Intention show the path coefficient value of -0.091 with a p-value of 0.203 which is greater than alpha 0.05 (error rate $\alpha = 5\%$), which shows the direct effect of Organizational Changes

on Turnover Intention is insignificant. This means that good or bad Organizational Changes have no significant effect on increasing or decreasing Turnover Intention.

3.2 *Indirect effect of exogenous variables on endogenous variables*

This indirect effect shows the magnitude of the direct effect of exogenous variables on endogenous variables by involving the mediating variable (Table 3).

Table 3. Indirect effects.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Organizational Changes -> Job Satisfaction -> Turnover Intention	−0,170	−0,173	0,067	2,551	0,011

The path coefficient value for the indirect effect between Organizational Changes through Job Satisfaction on Turnover Intention of −0.170 indicates a p-value of 0.011 which is smaller than 0.05, so it can be concluded that the indirect effect between Organizational Changes through Job Satisfaction on Turnover Intention is significant. In other words, the better the Organizational Changes, the greater the increase in Job Satisfaction, and an increase in Job Satisfaction will reduce Turnover Intention. On the other hand, the less good the Organizational Changes, the lower the Job Satisfaction, and thus if the Job Satisfaction is low, it will lead to high Turnover Intention.

4 CONCLUSION

The discussion above states that the demographic variables that affect the level of turnover intention are family income and marital status. This can be a special concern by the company where the standard salary must be determined by the workload of the employees. As for the marital status, companies should pay more attention to employees who are still single, because the likelihood of them leaving the company is high. Companies should try to find things that can keep them in the company, for example, regarding the adequacy of salaries, workplace conditions, and so on.

Furthermore, the better the organizational changes made by the company, the higher the job satisfaction of the employees, and this can reduce the level of turnover intention. COVID-19 indeed forces companies to make changes here and there. It is feared that this change will have a bad effect on employee job satisfaction, but if these changes can be made with full attention to the conditions of the employees, of course, they will feel very helpful and not the other way around. The company must make every effort to make changes that lead to positive things.

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Community development by the tourism industry in the pandemic COVID-19 (study on community empowerment around the Selecta tourism industry from a gender perspective in Batu city)

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ABSTRACT: The development of industry ideally has an influence on the economic development of the surrounding community, but due to the COVID-19 pandemic, many industries are laying off their workers. One of the tourism industries that continued to operate during the pandemic is the tourism industry of PT Selecta City Batu. This tourism is still operating and is one of the leading destinations in Batu. Community empowerment is carried out by the Selecta Kota Batu tourism industry. The target is the community around tourism, especially women's groups. This research was conducted using a qualitative approach with descriptive research. The subject was determined by means of a snowball with the consideration that the previous subject knew more about the subject's information afterward. Data mining was carried out by interview, observation, and documentation, and descriptive qualitative data analysis. Empowerment of local communities by the Selecta tourism industry from a gender perspective during the COVID-19 pandemic in Batu City, shows that the local community, especially women were targets of community empowerment from PT Selecta. The CSR program that has been carried out by the Selecta company has met the standardization of program implementation to meet the needs of the community. The community is provided with power/kiosk facilities to sell at prices below the norm limit of renting stalls outside the Selecta area. Apart from that, there are also basic food and medical allowances. During Covid, people are only asked to pay 50% of the normal rent. The Covid pandemic has made much of the tourism industry suffer losses, but not for PT Selecta, in fact it has been able to create prosperity for the surrounding community. Selecta has a positive impact on the welfare of the community through the opening of employment opportunities, as well as triggering an additional economy in the surrounding community.

Keywords: community development; tourism industry; covid pandemic 19

1   INTRODUCTION

The spread and increase of the number of COVID-19 cases has occurred very quickly and it has spread to various countries including Indonesia. With the increasing spread of this virus, it has had an impact on various industrial sectors throughout Indonesia. The Indonesian government has made policies in an effort to overcome COVID-19. One of these efforts is the implementation of the PSBB which is stated in Government Regulation No. 21 of 2020. With the existence of the PSBB, all activities that are usually carried out are forced to stop. All industrial activities and offices are temporarily not operating. In addition, social distancing and physical distancing policies have an effect on decreasing overall economic activity, especially in the tourism industry sector (Muna et al. 2020; Permenkes RI. No. HK.02.01/MENKES/202/2020, 2020; WHO 2020).

The visible form of the impact of COVID-19 on the economy that can be seen at this time is the number of workers who have been laid off—data show more than 1.5 million. Of this number,

90 percent of them were sent home and 10 percent were laid off. 1.24 million people are formal workers and 265,000 are informal workers (Silpa 2020).

The increasing and widespread cases of COVID-19 have resulted in social and economic impacts which greatly affect the socio-economic conditions of the community (Hadi 2020). There are several impacts that have arisen due to the COVID-19 pandemic, including in the field of work. COVID-19 requires people to maintain a safe distance in terms of large-scale social restrictions, work from home systems, and semi-lockdowns. This causes many people to reduce consumption levels as a result of being prudent during the pandemic, resulting in a number of people who no longer work—55% of men and 57% of women in all sectors and of various educational backgrounds (Ulya 2020).

Work is something that is needed by everyone to be able to fulfill their daily needs or just obtain an identity, irrespective of gender. As in Law No. 13 of 2003 concerning Manpower, article 6 states that "Every worker has the same opportunity without discrimination to get a job." Discriminatory acts by sex should no longer be found in a government or private organization (Mulyati 2019).

It is not uncommon for many industries to differentiate between men's and women's payroll systems. Women are considered as "helping" workers so that they are not the same as men. In fact, it is seen from the nature of the work and the responsibility of working together with men (Sulistyowati 2010). According to Sulistyowati (2010), the understanding of men and women in society so far has caused gender treatment to be unbalanced (gender bias). One of the people's understanding is influenced by patriarchal culture. In patriarchal culture, men, as the determinant of the lineage, dominate gender relations in society. As a result, there is a difference in gender treatment in society. This can be seen in the roles of each sex type, the community considers the male gender to be an important/main role, while the female gender is considered to have a complementary role. This assumption causes gender differences, where men have more roles and women have limited roles (Sulistyowati 2010).

Gender bias is a view that differentiates roles, positions and responsibilities between men and women, both in family life, society and even the state (Aisyah 2013). Differences in roles and positions between men and women also occur in the world of work, especially in the industrial world. There are limits to the roles that must be performed by women and men, for example, the role of foreman is carried out by male workers, while the administrative role is performed by female workers. The differences and involvement of women's roles and positions in the public world are not questioned (Ilmi Idrus 2006).

Community empowerment is a method used to increase human self-esteem, especially those who are in poverty and helpless. If a person is helpless, it means that he has succeeded in independence. Therefore, in order for a person or community to be empowered, the first step that must be taken is to provide access or a climate where the potential of the community can develop. When people are empowered in the economic sector, automatically the taxes they pay will also be large, thereby increasing regional income (Rosnida Sari 2016).

In the midst of the COVID-19 pandemic, the tourism industry is struggling to survive to provide the best service to the community. In Batu City Malang, East Java, which is known as a tourist area in East Java, there are many interesting tourist destinations to visit. Apart from the location of the region in the mountains making the air always cool, it is also supported by its natural beauty. One of the interesting tourism industries is PT Selecta. As one of the tourism objects in Batu City, PT Selecta is attractive because of its status as a favorite tourist destination in East Java. PT Selecta is known as one of the oldest recreational spots in Batu City. This tourist spot is located in Tulungrejo Village, Bumiaji District, 13 km from Batu City, with an area of 20 hectares and is located 1100 meters above sea level. PT Selecta has existed since 1928 and was built by a Dutchman named Reyter Dewild. PT Selecta currently has several tourist facilities in the form of recreational parks, apple and vegetable gardens, hotels or inns, and villas.

In the last decade, each region of the tourism sector has become a priority for regional potential advantages, providing economic benefits to the country and region concerned. Malang Raya is no exception, namely Malang City, Malang Regency, and Batu City. Batu City itself has been synonymous with tourist destinations. Apart from its cool air, Batu City also has an apple icon.

During its development, tourism in Batu City has been growing very rapidly, developed by both investors and the community itself. This phenomenon has certainly changed many existing social structures and patterns, including community empowerment in the communities around tourism.

In general, the total workforce in Batu City in 2018 was 112,502 people. Of these, 108,990 people work and the rest are unemployed. Not all residents of working age (15 years and over) are included in the labor force. People who do not enter the labor force are those who are currently attending school (13,707 people), taking care of the household (28,196 people), and others (5,120 people). As a tourist city, various kinds of tourist destinations are provided, ranging from natural tourism and even artificial tourism, ranging from those that operate 24 hours, morning to evening operations, and even those that operate in the afternoon to evening. The high role of the community in supporting the growth of the tourism industry in Batu, of course, is also important in terms of what tourism companies provide in achieving community welfare through their social responsibility programs, especially during the current pandemic.

In implementing social responsibility, the tourism company PT Selecta provides aid for the surrounding community in the form of educational scholarships to help educate local children, support orphans and poor people; providing employment opportunities for the surrounding community; and creating an ecotourism-based environmental conservation programs.

Judging from the reality of the above problems, researchers are interested in conducting studies and research in more depth, especially those related to how to empower communities around the tourism industry of PT Selecta during the COVID-19 pandemic in Batu City.

2 LITERATURE REVIEW

2.1 *Community empowerment*

Empowerment is an effort to build power by encouraging, motivating, and raising awareness of the potential that is owned and trying to develop it (Sulistiyani 2017). Community empowerment is carried out in order to produce changes in society in the economic, social, and cultural sectors (Wahyuningsih & Pradana 2021).

According to Ambar Teguh Sulistyani (2004; in Wahyuningsih & Pradana 2021) the stages that must be passed in order to empower society include:

1. Awareness stage, where an approach is made through outreach and communication to convey and provide direction and make an awareness of the natural potential that is owned.
2. The transformation stage, namely providing evidence that can change the mindset of the community so that it can change, which will later take part in decision-making by providing insight, counseling, seminars, or comparative studies to tourist attractions that have developed rapidly.
3. The stage of increasing intellectual abilities where the results of community empowerment are able to provide motivation and lead to innovation for the development of tourist villages.

2.2 *Gender inequality in industry*

According to Togi in Darvina and Sulistyowati, gender relations always show a tendency for men to be oriented towards the public sphere and women in the domestic sphere. This tendency causes inequality of power between men and women (Sulistyowati 2010).

Gender relations are socially constructed patterns of relationships between men and women. In gender relations, there are certain gender groups that are considered to have a higher position (dominate), or some are dominated, or maybe they can also be equal. In a patriarchal society, men are considered to have a dominant position, while women are subordinate. This unequal and more dominating–subordinated relationship ultimately provides opportunities for the emergence of various forms of violence against women within the household, such as physical, psychological, and economic violence (Wiwin Indiarti 2016).

Gender relations are hierarchical power relations between men and women and are power relations that tend to be detrimental to women. Gender relations occur simultaneously and are marked by cooperation, bonds, mutual support, and conflicts, separation, and competition that occur due to differences and inequalities. Gender relations are related to how power is distributed between the two sexes.

Gender differences that are constructed by society based on the characteristics of men and women cause a sexual division of labor. This division of sexual labor causes gender inequality. There is a tendency for certain sex groups (women) to be disadvantaged by this gender difference. This occurs as a result of the community's understanding that women's groups are weak gender groups, that are dependent on male groups. Of course, this understanding is unfair to women's groups. They are not seen as creatures that have qualities and abilities substantively, but they are seen as complementary creatures for the shortcomings and needs of the male group. This understanding is certainly not true and must be changed and corrected. To build society, of course, it requires the cooperation of men's groups and women's groups in a balanced manner so that the concept of gender equality is implemented (Darvina & Sulistyowati 2010).

The injustice that befell women in industry will lead to the perception that women are born to do a much more limited number of jobs with low employment status with low rewards (wages/salaries). In the work system there tend to be gender distinctions that must be obeyed by women. In communities around industry, women tend to be positioned as a complementary group economically. Men are seen as the main actors of the economy, while women are seen as additional actors. But in reality, women are in control of the household economy, so that women are also fully involved in family economic activities.

2.3 *Tourism industry*

According to Law No. 10 of 2009 on tourism, tourism is a variety of tourism activities and is supported by various facilities and services provided by the community, businessmen, government, and local governments. Meanwhile, tourism is an integral part of national development, which is carried out systematically in a planned, integrated, sustainable, and responsible way, while still providing protection for religious values, society's culture, sustainability, and the quality of the environment as well as national interests. In tourism activities, of course, there are both positive and negative impacts. The government and local communities must be prepared for the impacts caused by tourism activities.

Tourism is an industry that has the potential to become an instrument for increasing employment because the tourism industry is a labor-intensive industry and its development is currently fairly fast (Chahayu Astina 2016).

2.4 *Social construction theory*

The social construction of knowledge of institutional actors is a determining factor for environmental governance. Construction is not done once but through the dialectic of knowledge obtained through the process of internalization, externalization and objectivation (Luckmann 2013).

According to Berger in Zainuddin (2013) social construction is built in two ways: First, defining "reality" and "knowledge". Social reality is something that is implied in social interactions that are expressed socially through language communication, cooperation, through forms of social organization and so on. Social reality is found in intersubjective experiences, while knowledge of social reality is related to social life in all its aspects, including the cognitive, psychomotor, emotional, and intuitive realms.

Second, society is both an objective and subjective reality. As an objective reality, society exists outside of humans and confronts it. Meanwhile, as a subjective reality, individuals exist in society as an inseparable part. Individuals constitute society and society constitutes individuals. Social reality is double (plural) and not single, namely objective and subjective reality. Objective reality is

a reality that is outside the human self. Meanwhile, subjective reality is the reality that is in humans (Zainuddin 2013).

The assumptions of Berger and Lukman's social construction theory in Yesmir and Adang (2013) are:

1. Reality is the result of a creative human creation through the power of social construction of the social world around him
2. The relationship between human thought and the social context in which it arises, is developed and institutionalized
3. Community life is continuously constructed
4. Distinguishing between reality and knowledge.

Reality is defined as a quality contained in reality which is recognized as having a being that does not depend on our own will. Meanwhile, knowledge is defined as the certainty that realities are real and have specific characteristics. In socio-cultural terms, the community experiences the construction of gender relations in a patriarchal manner, where the dominance of the relationship is owned by male groups, while women's groups follow. The reality that is built by society regarding a patriarchal culture creates an imbalance in the division of labor. There is a misinformation in society about gender roles where men work in the public sphere while women work in the domestic sphere. The issue of gender bias is what ultimately creates gender injustice in the form of marginalization, subordination of stereotypes, multiple burdens, and acts of violence against women.

In the context of community empowerment around the tourism industry from a gender perspective, industry and society construct men and women in terms of economic behavior as different groups. Men are perceived as the main economic actor group, while women are additional actors. But in real terms, this perception is wrong, women's groups are determinants of the family economy. Community empowerment as an implementation of PT Selecta's social responsibility; it tends to be given more to the women of the surrounding community, especially the rental of kiosks for the sale of tourist souvenirs. The behavior of mothers (women) in selling tourist souvenirs is of course playing the main role of the economy, so that it is expected to change the construction of society towards women in the economy.

3 RESEARCH METHODS

Community empowerment around Selecta tourism industry from a gender perspective in Batu City is the result of research using a qualitative approach with descriptive analysis. This type of descriptive research has the characteristic of describing and explaining the observed phenomena, so this research explains the phenomenon of community empowerment around the Selecta tourism industry in Batu City. The esearch was carried out in Batu City, to be precise in the community around PT Selecta, Jalan Raya Selecta No. 1, Tulungrejo Village, Batu City, East Java.

The research subjects in this study were the company managers of PT Selecta, namely the Public Relations section, as the person in charge of the implementation of corporate social responsibility, as well as the community around the company, as the target of the implementation of community empowerment by the company. The research subjects were determined using the snowball technique. This technique emphasizes the determination of the subject based on the information provided by the previous subject, about the implementation of community empowerment by PT Selecta. Empowerment efforts are a form of corporate responsibility for the welfare of the community and the sustainability of environmental management in accordance with the SDGs (Sustainable Development Goals), and concept-oriented (profit, people and planet).

The method in data collection is to use the interview method, and is supported by documentation and observation. The research was conducted using a naturalistic research ideology, namely research carried out naturally and holistically, and not using the trinity principle (the principle in the quantitative research tradition), namely: validity, reliability, and generalizability. The principle

of trinity in qualitative research will keep a person's "life experience" (experience) from a person's "knowing activity" (Janesick, 1998). In this principle, qualitative research relies on the presentation of solid descriptive data, so that the researcher is able to provide a clear understanding of the experience of the subject under study.

The validity of the data in qualitative research has a micro definition that is technical in determining the subject and data collection, and has a relationship with the description and explanation. However, according to Lincoln and Guba (1985) qualitative researchers can cross-check research findings with participants and audit steps (Janesick 1998). In making the narrative report, the qualitative researcher can use another person (outsider) as the reader to check it with field notes and interview transcripts. This study used cross-checks (triangulation) between subjects, and appointed an outsider as the provider of suggestions and input.

4 RESULTS AND DISCUSSION

Currently the development of the tourism industry of PT Selecta is quite good, even during the Covid pandemic 19 other tourism industries experienced a drastic decline. PT Selecta was still able to survive. The development of technology and information for tourism management is able to develop PT Selecta has become more perfect by creating a number of facilities and playing areas, such as swimming pools, hotels, restaurants, jogging areas, flower gardens, fruit markets, outbound areas, water parks, fish ponds, aquariums, live music and lion caves. Meanwhile, the available playgrounds include sky bikes, water bikes, kiddie rides, swing boats, horse-drawn carriages, flying fox and a 6-dimensional cinema. Selecta has been known for a long time because of its natural beauty with cool and fresh mountain air that can inspire and carve memories for every visitor. Selecta is Truly Picnic.

In order to create a concrete form of social responsibility, this is reflected in the social action activities carried out by the company in order to increase awareness of society and the environment. This industry is able to create harmonious and mutually beneficial relationships in the surrounding community. As stated by the PR department, that the company tries to create a beneficial relationship with the surrounding community, because the company has been established and developed from the community, therefore the community as a partner of the company also gets the company's attention. Both economically, education, health, and the environment. So that the welfare of the surrounding community is expected to be a measure of success in a company.

The purpose of implementing this social responsibility is so that the company, the community (including employees, consumers, local communities, shareholders, etc.) and the environment can coexist peacefully and create a corporate culture that is ethical and sustainable.

The form of corporate social responsibility, as an implementation of empowerment activities for the surrounding community, is expected to be able to have a sustainable positive impact on people's lives, especially women. There are four areas of corporate social responsibility, including: Education, which is to play an active role in educating the community through educational scholarships; Social sector, namely playing an active role in supporting orphaned children and poor people; The economic sector, contributes to improving the quality of life of the community by providing employment opportunities for the surrounding community; Environmental sector, on environmental preservation based on ecotourism.

Meanwhile in community development, the main target is the community around PT Selecta, namely the recruitment of employees as much as 98%, the formation of MSMEs by making homemade souvenirs as a brand of PT Selecta, opening a tourism market in tourism areas such as selling flowers, fruit, fruit chips and so on. Besides that, PT Selecta also provides a place for local residents to open a restaurant and food court in the Selecta recreation park. The community development program carried out by PT Selecta basically targets women's groups. According to one subject, more than 50 people who obtained facilities from PT Selecta to open businesses in the Selecta recreation park, and the majority are housewives.

Community empowerment carried out by the tourism industry of PT. Selecta is a form of industry siding in developing the economy and supporting sustainable development. The stages of empowerment carried out by the industry, starting from the awareness stage, the transformation stage to the capacity building stage, are carried out gradually and continuously, until the community truly believes and feels the results. In the atmosphere of the COVID-19 pandemic, not many people feel the effects, as long as there are Selecta visitors as long as that time people can still try.

In terms of gender construction, women who are actively involved in economic activities in the community empowerment program of PT Selecta, changing the perspective or perception of society and industry so far for women. Whereas in gender construction so far, women are not an economic actor, not a producer, but tend to be seen as consumers. This construction eventually gave birth to forms of social treatment of women who tended to be increasingly spoiled and did not want to try. This reality is actually more detrimental to society, considering that the family economy is not only the responsibility of men (husbands), but women (wives) are also obliged to have a role in strengthening the family economy.

5 CONCLUSION

One form of industrial social responsibility is to provide or empower the community. The goal of community empowerment is of course to create a balance between the progress of industry/companies and the economic progress of the community. In the principle of corporate social responsibility, the economic progress of the community around the company is actually an indicator of the company's "good value," and the good value of the community becomes the company's investment as a reputation in itself.

The COVID-19 pandemic in terms of the tourism industry of PT Selecta does not affect the empowerment of the surrounding community, especially for women. On the contrary, during the pandemic, it was used as an additional donation to the surrounding community in providing social responsibility. During the pandemic, Selecta tourism remains the leading tourism destination in Batu City, so that the activities of the surrounding community in carrying out community empowerment programs from PT Selecta continue to run.

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The role of business innovation on the influence of entrepreneurship orientation on the performance of COVID-19 affected MSMES

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ABSTRACT: This study aims to analyze the effect of entrepreneurial orientation on the performance of MSMEs and the role of business innovation as a mediating variable. This type of research is an explanatory research with a quantitative approach. Research variables include entrepreneurial orientation, business innovation, and the performance of MSMEs. This study reached all the people who owned MSMEs in Pujon Kidul Village with a sample size of 65 people. Data was obtained directly from respondents by distributing questionnaires. The results of this study indicate that entrepreneurial orientation does not have a direct influence on the performance of MSMEs with a significance value of 0.35. The effect of entrepreneurial orientation on the performance of MSMEs mediated by business innovation has a significance value of <0.

Keywords: entrepreneurship orientation; business innovation; MSMES performance.

1 INTRODUCTION

The rapid spread of the COVID-19 virus around the world since it first appeared in Wuhan, China in December 2019 has resulted in a drastic decline in the tourism sector globally (Folinas & Metaxas 2020; Redjeki & Affandi 2021; Ruiz Estrada & Park 2020). The pandemic has had a devastating impact on all countries, and many other sectors are affected, the most affected are micro, small, and medium sized enterprises (MSMEs) (Atmojo & Fridayani 2021; Kuckertz et al. 2020; Sahoo & Ashwani 2020). MSMEs in Indonesia have various problems, including financial difficulties, difficulty in accessing the marketing of MSME goods, limited human resources, low quality technology, and low quality of human resources (Rukmana & Sukanta 2020).

The government must make policies to address economic problems, especially the MSME sector and the tourism sector during the pandemic. These two sectors suffered huge losses due to the pandemic, because these two sectors are the leading sectors in improving the Indonesian economy (Atmojo & Fridayani 2021; Luna Moreno et al. 2021). In Indonesia, around 82.29 percent of medium to large businesses and 84.20 percent of micro and small businesses suffered losses due to the COVID-19 crisis (Hanggraeni & Sinamo 2021). One of the tourism sectors in Indonesia that was affected by the COVID-19 pandemic is the Pujon Kidul Tourism Village. The closure of the tourist village has hurt people whose businesses depended on these tourist attractions. The businesses run by the majority of Pujon Kidul's people are MSME. MSME players must adapt to pandemic conditions so that their businesses can survive. Innovation and creativity of MSMEs are determinants of competitiveness to provide a stimulus for the household economy.

MSMEs have a big role in the financial sector in Indonesia, covering a wide range of people. Regions with strong business networks will be able to encourage industrial competition in the

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domestic and global markets. MSMEs have proven to be stronger in facing crises than large companies and even conglomerate alliances (Atmojo & Fridayani 2021; Fitriasari 2020). The success of a business can be measured from how their business is performing in terms of developing the business and maximizing profits (Musthofa et al. 2017). Performance measurement is a benchmark for business actors to determine whether policies lead to business performance being good from a financial or non-financial perspective. During the COVID-19 pandemic, the business performance of MSMEs needs to be studied further because many people depend MSME as MSMEs are the spearhead of the economy.

Entrepreneurship is a human characteristic that has a major function in managing a business because entrepreneurs who have an entrepreneurial spirit will show a dynamic, creative, innovative, and adaptive nature of reformers to changes in advances in science and technology. In general, a lot of empirical evidence has supported the positive influence of international entrepreneurship orientation on overseas market performance. This view is supported by Acosta Solano et al. (2018) who proved the positive influence of international entrepreneurial orientation on company performance. International scale entrepreneurship orientation has a positive relationship with the performance of international scale export companies (Bigliardi et al. 2011). With high entrepreneurship, management can be improved continuously (Hadiyati 2011).

Entrepreneurial orientation is proven to influence business performance in MSMEs (Dayan et al. 2016; Hapsari & Setiawan 2019). Entrepreneurial orientation is often cited as the determinant of growth, competitive advantage, and superior performance of the business, this is supported by the many studies that have been conducted on entrepreneurial orientation and business performance (Kraus et al. 2012). It can be explained that entrepreneurial orientation has a positive and significant effect on performance, the higher the entrepreneurial orientation, the higher the performance of MSMEs (Nurhartani et al. 2019). Entrepreneurial orientation is one of the factors that affect the performance of MSMEs (Abbas 2018; Lillah & Soehari 2020). MSMEs must develop their innovation, be proactive, take risks, have autonomy, and have a learning orientation to achieve increased income (Benneth Uchenna et al. 2019).

The performance of the Pujon Kidul MSME community during the COVID-19 pandemic is crucial and interesting to study because the negative impact of the pandemic on the community's economy greatly affects them. In addition, how much they want to be entrepreneurial and their business innovation amid the COVID-19 pandemic also needs to be studied because entrepreneurship is their main source of income. Several studies have been conducted, showing entrepreneurial orientation and innovation have an influence on business performance (Santosa et al. 2010). Innovation is the ability that a company has to find something new by carrying out activities in terms of services, systems, processes, and so on (Brem & Voigt 2009). Innovation is an important element and has a role in the survival of a company, innovation is the implementation of successful creative ideas (Otero-Neira et al. 2009). Product innovation is proven to be able to mediate entrepreneurial orientation towards performance (Asashi; Sukaatmadja 2017; Putra & Setiawan 2019). From this explanation, this study aims to determine the role of business innovation as a mediator in the influence of entrepreneurial orientation on the performance of the Pujon Kidul community MSMEs.

2 METHOD

This research uses a positivism approach with quantitative methods. The data used and analyzed in this study is qualitative data in the form of respondents' opinions who agree or disagree about something which is then quantified. The type of research used in this research is explanatory research. Explanatory research is a study that explains the causal relationship between research variables and hypothesis testing (Cooper Donald R 2003). Data analysis was performed using SEM-PLS with warp PLS 3 software.

This research was conducted to determine the effect of entrepreneurial orientation on the performance of MSMEs by mediating business innovation. The data of this study were obtained from

filling out a questionnaire by respondents containing 28 questions using a 5 Likert scale. The questionnaire consisted of demographic questions and structured research questions. The second category is a modification of those who measure performance based on perceptions with a modified Likert type with a measurement scale of 5 (Hudson et al. 2001). The sampling technique used was probability sampling consisting of 65 MSME owners in Pujon Kidul Village. The characteristics of the respondents were 35 male and 30 female. This study used a targeted sampling technique because the samples were selected based on established criteria (Cozby, 2015). Following the main approach, entrepreneurial orientation is understood as a reflective sequence construction, integrated by innovative, proactive, and risk-taking dimensions. To measure this construction the scale used was as proposed by Zhou et al. (2010). The majority of respondents before the COVID-19 pandemic had incomes of between 2 and 3 million in one month. After the pandemic, their income fell to under a million per month.

Entrepreneurial orientation is a form of business that involves innovation in markets, products, and doing risky business (Miller 1983). Entrepreneurial orientation reflects the company's overall innovation and is proactive in pursuing international markets. This is related to innovation, managerial vision, and a proactive competitive posture (Knight & Cavusgil 2004). Entrepreneurial orientation is a creative and innovative ability that is used as bases, tips, and resources to find opportunities for success. Innovative refers to an entrepreneurial attitude to be involved creatively in the process of experimenting with new ideas that allow producing new production methods to produce new products or services, both for the current market and for new markets. In this study, the entrepreneurial orientation dimension was adapted from research (Covin & Wales 2012), namely, innovative, proactive, competitive, and autonomous.

The influence of innovation was highlighted in the early twentieth century by Schumpeter. Based on Schumpeter's theory, the Oslo Manual defines innovation as the implementation of new or significantly improved products, services, or processes, new marketing methods, or new organizational methods in business practices, workplace organizations, or external relations (OECD 2005). Although other publications on innovation classifications exist, the Oslo Manual is the leading international source of guidance for the collection and use of data on innovative activities in the industry (Gault 2014). In this study, the dimensions of business innovation were adapted from the Oslo Manual in 2005, namely, product innovation, process innovation, and marketing innovation.

In general, business performance is defined as the company's operational ability to satisfy shareholders' desires (Smith & Reece 1999), and this must be assessed by measuring the company's achievements. The measurement of business performance that has been commonly used is the measurement of the business performance of large companies that have clear and accurate financial reports (Lekovic & Maric 2015). In addition, the usual measurement of company performance is through company profits, return on investment, consumer repurchase interest (Wood 2006), design quality, and product development (Forker et al. 1996).

The achievement of organizational goals can be seen from the performance of a business (Hult et al. 2004). Meanwhile, the results of the organization can be seen from its business performance (Saunila 2014). Innovation affects business performance (Huhtala et al. 2014; Jiménez-Jiménez & Sanz-Valle 2011; McDermott & Prajogo 2012). Objectively measuring business performance is difficult to do because business actors usually refuse to provide actual data from the company to avoid personal and corporate taxes. These difficulties can also apply to MSMEs. This problem spurs academics to take measurements subjectively such as measured using a Likert scale (Zulkifflia & Perera 2011). The dimensions of MSME performance used in this study are market performance, process performance, worker performance, and customer relationship performance (Zulkifflia & Perera 2011).

3 RESULTS AND DISCUSSIONS

The purpose of this study was to examine the relationship model and the influence of entrepreneurial orientation with the performance of MSMEs in the community affected by COVID-19 with the

role of business innovation as a mediating variable in the Pujon Kidul community, Malang district. The measurement model needs to be assessed for the reliability and validity of each latent variable. Validity can be assessed using convergent validity, which describes the level of confidence in the goodness of the measurement of each indicator. Furthermore, the model needs to be assessed using discriminant validity, which describes the difference or mismatch between indicators in latent variables. Convergent validity is assessed by Average Variance Extracted (AVE) and Composite Reliability (CR). AVE measures the level of construct variation compared to the level of measurement error. AVE value above 0.70 represents an excellent measurement, and an acceptable AVE value is at least 0.50. CR is a measure of reliability whose value is higher than Cronbach's alpha; an acceptable CR value is at least 0.70. Research variables with several indicators that have loading factor values that meet the requirements of the goodness of fit are as shown in Table 1.

Table 1. Variables, indicators, and loading factors.

Variable	Indicator	Loading Factor	AVE	CR
Entrepreneurial Orientation	Innovative	0.724	0.612	0.787
	Proactive	0.709		
	Competitive	0.739		
	Autonomy	0.786		
Business Innovation	Product Innovation	0.759	0.664	0.747
	Process Innovation	0.710		
	Marketing Innovation	0.690		
MSME performance	Market Performance	0.805	0.707	0861
	Product Performance	0.801		
	Worker Performance	0850		
	Customer Relationship Performance	0823		

Source: Processed data.

The average score of the Entrepreneurial Orientation variable indicator score is 4.20. This value shows that the entrepreneurial orientation of the Pujon Kidul community is good. Facts on the ground show that since the closure of the tourist village of Pujon Kidul due to the pandemic, many Pujon Kidul villagers who previously worked as tourism village employees have started to develop entrepreneurship to make a living because entrepreneurship for them is the most feasible alternative to make a living during a pandemic. The average score for the Business Innovation variable indicator is 4.06. This value shows that the business innovation of the Pujon Kidul community is good. Observations in the field show that most of the Pujon Kidul people have implemented several innovations in their business, such as making new products and production methods to adapt to pandemic conditions. In addition, they are familiar with online marketing, especially through the WhatsApp and Facebook applications. The average score of the MSME performance variable indicator score is 3.18. This value means the performance of the Pujon Kidul MSME community has sufficient value. The performance of MSMEs in the Pujon Kidul community when viewed from the aspect of customer relations and the production process is quite good, but pandemic conditions have made them lose many consumers and it is difficult to find new consumers. This situation caused their income to decrease drastically during the pandemic. This value means the performance of the Pujon Kidul MSME community has sufficient value. The performance of MSMEs in the Pujon Kidul community when viewed from the aspect of customer relations and the production process is quite good, but pandemic conditions have made them lose many consumers and it is difficult to find new consumers. This situation caused their income to decrease drastically during the pandemic. This value means the performance of the Pujon Kidul MSME community has sufficient value. The performance of MSMEs in the Pujon Kidul community when viewed from the aspect of customer relations and the production process is quite good, but pandemic conditions have made them lose

many consumers and it is difficult to find new consumers. This situation caused their income to decrease drastically during the pandemic.

The direct and indirect relationship between entrepreneurial orientation and MSME performance can be described as follows. The direct effect between entrepreneurial orientation and performance can be seen in Figure 1.
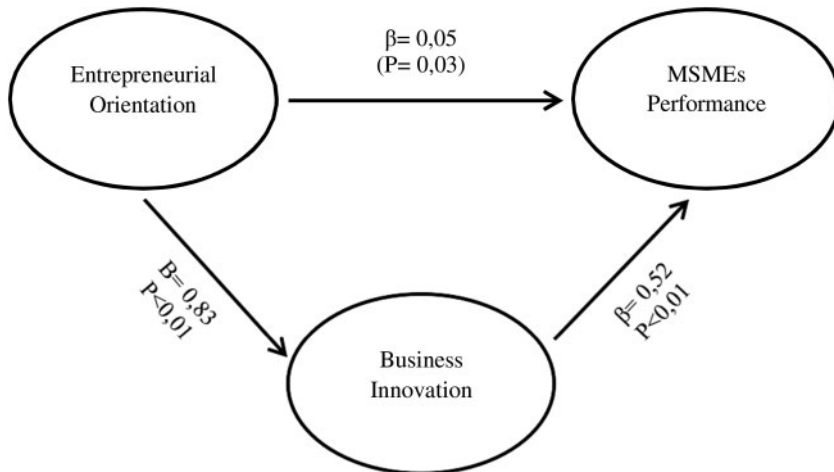
Figure 1.   PLS SEM test results direct effect.

Figure 1 shows that the effect of entrepreneurial orientation on the performance of MSMEs has a significance level of 0.33, which means that entrepreneurship orientation does not influence the performance of MSMEs. The absence of influence between entrepreneurial orientation and MSME performance is consistent with the research (Feranita; Setiawan 2018). This shows that the COVID-19 pandemic has a real negative impact on the people's economy. If COVID-19 does not occur, entrepreneurial orientation will have a significant impact on company performance. The results of this study contradict several studies that were conducted in the pre-pandemic period which stated that entrepreneurial orientation had a significant effect on the performance of MSMEs (Abbas 2018).

In addition, in a study (Acosta Solano et al. 2018) with a sample of 161 MSMEs in the state of Mexico with the SEM-PLS method, it was shown that the performance of international businesses was influenced by network capabilities and international entrepreneurial orientation, but not by their international market orientation. Thus there is evidence that an interdependent relationship exists among the explanatory variables of the international performance of MSMEs, where the positive impact of international entrepreneurial orientation is seen in the network capability and international market orientation of MSMEs. Another opinion says that entrepreneurial orientation and market orientation still require organizational learning practices to support the level of innovation desired by the market (Huang & Wang 2011). Organizations with good entrepreneurial orientation and market orientation need a learning orientation mechanism to create an environment where mutually beneficial relationships between employees and their organizations are able to provide compatible innovations. Therefore, learning orientation can make organizations innovate effectively. Some of the entrepreneurial attitudes that are innovative and competitive and refer to entrepreneurial orientation will allow the business that has been built to be better and able to compete with other competitors. Companies need good performance management and systems. Therefore, entrepreneurial orientation is needed to review what things an entrepreneur should have and apply in developing her business to be able to compete and to create superior products.

The indirect effect between entrepreneurial orientation and performance by mediating business innovation can be seen in Figure 2.

B= 0,435 (P<0,001)
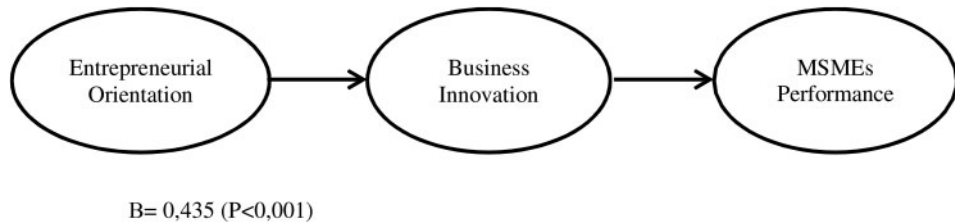
Figure 2.   Indirect effect of PLS SEM test results.

Figure 2 shows that the effect of entrepreneurial orientation on the performance of MSMEs that is mediated by business innovation has a significance value <0.001 and the direct influence of entrepreneurial orientation on the performance of MSMEs is known to be insignificant, which means that business innovation fully mediates (Full Mediation) the effect of entrepreneurial orientation on the performance of MSMEs. The score of the Entrepreneurial Orientation variable score of 4.20 is higher than the score of the MSME Performance variable, which is 3.18. In addition, from the SEM PLS analysis, it is known that entrepreneurial orientation does not affect the performance of MSMEs. This means that during the COVID-19 pandemic, no matter how big the entrepreneurial orientation of the Pujon Kidul community it will not influence the performance of MSMEs.

From the results of the SEM PLS analysis, it is shown that Business Innovation fully mediates the influence of the Entrepreneurial Orientation variable with the performance of MSMEs. This means that if the entrepreneurial orientation of the Pujon Kidul people is supported by good business innovation, the performance of their MSMEs will increase during the COVID-19 pandemic. Financial literacy greatly influences the performance and innovation of MSME businesses (Wahyono & Hutahayan 2021). This implies that good financial literacy can help MSMEs make the right management and financial decisions to improve business performance and innovation. In addition, MSMEs must develop their abilities to build networks with related organizations and partners both domestically and internationally. This requires implementation such as good communication, coherent coordination, and increased skills (Acosta Solano et al. 2018).

4   CONCLUSION

Based on the results of the analysis and discussion that has been carried out in the study, it can be concluded that entrepreneurial orientation does not influence the performance of MSMEs. This statement is shown by the PLS-SEM test results, the direct effect of entrepreneurial orientation on the performance of MSMEs has a significance of 0.35 (β: <0.05). Contrary to the results of previous research, there was the COVID-19 pandemic which had an impact on the business and economy of the people of Pujon Kidul Village. The decline in the tourism sector and a lockdown so that people had to stay at home made it difficult for business actors in Pujon Kidul Village to innovate, develop, and run their businesses due to the loss of buyers, so the performance of MSMEs decreased.

Business innovation fully mediates the influence of entrepreneurial orientation on the performance of MSMEs. This statement is indicated by the results of the SEM PLS test with an indirect effect with a significance value of <0.001. As we know, currently there are many different types of products along with their functions and benefits which are also supported by technological advances making it easier for business actors to make products according to their expectations and imagination. Business actors are required to always innovate and have the creativity to improve product quality to compete with other business actors.

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Bibliometric analysis of entrepreneurial marketing during the COVID-19 pandemic

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ABSTRACT: This study aims to determine the development of research in the context of entrepreneurial marketing. This study was conducted in March 2021 by analyzing data from the Scopus database with the keywords of entrepreneurial marketing and pandemic. The search result data were analyzed descriptively based on the year of publication, country publication, and research subject. Data were processed and analyzed by using the VOSViewer software to determine the development of the bibliometric map of research developments in entrepreneurial marketing. The results show that the number of studies on entrepreneurial marketing during the pandemic has increased significantly in the last one and a half years. In addition, the United States became the country with the most publicity on this issue during the pandemic. Furthermore, there are six clusters that describe important keywords on the related issue.

Keywords: entrepreneurial; marketing; pandemic; COVID-19; bibliometric

1 INTRODUCTION

Technology is infiltrating not only the personal aspects of humans in their day-to-day lives, but also the professional lives (Ariffin, 2019; Vuong, 2019). It has the ability to modernize and develop market frameworks, innovative concepts, products, and services, as well as solve complex challenges in the production of new outcomes for entrepreneurship's massive growth (Sushil, 2019). The use of technology in the entrepreneurial area provides opportunities for entrepreneurs to be able to develop their products and services for consumers. One of the most common implementations of technology is in the relation with marketing. This condition has driven entrepreneurial marketing to become a very important issue for decades Gilmore, McAuley, Gallagher, and Carson (2013) underlined that over the last 30 years, entrepreneurial marketing has grown in importance as an area of scholarly research and marketing practice.

Entrepreneurial marketing is the systematic detection and utilization of opportunities for gaining and maintaining productive customers through creative risk management, resource leveraging and value creation approaches (Bachmann, Ohlies, & Flatten, 2021; Morrish & Jones, 2020). However, the new markets fueled by emerging technologies are pushing toward blockchain because mechanical technology and the IoT (Internet of Things) are expanding at such a rapid rate that it appears difficult for industry and professionals to keep up (Polas & Raju, 2021; Yao, Di, Zheng, & Xu, 2018). Moreover, due to the coronavirus (COVID-19) pandemic that has emerged from the end of 2019 until today, there has been a significant impact on entrepreneurial marketing decisions because of the indirect impact on social issues, such as food shortages, declining stock prices, and export and import delays (Zhang et al., 2020).

As a result, some questions, such as how has entrepreneurial marketing research progressed, remain unanswered. In addition, the question of what topics are most frequently discussed regarding

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entrepreneurial marketing and which papers have inspired the most in this study have also not been resolved. Thus, this article aims to answer these questions and add to the current literature by conducting a comprehensive analysis of entrepreneurial marketing studies. Thus, the focus of this study is try to identify the relevant works in the entrepreneurial marketing field, recognize the links between key documents and their temporal evolution, as well as the evolution of entrepreneurial marketing, and find the connections between topics in the research field and follow their conceptual framework.

This research is expected to contribute the field of entrepreneurial marketing by using citation analysis and by considering the frequency of citations in articles, authors, and journals in order to gain a better understanding of entrepreneurial marketing. Constructing networks and clusters show trends and themes in entrepreneurial marketing, potentially advancing the field's theoretical, conceptual, and empirical growth, as well as allowing the entrepreneurial marketing to be linked to other concepts.

The bibliometric analysis reveals valuable information about the research goals (Block & Fisch, 2020). To accomplish the study goals, a quantitative approach based on bibliometric analysis is developed, which includes citation, co-citation, and co-word analyses of 50 articles. The most cited papers are found by citation analysis; co-citation analysis reveals the groups that make up the intellectual framework; and co-word analysis reveals relations between concepts in the entrepreneurial marketing (Zupic & Èater, 2015). The added benefits of this work come from tracing the history of entrepreneurial marketing's conceptual framework. This study is organized into several sections, which are the data and method used, findings and discussion, future research suggestions, as well as research limitation.

2   METHOD

The data used in this study are international publication data in the area of entrepreneurial marketing obtained through the Scopus website (www.scopus.com). Data collection was carried out in March 2021 by searching through Scopus using the keywords of entrepreneurial marketing and pandemic with the categories article title, abstract, keywords from 2013 to 2021. A total of 50 articles were found. In this method, the data are in the form of the number of publications per year and journals containing articles in the field of entrepreneurial marketing. In addition, the map of publication development in the area of entrepreneurial marketing was analyzed by using the VOSViewer software. This is a software that can be used to build and view bibliometric maps that provide a text-mining function for creating and visualizing correlations in articles and publications. It can present and represent specific information about a bibliometric graphic map that offers an easy way to interpret a relationship (van Eck & Waltman, 2010). Publication maps can be viewed in a variety of ways and with different features, such as zooming, scrolling, and searching, to better map articles and publication.

3   RESULT AND DISCUSIONS

This section discusses the development of the number of international publication in entrepreneurial marketing related to the COVID-19 pandemic on Scopus from 2013 to 2021. The results of Scopus data show the number of publications in the field of entrepreneurial marketing per year, types of published articles, and subject areas of existing publications.

3.1   *Entrepreneurial marketing publication development per year*

Basically, there are many studies that have been conducted about entrepreneurial marketing (Paschen, Wilson, & Ferreira, 2020; Peterson, 2020; Polas & Raju, 2021). However, if it is associated with the COVID-19 pandemic, research on this issue increased significantly in 2020

to the first semester of 2021. It is indeed consistent with the situation in which the pandemic has become a health and economy problem all around the world.

Since close contact with other people poses a health danger, it is difficult for someone to make marketing decisions in person during the COVID-19 pandemic (Polas & Raju, 2021). In this case, technology allows companies to improve their entrepreneurial marketing decisions faster and more efficiently (Gössling, Scott, & Hall, 2020). The research development of entrepreneurial marketing is shown in Table 1 and Figure 1.

Table 1.   Total publication development per year.

Year of Publication	Total
2021	16
2020	24
2019	1
2018	1
2017	2
2016	1
2015	1
2014	2
2013	2
Total	50
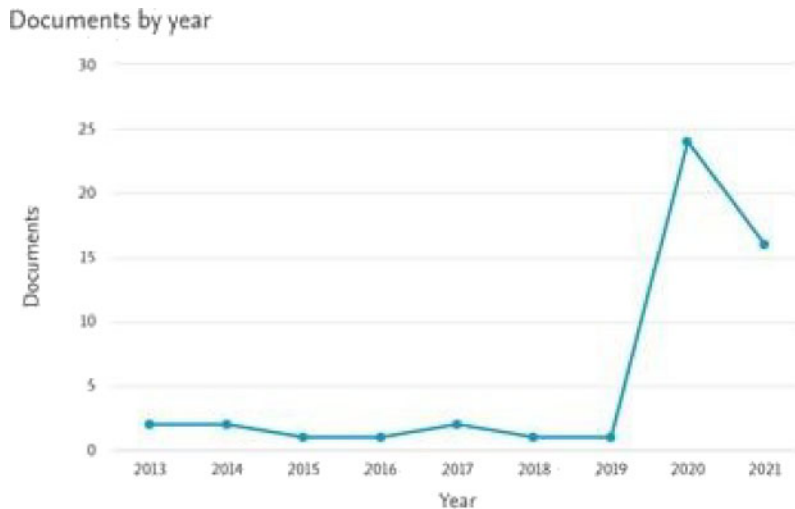
Figure 1.   Line graph of publication development in entrepreneurial marketing.

3.2   *Entrepreneurial marketing publication based on country*

The results of the analysis using Scopus data show that research conducted on entrepreneurial marketing came mostly from the United States with 13 articles, followed by the United Kingdom with 9 articles, and Indonesia with 7 articles. Spain contributed 5 articles, while Australia, Italy, and Poland contributed 4 articles each. The remaining publications were provided by Cyprus, India, and Canada. Figure 2 is a graphic showing the publications of entrepreneurial marketing by country.
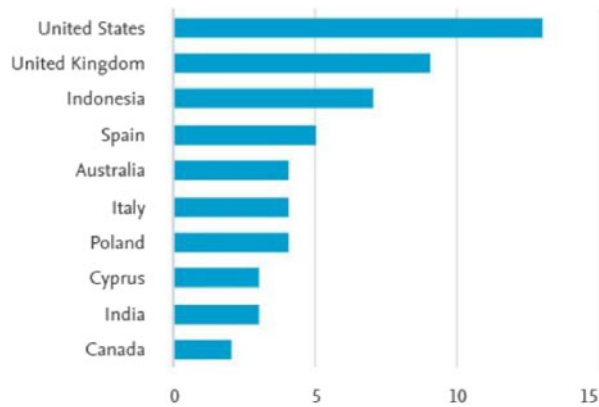
Figure 2.   Bar chart of entrepreneurial marketing publication based on country.

3.3   *Subject area discussed in entrepreneurial marketing*
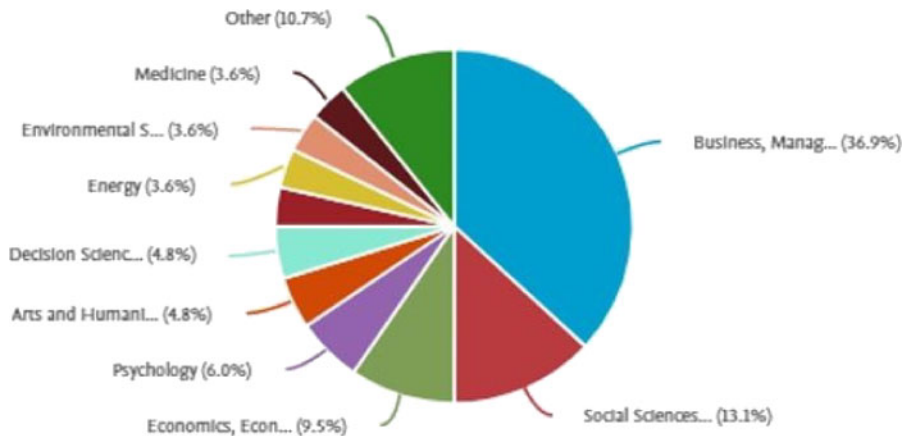
Figure 3.   Pie chart of subject area in entrepreneurial marketing.

3.4   *Bibliometric map of research development in entrepreneurial marketing based on keywords*

The search through the Scopus database obtained 50 articles on the development of entrepreneurial marketing. After the export process to CSV format was carried out and analyzed, there was some information that could be observed as follows:

a.   Co-word network visualization

The results of the visualization of the co-word map network of this issue are divided into six clusters as in Figure 4. Cluster 1 marked in red consists of 29 topics regarding action, adoption, consumer, contextual factor, customer, digital transformation, entrepreneurial orientation, example, fear, framework, global scale, home, lack, low income, meaning, need, organizational learning, outbreak, panic, person, place, social distancing, social medium, social practice, strategic management, strength, survival, uncertainty, and world. Furthermore, cluster 2 in a yellow color describes 26 keywords, such as access, achievement, area, chance, citizen, detailed review, domain, evolution, experiment, individual, inequality, key factor, manifestation, meta-analysis, new approach,

problem, qualitative research, relevant literature, religion, small business, social entrepreneurship, society, sustainable development and systematic review.

Moreover, cluster 3 with blue color provides 22 topics which are attitude, consumption, corruption, effectiveness, evolutionary perspective, evolutionary psychology, government, health, nation, perspective, policy, policy maker, possibility, post-covid, price, promotion, quality, social marketing, social marketing practice, social change, tourist and visitor. In addition, cluster 4 with yellow sign highlights 20 keywords such as better understanding, commercial license, creative common, creative common organization, data collection, distribution, greatest influence, influence, medium, medium sized enterprise, open access articles, original work, quantitative method, reproduction, research result, skill, SME, square, unrestricted non common, and variable.
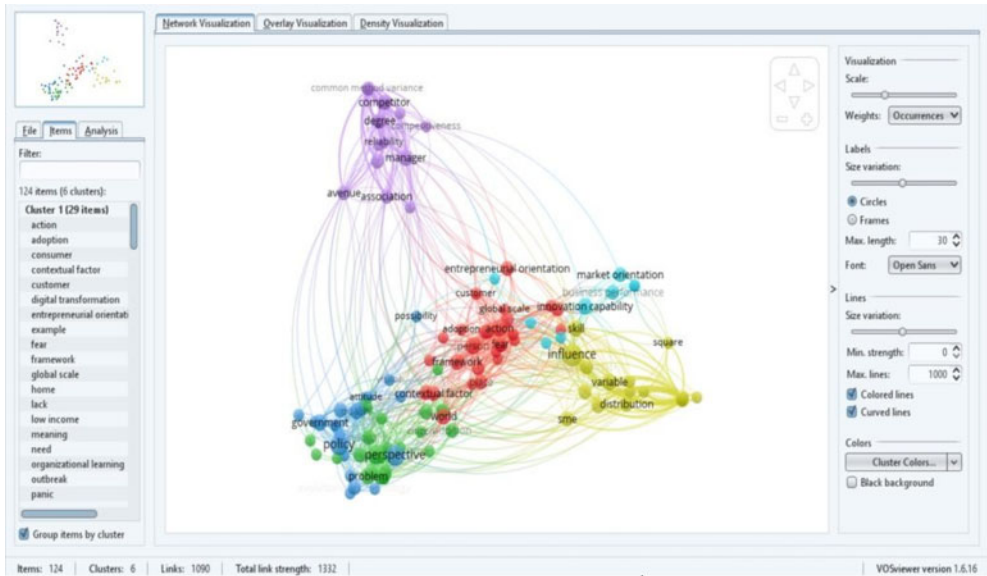
Figure 4. Network visualization of publication development in entrepreneurial marketing.

In addition, cluster 5 with purple symbol offers 18 keywords like association, avenue, common method variance, competition, competitiveness, competitor, complexity, coopetition, degree, investigation, link, manager, new evidence, new knowledge, relational view, reward, and series. The last cluster 6 with a baby blue colour organizes 9 keywords which are business performance, consumer need, data processing, effort, innovation capability, market orientation, plan, service quality and significant effect. The last cluster also illustrates that there are still limited studies that discuss these points.

b. Co-Word Density Visualization

The density cluster represents the same keywords marked the same as provided (Simao, Carvalho, & Madeira, 2020). Each keyword has a color depending on the current density of the keywords (Tupan, 2016). This part is very useful in obtaining the overview of the general structure of the bibliometric map by paying attention to which parts of the keywords are considered important to be analyzed. In that way, it can be interpreted as the keywords that are most used in a publication. Visualization of co-word density map of this issue is provided in Figure 5. The result of this density visualization shows that the darker the color, the more keywords were used in the publications related to entrepreneurial marketing over the years. Based on the study result, it can also be seen that certain keywords have become a common discussion subject with regard to the issue of entrepreneurial marketing.
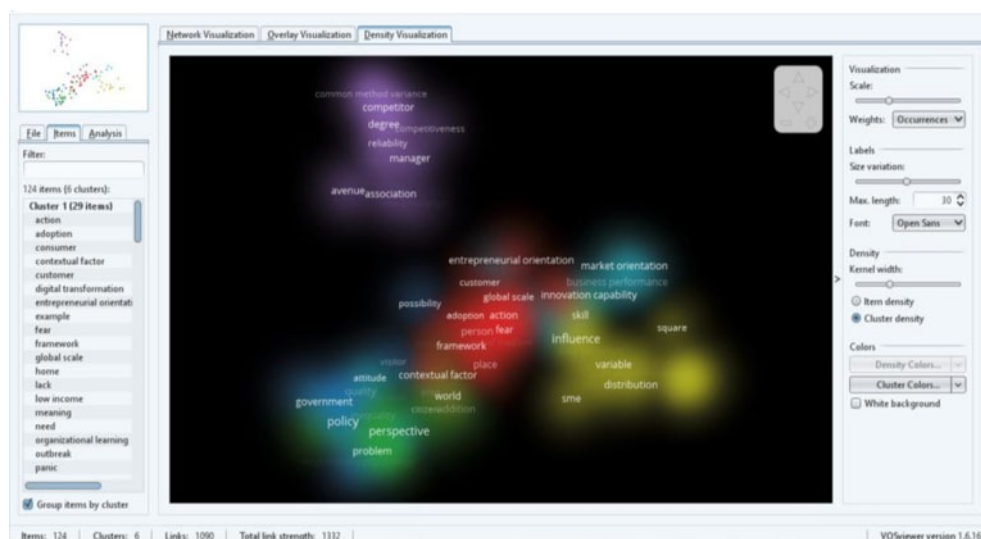
Figure 5. Density visualization of publication development in entrepreneurial marketing.

4 CONCLUSION

Based on the results and discussion above, it can be concluded that several points are related to the development of research on entrepreneurial marketing during the COVID-19 pandemic. The number of publications on this issue has long been growing. However, the connection with the new pandemic has seen a significant increase in 2020 to the first three semesters of 2021. The United States is the country that has produced the most publications on entrepreneurial marketing during the COVID-19 pandemic, followed by the United Kingdom and Indonesia. This study also illustrates that there are many keywords already used and they are divided into six clusters, both in network and density visualization, which have often been used in entrepreneurial marketing issues. However, the less intense clusters also represent opportunities for future research on these topics.

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Local community values based University Social Responsibility (USR): In Indonesia context

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ABSTRACT: This study aims to construct a new concept of USR based on local community values of *Malangkucecwara* (MK) and the spirit greeting "*Salam Satu Jiwa" (SSP)*. This research is interdisciplinary research using a qualitative approach with a case study research design. The research object is Islamic University in Malang, a city in Indonesia. Empirical data are collected through interviewing 21 Muslims classified as: structural heads, lecturer, staff, alumni, and students. The empirical data were analyzed and constructed using a conceptual framework based on the values of MK and SSJ as tools for the construction. The result of this study is University Spiritual Responsibility (USpR), a new concept of university responsibility which includes profits, people, and the planet which is interpreted physically, intellectually, psychologically, morally, historically, and spiritually, meaning as a form of human relationship among human-human, human-universe, and human-God. The spirituality of MK and SSJ integrated all responsibility of the university to profit, people, and the planet which actually have responsibility as God's creatures who have a duty to spread the mercy. Essentially, the USpR have a responsibility given by God to humans to give mercy to all human beings and the universe by maintaining good relations with fellow human beings, the planet, and God. God is the center of human responsibility. The main contribution of USpR is to return the meaning of USR back to the sacred duty of human by providing benefits to the university (profit), society (people), and the Earth (planet) which center God as the final responsibility. This concept is expected to change the mindset and behavior of humans by remembering that every action and steps taken in any working should be centered on God as the goal.

Keywords: corporate social responsibility; university social responsibility; spirituality; local community values; Malangkucecwara and Salam Satu Jiwa

1 INTRODUCTION

In today's era of globalization, social responsibility is no longer a matter of "philanthropy" as in the past, but has become a company's contribution to maintaining the existence of its business by paying attention to social and environmental concerns (Kouatli 2019; Sharma & Sharma 2019; Vasilescu et al. 2010; Wood 2017). The Triple Bottom Line concept which emphasizes not only profit but also the balance between profit, people, and planet (3P) further strengthens the company's need for social responsibility for the survival of the company (Elkington 2013; Gimenez et al. 2012). Research shows that some companies that do not maintain the balance of 3P will be an obstacle to the company's survival (Cho et al. 2019; Yeh et al. 2014; Du et al. 2010).

In general, social responsibility is carried out by a profit-oriented company called Corporate Social Responsibility (Hategan n.d.; Friedman 2017). The World Business Council for Sustainable

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Development provides a broad definition of CSR which states that "Corporate Social Responsibility is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large" (Vasilescu et al. 2010). This definition forms a new paradigm in the business world from shareholders-oriented to stakeholder-oriented which is manifested in the form of corporate social responsibility towards the environment and society (Roth et al. 2020).

With these considerations, Higher Education (HE) as an educational institution plays an important role in community development, especially in science and character building. HE are required to make a real contribution in solving social problems that exist in society as a form of HE social responsibility to stakeholders for the creation of HE sustainability (Alzyoud & Bani-Hani 2015; Chen et al. 2015; Santos et al. 2020). With so many HE stakeholders (students, lecturers, employees, business units, surrounding communities, etc.), it seems that it leaves a big question where will these stakeholders be taken? What forms of Social Responsibility are appropriate for HE? How is it applied in HE? Of course, the current concept of Corporate Social Responsibility (CSR) will be different from the concept of University Social Responsibility (USR). The current concept of CSR is a concept of social responsibility for companies as profit-oriented organizations (Blomgren 2011; Lin-Hi et al. 2015). Whereas, Universities are not purely profit-oriented like companies. Universities have evolved from an academic institution that not only provides academic services but becomes an institution that should be sensitive to the environmental conditions and local community. Responsibility will definitely be interpreted differently. Therefore, the shift from CSR to USR is crucial and needs to be followed up immediately.

This study aims to construct the concept of University Social Responsibility (USR) based on the local community values of *Malangkucecwara* (MK) and the Greeting of *Salam Satu Jiwa (SSP)*.[1] Research that leads USR with local community values has been carried out by researchers although it is still rare (Efferin 2015; Shek et al. 2017; Sitorus 2016). MK and SSJ have unique characteristics which is different from other nations and this is a strength towards environmental sustainability (Lisdiyono 2017).

MK and SSJ are used as analytical tool to construct the concept. The method used is a qualitative method. The unit of analysis is focused on Islamic University in Malang City, Indonesia, in which MK and SSP are still existing in the university environment and the residents of Malang City. The results of this study could become a new concept of USR that could be used by universities for universities sustainability. MK and SSJ which is full of economic, social and spiritual values fit to be applied in universities especially in Indonesia.

1.1 *Corporate Social Responsibility (CSR) and profit*

The company's dependence on profit seems to stick in mind that profit is the only main goal. The image remains attached to the company until the Triple Bottom Line (TBL) concept was born. TBL emphasizes goals not only for profit but also for people and the planet. Elkington (1998) said that companies must be oriented to achieve economic benefits for business, but companies must also have concern for human welfare (people) and environment (planet) for corporate sustainability.

Research on CSR is mostly done by researchers, especially to find out empirically the implementation and impact of CSR for companies. Previous research about CSR such as CSR and corporate profits (Shim et al. 2021), CSR and financial performance measurement (Cavaco & Crifo 2014; Cho et al. 2019; Rhou et al. 2016), CSR and shareholders orientation (Lee et al. 2020; Maak et al. 2016; Salvioni & Gennari 2017), even CSR and ethics (Fassin & Van Rossem 2009; Kolk 2016; Tuan 2015; showed that the main purpose of carrying out CSR is profit, while planet and people are only used as steps to get higher profits (profit-oriented). Profit is the goal of CSR implementation.

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[1] *Malangkuceswara* (MK) and *Salam Satu Jiwa* (SSJ) are local communities values of the residents of Malang City, a city in East Java, Indonesia.

This is certainly contrary to the Triple Bottom Line concept initiated by Elkington who wants a balance among Profit, People, and Planet (3P) for corporate sustainability. The previous research above shows that the company has not been able to balance 3P. Profit is still the main goal. The presence of CSR further streamlines the company's goals by changing the business orientation from short-term goals to long-term goals even oriented to maximum profit to optimum profit (Elalfy et al., 2020; Moravcikova, Stefanikova, and Rypakova, 2015; Zollo, 2004). Even the research of Jackson et al. (2020) and; Gatti et al. (2019) said that CSR is mandatory to maintain company profitability. This means that companies only use CSR as a tool to gain formal legitimacy. The existence of CSR further strengthens corporate profits.

1.2 *Corporate Social Responsibility (CSR) and supporting theory*

Stakeholder theory, legitimacy theory, social contract theory, and institutional theory are theories that support the birth of CSR. These theories provide impetus for the organization in essence to be a going concern. Stakeholder theory states that companies are not entities that only operate for their own interests but must provide benefits to their stakeholders (Donaldson and Preston, 2016; Laplume, Sonpar, and Litz, 2008). While the legitimacy theory is based on social contract theory (Archel et al. 2009; O'Donovan 2002). This theory arises because of the social interaction. Companies should have goals as part of the community (Lin et al. 2021; Midttun et al. 2015). Social contract is built and developed to explain the relationship between the company and the community. With the rules and norms in the community, company's activities can be seen as legitimate. Meanwhile, institutional theory explains that the core idea that forms the organization is environmental pressure. This theory contributes as a postulate that some elements of the organization's internal structure are raised by the institutional environment, especially government regulations within the organization (Fligstein 1997). These theories support the balance of the 3P.

1.3 *From Corporate Social Responsibility (CSR) to University Social Responsibility (USR)*

Chen et al. (2015) defines the USR concept as "a policy of ethical quality of university community (student, faculty and administrative employees) such as responsibility of educational, cognitive, labor, and environmental is an interactive dialogue with society to promote a sustainable human development." The transformation of CSR into USR based on the needs and expectations of stakeholders. According to Tauginienė and Urbanovič, 2018 the main stakeholders of universities are as follows: 1. Students and families; 2. University administrative staff and faculty; 3. Suppliers of goods and services; 4. Educational sector; 5. Other universities; 6. Commerce and industry; 7. The nation; 8. The government; 9. Local and national taxpayers; 10. Authorities and professional bodies.

Apart from universities being non-profit-oriented organizations, USR is needed to strengthen the commitment of stakeholders to universities. USR is not about voluntary, but has led to ethics, namely how to develop a sense in order to improve students, provide good services to the surrounding community or to promote ecology, environmental commitment in global and local sustainability (Santos et al. 2020, Sharma and Sharma, 2019). The evolution of CSR in relation to voluntarism eliminates many opportunities to see the attractiveness of the economy (Arena, Azzone, and Mapelli, 2018). University has a social role and service to the community, so it is very necessary to discuss voluntary to compulsory (Lo et al. 2017; Elshandidy, Fraser, and Hussainey 2015). Another challenge for university today is academic freedom and higher education autonomy (Shek, Yuen-Tsang, and Ng 2017).

1.4 *University Social Responsibility (USR) in the local community values of Malangkucecwara (MK) and the Greeting of Salam Satu Jiwa (SSI)*

Social responsibility could not be separated from community and culture surrounds it. Likewise, an organization always related to community and culture. Policies, systems are implemented within

an organization are strongly influenced by the culture of the organization. Therefore, the strategy, concept, rules and any tools fit to the community and culture (Oliver and Reddy Kandadi 2006).

Local community values of *Malangkucecwara (MK)* and the greeting of *Salam Satu Jiwa* (SSJ) have been transformed into culture that is very closely related to social, economic, and community interactions. It is used to interact with each other among fellow humans, nature, and God. *Malangkucecwara* is the history of the origin of the city of Malang, Indonesia which means "God destroys falsehood and upholds the truth. Then, the Greeting of *Salam Satu Jiwa* [2] is a full of spirit greeting from *Arema* (Arek Malang).[3] Over time, the existence of *Arema* was able to unite various backgrounds, ethnicities, cultures/traditions of each region in the Greater Malang area. Both local community values implied social and spiritual values.

2 METHOD

2.1 *Spiritual paradigm for accounting research method*

Methodology is very important because it is the way of thinking and justifying how research problem is answered. While research method, which is more technical and operational, is derived from research methodology. Spiritualist paradigm is the one that emphasizes on the spiritual integrity of ontological realities, i.e., physical reality, psychic reality, spiritual reality, reality of divine attributes, and the Absolute Reality (God). For the spiritualist paradigm, God is the center of reality and God is the Absolute Reality (Triyuwono 2019, 2016, 2015b, 2013). God reflects to realities. The realities are united in one, in the God, and are never separated from God (Triyuwono, 2016; Triyuwono, 2013a).

This paradigm actually emphasizes the integrity of a concept, namely the integrity of aspects of humanity, culture, spirituality, and divinity. Therefore, human nature, local culture, and faith in God in this study become an inseparable unit. In particular, this study takes the local community values of Malang, to be more precise, the culture of *Malangkucecwara* (MK) and the Greeting of *Salam Satu Jiwa* (SSJ). The data used in this study is partly derived from empirical data in the unit of analysis, partly from data on local community and inspirational data from researcher.

This study aims to formulate a concept of University Social Responsibility (USR) based on local community values of *Malangkucecwara* (MK) and the Greeting of *Salam Satu Jiwa (*SSJ) MK and SSJ are used as analysis tools as well as tools to "create" a new concept of USR with the following considerations: 1) They are Indonesian local culture in Malang community which have been applied since ancient times and still exist today, 2) The selection of MK and SSJ were chosen as an analytical tool as well as a tool considered more on the unit of analysis taken, namely Islamic University xxx in Malang. Why should MK and SSJ as a tool to construct the USR? Actually, the reason is simple. Each concept will be more acceptable if the concept fits the culture in which it is created. The character of the people of Malang the friendly atmosphere of the university culture, full of strong ties of brotherhood by always upholding Islamic values can be seen from the meaning of USR at the Islamic University. The values ?of MK and SSJ will be included in the concept of Higher Education Social Responsibility so that it is hoped that this concept can be applied to Universities in Indonesia. It is possible that other new concepts that are in accordance with other Indonesian historical values will emerge coloring the USR concept.

The unit of analysis is Islamic University ABC in Malang city (no real name). The uniqueness of the university are the values of Islamic and historical cycle[4] greatly affect the implementation

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[2] The Greeting of "*Salam Satu Jiwa*" is a spirit greeting of the fans of the football club (*balbalan*) *Arema*.

[3] *Arema* is a call for the youth of Malang who were born in Malang and grew up in Malang.

[4] History is symbolized by the academic clothes of Islamic University community. It contains a deep philosophy that humans, in this context are university, must look at history to introspective and always remember history. Helping each other, respect and even care to the founders and their descendants. The other values are trustworthy, optimistic and enlightening university based on Islamic values.

of the USR at the university. Empirical data are collected through interviews which involve 21 informants. They are chosen randomly and conveniently and are classified into five categories all of which are, namely structural heads of University, lecturers staff, alumni, and University students (Table 1).

Table 1. Classification of Informants.

No	Category	Total
1	Structural Heads	3
2	Lecturers	5
3	Staff	5
4	Alumni	3
5	University Students	5
	Total	21

Qualitative data collected are through interviews and following a framework such as, the form of USR, and the motivation to do USR. The empirical data are then analyzed and constructed using a conceptual framework based on MK and the Greeting of SSJ. The data collection method in this study used a qualitative approach. The data used is primary data sourced from observations, surveys, in-depth interviews, Focus Group Discussions (FGD). While secondary data is sourced from books, research articles, magazines, and the official website of the research object. The data were analyzed through the following stages of analysis. First, empirical data were collected through interviews with key informants from Islamic University xxx in Malang. Second, designing a conceptual framework based on *Malangkucecwara* and Greeting to be One Soul"*Salam Satu Jiwa"* which will be used as a tool to construct a new concept. The researcher compiles into premises as an instrument to form the USR concept. This framework is built by integrating symbols from *Malangkucecwara* and Greeting to be One Soul Greeting to be One Soul"*Salam Satu Jiwa"* as tools for construction. Then the third step, the empirical data is analyzed and constructed using the conceptual framework, and the last is a new USR concept is generated.

3 RESULT AND DISCUSSION

Surprisingly, it turns out that empirically it was found that USR was interpreted not only as a profit but also intellectual, psychological, moral, historical and spiritual. As private university, profit should be the main goal to survive. Different from a public University, private Universities must seek profit independently and must compete to win the students for business sustainability. Besides, as educational institutions, they also have responsibilities in developing the surrounding community, especially in science, character and spirituality.

Then, when USR is interpreted as intellectual, it becomes a natural thing because university has a responsibility for the nation's education. In accordance with the purpose of establishing universities in Indonesia, namely to educate the nation. The responsibility of the university is clearly aimed at people, namely students, employees, and also the lecturers who must continuously upgrade their knowledge, both academic and non-academic, to support teaching and learning activities.

This is supported by the psychological meaning of USR that the University also has responsibility for the mental sense, namely the feeling obtained when the University gains profit, a sense of kinship, comfort and pleasure when surrounded by a clean and healthy environment. This sense of psychology is what distinguishes humans from robots. Humans have hearts that can feel physical things.

Meanwhile, when USR is interpreted as moral, this is also natural because the purpose of the University is not only to educate the nation but also to educate the character of the nation's children.

Moral responsibility, both physically, mentally and spiritually, is something that must be done by University. Moral is related to ethics, namely always doing something good in accordance with the rules, culture and the environment.

Then what about history cycle? This is an interesting thing to find out. In this Islamic University, it turns out that the history cycle is also included in the responsibility of the university. It means that the university is responsible for the history cycle that brought the university to develop as it is today. The Islamic University do not leave the circle of history such as the struggle of the founders, and the people who have contributed to the progress of the university until now. For them, the history cycle is the responsibility of the university to always look at history which aims to always introspect and learn from the spirit of the founders, even learn from past mistakes to become better and better. Forms of responsibility for history include feelings that psychologically and spiritually bonded with the people who have raised the university by always sharing, caring and even involving the descendants of the founders to build the university together. Alumni are also an important part of the university where most of the employee recruitment is taken from alumni. History cycle also involves nature where they always take care of nature and continue the green concept of the university from its inception until now. The emotional bond that always involves history is also contained in the philosophy behind the student clothes.

Then what about spirituality? Spirituality is interpreted in USR as well and has colored the process of lecturer recruitment, student learning in the form of a religion-based curriculum and religious activities. It serves as "reminders" for every stakeholder that the mission and vision of the Islam University must contain Islamic values in education, teaching and service. In practice, spirituality is also presented by making a real contribution in solving social problems in society. It is as a form of Higher Education social responsibility to stakeholders (Ramos-Monge et al., 2017; Vasilescu et al. 2010). The University can share knowledge, thoughts, even material to students, employees and even the community. But spirituality is certainly not just carrying out religious rituals but in every activity of the Tri Dharma[5] of Higher Education. Knowledge is given as alms to expect God's blessing for the hereafter. It is their soul whisper. There is a sense of responsibility for themselves as a creature of God to always spread knowledge for the benefit of the people. The University expects that USR that is practiced materially, mentally and spiritually will provide sustainable profits, people, and planet (Tables 2, 3, and 4).

More detail, it can be seen that the USR on profit is interpreted as a material dimension, namely the Physical economy which is manifested in the form of money, grade; Intellectual in the form of intelligence, knowledge, and skill, experience; Physiological in the form of a sense of pride, prestige, happiness, harmony; Morals in the form of ethical actions towards people, universe, and God at work; History in the form of always remembering who used to raise the University (usually in the form of paying attention both physically and non-physically to the founders who contributed to and their descendants); and the last is Spiritual, namely the existence of faith in God who believes that profit is a blessing (Table 2)

Table 2. The category and form USR to profit.

No.	Category	Form
1.	Physical-economic	Money, Grades
2	Intellectual	Intelligence, knowledge, skill and experience
3	Psychological	A sense of pride, prestige, happiness, harmony;
4	Moral	Ethical actions towards people, universe, and God at work
5	History	Share physically to the founders and people who have contributed to university
6	Spiritual	Faith in God who believes that profit is a blessing

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[5] The *Tri Dharma* of Higher Education is the duty of every Higher Education in Indonesia, namely Doing Research, Teaching, and Community Service.

The same thing is also found in the USR of people in which Physical is defined in terms of health, age; Intellectual is also interpreted as intelligence, knowledge and experience; Psychological is interpreted in the form of a sense of kinship, collegial and a sense of comfort, happiness on working; Moral is also interpreted as the character/ethics of the stakeholders; History is interpreted in the form of a tight emotional bond between the founders, alumni (usually in the form of recruitment acceptance taken from the descendants of the founders and alumni) and finally the USR of people which is interpreted Spiritually where the university is very responsible to employees who are religious both in character and actions that are always based on Islamic values. To make it happen, at the beginning of the recruitment process for both students and employees, religious knowledge, attitudes, and behavior become the main points in the recruitment process (Table 3).

Table 3. The category and form USR to people.

No.	Category	Form
1	Physical	Health, age
2	Intellectual	Intelligence, Knowledge, Skill and Experience
3	Psychological	A sense of kinship, collegial, a sense of comfort, happiness on working
4	Moral	Character/ethics of the stakeholders
5	History	A tight emotional bond, helping, empathy among university, the founders, alumni, and people who contributes to university
6	Spiritual	Employees who have religious both in character and actions based on Islamic values

Then the USR for the planet is also interpreted not only physically, meaning that concern for the implemented Green Campus at the Islamic University is not limited to cleaning and reforesting for the convenience of the campus but is also interpreted as intellectual in the form of social phenomena which provide knowledge to the university. From planet new knowledge can be found from the warning and phenomena; psychological in the form of sense of happiness when seeing the beautiful and comfortable planet; Morals in the form of ethics actions to other creatures of God; History in the form of introspection, always being aware of universal phenomena in the past and present; while Spiritual in the form of sense of love for all creatures created by God in the universe.

Table 4. The category and form USR of planet.

No.	Category	Form
1	Physical	Doing Green Campus program such as clean and reforest environment
2	Intellectual	Knowledge from planet phenomena
3	Psychological	Sense of happiness when seeing the beautiful and comfortable planet
4	Moral	Ethics actions to planet and other creatures of God
5	History	Introspection, aware of universe phenomena in the past and present
6	Spiritual	Sense of love for all creatures created by God in the universe

All of these classifications are an inseparable unity, from the physical, hard and visible to the spiritual, subtle, and invisible This is an intact and holistic meaning of USR. The meaning is similar to the description of the human body, which human has spiritual, mental, and physical bodies. This is why it is empirically found that the responsibility reflects the needs of these three dimensions.

Then, what are these USR for? In more detail, empirically the university's motivations to do USR are to earn profit, to carry out instructions and rules for legality, to have a capable human capital, to have lecturers who have higher education, knowledgeable, and apply their knowledge to the communities, to have students, lecturers and staff who have character and ethics based on strong religious values, to feel pleasure, to share with others, to make a networking circle that never ends past until present, to maintain the campus environment, and to do worship (Table 5).

Table 5. The motivation to do USR.

No.	Motivation	Description
1	To earn profit	The University is responsible for profits for sustainability and the lives of stakeholders
2	To carry out instructions and rules for legality reason	The university is responsible for complying with the rules that have been set
3	To have a capable human capital	The University is responsible for upgrading its employees related to science and skills to facilitate work
4	To have lecturers who have the highest education, knowledgeable, and apply their knowledge to the communities	The University is responsible for research that can solve problems in the communities and share to the surrounding communities
5	To have students, lecturers and staff who have character and ethics based on religious values	The University is responsible for the morals and ethics of students, lecturers, staff and other parties.
6	To feel pleasure	The University is responsible for the convenience of the stakeholders, creating a comfortable working environment in accordance with the work culture
7	To share with others	The University has empathy to share with the surrounding community
8	To make a networking circle that never ends, past until present	The University maintain good relations among the founders, colleagues, lecturers, students, and other universities in the past and now
9	To maintain the campus environment	The University is responsible for the beauty environment, clean, and comfort
10	To do worship	Many blessings from universe so that work is worship as a form of gratitude to God

Based on this empirical fact, it can be generally said that all forms of USR which are interpreted by the Islamic University in Malang Indonesia as research sites include physical, mental and spiritual dimensions. Likewise, the motivation to do USR is motivated because there is an impulse that leads to the three dimensions. They perceive that the responsibility they got from the work and business are physical, intellectual, psychological, moral, history and spirituality. Why did it happen? Why don't they interpret USR as only a physical economy? Isn't that the goal of a business?

From this empirical, it can be concluded that humans are creatures of God who will never be separated from their God. Humans are motivated to take any action because of encouragement from God. The meaning of USR to physical and intellectual is the material dimension to meet material needs, but the meaning of USR to psychological, moral, history and spiritual needs is to meet the mental and spiritual needs in humans. Actually, God gives all the physical, mental and spiritual feelings. God moves the human heart to spread goodness in the world which is manifested in human relations with humans, human relationships with the universe and human relationships with God (Table 6).

Table 6. Human relationship with fellow human beings, universe and god.

No.	Relationship	Description
1.	Human and Human	The relationship between humans and humans when working, doing social interactions with the work environment
2.	Human and Universe	The relationship between humans and the universe as a place to work
3.	Human and God	The relationship between humans and God as God's creatures

This empirical construction is then used as material to construct a new concept of USR based on *Malangkucecewara* and *Salam Satu Jiwa* as promised above.

3.1 The formulation of Indonesian historical values of Malangkucecwara and the Greeting of "Salam Satu Jiwa" based USR.

Malangkucecwara and Greeting to be One Soul *"Salam satu Jiwa"*[6] are actually the history of the city of Malang which eventually became the local wisdom of the city of Malang. *Malangkucecwara* is the name given by a Javanese literary scientist when commemorating the 50th anniversary of Malang in 1964 which means "God destroys falsehood and upholds the truth." This sacred motto contains a deep philosophy in which God is the source of truth. God assigns humans to always spread the truth. God is also the one who moves everything in the universe, including moving the human heart to spread goodness to God's fellow creatures in the world and stay away from falsehood.

Greeting to be One Soul *"Salam Satu Jiwa"* is a well-known unifying greeting for the youth of Malang when they become supporters of the *Arema* football and become a symbol of the youth of Malang. This greeting also contains a deep philosophy when this greeting has been uttered, there is no class, position, social status that distinguishes their existence in the world. They have become one soul, namely *Arema*. It is proven from past history that *Salam Satu Jiwa* (greetings of one soul) can unite all parties only for one purpose, namely supporting *Arema*. They did not care who the player is, the coach, even from which tribe or country, as long as they have joined in *Arema* group, all those differences will merge into one soul, namely *Arema*. The unifying spirit, cohesiveness, not discriminating against groups/positions/grades and still respecting the founders of *Arema* are the attitudes that exist when *Salam Satu Jiwa* is echoed. All seemed to merge into one soul for *Arema's* victory. The motto is usually followed by the sentences that "Nothing in this world can prevent us except God." These two local wisdoms also create the character of the Malang people, namely being brave, democratic, open, having high kinship emotional bond, and having a religious spirit.

Empirically, University Social Responsibility is interpreted as a form of University responsibility to fellow humans, universe and God at maintaining the sustainability of the university in the future. The responsibility of the University towards profits, people, and planet is interpreted in material, mental, and spiritual dimensions. This is different from the current concept of CSR. The current concept of CSR still emphasizes profit, planet and people physically. Therefore, all forms of responsibility are still centered in material even though there are responsibilities to people and planet. But all actions taken regarding USR, the ultimate goal is to maximize profit.

Previous research said that the company's responsibility to profit, people, and planet (3P) in its implementation is only used as a "mask" to seek as much profit as possible. All forms of activity are at profit. Why did it happened? The current CSR concept only emphasizes profit, people, and the planet, there is no God in that concept. Because of that the company's relationship is limited to the relationship between humanshumans and humansplanet. There is no relation between human and God. So it is natural that the company still makes profit (the world) as the company's goal. When humans still think worldly, corporate responsibility is intended only for worldly (material) interests. Matter is considered a goal. When humans still think about matter in their life goals, then matter becomes the center of everything and all their interests will end in matter. There is no belief in God that profit is actually a blessing as found in this study. Gratitude for the profit received moves the human heart to share with others. Mental and spiritual dimensions do not yet exist in the concept. This can make humans greedy (*bathil*) and eventually forget their duty in the world to spread goodness.

When profit has been interpreted in the form above, falsehood or deviation that starts from human greedy for profit will not occur. The merging of souls into one triggers a sense of unity in the soul to always prioritize a sense of togetherness and kinship and always uphold ethics to others when earning profit. In addition, self-introspection by looking back to the historical circle as a

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[6] *Malangkucecwara* is the origin of the name of the city of Malang which means "God destroys falsehood and upholds the truth." *Salam Satu Jiwa* is a greeting of brotherhood and unity of *Arema* (*Arek Malang*). *Salam satu jiwa* is Indonesia language which is means in English language is greeting of one soul.

reminder of every actions and steps taken to always have God first in the goal. The point is that physical profit has merged itself psychologically and spiritually and used profit in the way of truth.

The university's responsibility to people has also been interpreted more broadly than the previous CSR concept. Similar to responsibility for profit, people are also interpreted in the physical, mental, and spiritual dimensions. Humans are creatures of God who have a brain, soul and spirit. Therefore, the university's responsibility to people which includes the meaning of intellectual, knowledge and skill is not enough but it must also be completed with morals. Psychologically, people also have a soul that wants a sense of comfort, a sense of family and unity in their work so that they support their work. In fact, the strong emotional bond between them such as the founders, alumni and even descendants of the founders makes them always want to make them a part of the university as a reward to the" man behind the history." The thing that underlies all of this is the existence of strong religious values that have been instilled when they were part of the university so that the spirit of helping, the empathy that is carried out because of worship makes people at this Islamic University unique and have character.

Then the planet, a planet where humans live in it, where humans do business, and where humans depend a lot, it turns out that responsibility is interpreted more broadly. Responsibility to the planet is also interpreted not only to preserve nature physically but also to have intellectual, psychological, moral, and spiritual meanings. This responsibility is motivated by gratitude to universe and God for all the universe has given. Knowledge is obtained a lot from nature The phenomena shown by universe is the material of new knowledges that will always be researched by lecturers at the university.

Responsibility to planet is also interpreted as psychology. Spreading love for God's other creatures such as a plants, animals and fellow humans and always doing good things for universe are a relationship between humanshumans, and humansuniverse. It creates a sense of belonging and responsibility to protect planet. Besides, doing self-reflecting on the phenomena shown by planet from the past until now seems to show that all of these responsibilities are actually human gratitude to God. God who has given blessings through this planet. Therefore, responsibility is not just a physical feeling but has been integrated as a spiritual sense, namely a sense of love to God. It is very interesting to find these in this research. Responsibility to planet is already a human relationship with God.

All forms of University responsibility that include material, mental and spiritual exist because humans are creatures of God who are centered on God. God is the center of everything so that all action of responsibility will definitely be integrated into the physical body, soul, and spirit. *Salam Satu Jiwa* that puts forward the relationship among humans and humans, human and the environment coupled with *Malangkucecwara* which emphasizes on God as the center flow within the body of the academic communities of Islamic Universities in interpreting USR. reminder of every actions and steps taken to always have God first in the goal. The concept of *Malangkucecwara and Salam Satu Jiwa*-based USR is like a sacred responsibility which contains meaning. All responsibilities of the university to profit, people and the planet are actually the responsibility of the servant to God. It is the duty of a servant to spread the truth in every step of life whatever form of responsibility. Essentially *Malangkucecwara and Salam Satu Jiwa*-based USR consist of physical intellectual psychological, moral, history, and spiritual responsibility which are responsibility given by God to human to give mercy to all human beings and universe by maintaining good relations with fellow human beings, the planet and God. God is the end of human responsibility. University Social Responsibility have a broader context become University Spiritual Responsibility (USpR).

4   CONCLUSION

University responsibility is not only limited to University Social Responsibility (USR) but University Spiritual Responsibility (USpR). The concept of USpR includes university responsibility for profits, people, and the planet which is interpreted physically, intellectual, psychological, moral, history, and spiritual meaning. All forms of University responsibility exist because humans are

creatures of God who are centered on God. God is the center of everything so that all action of responsibility will definitely be integrated into the physical body, soul, and spirit The Greeting of *Salam Satu Jiwa* that puts forward the relationship among humans and humans, human and the environment integrated with *Malangkucecwara* which emphasizes on God as the center is like a spiritual responsibility which contains meaning. Essentially *Malangkucecwara* and *Salam Satu Jiwa*-based USR consist of physical intellectual psychological, moral, history, and spiritual responsibility which are responsibility given by God to human to give mercy to all human beings and universe by maintaining good relations with fellow human beings, the planet and God. God is the goal of human responsibility. The main contribution of USpR is to remembering the meaning of USR back to its goal by providing benefits to the company (profit), society (people) and the earth (planet) centered to God as the final university responsibility. This concept is expected to change the mindset and behavior of human.

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The influence of modeling and reinforcement from parents on helping behavior in children: A study at pondok *bestari indah housing*, Malang regency

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ABSTRACT: This research aims to examine the influence of modeling from parents on the formation of helping behavior in children; the influence of reinforcement from parents on the formation of helping behavior in children; and the influence both together on the formation of helping behavior in children. This research employed positivistic paradigm, with qualitative approach causality. The data collection used a questionnaire based on a Likert scale, and the data analysis used the Regression Analysis technique. The research population is all teenagers who live in Pondok Bestari Indah Housing, Landungsari Village, Dau District, Malang Regency, totaling 35 students. The sampling technique was taken by total sampling. The results showed that there was a very significant influence of the Modeling and Reinforcement factors from parents on the emergence of helping behavior in children. The influence of modeling from parents on the formation of behavior in children is 0.2520 or 25.20%, while the effect of reinforcement from parents on the formation of helpful behavior in children is 0.2560 or 25.60%. The joint influence of the elements of Modeling and Reinforcement from parents on the emergence of helping behavior in children is 50.80%.

Keywords: modeling; reinforcement; parents; children; helping behavior

1   INTRODUCTION

Until now, Indonesia still has the problem of juvenile delinquency (Ariyanik & Suhartini 2021). The phenomenon of anti-social behavior carried out by teenagers such as brawls, fights, crime, and so on, especially in big cities in Indonesia is very worrying. Adolescent problems in general arise because they have the opposite nature and urges, namely the desire to fight, for example, in the form of radicalism, delinquency, and so on. Factors that cause juvenile delinquency can be grouped into internal factors and external factors. Internal factors have the form of identity crisis and weak self-control. While external factors have the form of lack of attention from parents; lack of understanding of religion; the influence of the surrounding environment and the influence of western culture and association with peers; and place of education (Sumara, dkk. 2017).

   In humans, including adolescents, in addition to having the potential to bring up anti-social behavior, they also have the potential to form pro-social behavior. According to the behavioristic perspective, behavior in humans, both anti-social behavior and pro-social behavior, emerges as a result of the social learning process. Pro-social behavior in humans can be formed through the process of behavior modification. Behavior modification, in general, can be interpreted as almost any action aimed at changing behavior. Behavior modification is the systematic use of conditioning techniques in humans to produce certain behavioral changes (Satriyawan 2020).

   In particular, the study of human behavior is studied in psychology. Psychology is defined as a science that studies the manifestation and expression of the soul or mental process, namely in the

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form of behavior and processes or activities (Wittig 2001). Psychology is the science of individual behavior or activities. The behavior or activities of these individuals are intended in a broad sense, namely overt behavior and or inner behavior. In addition to motor activity, it also includes emotional and cognitive activities.

Helping behavior can be categorized into prosocial behavior or positive social behavior. Prosocial behavior is a form of behavior that appears in social contact. So that prosocial behavior is an action taken or planned to help others regardless of the helper's motives. The act of helping is completely motivated by nonself-interest without expecting anything for himself. Prosocial actions are more demanding on the high sacrifice of the perpetrator and are voluntary or are more shown to benefit others than to get material or social rewards (Clarke 2003).

Furthermore, William (Dayakisni & Hudaniah 2009) limits prosocial behavior in more detail to behavior that has the intention to change the physical or psychological state of the beneficiary from less good to better, in a material and psychological sense. In this case it can be said that prosocial behavior aims to help improve the well-being of others. Prosocial behavior has the intention of supporting the welfare of others. Thus generosity, friendship, cooperation, helping, saving, and sacrifice are forms of prosocial behavior. There are three factors that become prosocial actions (Dayakisni & Hudaniah 2009), namely: (1) the action ends on him and does not demand profit from the perpetrator; (2) the act was born voluntarily; and (3) the action produces good.

Helping behavior as a part of prosocial behavior is seen as all actions aimed at providing benefits to one or many people (Putra & Rustika 2015). From the various views that have developed, it can then be formulated in general terms about the characteristics of helping behavior, which include: (1) it is a positive social behavior; (2) addressed to the interests of others who need help without feeling compelled; (3) is unilateral dependence where the person who receives help has dependence on the person who gives help; (4) helping behavior is motivated by social norms; and (5) people who help know and are able to feel the needs, desires, feelings, and suffering of people who need help.

In relation to helping behavior, someone will observe the behavior of others as a model through direct observation. According to Bandura (1977), a child learns about various behaviors, including helping behavior, by observing the behavior of others, such as helping behavior by parents. Thus, in the formation and development of helping behavior, someone will observe the helpful behavior displayed by others as model stimuli, then the child will perform the same helping behavior as shown by the model stimuli. Several research results have shown that the helpful behavior displayed by other people (model) will affect the subject (observer) to behave in the same way. Through modeling and reinforcement, prosocial responses can be increased, such as friendliness, cooperation, generosity, sharing, and helping others.

According to Bart-Tal (1976) to explain the formation of helping behavior, you can use a social learning theory approach. According to social learning theory, the process of forming behavior occurs through the process of modeling (imitation of behavior) and reinforcement (reinforcement of behavior). In the formation of helping behavior in children, the child will carry out a modeling process (imitation of behavior) helping from parents as a behavioral model, thus the helping behavior that appears in children as a result of the modeling process will be strengthened through the reinforcement process (reinforcement of behavior) given by parents to children.

Parents have a very important role in shaping helpful behavior in children. Every action taken by parents will have an influence on the formation of their child's character both in the family environment and socially in the future (Ardiati 2018). The family is the first unit and the first institution in society, and the relationships contained in it are mostly direct relationships. In the family, the stage of child development begins to form, where the child begins to acquire knowledge, skills, interests, and attitudes in life. In the family, parents play a very important role because in the lives of children, most of their time is spent in the family environment (Ruli 2020).

This study aims to examine how the strength (influence) of the modeling and reinforcement process on the emergence of helping behavior in children. The main question that has become the focus of this research question is: What is the effect of modeling and reinforcement from parents on the formation of behavior to help children? Furthermore, the research question is divided into three sub-questions, as follows: (1) How much influence does modeling from parents have on

the formation of helping behavior in children?; (2) How much influence does reinforcement from parents have on the formation of helpful behavior in children?; and (3) How much mutual influence is there between modeling and reinforcement from parents on the formation of behavior to help children?

2 SOCIAL LEARNING THEORY FRAMEWORK

The theoretical framework in this study uses the perspective of social learning theory. Social learning theory was developed by Albert Bandura (Smith & Berge 2009). The emphasis of social learning theory is that basically a behavior will be formed because of the person and the environment, where both influence each other and are interdependent. Therefore, the individual and the environment are described as interdependent causes that will give rise to behavior. Humans and the environment interact reciprocally or influence each other. In another sense Bandura (1977), in his social learning theory, views that behavior (Behavior = B) appears as a result of the interaction between Person (P) and Environment (E), as a process of reciprocal determinism. For example, children grow up and the ability to interact with their environment also increases. Increased competence in children, apart from interacting with their environment, is also due to the physical maturity factor.

There are two important processes in social learning theory, namely the modeling process (the process of imitating behavior) and the reinforcement process (the process of strengthening behavior):

a. Modeling processes.

In modeling, through the process of observing the helping behavior displayed by parents, adults, and other children, a child can learn about helping behavior. Children's knowledge of what, why, and how to help others, can be obtained from observations of others. In addition, children can also learn from the results of helpful actions that arise, namely about the beneficial consequences for the recipient of the help, and the helper experiences emotional satisfaction such as receiving thanksgiving (Bar-Tal 1976). In this context, the helpful behavior displayed by others is a model stimulus.

The behavior carried out by the model stimuli observed by the subject is concrete and real. Valentine (Bandura 1977), explains that the subject will conduct a selection of model stimuli based on: (1) who the model is; (2) what the model does; and (3) how the model does it. Furthermore, it was emphasized by Piaget (Bandura 1977) that it would be easier if the model was more familiar with the subject.

The model stimuli will also be influenced by the condition of the subject. These factors include maturity and experience, memory and encoding abilities, sensory motor abilities, and the ability to predict appropriate behavior. Furthermore, the subject will observe the model stimuli on the forms of approximation or closeness to himself. This indicates that the subject will imitate the model who often meets or interacts frequently. As a result, the model stimuli will be studied again through repeated actions or retrained, if there is a failure to imitate (Bandura 1977).

How the model responds back to the imitation behavior displayed by the subject will affect the efficiency and accuracy of the imitation of what the subject sees, hears, and feels. In another sense, the level of helping imitation is partly determined by how the model reaccepts response to the behavior of the imitation helping the subject. For example, children will imitate more accurately and efficiently when they receive positive feedback and attention. However, the imitation will decrease if the model no longer cares about or does not accept the subject's helping behavior.

If the display of significant model symbols iis n direct contact with the subject, the imitation process carried out by the subject will increase. As a result, the subject with all his existing realities becomes very affected and it seems as if the experiences of others are experienced by himself. For example, if the subject hears, sees, or reads a special event either through TV media, and so on, or sees an event directly, then the incident will affect the subject, because the subject with all his power and reality seems to feel for himself what is experienced by the others (Bandura 1977).

Modeling will affect the behavior of helping the subject by observing the model stimuli. These observations will provide an informative function about why and how the helping behavior is carried out. The activity of the model is needed by the observer to provide instructions for behavior that is suitable for him (Bandura 1977). In addition, the presence of the model also requires observers to familiarize themselves with the behavior. The model will affect the subject with the assumption that the subject's behavior is approved and recognized by the model.

Thus it can be said that modeling is an important factor in learning helping behavior. Subjects who observe the model in doing helping behavior, will learn about what is appropriate to do and how to do it. A model that reminds the subject of helping behavior as a necessity for a good life will further strengthen the subject's readiness to carry out helping actions.

b. Reinforcement process

In social learning theory, reinforcement is an important factor in understanding a behavior. Reinforcement can be associated as behavior that is reinforced so that the behavior will be repeated again. Bandura (Bar-Tal 1976) states that reinforcement is a way to strengthen behavior, so that it will be known what must be done in order to get a favorable result and avoid a punishment.

Reinforcement includes a wide variety of objects of daily necessities, such as food and water, to elements of social interaction, such as praise and social recognition. The effectiveness of reinforcement depends on many factors such as age, gender, socioeconomic status, and personality (Bandura 1977).

What things are observed and not observed by the subject from the model stimuli, will be influenced by the subject's anticipation or expectation of reinforcement. In this case, the reinforcement is expected to further strengthen the subject's attention to what is observed, which includes: (1) motivate the subject to create symbolic codes in memory and train the production of behavior with higher values; (2) provide facilities for the subject to learn to initiate attention, organization, and mental and motor training processes; and (3) provide information to the subject about why and how as well as various other benefits regarding the helping behavior that is carried out. Thus, reinforcement will strengthen the behavior of helping the subject, because reinforcement will provide motivation, provide learning facilities, and provide information about helping behavior to the subject.

Furthermore, Bandura (1977) states that there are five kinds of functions of reinforcement, namely: (1) informative function; (2) serves to motivate; (3) the function of emotional learning; (4) functions to evaluate; and (5) functions to maintain and improve capabilities.

3 METHOD

This study uses a quantitative research approach (Singh 2007). Quantitative research is a process of finding knowledge that uses data in the form of numbers as a tool to find information about what you want to know (Balnaves & Caputi 2011). This type of research is associative-causality, which is a research that seeks a relationship between one variable and another, where the relationship between these variables can be symmetrical, causal, and interactive (Krzanowski 2007). In this study, the research population was all junior high school and high school students living in the Pondok Bestari Indah housing area, totaling 35 people. The sampling technique used total sampling, where the entire population was used as the research sample. The process of collecting data used a questionnaire which was arranged based on a Likert scale. The questionnaire consists of three types, namely the questionnaire that measures the modeling process, the reinforcement process, and the helping behavior questionnaire. Before this questionnaire was distributed to all research samples, the validity and reliability of the measuring instrument were first tested.

This research consists of variables, namely the independent variables and the dependent variable. The independent variables are: Modeling Process (X_1) and Reinforcement Process (X_2), while the dependent variable is helping behavior (Y). Furthermore, the structure of the research variables can be described as in Chart 1.
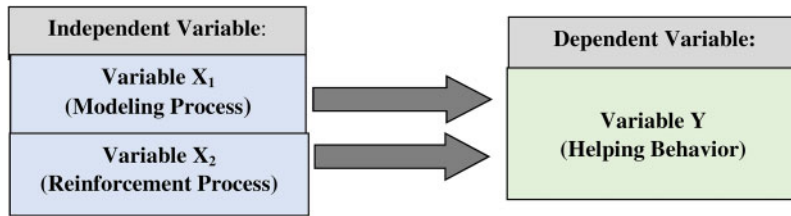
Chart 1. Research variable structure.

Based on the structure of the research variables, the following research hypotheses can be formulated: (1) there is an effect of modeling from parents on the formation of helping behavior in children; (2) there is a reinforcement effect from parents on the formation of helpful behavior in children; and (3) there is a mutual influence between modeling and reinforcement from parents on the formation of behavior to help children.

Considering that the data produced is in the form of quantitative data, statistics are used to analyze it. While the statistical analysis used is regression analysis (Usman 1995), the process of regression analysis is carried out using the SPSS application program. The advantages of regression analysis include (1) getting an overview of the relationship model; (2) getting an overview of the value of the correlation coefficient; and (3) getting a picture of the magnitude of the influence (effective contribution).

4 RESULTS AND DISCUSSIONS

In this study, three research hypotheses were proposed. Furthermore, the results of testing the three research hypotheses are as follows:

First,;ypothesis 1 states that there is an influence of modeling from parents on the formation of helping behavior in children. The results of the calculation of regression analysis obtained a coefficient of determination (R) of 0.2520 (p<0.002), the magnitude of the influence of the Modeling variable from Parents (X_1) on the Child Helping Behavior (Y) variable is 25.20%. Thus, it can be stated that there is a very significant influence on the Modeling of Parents (X_1) variable on the Child Helping Behavior (Y) variable. Therefore Hypothesis 1 is proven.

Modeling is the process of observing the subject's behavior displayed by other people (models). As has been stated by Baron and Byrne (1977) and also by Bandura (1977), the emergence of helping behavior in a person is strongly influenced by the appearance of helping behavior from others as a model of behavior. Likewise, helping behavior in children is strongly influenced by the appearance of helping behavior from parents.

The operationalization of the modeling parameters that is used as the operational basis in this study is the frequency of the model in carrying out helping behavior, which includes: (1) the number of models in helping behavior that are imitated by the subject; and (2) the level of the subject's observation of the helpful behavior shown by the model. In the context of this research, parents as models of helpful behavior will then be observed by children, and then a process of imitation of behavior occurs.

Modeling can influence the formation of helping behavior in children by observing helpful behavior displayed by parents as model stimuli. Observation on the behavior of helping displayed by parents provides an informative function to children about why, how, and when helping behavior is carried out. Helping behavior that is displayed all the time by parents is a model stimulus that is observed by children directly. As stated by Bryan (1977), a person (child) is consistently more attracted to models that display real helping behavior than those that are only verbal.

Second, Hypothesis 2 states that there is an effect of reinforcement from parents on the formation of helpful behavior in children. The results of the calculation of regression analysis obtained

a coefficient of determination (R) of 0.2560 (p<0.002), the magnitude of the influence of the Reinforcement variable from people Elderly (X_2) on the variable of Child Helping Behavior (Y) is 25.60%. Thus it can be stated that there is a very significant effect of the Reinforcement variable from Parents (X_2) on the Child Helping Behavior (Y) variable. Therefore Hypothesis 2 is proven.

Reinforcement in Social Learning Theory is one of the important factors in understanding behavior. Subject behavior that has been formed through the modeling process, is further strengthened and developed again through the reinforcement process. Thus, helping behavior in children that has been formed through the modeling process from parents will be strengthened by the reinforcement from parents. As stated by Bandura (Bar-Tal, 1976) that reinforcement is a way to strengthen behavior, so it will be known what must be done in order to obtain a favorable outcome and avoid a penalty.

Analysis of the operationalization of reinforcement parameters in this research shows that parents provide reinforcement for helping children's behavior. In terms of the operationalization of reinforcement; (1) the model provides motivation; (2) the model provides support in the form of material, social, and psychological; (3) the model provides rewards in the form of material and non-material; and (4) the model provides facilities. Based on the analysis of the four operationalizations of the reinforcement-forcement parameters, it shows that in the context of the interaction between parents and children, there has been a process of reinforcement by parents on the behavior of helping children. According to Baron and Byrne (1977), helping responses arise in a person because of reinforcement, i.e., basically someone performs helpful behavior because they want to get positive reinforcement.

Third, Hypothesis 3 states that there is a joint influence between modeling (X1) and reinforcement (X_2) from parents on the formation of behavior to help children (Y). Reinforcement (X_2) from Parents on the Child Helping Behavior (Y) variable is 0.5080 or 50.80% (R2.Y.X1X2 = 0.4977). Thus it can be stated that there is a very significant influence on the Modeling variable from Parents (X_1) and the Reinforcement variable (X_2) from Parents on the Child Helping Behavior variable (Y). Therefore Hypothesis 3 is proven.

The Social Learning Theory approach from Albert Bandura emphasizes the existence of two behavioral learning processes, namely through the Modeling and Reinforcement processes. In reviewing and analyzing the formation of helping behavior in children, helping behavior in children will appear and be formed when parents show examples of helping behavior to children so that children imitate them through the modeling process, and then parents provide reinforcement (reinforcement) for helping behavior.

5 CONCLUSION

Based on data analysis, the conclusions of this study can be stated that, first, the formation of helping behavior in children is influenced by modeling from parents. The magnitude of the influence of modeling from parents on the formation of behavior in the child is 0.2520 or 25.20%. ;econd, the formation of helping behavior in children is influenced by reinforcement from parents. The magnitude of the influence of reinforcement from parents on the formation of helping behavior in the child is 0.2560 or 25.60%. And;hird, the formation of helping behavior in children is jointly influenced by modeling and reinforcement from parents. The magnitude of the influence of modeling and reinforcement from parents on the formation of helping behavior in the child is 0.5080 or 50.80%.

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How to empower women through protection policies?

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ABSTRACT: The purpose of the current study was to analyze the determinant factors that affect
the implementation of the Protection of Women and Children Policy in the Office of Women's
Empowerment and Child Protection in Makassar City. This study method used a descriptive qualita-
tive approach through case studies. Data collection was conducted through observation, interviews,
and documentation. This study has identified that the factors that hindered the implementation of
this policy were institutional weaknesses that lay in the lack of supporting facilities for P2TP2A
(Integrated Service Center for the Empowerment of Women and Children) and Rapid Reaction
Team (TRC) as well as residents' shelters which have countless formalities. In addition, the par-
ticipation of private companies and citizens in the socialization of prevention is still pretty low.
This study is intended to increase the entities that are responsible for implementing the protection
policies for women and children, particularly the P2TP2A Team (Integrated Service Center for
the Empowerment of Women and Children) and the Rapid Reaction Team (TRC) including res-
idents' shelters in the context of accessibility of funds, infrastructure, and technical authority in
collaboration and innovation.

Keywords: protection policy; violence; women and children

1   INTRODUCTION

Public policy always contains at least three basic components, namely goals, objectives, and
methods in order to achieve these goals and objectives (Wibawa 1994). The relationship between
one component and another of the three components can be called implementation. Then, in the
public policy process, implementation is a stage that must always exist and is inseparable from the
entire policy process as a system.

   The formulation, preparation, and implementation of public policies are the responsibility of
government agencies, both regional and central. The government is urged to generate policies that
do not contradict or overlap with other regulations that cause confusion. However, in fact, in the
ranking report issued by the Worldwide Governance Indicators, the quality of Indonesian policies
is low for the Southeast Asia region, namely 51.9, below the Philippines (55.8), Thailand (59.6),
or Malaysia (74.5). This indicates that the issued policies need improvement in the process, one
of which is in terms of policy implementation. The reported number of violence against women in
Indonesia has tended to increase over the past 11 years. Based on the record of Violence against
Women (CATAHU), in 2019 there were 431,471 cases of violence against women. This number
increased 693% from 2008 which had only 54,425 cases.

   Violence against children has also increased. Data from the Indonesian Child Protection Com-
mission (KPAI) recorded that during 2018 the level of violence against children increased by 300
cases compared to the previous year. In 2018, the Indonesian Child Protection Commission (KPAI)
recorded 4,885 cases of violence against children, an increase of 306 cases compared to 2017 of

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4,579 cases and from 2017 to 2019, the Indonesian Child Protection Commission (KPAI) received 10,656 complaints regarding cases of violence against children.

This has become a concern for several districts/cities in Indonesia which are still facing various women and children problems, one of which is Makassar City. To deal with this problem, the Makassar City government has established the Makassar City Women Empowerment and Child Protection Service (DPPPA) based on Makassar Mayor Regulation Number 91 of 2016 concerning Position, Organizational Structure, Duties and Functions and Work Procedures of the Office of Women Empowerment and Child Protection Makassar City Regional Regulation Number 8 of 2016 concerning the Formation and Composition of Makassar City Regional Apparatus (Makassar City Regional Gazette of 2016 Number 8).

The existence of a policy to protect women and children, should have been able to reduce the level of violence against women and children. However, in reality, the level of violence is still high from year to year. This is supported by previous research by Shelma Janu Mahartiwi and Ari Subowo (2018) which demonstrated that due to the existence of technical agencies and units, cases of violence against women can be identified by the numerous number of incoming complaints, but the implementation is still hampered by lack of commitment and communication between members, the lack of resources such as human, financial, and work facilities, and the lack of socialization to the public. Therefore most people are not aware of the existence of this policy. Thus, the implementation of policies to protect women and children from violence has not had a significant impact on the people of Semarang City considering that the violence that occurs is still high and increases every year.

According to data from P2TP2A (Integrated Service Center for Women and Children Empowerment), from 2015 to 2017 the number of cases of violence recorded for Makassar city increased every year; in 2018 the number of cases decreased from 1,406 cases to 1,300 cases. However, the number of cases increased again in 2019 to 1,351 cases.

The high level of violence against women and children shows that there are still obstacles faced by the Makassar City government in implementing policies on protecting women and children. Policy experts Gow and Morss (1984) revealed that policy implementation encounters various obstacles that affect the implementation of a public policy, including: political, economic, and environmental obstacles, institutional weaknesses, inadequacy of human resources in technical and administrative fields,;ack of technical assistance, lack of decentralization and participation, time arrangement, less supportive information systems, differences in the agendas of objectives between actors, and lack of continuous support .

2 LITERATURE REVIEW

2.1 *Public administration paradigm*

Public administration is dynamic and has gone through changes and reforms from time to time according to the challenges that it should deal with. The paradigm that has emerged is the point of view of the experts on the role and challenges of public administration in responding to emerging problems. Although there are always debates in a paradigm, in general experts assume that there are three developments in the paradigm of public administration. In some local and foreign public administration literature, in general, there are three paradigms that develop in public administration, namely: Old Public Administration (OPA), New Public Management (NPM), and New Public Services (NPS).

2.2 *Concept of public policy*

David Easton (1968) provides a definition of public policy as "the authorative allocation of values for the whole society." This definition emphasizes that only the authority holder in the political system (government) is allowed to legally perform something for the community and the government's preference to do something or not is manifested in the form of allocating values.

The government being included in the "authorities in a political system," means that the authorities in the political system who are involved in the day-to-day affairs of the political system have responsibilities in a certain problem and at particular point they are asked to make decisions that are at a later time accepted and bind most of the citizens for a certain time.

2.3 *Public policy implementation*

The study that is considered to have initiated the era of implementation studies is Pressman and Wildavsky's paper "Implementation" in 1973. Their paper discussed the implementation of urban economic development programs in Aucland, USA, by interviewing implementing actors and reviewing policy documents to find things that have gone wrong. The result was an approach that is rational in perspective with a top-down perspective model. The emergence of a rational model of perspective as an initial milestone in implementation studies is reasonable, with the reminder that the need at that time was to answer the question of why many policies fail when implemented and how to produce a formula with low failure rate implementation.

The bottom-up model was proposed by Michael Lypsky through his book which published in 1980. This bottom-up approach is mainly a criticism of the view of the top-down model which negates the contribution of the street level bureaucracy to the implementation process. From this point of view, it is also more emphasized that the political process does not stop when the policy has been decided, but also continues at the lower implementing level, which highly determines the success rate of implementation. Thus, it is necessary to consider the aspirations, goals, and needs of the implementers, including the difficulties that they should deal with, since the problem in the implementation process can be dissimilar from different level perspectives. In other words, the anticipation that has been done on implementation problems that will and might be occurred from a top Level perspective, which could be different when the implementation is running up at the lower level.

The Synthesis Model point of view emerged around 1985 from Randall P. Ripley & Grace Franklin. This Synthesis Model combines the two previous models (top-down and bottom-up) with various main stresses, from the network of interactions between implementing actors to the sociological approach, etc. Therefore in some literatures it is also referred to as the hybrid model. This synthesis/hybrid model essentially wants to emphasize that there is no perspective model that can be applied to every implementation problem. Each policy category has its own peculiarities, so the approach must also be adapted to these conditions. This synthesis model is very diverse, starting from presenting only variables that are considered to influence implementation. This synthesis model category is actually carried out only to facilitate categorization of the various implementation study approaches that have emerged recently.

2.4 *Limiting factors for implementation*

An opinion from policy experts, Gow and Morss (in their book entitled "Public Service Reform (Theory, Policy and Implementation)") is that policy implementation encounters various obstacles that affect the implementation of a public policy, including:

1) Political, economic and environmental obstacles;
2) Institutional Weaknesses;
3) Inadequacy of human resources in the technical and administrative fields;
4) Lack of technical assistance;
5) Lack of decentralization and participation;
6) Time arrangement;
7) Less supportive information systems;
8) Differences in the agenda of objectives between actors; and
9) Continuous support

In general, previous studies on violence protection only took the case of one victim of violence, specifically violence against women and the other specifically on violence against children. For this study the authors combined both of them. Furthermore, previous research focuses on the process of handling cases of violence that occur without focusing on the process of prevention. Therefore the author focuses on both processes of handling and prevention, in order to minimize the occurrence of violence, especially in the household, as well as to prevent recurring cases of violence. The most important issue, besides the prevention and handling process, is analyzing the causes of violence, therefore the prevention and handling process can be in accordance with the objectives of policy implementation.

Thus, the importance of implementing policies for the protection of women and children is a fascinating issue to be examined in the Makassar city, because various policies have not been able to provide solutions to the protection of women and children in Makassar city.

3 METHOD

This study uses the qualitative method, which aims to analyze the determinants that influence the implementation of the protection policies for women and children in Makassar city. The case study was conducted in this qualitative study to explain the phenomena in the implementation of women and child protection policies based on the context. Field studies were conducted to obtain primary and secondary data. Primary data were obtained through interview, observation, or examination methods, while secondary data were obtained from documents that could clarify primary data. The informants in this study were the Head of the Makassar City Women's Empowerment and Child Protection Agency, the Makassar City P2TP2A (Center Of Integrated Service for Women and Children Empowerment) Team (Integrated Service Center for Women and Children Empowerment), the Community Shelter, PPA (Nature Protection and Conservation), Polda Makassar, and violence victims.

Data collection methods in this study include observation, in-depth interviews, and documentation. Data processing methods used data reduction by identification and grouping. The data analysis used in this study has three stages, namely data reduction, data presentation and collection, and verification of conclusions (Miles & Huberman 1992).

4 RESULT AND DISCUSSION

The Government of Makassar City has a Women Empowerment and Child Protection Service (DPPPA) which developed within the framework of Makassar Mayor Regulation Number 91 of 2016 concerning Roles, Organizational Structures, Responsibilities and Functions and Procedures for the Empowerment of Women and Children. Protection Service (DPPPA) and Makassar City Regional Regulation Number 8 of 2016 concerning the Formation and Composition of Makassar City Regional Apparatus (Makassar City Regional Gazette of 2016 Number 8).

In Makassar City, the issue of violence against women and children has been one of the focuses of government attention. Table 1 shows the data from Women's Empowerment and Child Protection Office (DPPPA) in Makassar City.

The high rate of violence against women and children shows that the Government of Makassar City needs to make more effort to deal with the challenges in implementing policies to protect women and children.

The performance of policy implementation was not only determined by the policy factor itself, but also by the supporting variables and characteristics of the policy object (McLaughlin 1987). This can be observed from several policies that have been successful in certain regions, but are uncertain to have achieved success in other areas. Therefore, the policy opinions defined by Gow and Morss (1984) revealed that the implementation of policies has various obstacles that impact the implementation of national policies.;he variables beyond the policy also have a strong influence on

Table 1. Cases of violence against women and children.

No	Years	Case of Violence against women and children
1	2015	1.025
2	2016	1.172
3	2017	1.406
4	2018	1.300
5	2019	1.351

Source: Makassar City Women's Empowerment and Child Protection Agency (DPPPA) data.

the success of a policy implementation. Moreover, with the implementation of protection policies for women and children in Makassar city, as an urban community, of course there are no problems that are similar with the rural areas. Based on the research results, the authors found several determinants that influence the implementation of the protection policies for women and children in Makassar City, namely:

4.1 *Institutional weaknesses*

Institutions are instruments that implement policy. Therefore, it is important that there is a strong institution implementing policies on women and children protection in the Makassar city.

The institution responsible for the implementation of the protection policy for women and children in the Makassar city, namely the Women's Empowerment and Child Protection Office and the the DPPPA Women's Empowerment and Child Protection Agency, has established several institutions under its supervision, namely P2TP2A (Center for Women and Children Of Integrated Service Empowerment), Rapid Response Team (TRC), and citizen shelters.

P2TP2A (Center for Women and Children Of Integrated Service Empowerment) encompasses all related institutions, such as related agencies, police institutions and non-governmental organizations (NGOs). The weakness of P2TP2A (Center Of Integrated Service for Women and Children Empowerment) is they only hold UPTD (Regional Technical Implementation Unit) status, therefore they only get a limited budget as well as authority in the field. And this impacts their subordinate levels, such as TRC (Rapid Response Team) and residents' shelters. Both of these institutions, which are under the supervision of P2TP2A (Center for Women and Children Of Integrated Service Empowerment), have facility and budget constraints.

4.2 *Lack of technical assistance*

The concept of a thorough policy and the existence of an executor institution has not guaranteed the success of the policy implementation. Since the performance of the executor is determined by the technical executors in the field, consider the fact that the technical executor is in direct contact with the object of policy.

In the implementation of the policies of women and children's protection in Makassar city, the appointed technical officers are P2TP2A (Center for Women and Children Of Integrated Service Empowerment), the Rapid Response Team (TRC), and the residents' shelter. These three agencies are responsible for the technical implementation of policies that are under the auspices of the PPPA Office. These three institutions have their respective technical roles. The Rapid Response Team (TRC) is assigned to receive complaints and pick up victims who will be brought to P2TP2A (Center for Women and Children Of Integrated Service Empowerment). TRC must always be on standby, 24 hours a day, in order to carry out its duties. However, the transportation limitations become technical constraints for the rapid reaction team (TRC), which will impact on the low performance of the Rapid Response Team (TRC) in the field.

The obstacles faced by the residents' shelter are the absence of safety guarantees, for example, if the husband or family is the one who has objections. Another obstacle is the mindset of people who assume that everyone who participates in socialization will get a budget, even though the operational budget for the shelter is limited. Another technical obstacle is that designated shelter residents do not yet know well the management model of violence cases toward women and children.

4.3 *Lack of decentralization and participation*

The concepts of decentralization and participation are principally applied to the bottom-up model. This concept emerged after criticism of the top-down model in terms of the importance of other factors and organizational interactions: e.g., by Lipsky (1971), Wetherley and Lipsky (1977), Elmore (1978, 1979), Hjern et al. (1978). However, in fact, the implementation of the policies still tends to apply the top-down model.

The participation of a private company to encourage child protection programs might possibly be implemented in several citizen shelters, especially at the residents' shelters in the Pattingalloang village by collaborating with state-owned enterprises in Pertamina to establish "Confident Child School" for children who have experienced sexual violence and neglect. This concept is certainly in line with the New Public Management paradigm that encourages public service institutions to work on their own budgets by involving a private company.

The active shelter residents with community participation are still limited, from 153 shelters only 37 are active. This shows that participation from both community and the responsible person in the shelter are influenced by their social spirit. Therefore, evaluation of the inactive shelter needs to occur in a future study.

Low participation also depends on private parties. This is indicated by the absence of support in terms of Corporate Social Responsibility (CSR) to the Women's Empowerment and Agency Child Protection (DPPPA) in protecting women. Therefore, participation is a weak point in implementing this policy.

Regarding decentralization, this process is still proceeding at the decentralization level to institutions at the technical implementing level. Even though they had an opportunity, the majority of them still depend on the main institutions of the Makassar City Women's Empowerment and Agency Child Protection (DPPPA).

4.4 *Less supporting information systems*

Information systems are closely related to communication. Where both actors and objects of information must know every information related to the implementation of the policy. According to George Charles Edward III, the elements of communication in a good presentation must include transmission, clarity, and consistency. It is necessary for this to be conducted by the implementor and must achieve the policy object.

When implementing the women and children protection policy in Makassar city, an information system (both manual and online) has been built. This information system has become a communication tool both internally and internally, which is the target of policy and the public. The information system is based online, through the official website www.dp3a.makassar.go.id. This website publishes various information related to the Women's Empowerment and Agency Child Protection (DPPPA), reports, standard operating procedures, the organizational structure, and various other information. From the display and content of this website, it can be seen to be a one-way model in delivering information, where there is no room for interaction between the public and related stakeholders.

Apart from using the website, the information system being built is also based on a call center, namely Single Number Emergency Call (NTPD) 112 and P2TP2A (Center Of Integrated Service for Women and Children Empowerment) call center. This indicates that there have been efforts to use technology-based information systems. These two services are public complaint services. As for residents' shelter reports, which are carried out every 3 months, they still use the manual system.

Likewise, the delivery of information and education related to the prevention of violence against women and children is carried out by direct socialization to the community, holding workshops, distributing brochures, and printed media. All of these efforts are still using the manual model.

The information system that is less supportive is caused by two factors. First, the website information system is not yet interactive. So, if there are people who do not clearly understand the information, they do not have space to question or ask for an explanation. It is important to ensure the delivery of information to the public has been well understood. Second, information systems related to education on prevention of violence against women and children still relies on a manual system. However, so far, the citizens of Makassar are already technologically literate. Even the results of the Celebes Research Center (CRC) survey in November 2019 showed that there are 55.3% of Makassar residents who actively use social media. This shows the importance of using online-based information systems with social media platforms. The educational content must be more creative so that residents are interested in learning it. These two things are factors that hinder the optimization of the implementation of policies for the protection of women and children in the Makassar city.

The success of policy enforcement also has an impact, especially in prevention, by providing education in the community (Roberts & Barrar 1992; Smith et al. 2007). The low level of education and mastery of technology for the vulnerable groups causes socialization through technology to be less effective. Likewise, the low level of education has limited awareness for participating in socialization. Furthermore, there is an impact on complaints, even though the website is available; victims tend to prefer to report to the residents' shelter. Thus, the level of economy and technology considerably influences the success of implementation.

4.5   *Continuous support*

The sustainability of a policy is very important in an implementation. Since, many of the problems need to continuously deal with. As in the population policy, it always continues because in every second someone is born and dies. Therefore, this policy continues to be implemented. Moreover, the protection policy for women and children, although the number of violence might be reduced every year, the potential for violence always exists every year. Thus, it becomes an important thing related to the sustainability of the implementation of the policy. The importance of the sustainability of a policy is also in line with the implementation concept of Merilee S. Grindle (1980). Where in the 3 variables that determine the success of implementation, namely Contents of policy messages, credibility of policy messages and configuration of policies. One of the sub indicators of the credibility of the policy message is policy consistency. Where consistency is the extent to which the policy can continue to be implemented. As for the sustainability of the policy, continuous support is needed.

The policies for protecting women and children will continue and be sustainable. This is due to the complete regulation from the national to the regional levels. In addition, the measure of success is not based on the number of violence. But the extent to which stakeholders are able to deal with the existing problems. Since violence cases as an iceberg phenomenon, we are incessantly conducting socialization and establishing resident shelters in every village, automatically the number of case reports will definitely increase because people have started to believe in us and willing to report cases, if this figure decreases it may only be realized in 10 years forward.

In the posture of the Makassar city budget, the protection of women and children has become a routine and priority budget for the women's empowerment and child protection office. In addition, this program is also included in the sub-district program. However, it does not mean that it is without obstacles.

Lack of budget is an obstacle for many shelter residents which are inactive. From 153 resident shelters that were established, only 37 were active and that was the only one that could be budgeted for operations. Apart from that, facilities are still an obstacle for P2TP2A (Center Of Integrated Service for Women and Children Empowerment). The programs of the safety house and office are still contractual. In principle, this obstacle does not suspend the policy implementation from implementing. However, the quality of the performance of the policy implementers were retarded and reduced.

5 CONCLUSION

Factors that hinder the implementation of the Policy for the Protection of Women and Children in Makassar City, are (1) the weakness of the institution lies in the lack of supporting facilities for P2TP2A (Center Of Integrated Service for Women and Children Empowerment) and Rapid Reaction Team (TRC) and there were still many formalities in the shelter for residents. (2) Technical support was constrained by TRC transportation facilities and limited socialization props. (3) Lack of participation from private companies as well as poor participation of citizens in socialization the prevention. (4) Distractions in the website information system and Single Number Emergency Call (NTPD) 112 often occurred, whereas manual shelter reporting and socialization of prevention was face-to-face. (5) The budget received from the Regional Revenue and Expenditure Budget (APBD) was not in accordance with the needs. In addition, the socialization of prevention and guidance of residents' shelters still depends on the government budget.

In general, previous studies on violence protection only took the case from one victim of violence, specifically violence against women and the other specifically on violence against children. For this study the authors combined both of them, especially domestic violence, of which not only women are victims but also children, both physically and psychologically. Furthermore, previous research focuses on the process of handling cases of violence that occur without focusing on the prevention process, therefore the author focuses on both processes of handling and prevention, in order to minimize the occurrence of violence, especially in households, and to prevent recurrent cases of violence. Since most cases of violence that occur are repetitions and occur to the same victims, the most important problem apart from the prevention and handling process is analyzing the causes of violence. Therefore the prevention and handling process will be in accordance with the objectives of policy implementation.

It is recommended to strengthen the institutions which are responsible for implementing the policies of protection for women and children, especially P2TP2A (Center Of Integrated Service for Women and Children Empowerment), TRC (Rapid Reaction Team) and community shelters by providing the budget, the support facilities, and technical authority in collaborating and innovating. Formulate a separate program between prevention and treatment programs. In the prevention program, two distinctive approaches are needed: first, for short-term prevention, it is recommended to conduct socialization related to the rights of women and children and provide dealing techniques towards violence. Long-term prevention requires an economic approach and improvement of education quality, especially for vulnerable groups. In order to handle the issues, it is necessary to assist with the mediation process and the legal process. The building of partnerships is not limited to NGOs related to the protection of women and children, but also with religious organizations, cultural organizations, and business institutions. Therefore, it requires cross-sectoral collaboration built with a participatory spirit. It is recommended to use an interactive information system on website and call center platforms. In addition, it requires the use of technology that is more familiar to the community for education and complaint facilities, such as through social media platforms, and also an increase in the capacity of the apparatus responsible for implementing women and children protection policies in the form of the ability to control citizen shelters, as well as in the formulation of innovative programs in order to attract the interest of private sector and donor agencies to participate in education and protection programs for women and children.

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Typology of islamophobia in Indonesia: Qualitative analysis of tweet content on Twitter

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ABSTRACT: Islamophobia has spread throughout the world again after the war on terror was launched by the United States 20 years ago. Globalization and the rapid flow of information technology have succeeded in bringing Islamophobia to Indonesia as a country with a majority of the population that adheres to Islamic teachings. The internet and several social media platforms, such as Twitter and Facebook, also contribute as media that accelerate the spread of Islamophobia. This study examines the typology of Islamophobia in Indonesia through a qualitative analysis of Twitter content in Indonesia. The data were processed using NVivo electronic devices and phenomenological qualitative analysis. The study found that Muslim groups have become victims of stereotypes and online violence in the form of Islamophobia. Twitter has been used as a means to campaign for that hate.

Keywords: islamophobia; social media; nvivo; hate speech

1 INTRODUCTION

Public cognition about Islam and Islamic expression cannot be separated from the sense of concern that was produced after the destruction of the World Trade Center (WTC) building in the United States (US) on September 11, 2001, known as the events of 9/11. After that, the world view of the face of Islam was generalized to the form of violence, where the image of terrorism, radicalism, and even fundamentalism became a new image that was always associated with Islam.

The war on terror" (War on Terror/WoT) was immediately launched by the US President, George W. Bush Jr. This is not an academic term but a political policy that was officially announced by the US. *"Our war on terror begins with al Qaeda, but it does not end there. It will not end until every terrorist group of global reach has been found, stopped and defeated,"* said George W. Bush Jr. before the US Congress on Thursday, September 20, 2001 (CNN 2001). It was not a mere political statement as it was also implemented in a series of military and propaganda operations around the world. Although the US government states that their enemy is not Islam as a religion and Muslims, in fact the war for 20 years has succeeded in dragging Islam and Muslims as the accused group that is considered a threat to Western civilization. This leads to the spread of Islamophobia which infects many countries in the world. This form of Islamophobia actually leads to discriminatory actions against Islamic groups.

One form of misunderstanding is that Islamic identity is dubbed as Arabization, which is interpreted differently from Islamization. The two terms certainly need to have a starting place in terminology. Islam is indeed rooted and originated in the Arabian peninsula, although it must be noted that Arab culture is not only Islamic culture. In fact, basically the existence of Islam perfects the joins of Arab life and culture. But now, religious identities such as the syar'i hijab, even the veil, beard, cingkrang pants, or Islamic education have been grouped as if they were a form of

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Arabization. It is necessary to understand that the whole identity is a form of Islamic expression (Cahyo Adi Kistoro et al. 2020). It is clear that distorted communication leads to the emergence of sentiments and prejudices, pushing potential conflicts into reality. Information and discourse war is inevitable.

The strong flow of globalization and information seems to have succeeded in bringing Islamophobia to Indonesia as a country where the majority of the population adheres to Islamic teachings. It is interesting that Islamophobia in Indonesia has also infected the internals of Islam itself: the rejection of other forms of religious expression seems to infect some Muslims in Indonesia (Saputra et al. 2021). The internet and several social media platforms contained therein have contributed as a medium that accelerates the spread of Islamophobia (Awan 2014, 2016b, 2016a).

The growth and development of the internet has opened up many positive opportunities for anyone to communicate and engage in a world without boundaries. But apparently, development is like a double-edged sword for certain people (Back et al. 2010), through cyber platforms they use hate as a means to appeal to a wider audience that is often veiled anonymously, thus allowing them to change it at any time and successfully bypass editorial and regulatory controls (Bargh & McKenna 2004; Citron 2016; Hodges & Perry 1999). Therefore, the internet has opened up new opportunities for oppression, discrimination, and even hatred in the cyber world (Jaishankar 2008).

Words that encourage hate, bullying, incitement, and threats of online violence have recently become a major problem for social media networks, police, and policy makers. From a legal point of view, any act of inciting hatred on the basis of race, religion, and even sexual orientation is an offense. In some European countries, social media posting material containing hostile messages based on race, religion, sexual orientation, disability, or transgender can be viewed as a hate crime. In cyberspace, this content can also be disseminated in the form of words, images, videos, and music that can incite others to do the same.

Through the internet and various social media platforms, certain messages can be spread at a high speed and without limits. This opportunity is used by "hate groups" to spread hate speech. Hate speech in this context is any form of language used to describe the negative side of a person or group related to race, ethnicity, gender, religion, sexual orientation, or physical and mental disability by spreading hate messages that can trigger violence (Caless 2014; Copsey et al. 2013; Yar 2006). It is also related to the convergence of emotional distress caused by online hate, the nature of online bullying and harassment, and prejudice that aims to defame the group through words that are intended to hurt and intimidate (Hopkins 2020; Najib & Hopkins 2019; Najib & Teeple Hopkins 2020).

Hate crimes on the internet, can also be used as a means to create virtual storage and communicative messages that extend beyond the physical to the virtual dimension (Iganski 2012). For Perry (2003), this is the spectrum of hate crime that has crossed the line into cyberspace where hate crimes are "capable of sending a message to certain communities." Therefore, the internet has become a safe haven for many hate-spreading actors to use it effectively in targeting, marginalizing, and demonizing a group or community. Right-wing groups such as the Anti-Defamation League, the English Defense League, and Britain First are known to have used the internet and social media such as Facebook and Twitter as public spaces and as platforms to spread hate and intolerance online.

In particular, the issue of religious hate crimes on social media sites has raised a number of questions. For example, how effective are social media sites in regulating and controlling hate speech? What if the hate speech is aimed at Islam and Muslims? This is the bottom line of this research, namely how one of the social media, such as Twitter, is used to describe the Muslim community.

Twitter was chosen not without reason. As the locus of this research, Twitter is an important social media that allows people to stay up-to-date and can be accessed easily through software such as Nvivo's NCapture. In addition, this social media also has a fast and frequent exchange of messages. With a focus on Twitter, the author hopes that this research can provide an understanding of how social media is used to generate hatred related to the issue of Islamophobia that spreads online. Thus, it is possible to find the typology of Islamophobia that occurs in the platform so that its characteristics and tendencies can be arranged.

Islamophobia is not a new term. It can be drawn much further back than today's modern age. Therefore, the feeling of antipathy towards Muslim groups that has spread to the world community

in the last few years looks like a rerun. In this study, the term Islamophobia was chosen because it is believed that it will play a role in correcting the negative view of society towards Muslims so that this naming does not create new disputes but instead plays a role in fostering better social bonds.

Islamophobia is an integral part of the problem of systematic negative prejudice against Muslims and people who are seen as Muslims (Mondon & Winter 2017; Najib & Teeple Hopkins 2020). Anti-Muslim prejudice is based on a negative accusation that Islam is an inferior religion, so that the dominant values that exist in society can be threatened by its presence (Hady 2004). Some of the prominent characteristics of Islamophobia can be understood in two different ways: pen and closed view of Islam. A closed view will lead to phobias and fears, while an open view will be characterized by a logical form of disagreement and criticism and appreciation.

The explanation above does not seem too different from the report of The Runnymede Trust team on the initiation of the British Muslim Commission and Islamophobia in England in 1996, before the events of 9/11. Their report, entitled Islamophobia: A Challenge for Us All, was published in November. In the report, Islamophobia refers to: "…*to unfounded hostility towards Islam. It refers also to the practical consequences of such hostility in unfair discrimination against Muslim individuals and communities, and to the exclusion of Muslims from mainstream political and social affairs*" (Runnymede Trust 1997). Islamophobia is unfounded hostility towards Islam. It does not only stop in attitude but is implemented in practical actions against individuals and Muslim communities, such as discrimination to exclusion. This report collects at least eight views on Islam and Muslims, namely monolithic and static, Islam as "the other" and separate, inferior, aggressive, manipulative and insincere enemy, Muslim criticism of the West is rejected, discriminatory behavior against Muslims is maintained, and anti-Muslim discourse is natural and not a problem.

Then, after the events of 9/11, the European Monitoring Center on Racism and Xenophobia (EUMC) conducted a large-scale monitoring of Islamophobia. The report entitled Summary Report on Islamophobia in the EU after September 11, 2001, which they issued in 2002, highlighted the targets of violence and violent reprisals against Muslims after 9/11, such as harassment, blaming all Muslims for terrorism, forcibly removing headscarves, spitting on Muslims, calling children "Osama," and other random attacks. The report also discusses that the positive portrayal of Muslims in the media has been paralyzed and instead portrays it with negativity, stereotypes, and excessive caricature (Nielson & Allen 2002). From some of the explanations above, a common thread can be drawn that Islamophobia is a fear and anxiety about Islam that infects certain people or groups resulting from a closed view of Islam which is followed by the assumption that Islam is an "inferior" religion, does not have an impact on the destruction and threat of the dominant values that exist in society with its presence.

If we look at the spirit of religiosity that exists in various countries, it is often marked by the hyperbole and extremism of its followers. Historical records also show that people often use the name of religion to legitimize radical behavior. This happens because the enormity of the power possessed by religion, even the political, social, and cultural power is not comparable to it. Huntington (2004) explains, currently conflict is no longer based on things that are cultural, ideological, or economic, but because of differences in civilization. This is because civilization is the highest and greatest cultural entity and identity belonging to humans. According to him, the dominant source of conflict today is neither cultural, nor ideological, nor economic. Conflict will occur between countries and groups that have different civilizations. Of the seven major civilizations in the world, Islamic civilization is considered to have the most potential to fight Western civilization which currently dominates the world (Bazian 2018; Huntington 2004).

What Huntington predicts is getting stronger as evidenced by so many attacks on Islamic values. That includes the framing of the face of a terrorist who is deliberately identified with Islamic symbols. Not to mention acts of harassment that hurt the feelings of Muslims. Our memories are still fresh about the blasphemy case that recently occurred in France, related to the making of a caricature of the Prophet Muhammad SAW which led to calls and boycotts of French products as a form of resistance carried out by Islamic groups. Interestingly, the more Islam is reviled and attacked, the more it strengthens the collective consciousness of Muslims.

In the 15th century H (now 1443 H), the discourse on the rise of Islam was getting stronger and stronger. In some countries, the rise of Islam was beginning to be seen. Various activities to reach the resurrection period began to be carried out by Muslim groups collectively. However, for the West and several other groups, this condition has become a form of threat. Indonesia as a country with a majority Muslim population is also in the spotlight. Interestingly, the stereotypical design and various negative stigmas as derivatives of Islamophobia which are aimed at Islam actually show the opposite fact. The development of Islam in Europe and America is very rapid, besides that it is also supported by the intellectual driving force (Ismail et al. 2020; Saputra et al. 2020).

If we return to the question of why hatred, negative views, and phobias are directed at Islamic groups, the answer can simply be put forward because those who hate it have felt defeated and did not find another way to win. Sociologically, this condition can be explained because of the prejudice of those who are in the group against people who are in the out group. Awan (2016) defines five typologies related to Islamophobia on social media. Borrowing this typology, this research will apply it in different social media platforms and different distribution locations. The description of the typology will describe the behavior characteristics of the perpetrator, which help to define and categorize the type of behavior. The typology is: Opportunistic, Fraudster, Fantasist, Producer, and Distributor.

2 METHOD

2.1 *The template file*

This study uses a qualitative approach to phenomenological studies. The phenomenon of Islamophobia in Indonesia, in this context, is used to interpret a social phenomenon that is comprehensive in terms of physical, social, and cultural aspects. A social phenomenon is holistic (comprehensive, cannot be separated), so that in qualitative research the research is not only based on research variables, but the overall social situation that is examined which includes aspects of places, actors, and activities that interact synergistically (Sugiyono 2012).

The study was conducted in Medan City to see the phenomenon offline, then synergized with online baseline data from Twitter social media with the distribution of 37 different Twitter accounts by capturing 2,195 tweets related to the issue of Islamophobia. Data were collected by checking accounts, tweets, and comments (reply). Then several key themes were used where the issue of Islamophobia was intensified, namely the terms Muslim, radicalism, Muslim and *kadrun*, Muslim and extremism, Muslim and terrorism, veil, *cingkrang*, and bomb. Using the NVivo system software, high frequency words and patterns that are directly related to the topic of Islamophobia can be compiled. Comments (replies) and all tweets are compiled into a wordcloud which is then analyzed using the number of words that appear, to explore the core issues and recurring themes around how the issue of Islamophobia is seen on social media. After that, the author compiled a typology of five behavioral characteristics of perpetrators (Opportunistic, Fraud, Fantasy, Producer, and Distributor) that help to define and categorize the types of behavior.

In the next step, the author examines twitter accounts, tweets, and reply comments to try and find out how Muslim groups are seen and targeted for hate speech on social media. Some of the most common re-emerging words used to describe Islamophobia were analyzed using the NVivo software, because it allows authors to structure and identify the comments, posts, and patterns that emerge. All posts and comments were imported into NVivo using the NCapture visualization tool, which allows authors to quickly and easily capture web content via social media data for further analysis. However, there are still shortcomings in using and analyzing data through social media sites such as Twitter. For example, anonymity. Therefore, focusing on content is the solution to this problem.

3 RESULTS AND DISCUSSION

Twitter is a social media platform that allows users to send and read posts that are no longer than 280 characters. These posts are referred to as tweets or tweets. Twitter is growing rapidly and quickly

Figure 1. The Word Cloud represents the most frequently occurring words. *Source*: Data processed by NVivo.

becoming popular around the world. Based on the ranking of social media in the Internet and Telecom Social Network category created by Similar Web on January 1, 2019, Twitter ranks 3rd. Meanwhile, for the Global Rank, Twitter ranks 6th. With its popularity, Twitter has been used for many things, such as campaigns, learning media, sharing opinions/views, protest media, and others.

Twitter usage tends to spike when trending/popular events occur. Similarly, it has also become a popular platform for certain individuals as well as groups who use it to create a hostile environment. Where the Muslim community is the target of hate speech that leads to a form of Islamophobia related to their race, gender, beliefs, and religious background. The practices of hate speech towards Muslims, of course, do not express the values of the civilized world. It also cannot be justified on the pretext of spreading freedom because freedom does not mean violating the rights of others (Figure 1).

The study found 2,195 specific incidents of hate-related messages that could be interpreted as religious hate speech online. Similarly, the reply comments section for certain tweets shows a row of anti-Muslim posts. In particular, it was found that the frequency of words helped researchers to find keywords that describe the form of Islamophobia. For example, out of the top 35 words used, there are six keywords that stand out and have a direct influence on the Islamophobia form of some recent national and global events. They included words such as kadrun (2,135), khilafah (1,176), terrorist (1,176), ISIS (401), Taliban (331), and radical (326) (see Table 1).

What is visible is how these words are accompanied by pictures and text posted after the incident that went viral. For example, after the Taliban's coup against the Afghan government, it was found that there was an increase in posts that were used negatively to describe Muslims.

The use of the terms kadrun, khilafah, terrorist, ISIS, Taliban, and radical is used to relate to Muslims, as a tool to launch or trigger anti-Muslim reactions. Interestingly, the term file used here also points to a worrying trend, with tweets framing much of the discussion around the Muslim community in a negative light. For example, the majority of negative words are juxtaposed with texts such as "Islam," "Masjid," "Takbir," "Cadar (veil)," and several other texts that represent Islam. Below are some examples found:

Pertanyaan paling simpel, sebelum mati, tuh teroris bangsat meneriakkan siapa? Yesus? Buddha? Dewa Siwa? Sri Krishna?
Yang dia teriakan "ALLAHU AKBAR" DUARRRRRRRRRRRRRRRRRRRRRRRR
(Cintya : @CintyaMariana95)

Table 1. Top keywords in word cloud.

No	Word	Count	No	Word	Count	No	Word	Count
1	Indonesia	3163	16	israel	937	31	Radikal	326
2	agama	2777	17	palestina	924	32	Ahok	317
3	negara	2224	18	politik	610	33	#tolakkhilafah	315
4	kadrun	2135	19	anies	607	34	Masjid	256
5	pemerintah	1588	20	allah	588	35	Terorisme	254
6	islam	1563	21	muslim	585			
7	tuhan	1316	22	nabi	539			
8	presiden	1306	23	hamas	472			
9	nusantara	1267	24	hoax	464			
10	khilafah	1176	25	pancasila	435			
11	teroris	1176	26	isis	401			
12	kafirun	1121	27	kitab	371			
13	jokowi	1114	28	kafir	354			
14	rizieq	961	29	perang	333			
15	arab	951	30	taliban	331			

Source: Data processed by NVivo.

Table 2. Typology of offender behavior.

Type	Characteristics	Example Case
Opportunistic	Someone uses Twitter to make hateful tweets and comments directed at Muslim groups after certain incidents.	Suicide bombing, Taliban
Cheat	Someone uses tweets specifically related to fake or manipulated events to intensify Islamophobic hatred online.	Palestine Donation, FPI lascar death
Producer	People who use and promote racist images and videos that are used as a means to create a climate of antiMuslim fear, hatred and hostility. These people are close-y related to distributors.	Khilafah, ISIS, Taliban, Suicide bombing
Distributor	People who use twitter to spread hate messages online through posts, likes, pictures, videos and comments on Twitter	HTI, Khilafah, FPI, Terrorists, Taliban

To note, the account @CintyaMariana95 above, has been suspended by Twitter when accessed on September 14, 2021. Regarding the five typologies of Islamophobia on social media as compiled by Awan (2016), this study also assesses and proposes four characteristic types of perpetrators who have engaged with Twitter as a means to target Muslim groups with online hatred, either through specific pages or comments and tweets. The four types are Opportunistic, Fraudster, Producer, and Distributor (Table 2).

In 2013, the Online Hate Center, published a report entitled Islamophobia on the Internet, which analyzed 50 Facebook pages and found 349 examples of online hate speech. They have identified 191 examples of hate speech, with the most common themes appearing in seven different categories. There, Muslims are seen as (1) a security threat, (2) a cultural threat, (3) as an economic threat, (4) inhumane or vilifying Muslims, (5) threats of violence, genocide and direct hatred targeting Muslims, (6) hatred targeting refugees/asylum seekers, and (7) other forms of hatred. Awan (2016) found five different categories discussed related to the issue of Islamophobia on Facebook, namely (1) Muslims are seen as terrorists, (2) Muslims are seen as rapists, (3) Muslim women are seen as a security threat because of their clothes, (4) "war" between Muslims, and finally (5) Muslims should be deported for total destruction.

Meanwhile, in this study, several forms of hatred that lead to Islamophobia were also revealed. As shown in Table 3.

Table 3. Islamophobic hate tweets.

Hate Message	Engagement Type
Muslims are Terrorists	The use of visuals and communicative writing depicting Muslims as aggressive terrorists. Provocative writing is usually added with terms that are identical to Islam.
Muslims as Rapists	The use of this material following allegations of harassment and rape by the Taliban against Afghan women to portray Muslims as sexual stylists and rapists.
The veiled woman is someone who is synonymous with terrorists	The use of provocative visuals and writing to depict Muslim women wearing the veil is considered an example of a terrorist.
Muslims are a stupid group	Muslim groups are seen as backward and too imaginative, and accompanied by accusations that Islam is a religion that threatens local culture.

Figure 2. Screenshot of tweets linking Islam to terrorists.

Some tweets by perpetrators of Islamophobic messages always associate their tweet messages with texts that represent Islamic symbols and even use texts that seem to insult some important equivalents in Islam. For example, in a tweet from Ahmed Asarlan's account (@ahmedasarlan) on August 20, 2021 (Figure 2).

Another tweet accused Islam of being an intolerant, evil, and inherently backward religion and portrayed and presented Muslims as murderers, rapists, torturers, and sexual predators (Figure 3).

In a tweet from another account, it leads readers to a message that judges the veil wearer as a terrorist by embracing it with the text "Takbir." An example can be seen in the PEMANDUSORAK tweet (@BBerizik) on August 17, 2021 below. To note, when accessed again on September 14, 2021, this account name has changed to ISINE MAIDO (Figure 4).

In Indonesia, veiled women are still a minority group. Many ordinary people consider that the veil is just a requirement of eastern culture, but for women who wear the veil, they consider that the veil is a way for them to get closer to Allah and further increase their faith. The veil is a phenomenon. In social science, every phenomenon has a meaning, which of course everyone can interpret. The meaning in this context can be referred to as an interpretation. There have been many interpretations of the veil, ranging from extreme to moderate styles. Even some historical analysis states that the veil is not only an attribute of Islam, but other religious people who also use the veil or the like. Embedding the terrorist narrative on the veil will further add to the long list of discriminatory acts for Muslim women who wear the veil.

Figure 3. Screenshot of tweets linking Islam to cruelty, rape, and other sadistic acts.

Figure 4. Screenshot of a tweet linking the veil and takbir with a bomb.

Another form of Islamophobic tweet messages is slightly nativizing, namely tweet messages that aim to minimize the role of Islam, by evoking pre-Islamic culture. At the same time, Islam is placed as if it were "foreign goods" for the Indonesian people. Historically, the Dutch orientalists tried to hinder the movement of the Islamization of the archipelago by clashing Islam with local culture; by placing Islam as a foreign religion, an imported religion, which is not in accordance with local traditions. Islam has been pitted against custom (Figure 5).

Natsir and Pratiknya (1989) mention that there are three da'wah challenges faced by Indonesian Muslims, namely, (1) apostasy, (2) the secularization movement, and (3) the nativization movement. Natsir reminded the need for Muslims to take a serious look at organized nativization movements, which usually form coalitions with other groups who are also not happy with Islam, such as the Christian missionary movement, and the secularization movement (Day 2005; Natsir & Pratiknya 1989; Rahmah 2020).

Figure 5. Screenshot of a tweet that smells of nativization.

4 CONCLUSION

This study examines how Muslims are seen on one social media platform, namely Twitter. Based on this research, it is clear that Muslims are victims of stereotypes and online violence in the form of Islamophobia targeting Islamic groups. In this study, it was found that Islamophobia on Twitter is much more common than previously thought and is used by groups and individuals to inflame religious and racial hatred. Freedom of speech is a fundamental right, but this study finds that Twitter has been used as a means to campaign for hatred by combining the principles of freedom of speech against religion and racial hatred of the community. This study also assesses and finds four types of characteristic perpetrators who use Twitter as a means to spread Islamophobic messages, both through tweets and certain reply comments. The four types are Opportunistic, Fraudster, Producer, and Distributor. The tweets reviewed in this study clearly risk alienating the Muslim community and ultimately these posts and images can lead to horizontal conflicts between religious communities.

However, the phenomenon of Islamophobia can indeed be addressed as a natural manifestation of the process of prejudice in a community. However, several things need to be followed up so that prejudice between these groups does not become more acute and cause prolonged social conflict and become detrimental to a community. Correct and positive understanding, openness of views as well as clarity of attitude to life and mental quality in accepting the existence of other groups, will actually help each existing group to compete in a healthy manner by showing advantages that are more beneficial to the wider community.

Likewise, this research is still in the scope of social media with all the limitations of existing research. Therefore, it would be interesting if there is further research to be able to see the symptoms of hatred and Islamophobia in a wider medium: the internet.

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Wali Songo, communication as personal branding: Critical study of postmodernists

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ABSTRACT: This paper tries to undertake a brief critical analysis of the communication of Wali Songo, regarded as a pattern of cultural leadership, namely Islamic religious culture that blends with local culture or values of local wisdom. The communication habits of Wali Songo bear religious doctrines with old practices that have evolved in society. From the communication of Wali Songo, we compare it to the Thought of Jurgen Habermas, the German philosopher with his critical philosophy at the Frankfurt School of Religion, especially regarding social thoughts. This paper focuses on the introduction to the thinking of Habermas, which is outlined in the findings of his studies on social phenomena, later published under the title The Communicative Action Theory: vol. 1. Reason and Society's Rationalisation. The findings of this research are the integration between Wali Songo 's contact habits and Jurgen Habermas acquired contact as personal branding for a leader.

Keywords: Keywords: wali songo; Habermas; communication; personal branding

1 INTRODUCTION

The contact style of the da'wah of Wali Songo is not in the form of welcoming contact, but in the form of communicating a fresh culture that plays the role of the archipelago's old tradition. In the Indonesian context, the pattern of constructing a new cultural dialogue with the old culture has shaped the sense of da'wah. In the archipelago, the meaning of da'wah is different from the definition of da'wah that evolved in the Middle East region, which implies that confrontational symbols are invited and emphasized, so that those who are the target of the da'wah obey them, whether it takes place forcefully or in a symbolic religious way. In the archipelago, the meaning of the word da'wah has been affected by the dakwah pattern introduced by Wali Songo.

Specifically, the pattern of Wali Songo preaching is based on a pattern of cultural management and growth of the group. It can be achieved by combining common values, local knowledge, and the teachings of Islam, rahmatan lil'alamiin, in cultivating this culture. As an attempt to accompany the growth of group life, different patterns of da'wah practices color the lives of individuals. Given that da'wah practices are aimed at developing and improving positive personality traits, as human beings with physical, psychological, social, and spiritual aspects, they have strong values and can form a balance of mental elements.

We will eventually lead to two activities on each of them after discovering the partialization and meaning of the two dimensions: work and contact (Hardiman 2004). Habermas also clarified the connection between the two behaviors and two simple human behavior with the results of the two dimensions of praxis. Job practice with rational-purposeful actions and contact practice with communicative action (Pusey 2011). In short, humans have two dimensions, namely the dimension of technological control with a good orientation of job practice and the moral-practical dimension

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of communication practice with a reciprocal orientation of understanding. However, in these two dimensions, when there is a disparity or disparity, it will push one to find something that transcends the two dimensions, each of which experiences massive leaps that eventually lead to crises. Habermas suggested something called the third dimension, which has the capacity to hold the machine running. The ability of this third dimension to regulate spikes in other dimensions, essentially the ability of the third dimension to regulate external changes (technical-control dimension) and internal changes (moral-practical dimension) is defined by its ability to decide device objectives to be accomplished through that change.

Leaders have numerous ways of interpreting society or their organization, so they adapt the features and attributes of their biographies to their society's social conditions. There are a variety of ways leaders view various cultures, such as:

a. Language and culture, knowledge about the basic history of the region with its cultural characteristics and learning the local characteristics are needed by creating a harmonious and cohesive work team language in the organization's creation of a strong team.
b. Non-physical power, where the opportunities to prevent harmful actions as partners are common sense, good education and maturity of individuals, academics and organizations. Not only dependent on power alone in the leadership of an institution or community.
c. Team management, since the team or company is expanding nationally, internationally or globally, triggering continuous (depending on development) team leadership by distinct coordination. A debate in management studies is about the formation of team building.

1.1 *Diversity as strength*

There is a strength in the diversity of ethnic groups, beliefs, traditions, behaviors, regional languages, and others in Indonesia that grows and evolves as values embedded in community groups. It will build great national strength if it is handled properly. This element is an opportunity for leaders to play a leadership pattern that should be carried out in dealing with those groups. In addition, this diversity will encourage an addiction to the community's area of law, laws, or religious dogma. Therefore, in directing a certain society, a leader needs to consider these conditions. In addition to the emergence of conflicts of interest between these parties, leading community groups and the citizens of the country must prioritize the development of a sense of national unity (nation building).

1.2 *Diversity as a vulnerability*

It is not unlikely to create divisions if the diversity or diversity of ethnic groups, beliefs, traditions, behaviors, etc. cannot be fostered in a single united whole. Starting from a small division, if leadership efforts with regard to culture are never anticipated to unite them in progress towards a productive society, it will become larger. The division is very likely; the issue of religious diversity, traditions, ethnicity/ethnicity/race disparities, habitual disparities. By using both verbal and non-verbal contact from a leader, this is what can be expected.

1.3 *Shaping the character of the Leader by personal branding*

There are three basic characteristics that must be considered in developing a good personal brand, according to McNally and Speak (2004), namely:

1. Authenticity. A strong personal brand represents something very unique that reflects the concepts and beliefs that separate it from those within you. It is possible to present these peculiarities in the form of personal characteristics, physical attributes, or abilities.
2. Pertinent. It is a personal brand linked to the individual's character, which explains anything that society finds to be meaningful or needed. It will be hard to improve the public mind if there is no relevance (attachment).

3. Be cohesive. That is, efforts to constantly (consistently) run a private brand so that other individuals can easily and clearly recognize the personal brand, thereby forming brand equity (brand excellence).
4. Distinction. It is important to convey personal brands uniquely and differently from competitors. The personal brand must be clearly identified so that the brand message can be easily captured by the public.
5. Goodwill. If it is optimistic, a personal brand can yield enduring and good results. Good and useful items must be linked to the personal brand that is made.
6. Execution (performance). The most significant aspect of a personal brand is that the personal brand is recognized. It needs performance and continuous improvement to be understood, otherwise the company would just be a shameful company.

1.4 *Concept for personal branding*

There are eight principles that become the legal basis for the creation of personal branding, according to Montoya (Mufid 2012):

1. Specialization. The precision in a specialization, based only on a certain strength, talent, or accomplishment, is the hallmark of a great personal branding. There are many ways to specialize, namely: capacity, conduct, lifestyle, mission, product, career, and service.
2. Leadership (the leadership law). A personal brand that is fitted with strength and prestige so that anyone can be positioned as a leader built from excellence.
3. Personality (the personality law). For all its imperfections, a great personal branding must be based on a personality figure that is what it is and is present and present. This idea eliminates some of the stress on the philosophy of leadership (the rule of leadership) that an individual must have a good personality but does not have to be perfect.
4. Distinction. In a different way, strong and productive personal branding needs to be addressed.
5. Visible (the visibility law). Personal branding must be continuously shown over and over, before the personal brand of someone is clear. An individual needs to promote himself, market himself at any opportunity, to be recognizable.
6. Unity (the unity law). A person's personal life behind personal branding must be in compliance with the cultural ethics and behaviors that the brand has defined.
7. Firmness. It takes time for every personal brand to develop, and it is important to pay attention to every step of it during that period.
8. Good Name (the goodwill law). If you want better results for personal branding and last longer, the entity must be associated with a value or concept that is widely recognized as positive and useful.

1.5 *Religiosity in Islam with responsible leadership*

Spiritual leadership extends to concern, dignity, role modeling, altruism, and hope for others (Fry 2003). The power of idealism, intellectual stimulation, inspirational encouragement, and individual concern consists of transformational leadership (Avolio & Bass 2004). These diverse viewpoints on leadership style at the intellectual level indicate that ethics is a core characteristic of effective leaders. Positive leaders, therefore, if they are real are transformative. The primary aspect is that a moral person or manager is spiritual, servile, or ethical, which is the foundation of ethical leadership.

Islam has a code of ethics, a collection of ethical rules and values that promote moral behavior by Muslims. In all facets of human life, Islam stresses reverence for universal values. In Islam, adherence is part of faith to moral codes and ethical conduct. Furthermore, Abeng (1997) stressed that Islam requires strict adherence to the Qur'an's spiritual teachings.

They also urge Muslims not to insult or harm anyone. Strict adherence to Islamic religious practices would also reinforce the moral principles and code of ethics in the ethical framework of a person. Hakim (2012) lists I terms of Islamic Leadership:

a. Shiddiq (honesty): in both attitude and action, it means good and right behavior.
b. Trust: implies a sense of duty and preservation of faith in the fulfillment of duties and obligations
c. Fathonah (smart): implies the ability to solve problems, has different working principles.
d. Tabligh (transformative): means that it can not only express ideas or interact, but can also include examples that others can adopt.

It consists of a moral individual and a moral manager in the definition of ethical leadership proposed by Trevino and Brown (2005), suggesting that as a human being, the leader would provide good direction. The leader must have ethical conduct and ethical conduct while as a boss, and encourage workers to act ethically. This is in line with the Islamic leadership principle that shiddiq, amanah, fathonah, and tabligh must always be attached to individuals or to a leader.

2 METHODOLOGY

Qualitative research is the type of research used (Mulyadi 2011). A critical paradigm is the solution chosen. In this research, which is coupled with shari'ah concepts linked to communication theory, the critical hermeneutic theory of Habermas will be used. The data forms and sources used in this research are secondary data. Primary sources of data include test findings and previous studies that are deemed significant. Accurate and systematic information is required to properly interpret the current data such that the results of the analysis collected can identify the object under review. Literature analysis and internet search are the studies used in this report. Literature analysis is a method of data collection using references to the topic of research from books, journals, documents, articles, and laws and regulations. Searching on the Internet is a form of data collection by Internet search. The data analysis methodology is carried out in three phases: data reduction, presentation of data, and drawing conclusions.

3 RESULTS AND DISCUSSIONS

We can also see from the contact habits of Wali Songo and Habermas how to bridge the gap in contact. That is, there are various dialects or understandings via communication, either directly or indirectly (media), that trigger misunderstandings in communicating. For this reason, the following problems need to be understood: language, differences in communication, linguistic, functional and cultural aspects. Typically, practical issues are most easily solved by leaders on how to behave in an environment. Mindset change includes a leader's attempt to have meetings that are interesting and not dull and casually create decided decisions or play in neighborhood groups, such as playing golf or over dinner, and leisure facilities for people. With the plurality of cultures in our community, beliefs, and self-image, leadership must be viewed from the perspective of that cultural diversity. This involves beliefs and customs, as well as ceremonies for religious and cultural classes. This is part of the sense of value of seeing oneself through the eyes of their culture and practices and habits. Hermeneutic study is focused on meaningful comprehension and emerges from human needs in the development of meaningful communication (Malik & Nugroho 2016).

We also compare the communication of Habermas concerning these three kinds of statements with Wali Songo 's communication pattern, namely Satrio Munjung. In this case, the truth should be spoken by a person or chief, and the wrong is wrong for the sake of comprehensiveness or validity of an argument. For instance, if a leader needs to thank his staff, it is appropriate for a leader to do so. Employees are ordinary persons, even though they are just words, who need respect from their bosses. The definition of Communicative Rationality by Habermas derives from a provisional study of the usage of "Rational" phrases in language and from anthropological debates on the world's meaning. The Rationality communicative here is intended as rationality, interpreted as attempts at argumentative dialogue leading to agreement. The consensus in the contact pattern of Wali Songo is named dadar gulung. This poses challenges by describing in depth the problems that

occur, how the problems arise, and how to formulate conflicts with other individuals so that the root of the problem is understood to all organizational bodies. Finally, both organs will transmit their ideas from the problem's description, express their desires to create different kinds of alternative solutions to problems. The concept of communicative rationality from Haymas can then evaluate the form of relationships with attempts to gain an appreciation of language. It is a definition of understanding that can imply a motivated consensus between participants that is assessed against the critique of claims of validity. Validity statements (propositional truths, normative truths, and subjective sincerity) in the expression of symbols identify distinct scientific groups. This rebuilding would then offer the possibility of a third one, incorporating the idea of communicative action.

The authors see that the dakwah communication pattern established by Wali Songo leads to a psychosufistic approach, which is a psychological view of understanding Sufism so that it can be used as a basis for deciding religious attitudes and actions that conform to divine and human values, in relation to the psychosophysics that the authors establish as a frame of mind in dakwah communication. In Islamic attitudes and behaviors, the psychosufistic approach would guide the ummah In the midst of numerous variations and the rapidity of changing times, too. Like the above point, the idea of rolled omelette in the reality of differences can be abridged. We also adhere to the ideals of monotheism, like living in a culture of different faiths and views, different religious understandings, or in a culture that is antipathic to our faith. All provisions are decided by Allah, our efforts are to do our best, and good efforts are likely to produce good results. From the findings of the prior research of the author, Wali Songo's dakwah communication patterns contain psychosufistic values that have the potential to be applied in the context of communication in today's age. Psychosufistic da'wah contact is an alternative to offering enlightenment through preaching, to support people in the modern era which is full of various psychological problems.
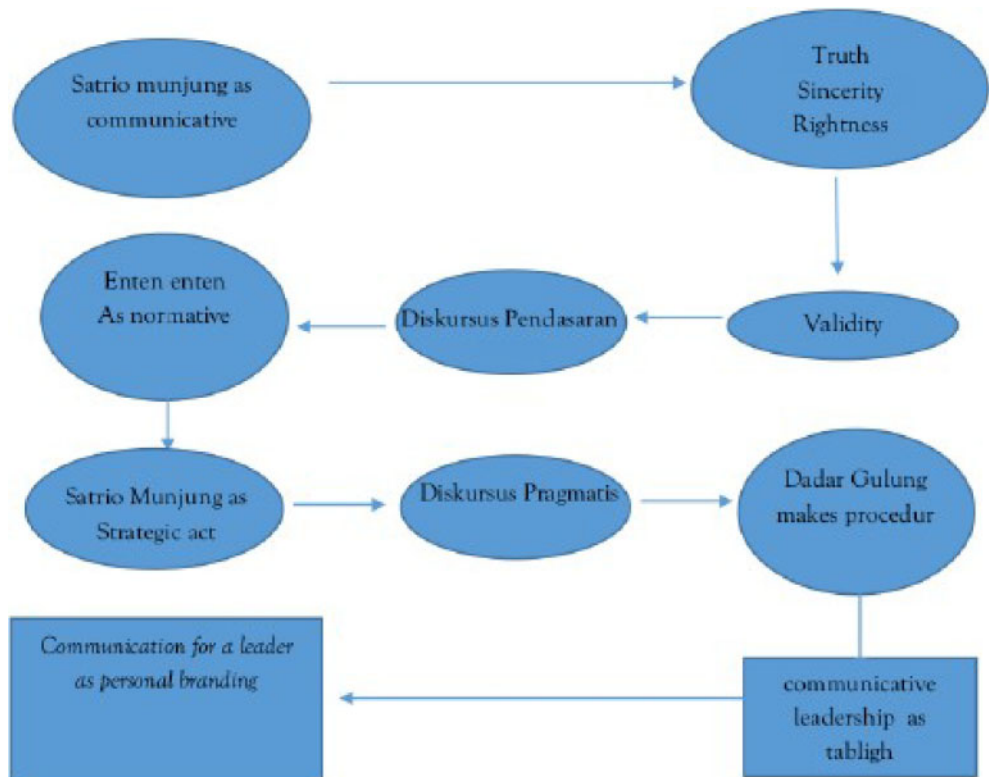

Figure 1. Integration of communication Wali Songo and Habermas

3.1 A leader's professional branding

Personal branding is a method of generating, gaining, and retaining public expectations related to aspects that an entity has, such as talents, accomplishments, personality, or values that are constructed deliberately or inadvertently in order to portray a positive image so that confidence and loyalty can be achieved. Which can be used as an instrument of marketing. Personal branding would help you see you in a special and different way. Through a well-structured one may shape a personal branding and methods of contact. The public will know how the specialization of a leader is structured to communicate two significant items to the target market, using the Wali Songo and Habermas pattern.

The insightful function is one of the communication functions that leaders can use to achieve the standard of ethical leadership. This role carries out communication by conveying truth in accordance with current evidence, the reality of the substance of the news, and the truth of the conduct inherent in the individual leader. As a result of the personal brand itself, individual branding is a promise, a duty to fulfill the expectations that arise in society. The hope here should be the objective of how the perceived importance of a leader should be more than just the anticipated value. The more qualities that the consumer will embrace and the higher the degree of one's strength, the more good personal branding will be able to build a good relationship with customers, indicating the better level of relationships that exist in the personal branding.

The next contact is that which acts as an integrative, which is called dadar gulung in the leadership of Wali Songo. The current leader should play a role in problem solving, not in developing new problems. The phenomenon that happens is that, while he does not know the validity of the problem, a leader gives a problem, such that hoaxes and confusion of facts are rampant. With the role of integration between one person and another, with the concept of dadar gulung, between employees and superiors there will be an understanding in alternative solutions to solving a problem.

In addition, on the basis of the concept of tolerance, the communication feature called persuasion, a combination of correctness and satrio munjung, will create mutual respect between the leader and the group.

4 CONCLUSION

Islamic leadership with the dimensions of shiddiq, mandate, fathonah, and tabligh can be carried out by Wali Songo with complete determination, having the same understanding as described by Habermas in the elaboration of these dimensions through four communication claims, namely truth, rightness, sincerity, and comprehensibility, so as to produce competent communication. State leaders or community leaders can apply the concept of communication in their daily behavior and attitudes. The actions of leaders can be used as examples and can be accounted for by humans and their God, so that the concept will become the communication of a leader as personal branding.

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SMART TRENS: Economic recovery program post COVID-19 at Modern Islamic boarding school (*Pesantren*) in Semarang City

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ABSTRACT: The thing which needs to be considered in the pandemic is the economic sector recovery mechanism as a result of the Pembatasan Sosial Skala Besar policy, especially by Semarang City Government. This PSBB policy is an anticipatory step from the government to break the chain of COVID-19's spread. The application of digital marketing at a strategic level is carried out as an alternative solution to traditional marketing of products produced by pesantren become more comprehensive. So this research aims to build and develop a program of Smart Trens which is ideal for micro-businesses to adopt, especially pesantren in Semarang City. This research uses an exploratory qualitative approach. Data sources are obtained through observation, interviews, and literature studies. The implementation of the Smart Trens Program is expected to: (1) increase the trust of existing customers and gain new potential customers; (2) renew the application of sophisticated technology in marketing; (3) expand the market share of its superior products; and (4) increase the competitiveness of Islamic boarding schools in empowering the economy of the people. The success of this program will be determined by the seriousness of each stakeholder in carrying out this program in five stages, namely: (1) data collection; (2) registration program; (3) product curation; (4) product orders and deliveries; and (5) payment

Keywords: People's economy; adoption of digital marketing; Modern Islamic Boarding School.

1   INTRODUCTION

The spread of virus due to COVID-19 pandemic which has been taking place since December 2019 has continued to expand, including in Indonesia. Something that needs to be considered when a pandemic case occurs is an effective recovery mechanism, especially in an economic sector which was shaken by the Large-Scale Social Restriction movement (PSBB; *Pembatasan Sosial Berskala Besar*) which was implemented in several areas including in Central Java Province. Central Java Province was ranked third after DKI Jakarta Province and East Java in active cases reaching up to 60,514 cases or 10.5 percent. This PSBB policy is an anticipatory step from the government to break the chain of the spread of COVID-19 in Indonesia, but the consequences will directly affect macroeconomics performance (Pakpahan 2020).

In this case, pesantren empowerment sector is the focus of attention of the government considering the potential possessed by pesantren in the socio-economic sector, especially in empowering people (umat) (Fatoki & Asah 2011). The large number of pesantren and santri shows the potential of the pesantren to play its role (Ryandono 2020; Zaki et al. 2019). This is confirmed by data from the Kementerian Agama Republik Indonesia (2020), the number of Islamic boarding schools in Indonesia has reached 28;961 boarding schools, with a total of 2,645,344 santri, where the number of students who live at boarding schools is 1,442,283 santri and the number of those who do not live at boarding schools is 1,203,061 santri. In terms of the distribution per province, Central

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Java Province is in fourth place behind West Java,;anten, and East Java with the highest number of Islamic boarding schools with 3,787 Islamic boarding schools with 298,874 students, while Semarang City is in sixth position in Central Java Province with 183 Islamic boarding schools and 8,977 students (see Figure 1).
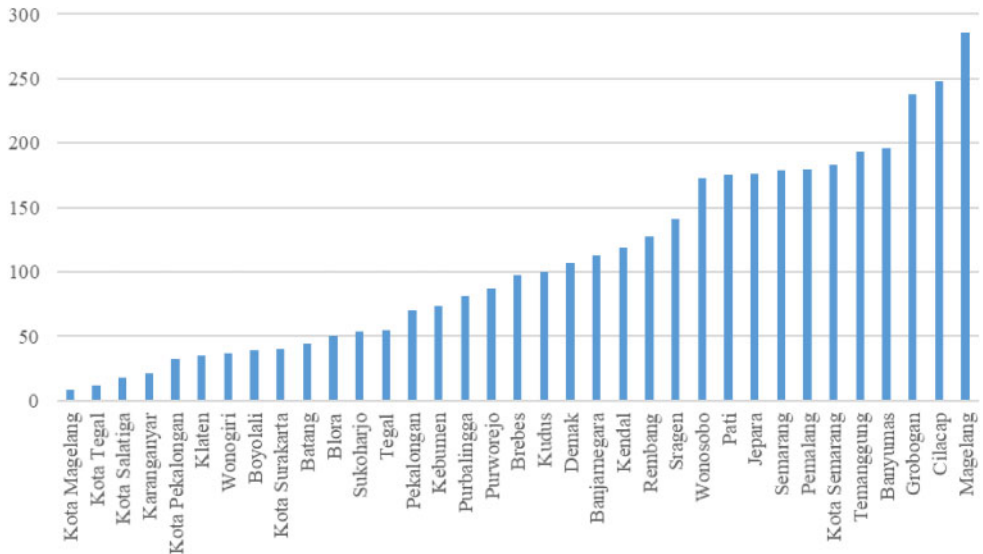

Figure 1.   Distribution of Islamic boarding schools in Indonesia, 2020.
Source: Kementerian Agama Republik Indonesia (2020).

In practice, even in normal conditions, the business units carried out by Islamic boarding schools often experience of the various obstacles and difficulties in running their businesses, especially in post-pandemic conditions. So, the impact of COVID-19 pandemic in this pesantren business unit has potential to reduce purchasing power, lead to a quiet market segment, and cause other constraints in the production and distribution process. Furthermore, various adjustments are required by this business unit in running its business in order to survive macroeconomic uncertainties, prevent bankruptcy, and increase its competitiveness (Hardilawati 2020). One of them is an alternative solution that can be utilized by pesantren business units by implementing a technology-based marketing system to maximize the existing marketing strategies. Semarang City Government can initiate the adoption of a digital marketing program with the term *Smart Tren*, in order to increase digital marketing on superior products produced by Islamic boarding schools business units in Semarang City.

Starting from the background of existing problems, it encourages the exploration of *Smart Tren* Program as a digital marketing process that will be adopted by business units as an effort to survive post COVID-19 pandemic. So hopefully, it can be a foundation in a competitive, superior and creative business sustainability. The application of digital marketing at this strategic level as a complement to traditional marketing and business strategies is becoming more comprehensive (Qashou & Saleh 2018). A necessary thing to be prepared is program integration with government in preparing this program in an ideal way, considering technology is also one of the biggest obstacles for business people (Budiantoro et al. 2018). So the purpose of this study is to develop and compile an ideal *Smart Tren* Program in digital marketing programs adoption in business units in

Semarang City. In accordance with problems to be discussed in this study, the objectives of this study are:

a. Obtain problems from people in micro and small business sector in Semarang City.
b. Obtain modeling concepts from the ideal *Smart Tren* adoption.
c. Gain the benefits that the pesantren business unit gets when it adopts this *Smart Tren* Program.

1.1 *Urgency (Priority) of study*

a. Academic benefits
   Expected benefits from this study outcome can contribute to the development and understanding of management knowledge, especially in empowerment management, henceforth it can be developed into economics knowledge related to the linkage program planned by Semarang City Government in pesantren economic empowerment through pesantren business units so that in the future it will be able to be competitive, independent, prosperous, and cultured based on the values of religiosity. Through this proposal, it is hoped that it will be able to provide a comprehensive overview so that the output will get an optimal model and a description of the empowerment concept scope will be carried out by Semarang City Government to the pesantren business unit.

b. Practical benefits
   Expected benefits from this study are important considerations and input for Semarang City Government, especially *Badan Perencanaan Pembangunan Daerah Kota Semarang, Bidang Penelitian, dan Pengembangan Ekonomi* (Semarang City Regional Development Planning Agency, Research and Economic Development Sector), to be able to take various implementative steps in making policies and making regulations that can become the foundation for sustainable development management of pesantren business units through integrated economic empowerment of pesantren with multiplier effects that can improve the economy of the people (umat), so people become more prosperous, independent, and cultured based on religious values.

2 METHOD

2.1 *Research approach*

This study used an explorative qualitative approach method with basic consideration of being able to comprehensively identify the adoption process related to digital marketing for pesantren business units in Semarang City as a form of economic recovery during COVID-19 pandemic. The type of data used is a combination of primary and secondary data that will support this study in formulating *Smart Tren* Program modeling as a digital marketing adoption, as well as conducting business development through various kinds of training in pesantren business unit in Semarang City. In this case study data were obtained through observation (field research), interviews, and other literature studies.

2.2 *Research flow and conceptual framework*

In the research flow scheme, it starts from pesantren business unit potential in Semarang City. So Semarang City Government provides strategic solutions in THE *Smart Tren* Program model as a form of digital marketing adoption for pesantren business unit actors in Semarang City who are potentially affected by the COVID-19 pandemic (see Figure 2).
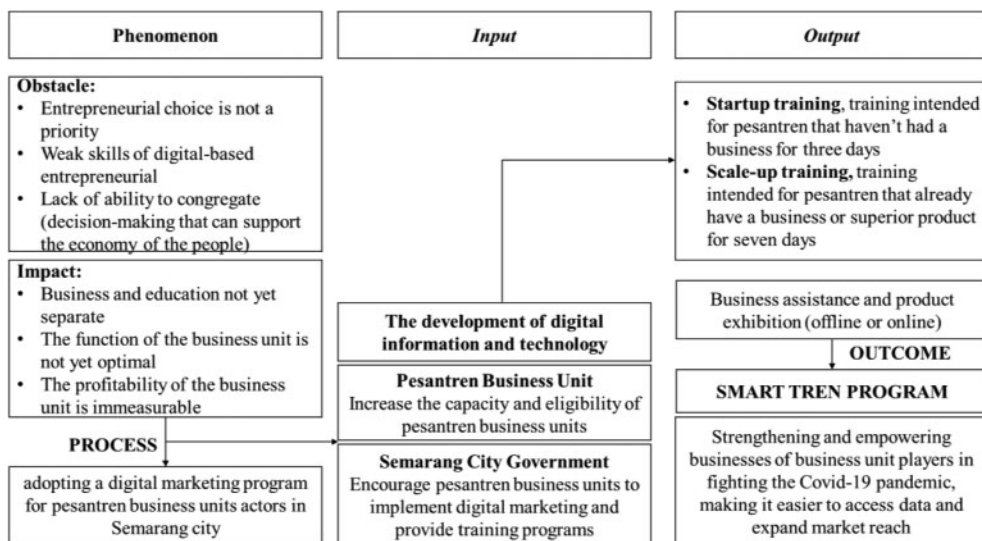
Figure 2. Conceptual framework for the Smart Tren program in the adoption of digital marketing programs to pesantren business units actors.
Source: Santoso et al. (2020), modified.

The modeling of the *Smart Tren* Program as digital marketing adoption was initiated by Semarang City Government so that hopefully the pesantren business unit can spearhead the operational management and development of pesantren infrastructure independently. In this case, objects selection from pesantren is due to the vision and intention of running a strong business, which is supported by human resources, land, raw materials, and broad market potential. Through the adoption of this program, hopefully the marketing system and digital-based business strategy run by business unit actors in Semarang city will be effective. So that in the end there is a strengthening of the business of pesantren in fighting the COVID-19 pandemic which make it easier to access data and expand market reach. The hope is that it can build pesantren independence through economic empowerment by selecting commodities that are saleable in the market, providing training, mentoring, and digital marketing.

2.3 *Research focus*

The focus of this research is the adoption of digital marketing in pesantren business units in the city of Semarang which is carried out by the Semarang City Government through the Semarang City Regional Development Planning Agency, Research and Economic Development Sector in collaboration with several other agencies involved in the empowerment of pesantren. This program is part of a solution initiated by the Semarang City Government in empowering pesantren business units to survive the COVID-19 pandemic and keep up with technological developments to support the creation of technology-based smart cities. This is a factor of renewal and can serve as an example for other city or district governments in Central Java Province and in other provinces in empowering the pesantren economy. So it is hoped that the pesantren's business unit will be able to be competitive, independent, prosperous, cultured, and based on religious values.

2.4 *Analysis tools*

The analytical tool used is a business canvas model that is considered appropriate in designing business models, including compiling a sharia-based financing model initiated by the Semarang

City Government for pesantren business units who have the potential to create superior products (Tjitradi 2015). This is confirmed by Osterwalder and Pigneur (2010), where the business canvas model will show a logical picture of a business model and how an agency creates, delivers, and captures a value. The model of thinking from this canvas is by dividing the business model into nine main components, where the components are either on the right side (showing creativity) or on the left side (showing logic), (see Figure 3): (1) customer segment; (2) customer relationship; (3) customer channel; (4) revenue structure; (5) value proposition; (6) key activities; (7) key resource; (8) cost structure, and (9) key partners.
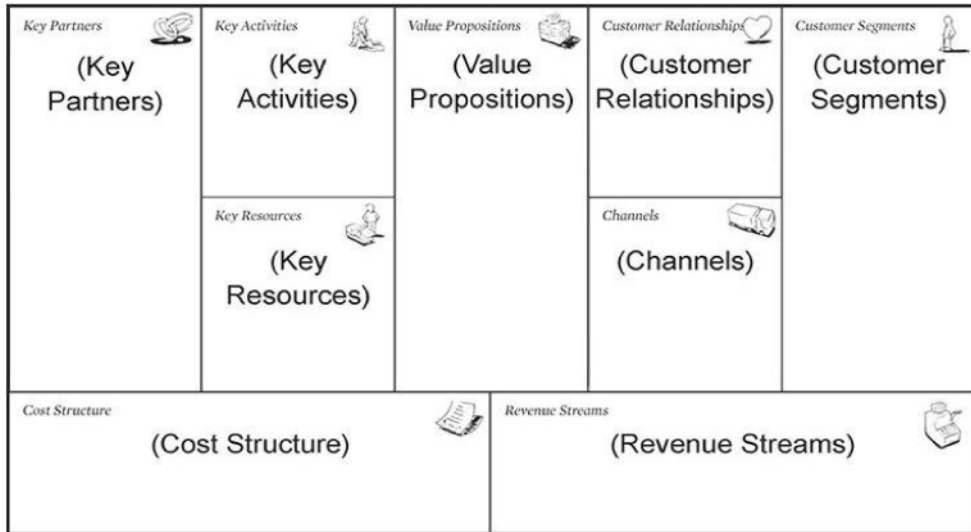
Figure 3. The nine main components of the business model canvas.
Source: Tjitradi (2015).

3 RESULT AND DISCUSSIIONS

The multiplier effect caused by the COVID-19 pandemic has affected the development of the Islamic economy in Indonesia, such as the halal product industry, the Islamic financial industry, and the expansion of sharia businesses through pesantren business units. Therefore, the management of the pesantren business unit is highly dependent on the existence of santri or voluntary social donations. The various operational needs of the pesantren business unit require information technology support in order to be more effective and efficient in carrying out every transaction. In order to respond to this, an appropriate strategy is needed in facing the era of digitalization by the pesantren business unit, such as (1) commitment to increasing investment in the development of digital skills carried out by the pesantren business unit; (2) it is necessary to implement a prototype of new technology, so learn by doing is needed; (3) exploring forms of collaboration with industry, academia, and the public in the adoption of digital marketing programs for pesantren business units actors; (4) compiling an educational curriculum that begins to be included in human digital skills. Mapping the benefits and costs of both social and economic in the process of adopting digitalization in managing business units is a strategic step for strengthening the community-based economy (see Table 1).

Table 1. Mapping the benefits and costs of digital adoption in Pesantren business units.

Benefits		Cost	
Economy	Social	Economy	Social
Development of the entrepreneurial skills	Maintain the trust of the community and partners in the ability of the pesantren business unit	Increase the cost of education due to the addition of a digital	Generating social jealousy for other of students pesantren business
Operational support for pesantren business units	Increasing the independence of students to prepare for the future	entrepreneurship curriculum Increasing the burden of digitalization investment	units that have not adopted digital Reducing the authority or spirit of pesantren as an Islamic religion-based education
Increased purchasing power	Improve literacy understanding in digitization		
	Increase the brand image of the pesantren business unit		

Source: Effendi et al. (2020) and Hasanatina et al. (2020).

The dominant Muslim population in Indonesia is 209.12 million or 87 percent of the total population, which is one of the opportunities that can be used to make the adoption of digitalization successful in pesantren business units (BPS, 2020). However, there are still various kinds of obstacles that must be faced by pesantren business units (see Table 2).

Table 2. Pesantren business units problems.

Problem	Interpretation
Mindset	Mindset development of the pesantren business unit has not been optimal, although the entrepreneurial movement is increasing, this is still the last option.
Culture	The cultivation of expertise in doing digital-based entrepreneurship is still weak
Ability	Lack of ability to do muamalah, including the ability to make decisions that can support the economy of the people

Source: Fajri (2020).

Looking from the perspective of the problems faced by pesantren business units in Semarang city, they can be classified into internal and external problems (see Table 3). The internal problems that exist in this pesantren business unit stem from limitations in terms of the pesantren's own business unit, which are closely related to existing capabilities, competencies, and resources (information and knowledge), so that they have an impact on the process of compiling and implementing its business strategy. Meanwhile, external problems arise from various problems faced from outside the business unit that have the potential to sustain the business.

Table 3. Internal and external problems of Pesantren business units.

Internal Aspects	External Aspects
Weakness in doing business innovation	Threats from similar imported products
Diseconomies of scale which are influenced by limited production capacity so that the selling price is relatively high	The low contribution of external parties in supporting the development of the pesantren business unit
Limited capital owned	Difficulty in expanding the market
Limited availability of raw materials needed in the production process	Policy in business unit development has not been responsive
The low ability of human resources which affects the low quality of products that are not yet optimal	Limited process of financing formal financial institutions, due to low financial literacy
Low literacy and technology implementation	The low condition of infrastructure has resulted in high distribution costs and selling prices

Source: Primary data (2021) (processed).

At present, the main problems faced by pesantren business units are (see Figure 4): (1) pesantren business units in a region not yet integrated; (2) funding sources that only focus on santri; and (3) the low contribution to the economic independence of the people and the nation.
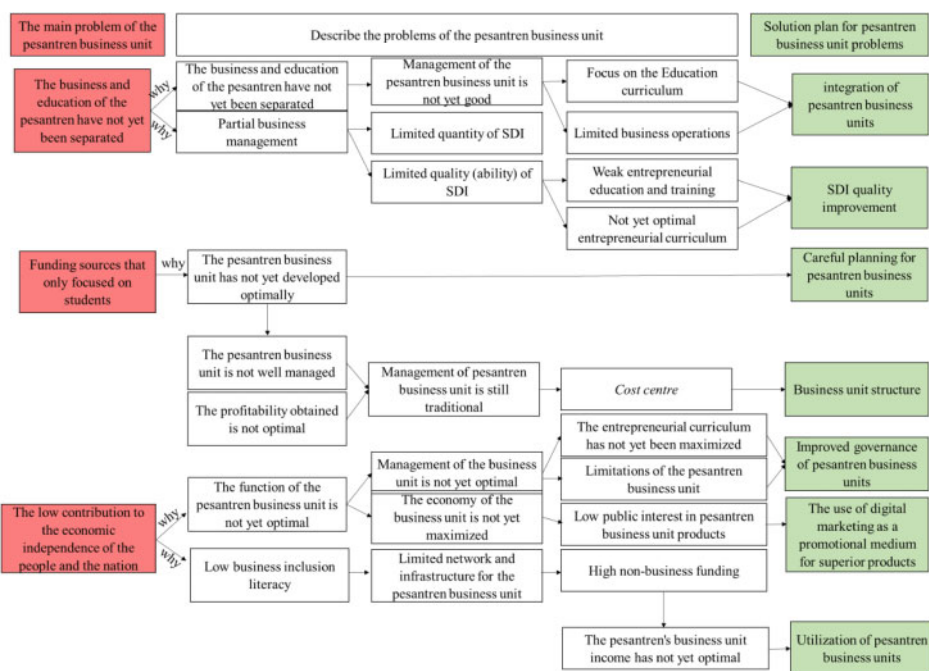
Figure 4. Problems mapping in Pesantren business units.
Source: Bank Indonesia dan Universitas Airlangga (2019), modified.

3.1 Overview of Smart Tren Program in Semarang City

The *Smart Tren* Program is a digital marketing adoption program for pesantren business units initiated by the Semarang City Government and has full authority over the Semarang City Cooperative and Micro Business Office (*Dinas Koperasi dan Usaha Mikro*). This program is carried out in an

integrated manner with an online single submission which is useful for minimizing errors in the implementation of the established modeling system. The Semarang City Government routinely will collect data on pesantren business units who become business partners, so that their development can be monitored comprehensively and they can provide input and direction for the policy-making process related to the strategic plan of the pesantren business unit.

This program is expected to become a role model based on ta'awun mutual relations so that the empowerment process of the people can be optimal by utilizing the extensive network of pesantren business units supported by the use of appropriate technology. The Smart Tren Program mechanism is carried out comprehensively starting from registration, training, mentoring, product exhibition, financing and digital marketing as a medium of promotion for superior products from the pesantren business unit (see Figure 5).
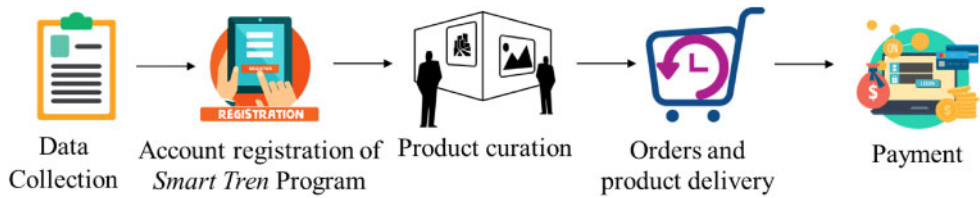
Figure 5.   Smart Trens Program flow.
Source: Jasmadi (2020), modified.

Synergy in managing business units is one of the keys to success, so maximizing the adoption of the *Smart Tren* Program can enable business units to work effectively and efficiently based on the socio-economic strength of pesantren (see Figure 6). The multiplier effect of this program is contributing to solving economic problems and the independence of the people and the nation.
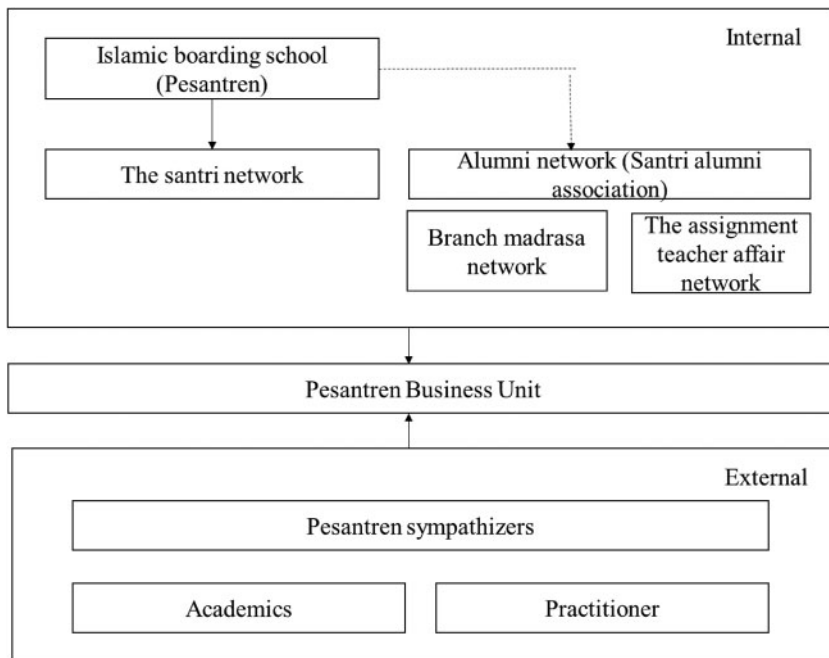

Figure 6.   Management of Pesantren business units.
Source: Dardak (2019) and Zaki et al. (2019) modified.

Business units that will become business partners of the Smart Tren Program are required to register once a year per June each year. It should be done based on consideration as a new academic year for education in Islamic boarding schools. The registration mechanism that must be carried out by pesantren business unit is relatively easy by preparing and submitting all the required documents to online selection system for *Smart Tren* Program that has been prepared by the Semarang City Government. To maximize the benefits of this program, pesantren business units that have difficulty accessing the Smart Tren Program system can apply for convenience in the online registration process by coming to the sub-district office closest to the pesantren business unit location with complete requirements (see Table 4).

Table 4. Criteria and administrative requirements for Pesantren business units to join the Smart Tren program.

No	Criteria	No	Requirement
1	Semarang City Residents (proven by Semarang City KTP)	1	Photocopy of NSPP (Nomor Statistik Pondok Pesantren - Islamic Boarding School Statistics Number)
2	17 to 55 years old	2a	Financial reports of pesantren business units for the last three months (for operating business units)
3	Minimum education is SD or MI or equivalent	2b	Submission of business idea proposals that will be produced by the pesantren business unit (for business units that will operate)
4	Must register at least one representative from santri of the pesantren	3	Photocopy of IUMK or SKU from the pesantren business unit
5	Compile and submit a proposal for the development of a pesantren business unit	4	Latest photo of the pesantren and its business units (front view or the pesantren logo)
		5	Photocopy of assignment letter from the head of the boarding school
		6	Photocopy of valid certificate of good behavior
		7	Photos of superior product units produced from the pesantren business unit
		8	Health certificate from a doctor or public health center
		9	Application letter to the Semarang City Government to apply for a business partner in the *Smart Tren* Program
		10	Application letter to the BPRS to apply for financing

Source: Dinas Koperasi dan Usaha Kecil Provinsi Jawa Barat (2021), modified.

Every pesantren that has various fields carried out by pesantren business unit, such as services, fashion, food, beverages, agriculture, crafts, animal husbandry, fisheries, trade have the right to submit their superior products to participate in this *Smart Tren* Program. The flow of registration starts from completing the required document and administrative requirements, followed by an interview test as a way to confirmation of the submitted data. Those pesantren business units that pass the selection will be contacted by the *Smart Tren* Program admissions committee via e-mail, telephone, or stated on the website. Make sure the e-mail address or telephone number is active so that participants can view information on the *Smart Tren* Program online selection system.

There are two categories in the *Smart Tren* Program, including (Dhofier 2011): (1) startup training, which is intended for pesantren business units that have not had a business for three days; (2) scale-up training, which is needed for business units that have been running for seven days. This program is not only aimed at existing business units, but pesantren business units that are not yet running but have ideas or ideas related to superior products that will be produced can apply for this program registration. The training location is carried out in one of the selected pesantren business units.

Furthermore, business assistance programs will be carried out, superior product exhibitions both online and offline until financial assistance. The Adoption Scheme is compiled by the Semarang City Government in a systematic and comprehensive manner so that the *Smart Tren* Program can run optimally. In addition, the implementation can make easier way for buyers and sellers to make transactions and create a sense of security and comfort in conducting transactions (see Figure 7).

Level 1 **Start up Business** (start -up)	Stage 2 **Unorganized Business** (a not yet well organized and managed business)	Stage 3 **Survive and Stable Business** (business is stable and can survive)	Stage 4 **Growing and Developing Business** (still grows and develops business)	Stage 5 **Capable in Independenly** (businesses capable of establishing Islamic boarding schools)
Characteristics: • The operation of the business unit has only been running for two years • The grouping of business units is included in the micro scale category • The business unit has a net worth of Rp. 50 million and a turnover of Rp. 300 million per year	**Characteristics:** • The operation of the business unit has been running for the last two to three years • Has not yet contributed to the operational of the boarding school • Grouping of business units is included in the small-scale category • The business unit has a net worth of Rp. 50 million to Rp. 500 million and a turnover of Rp. 300 million to Rp. 2.5 billion per year.	**Characteristics:** • The operation of the business unit has been running for the last three to five years • Has contributed 10 to 25 percent to the operational of the boarding school • The grouping of business units comes into the medium scale category • The business unit has a net worth of Rp. 500 million to Rp. 10 billion and a turnover of Rp. 2.5 billion to Rp. 50 billion per year.	**Characteristics:** • The operation of the business unit has been running for the last five years • It has contributed more than 25 percent to the operational of the boarding school • Grouping of business units comes into the large-scale category • The business unit has a net worth of more than Rp. 10 billion and a turnover of more than Rp. 50 billion per year	**Characteristics:** • Has contributed fully to the operations and facilities needed by the boarding school, although the boarding school still accepts voluntary donations (in the form of infaq, alms and waqf)
Performance: 22.5 percent	**Performance: 39.5 percent**	**Performance: 25.6 percent**	**Performance : 9.8 percent**	**Performance: 2.6 percent**

Figure 7. Schematic of Smart Tren program adoption.
Source: Bank Indonesia dan Universitas Airlangga (2019), modified.

The process of adopting the *Smart Tren* Program has go through a long journey so this becomes a challenge for the Semarang City Government through the Semarang City Cooperative and Micro Business Office (*Dinas Koperasi dan Usaha Mikro*) so that hopefully its benefits can be enjoyed by the pesantren business unit optimally. Step by step is prepared comprehensively so that the modeling of the *Smart Tren* Program can be ideal.
Islamic boarding school empowerment concept

Empowerment concept is based on etymology which comes from basic word "power" means strength and ability. In this case, it means trying to facilitate socially and economically weak groups of people in various ways, such as providing education related to their potential development, making training programs so that these groups are able to get out of the previously experienced state of powerlessness (Arfah & Samiha 2020; Effendi et al. 2020). The success of empowerment program can be seen from fulfillment of the principles that must be met, including (see Table 5).

Table 5. Principles of empowerment.

Principle	Definition
Equality	Trying to position with an equal relationship on the basis of the knowledge, expertise and experience a person has with institutions that carry out community empowerment programs.
Participation	Trying to stimulate the self-reliance of the community as the basis for participatory empowerment that is planned, implemented, monitored and evaluated so the goal will be optimal
Independence	Trying to respect and prioritize someone's potential related to independence so there is no need to depend on other parties
Continuity	Trying to plan empowerment programs in a sustainable manner, until eventually someone can be independent and more empowered

Source: Purnomo et al. (2020).

The context of empowerment for micro and small business actors must be in accordance with their needs, both in ideals terms of technical or institutional so they are expected to be able to contribute optimally to the economy (Bhaat & Kim 2017). *Pemberdayaan* (in English, "Empowerment"), as giving authority or power to people from weak categories or in this case not and / or disadvantaged.

In addition, the context of empowerment is a strategic tool for updating and improving performance, raising awareness, encouraging, motivating the potential of organizational, government and business actors including in the pesantren business unit (Astuti et al. 2020).

The important thing, in determining the ideal empowerment concept to increase the competitiveness of the pesantren business unit, starts from defining what it is and how the criteria for pesantren business unit that are generally accepted. However, the obstacle is the absence of standard definitions and divisions related to the boundaries of pesantren in Indonesia (Astuti et al. 2020). Empowerment in industrial revolution 4.0 era or disruptive innovation era which emphasizes the concept of digitalization because in this period the digital economy, artificial intelligence, big data and robots began to emerge (Morris et al. 2005). The form of implementation is carried out comprehensively in various industrial fields, including in product marketing. As one of the leading sectors in Semarang City, business units run by Islamic boarding schools have begun to take advantage of digitalization in the marketing sector of their products through the adoption of the *Smart Tren* Program. Efforts to succeed in this program need to involve all stakeholders both internally (students, alumni, branch madrasah, and assignment teacher affairs) and externally (regulators, academics and practitioners). The success of this program is determined by the synergy of three aspects, namely (Dardak 2019): (1) santripreneur (student human resource development in entrepreneurship); (2) pesantrenpreneur (strengthening pesantren institution as an economic power to produce quality halal products); (3) sociopreneur (synergy between pesantren alumni and the community around pesantren as a socio-economic empowerment effort).

The Semarang City Government is seriously preparing well so that empowerment through this pesantren business unit can be optimal. Hopefully, each pesantren business unit can produce a product that create socio-economic independence, capacity development, production and distribution technology, marketing based on an innovative and strategic technological. All pesantren in Semarang City that will participate in this program are selected through a selection which will be given an integrated coaching program later to increase their competitiveness, business development and also synergize to build potential business network to become an independent pesantren.

The process of adopting this program is also being renewal in smart cities development in Semarang City by economic empowerment of pesantren, so that it can contribute to build an ideal program adoption model. In line with this, the *Smart Tren* Program has become a forum for 183 boarding schools and 8,977 students in Semarang City. The technical aspects in adopting this program, in addition to entrepreneurship training, capital, packaging design and marketing on various online platforms, this program is also in the form of an electronic catalog that presents various sources of information related to superior economic products or activities from each pesantren that offer comprehensively ranging from lists, types, technical specifications and product prices. The management of this program is carried out by *Dinas Koperasi dan Usaha Mikro* (Office of Cooperatives and Micro Enterprises) in Semarang City so that it's non-commercial in nature, means that the transaction manager for incoming orders is directly forwarded to the pesantren business unit without being charged a penny. There are five stages that must be followed systematically as a medium in the process of adopting the *Smart Tren* Program, including (see Figure 8).
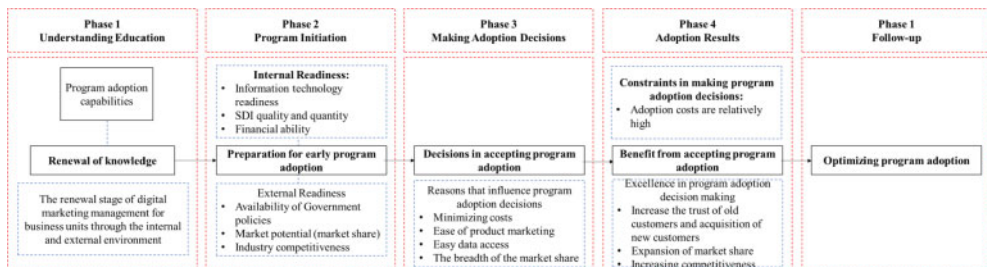

Figure 8. Roadmap of *Smart Tren* program adoption information.

1. Comprehension education phase

   This phase is a process of renewing the knowledge possessed by SDI in the pesantren business unit. The pesantren business unit indirectly carries out reforms in internal and external aspects so that it becomes a solution to the problems faced by the pesantren business unit. There are two emphases at this stage that is seeking and processing the information required in the process of adopting the Smart Tren Program. Mastery of these two aspects can minimize uncertainty in the decision-making process in adopting them.

2. Understanding initiation phase

   This phase is the initial preparation for the adoption process in the *Smart Tren* Program. Internal factors are based on the environment of the pesantren business unit so it shows self-awareness in the process of adopting the pesantren business unit. All information that will be used in the adoption process comes from the pesantren business unit itself, such as: (1) readiness of information technology; (2) quality and quantity of SDI; (3) ability in financial management. While the external factors referred to the environment outside the pesantren business unit that supports the adoption process of the *Smart Tren* Program, including: (1) availability of government policies; (2) market potential (market share); (3) industrial competitiveness. The selection of appropriate information can provide input on how this adoption process can be carried out in order to facilitate the activities of pesantren business units, especially in conducting digital marketing based on electronic catalog media. So that the collaboration of internal and external factors can optimize the adoption process of the pesantren business unit.

3. Adoption decision making phase

   This phase is a decision-making process for the pesantren business unit, with various basic considerations, among others: (1) ease of product marketing; (2) easy access to data; (3) expanding market share. Hopefully that the greater the benefits obtained from the adoption of the *Smart Tren* Program, there will be more business units that can implement it. This program is useful for conducting digital exposure to survive in a sluggish economic condition due to the COVID-19 pandemic.

4. Adoption result phase

   This phase is the result that can be obtained if the pesantren business unit adopts the *Smart Tren Program*. One of the advantages offered by the *Smart Tren* Program is the transformation from conventional management to digital management so it can overcome management constraints with high adoption costs. The ease of searching for the desired product through the internet network is an added value of the *Smart Tren* Program, so that consumers only need to enter the keywords for their business products or the name of the pesantren business unit including the origin of the pesantren on the search page. This is influenced by the expansion of market share, increasing market share, increasing customer trust.

5. Follow-up phase

   This phase contains a form of evaluating the adoption of the *Smart Tren* Program as well as adjusting the design for optimizing the adoption of programs carried out by pesantren business unit that can run their operations with digital technology updates in order to increase the number of orders, effective promotional media, ease in getting consumers even outside Semarang city. Therefore, the pesantren business unit was able to survive in a sluggish economic condition due to the COVID-19 pandemic.

3.2 *Business canvas model Smart Tren Program*

Given the importance of managing a digital-based pesantren business unit, the adoption of the *Smart Tren* Program is considered appropriate. So that in the future, an in-depth study and analysis will be carried out, one of which is by using the business canvas model so that it can maximize the benefits of the *Smart Tren* Program service (see Figure 9).

KEY PARTNERSHIP	KEY ACTIVITIES	VALUE PROPOSITION	CUSTOMER RELATIONSHIP	CUSTOMER SEGMENTS
• Semarang City Regional Development Planning Agency (*Badan Perencanaan Pembangunan Daerah Kota Semarang*) • Semarang City Office of Cooperatives and Micro Enterprises (*Dinas Koperasi dan Usaha Mikro Kota Semarang*) • Pesantren business unit	• Development or maintenance of the *Smart Tren* Program platform • Strengthening the role of stakeholders involved in managing the Smart Tren Program. **KEY RESOURCES** • Computer and website infrastructure • Offline managerial skills (utilization and development of operational management of pesantren business unit)	• Providing digital marketing services through the *Smart Tren* Program platform to pesantren business units that are already business partners • Development of Islamic boarding school business units in the form of startup and scale-up training • Providing business assistance programs, online and offline superior product exhibitions to financing assistance	• Local government officials • IT (*platform*) • Socializing the benefits of the *Smart Tren* Program to pesantren in Semarang City **CHANNELS** • External parties in the pesantren business unit • Internal parties in the pesantren business unit	Pesantren business unit: • Located in Semarang City • In accordance with the terms and *Smart Tren* Program • Business sector that is lawful and in accordance with Islamic law • Does not conflict with the concept of sustainable development • Follow all the stages in the adoption of the *Smart Tren* Program

REVENUE STREAMS	COST STRUCTURE
• Services to pesantren business units in digital marketing in order to expand market share and a people-based economy	• Development and maintenance costs for platforms and infrastructure • HR costs and operational costs

Figure 9. Business Model Canvas in the Smart Tren Program.
Source: Dewobroto (2012); Herawati et al. (2019) and Wardhanie and Kumalawati (2018).

4 CONCLUSION

The *Smart Tren* Program, which was initiated by the Semarang City Government under the authority of the Semarang City Cooperative and Micro Business Office (Dinas Koperasi dan Usaha Mikro), is an alternative solution to overcoming ongoing problems faced by pesantren, especially in the current COVID-19 pandemic conditions. The involvement of various stakeholders is a determinant of the success of the program. This is due to changes in stigma that occur among the community, where pesantren is a religion-based education program that expands its activities in the economic sector. In addition, this program also initiates an increase in the competitiveness of pesantrens in the Islamic education industry by utilizing the sophistication of digital technology, this will have a significant positive impact because through times pesantren in Semarang City also expand their education sector towards the economy of the Ummah. The significant progress made by these pesantren has also had a positive impact on the image of the Semarang City Government as a manager at the national level, so that this can make Semarang City be the main reference for another district/city governments in Indonesia for developing pesantren-based education programs.

This program is expected to become a role model based on *ta'awun* mutual relations so that the empowerment process of the people can be optimal by utilizing the extensive network of pesantren business units supported by the use of appropriate technology. There are two categories in the *Smart Tren* Program, including: (1) startup training, which is intended for pesantren business units that

have not had a business for three days; and (2) scale-up training, which is needed for business units that have been running for seven days. The Semarang City Government can carry out the management of this program by online single submission so it can minimize misapplications made by the parties involved. Besides this online system provides an opportunity for the Semarang City Government to monitor the progress of program partners and show transparently the process of empowering pesantren as a new basis for sharia-based economic development of the ummat which has the potential to improve Indonesian economy.

The limitation of this research is that not all pesantren in Semarang City can be well organized due to incomplete government data and also limited infrastructure to support the implementation of the *Smart Tren* Program in these pesantren. In the future, hopefully more parties will be willing and able to contribute more significantly to encouraging the role of the District or City Government in empowering pesantren-based economic digitization programs, such as providing various business financing program models that can be absorbed by the pesantren business unit sector, thereby providing a multiplier effect on the various parties involved.

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An analysis on the dual role of working mothers in the era of pandemic COVID-19

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ABSTRACT: The COVID-19 pandemic has suddenly changed the order of life of the global community. Anxiety in various sectors of life have an impact on changing patterns of human activity and interaction. One of them is the family environment, where working mothers experience an increased dual role while at home due to the implementation of the work from home and study from home to reduce the spread of COVID-19. This study aims to analyze the dual role strategies of working mothers in the midst of the COVID-19 pandemic and the strategies that a mother takes to prevent COVID-19 transmission in the family. This type of research is qualitative research using a case study approach. The data analysis used the Miles and Huberman model that consists of data reduction, presentation, and conclusion. The results show that the COVID-19 pandemic has caused changes in the family environment. Working mothers not only experience an increase in workload, but also an increased risk of emotional disorders due to the impact of the implementation of work from home and study from home. The dual role strategy of working mothers to deal with these conditions is to divide roles with husbands, apply a priority scale by compiling detailed items work systematically, and rearrange or reschedule all activities carried out while at home. The strategy taken by mothers to prevent the spread of COVID-19 in the family generally refers to the health protocol established by the government, such as using masks, diligently washing hands, avoiding crowds, and maintaining endurance.

Keywords: working mother; pandemic COVID-19; strategy

1 INTRODUCTION

The year of 2020 will be an unforgettable one. In that year, the global world was shocked by the emergence of an infectious disease called Coronavirus Disease 2019 (COVID-19). Indonesia reported its first case on March 2, 2020. Cases are increasing and spreading rapidly throughout Indonesia. The spread of COVID-19 has reached almost all provinces in Indonesia, with the number of cases and the number of deaths increasing and having an impact on political, economic, social, cultural, defense, and security aspects, as well as the welfare of the people in Indonesia.

The Indonesian government has implemented various policies, including issuing Government Regulation Number 21 of 2020 concerning Large-Scale Social Distance in the Context of Accelerating the Handling of COVID-19 which has resulted in restrictions on various activities. Some of them that are quite phenomenal, such as the rules and policies for carrying out work from home (WFH) activities and learning from home (SFH) activities.

The policy taken as a preventive step in reducing the rate of increase in COVID-19 cases has created a new situation and new challenges. Work and study activities at home occur in one place setting, namely the house. Currently, many parents who work at home at the same time have to assist their children in studying from home. Facing tasks that arise at the same time must be treated with a cool head, which, of course, requires effort that is not simple, and it must be done in order to achieve

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the welfare of family or married life. These conditions can add to the many negative stressors that a mother who works at home may feel, which include the pile of work that has to be done by the mother for many reasons, adaptation to the use of work media which may be most suitable if you work from home virtually, caring for the need of their children and husbands at home, and other things that every mother may feel differently when her office work has to be done at home.

Most parents are not ready to fully assume the role of teacher even under favorable circumstances. Teaching is already a complex task requiring professional judgment and skills that most parents do not have. In addition, most parents are trying to balance the increasing role of educating their child with other work they have already done, or trying to educate their child while they endure the stress associated with losing their previous job.

Most of the parents cannot just take the role of teacher and do it effectively. Parents are struggling as a result of school closures in different ways given the impact of different pandemics on their ability to work. Most parents of school-age children who have not lost their jobs continue to work. But now they must do so while balancing full-time childcare—a challenge that has led to the reported decline in family well-being within a week of stay-at-home requirements (Fay et al. 2020).

Women experience a twofold increase in working time at home, due to the additional task of aiding children to study at home, which is usually done at school. The stay-at-home policy forces women to learn online learning technology for their children, as well fullfil the need for a healthy and clean life, and service the need for food with sufficient nutritional intake during the COVID-19 period, forcing women to give extra time for domestic work (Komnas Perempuan 2020).

This research is related to what was also previously researched by Kurniati, Alfaeni, and Andriani (2021). The title of the research studied is an analysis of the role of parents in accompanying children during the COVID-19 pandemic. The results of the research conclude that in general the roles that appear are mentors, educators, carers, developers, and supervisors. In particular, the roles that arise are maintaining and ensuring children adopt a clean and healthy life, aiding children in doing school work, doing joint activities while at home, creating a comfortable environment for children, establishing intense communication with children, playing with children, being a role model for children, providing supervision to family members, providing for and meeting the family's needs, guiding and motivating children, providing education, maintaining religious values, making variations, and innovating activities at home.

The study not only focuses on the role of parents, especially working mothers in terms of their role in implementing learning from home activities, but also analyzes the role of mothers in undertaking work from home at the same time as various other dual roles. This research has a broad scope that seeks to examine two current government policies related to efforts to overcome COVID-19. Work from home and study from home are two policies that make home the main basis for their implementation. This condition causes changes in the routine of family life and the role of mothers in carrying out all their activities. Therefore, this research focuses on analyzing the dual role strategies of working mothers carried out in the midst of the COVID-19 pandemic and what strategies mothers are taking to prevent COVID-19 transmission in their family environment.

2 METHODS

This type of research is qualitative research using a case study approach. The place or location of this research is Somba Opu District, Gowa Regency, South Sulawesi, Indonesia. The informants in this study were working mothers who undergo the demands of work from home, both mothers who work in the formal and informal sectors. Meanwhile, there is a dual role of working mothers in accompanying children. The selection is based on the consideration that children at the primary school level still need a lot of mentoring, guidance, and direction from parents (especially mothers), when compared to school children at the first and higher levels (junior and senior high school). In addition, the level of understanding of elementary school children is certainly different from the level above, so that this condition allows a high enough intensity between mother and child to study from home during the COVID-19 pandemic.

This study targets several informants who work in various fields of work (both formal such as civil servants, office employees or informal workers such as laborers and so on), but, in fact, some of these types of work are not available to the researcher. One of the factors that caused this was the re-activation of working from the office, which originally restricted work by implementing work from home.

The total sample is five informants, with the types of work including three teachers, one government employee, and one entrepreneur. The data were collected using various techniques including observation, interviews, and documentation. The data were collected using various techniques:;bservation, interview, and documentation. The data analysis used the Miles and Huberman model that consists of data reduction, presentation, and conclusion (Sugiyono 2015).

3 RESULTS AND DISCUSSIONS

Coronavirus Disease 2019, more commonly known as COVID-19, is an infectious disease currently taking the world by storm. The COVID-19 pandemic is not just a health problem. More than that, a lot of turmoil was present due to the pandemic. Economic, social, cultural, and religious issues also felt the impact during the COVID-19 pandemic. The formulation of policies to respond to the COVID-19 pandemic has also caused many polemics in the community. The limitation and even elimination of various activities have been carried out to anticipate the increase in the number of COVID-19 infections. Every region in Indonesia has played an active role in harmonizing national regulations issued by the central government to support measures to prevent COVID-19. One of them is Gowa Regency.

Gowa Regency is one of the districts in South Sulawesi which is included in the red zone category. Gowa is ranked second under Makassar City with quite high cases of transmission. Data from the task force (task force) handling COVID-19 in South Sulawesi province revealed to date (November), that there were 1571 confirmed cases of COVID-19 in Gowa Regency, with details of 131 people being treated, 1410 people being declared cured, and 30 others being declared dead.

At the beginning of the outbreak of the COVID-19 pandemic, people in Gowa district also felt a panic reaction that was almost the same as that of people in various parts of Indonesia in general. The atmosphere suddenly became very quiet, crowds of residents were rarely encountered, many shops were closed, and vehicles that were usually busy were also not as crowded as usual. Everything suddenly changed since COVID-19 began to spread in various places. Not only that, office activities in several sectors were initially closed temporarily, until the work from home policy was issued.

This appalling condition lasted for about three months. It was only after the celebration of Eid al-Adha in June that slowly the movement of community activities began to return to its previous state. Even though the PSBB regulations are still being enforced, people are starting to look relaxed and seem to think that the COVID-19 pandemic was not as scary as it was at the beginning. Surprisingly, the spike in cases of transmission actually seems to be increasing, although this is accompanied by an even better recovery rate.

On several occasions, it was found that many people did not adhere to health protocols, e.g., not wearing masks, not doing social distancing, and there are lots of crowd activities. The community seems to no longer care about the existence of the COVID-19 pandemic. Some of them do not believe the truth about the existence of COVID-19. Apart from being bored with the absence of activity for several months, the community has also begun to ignore the potential for transmission. They began to fill the city center, shopping centers, and entertainment centers. Public places have also begun to loosen up and open up access to be visited.

3.1 Work from home and study from home

The real change that has resulted from the COVID-19 pandemic is the implementation of work from home and study from home policies. These two policies have only been implemented for a long

period of time because before, even though several outbreaks had occurred apart from COVID-19, they had not had a significant impact on changes in human activity.

Work from home can simply be interpreted as moving all work activities that are usually carried out in a special place (office) to the home. By relying on access to information technology (online), work from home activities will continue to run as usual. This condition emphasizes the importance of smooth operation, reliability, and mastery of information technology in the process of accessibility and service work. All parties will be in an active condition or continue to be side by side with a mobile or other device that is the medium for carrying out work online.

Home as the center of all activities during the COVID-19 pandemic, especially for work from home and study from home, has created a new and different atmosphere from before. The difference in these conditions occurs due to changes in household work patterns and interactions among family members. The existence of work from home and study from home makes the family rearrange the agendas that had previously become routine in daily life. The COVID-19 pandemic guides humans, including the family environment, to be able to adapt to all the risks of transmission that can lurk at any time.

In general, there are similarities in the experiences of informants in carrying out all their roles and activities during the COVID-19 pandemic. Wahidah, a mother who works in a government office revealed that working from home makes it difficult for her to serve the community because many people are not proficient in using technology. Many people visit their homes to carry out the service process. In addition, their children also need assistance while studying from home. It's different with a mother named Yanti. She is a teacher who is required to work from home due to school closures during the COVID-19 pandemic. She admits that her workload is getting heavier because all the work is done at home at the same time. She has a child in elementary school who is also studying from home. She also has a baby. She felt tremendous trouble. She looks tired and is easily emotional when dealing with these various activities. What was experienced by Wahidah and Yanti also did not escape the experience felt by Fadilah, Darmawati, and Lisnawati. Conditions that are centered in one place, namely the house, make it necessary to be able to divide time efficiently so that no work is neglected or forgotten to be done. Even though all the informants felt almost the same conditions during the COVID-19 pandemic with the implementation of work and study from home policies, the aim was to prevent families from being infected by the virus as the main reason for carrying out all their roles for the safety of family members.

3.2   *Strategy for mothers to work in the middle of the COVID-19 pandemic*

The demand for work from home as a government policy to limit human movement and direct interaction aims to reduce the rate of spread and is a measure to prevent COVID-19. In line with these demands, a similar policy aimed at controlling the spread of COVID-19 is the enactment of study from home activities. Both of these activities will make the home the main basis for the implementation of work and education (school) activities. It sounded fun to be able to carry out these two activities simultaneously. However, working mothers have a different experience from what many think.

Mothers work to assume a dual role which is quite difficult during the COVID-19 pandemic. Those who are required to undertake work from home will be faced with another role that is no less important, namely assisting children to learn from home, which was previously done at school. Mothers must also be ready to fulfill various household needs such as cooking, washing, and other tasks, and all of these roles must be performed at the same time.

The vulnerability of mothers to experience fatigue and emotions, such as stress, can be triggered by the mother's disorganization in managing the time management of each of their roles in the family. Mothers who are busy with office work must also be ready to accompany their children who are studying. Learning activities from home really depend on the mother's readiness to receive any information conveyed by the teacher online. That means that mothers must also be proficient in the use of information technology, at least able to operate social media such as the WhatsApp application to access the development of children's school information. However, in reality, there

are many parents who have difficulty and do not even know how to build communication with teachers about their children's learning assignments.

The dilemma condition in every dual role faced by working mothers demands the need for various ways or strategies that are applied in carrying out all of their roles while at home. The increased workload during the COVID-19 pandemic amid the demands of work from home and study from home requires a strategy that can organize all the work of mothers. This strategy is important so that mothers can complete all their roles even though they are carried out at the same time.

The experience of working mothers in carrying out all their dual roles during the COVID-19 pandemic is generally divided into three strategies. First, the strategy of sharing roles. This strategy will really help working mothers to be optimal in each role. The step taken in this strategy is to give some of the roles that mothers usually do to fathers. This division requires a father to be involved in the role played by the mother. The role of the father is a solution when the mother experiences limited energy and thoughts in managing all her roles at the same time. Second, the strategy applies a priority scale by systematically compiling details of work items in order to avoid neglecting another job if it is carried out at the same time. This strategy focuses on the ability of mothers in time management. Working mothers must be good at managing their time so that all of their roles can run quite well. Third, rearrange or reschedule all activities carried out while at home to maximize the dual role of mothers while maintaining the physical and emotional side of mothers and family members. This strategy plays an important role for mothers with so many types of work to do, especially if the implementation time is the same.

3.3 *Mother's strategy in prevention of COVID-19 in the family environment*

Working mothers generally interpret that the presence of an epidemic of infectious disease such as COVID-19 is very vulnerable to children. Children who are still in the developmental stage still tend to be confused or reluctant to carry out health protocols because they think that this method is unpleasant and troublesome. The role of mothers is to provide initial education about what COVID-19 is and the impact it has, how to protect themselves from getting infected, and procedures for maintaining personal hygiene; these are a series of basic maternal strategies that depart from general regulations around health protocols.

After this initial education, the next strategy carried out by working mothers is to prepare everything needed in carrying out health protocols. This process is a follow-up to the results of education carried out by working mothers on practical actions as a result of the elaboration of health protocol points. First of all, mothers prepare all the necessities related to the process of taking care of them, such as providing masks to protect the face area (mouth and nose) which is one of the places where COVID-19 is transmitted.

Furthermore, soap or hand washing is provided inside or outside the home. After every activity, children should be reminded to always wash their hands using soap and then wash them in running water as long as they don't directly touch other parts of the body (especially the face). The next step is to provide nutritious healthy food to maintain the immune system of family members. This step is quite important because maintaining body immunity means protecting oneself so that germs or viruses can easily be resisted by the immune system that has been well built in it. Taking vitamins or other body supplements can also help keep your body strong and healthy.

Always limit yourself by keeping your distance outside the house, when interacting with anyone, and avoiding various gatherings that invite large crowds. If necessary, always provide hand sanitizers to protect yourself through physical contact (hands) with various objects that are touched while doing various activities. Washing your hands still has to be done every time you finish doing something.

Maintaining emotional self is also needed in dealing with the COVID-19 pandemic conditions which are prone to triggering a heavy mind load due to an increased workload. A mother with a lot of workload can be one of the most prone to feel emotional changes while at home. Positive thinking is very necessary to get through difficult times like now. When doing all activities in the house always enjoy and take advantage of quality time with the family.

4 CONCLUSION

The dual role strategy carried out by working mothers in the era of the COVID-19 pandemic consists of three factors, namely,;irst, to divide roles with husbands in order to maintain the balance of the mother's work while at home; second, to apply a priority scale by systematically arranging the details of work items in order to avoid neglecting another job if it is carried out at the same time; third, to rearrange or reschedule all activities carried out while at home to maximize the mother's dual role while maintaining the physical and emotional side of the mother and family members.

The strategy taken by mothers to prevent COVID-19 transmission in the family generally refers to the health protocol established by the government with reference to protecting themselves from COVID-19 transmission. In simple terms, mothers carry out several strategies such as educating children about basic knowledge about COVID-19, using masks, teaching, reminding children to always wash their hands and maintain a personal hygiene routine (bathe at least 2 times a day), using hand sanitizers, preparing nutritious food and body supplements such as taking vitamins to maintain endurance, and not traveling outside the house or visiting crowded places for a while.

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Analysis of inhibiting factors for the implementation of child violence prevention policy based on residents shelter in Makassar City, Indonesia

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ABSTRACT: The child violence prevention policy based on the residents shelter in the city of Makassar has been implemented for several years. However, the implementation of the policy is not without problems due to several factors that stand in the way between policy predictions and actual results . This research aims to analyze the inhibiting factors for the implementation of child violence prevention policies based on residents' shelters in the city of Makassar. This research was conducted in the city of Makassar, Indonesia. As for the key informants, the Office of Women's Empowerment and Child Protection (PPPA), the Center for Integrated Services for the Empowerment of Women and Children (P2TP2A), managers of resident shelters, non-governmental organizations and parents of victims of violence are the main points of contact. This research uses a descriptive qualitative approach with a focus on the factors that hinder the implementation of child violence prevention policies based on residents' shelters in the city of Makassar. The research design used is a case research. The results showed that the factors hindering the implementation of child violence prevention policies based on resident shelters were lack of consistency in communication between the PPPA office and residents' shelters, limited quality of human resources to manage residents' shelters, budgets and supporting facilities, community response to participate by forming residents' shelters still low in some sub-districts, the organizational structure of shelters residents in the sub-districts is incomplete and the low application of Standard Operating Procedures (SOP) at the community shelter level.

Keywords: Implementation, child violence, resident shelters

1 INTRODUCTION

Public policy is a government instrument in solving problems in society (Head, 2008). So the formulated public policy must not be so complex that it hinders implementation. A public policy is not only able to handle the issues at stake, but also must be able to prevent problems from reappearing (Capella, 2016). One of the complex problems widespread in all regions in Indonesia is related to child protection. According to the Law 35 of 2014 article 1, Child Protection is comprising all those activities that guarantee and protect children and their rights so that they can live, grow, evolve and participate optimally in accordance with human dignity and protection from violence and discrimination. Child protection policies, especially those on child abuse, address the urgent issues at this time, and principally cover two concerns: child abuse treatment and how to prevention it. One of the regions that are concerned with child protection policies is Makassar City.

Makassar City government policies related to women's empowerment and child protection policies are written in the Makassar City Regional Regulation Number 4 year of 2017 concerning the Amendments of Makassar City Regional Regulation Number 5 year of 2014 and was part of

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the2014–2019 Makassar City Medium-Term Development Plan (RPJMD). The policies related to child protection are written in point 19 General Policy and Regional Development Program RPJMD Makassar city where increasing women's empowerment and child protection includes general policies: (1) Strengthening gender working groups, (2) Increasing the protection of women and children and (3) Urban village development decent for kids. The elaboration of this RPJMD is technically and specifically contained in the Amendment to the Strategic Plan of the Office of Women and Child Protection for 2014-2019 which was ratified by the Mayor of Makassar Decree Number 1361/050 / kep / X / 2017.

The Office of Women's Empowerment and Child Protection (DPPPA) in Makassar City has put into place a strategic plan for 2014–2019 in the regional mid-term development plan document, in order to achieve strategic performance targets. Specifically, child protection is given importance in Chapter VI of program & activity plans, performance indicators, targets and programs. The special child protection program is included in section (3) of the Women and Child Protection Program which aims to improve the welfare of women and children, create Indonesian children who are healthy, intelligent, cheerful and have a noble character, as well as providing for legal certainty for women and children against various forms of violence, exploitation and discrimination. The main activities that will be carried out are: (1) Facilities for developing the Integrated Service Center for the Development of the Empowerment of Women and Children (P2TP2A), (2) Trafficking task force facilities, (3) Facilities for protecting women and children against acts of violence, (4) Provision and Management of Shelters (Safe Houses), (5) Capacity Building for KTP (violence against women) / Children, (6) Socialization of P2TP2A in districts, (7) Focus Group Discussion (FGD) of violence and HIV / AIDS, (8) Fulfillment of rights and protection of groups with disabilities for women and children victims of violence, (9) Training in residents' shelter management, (10) Socialization of residents shelters, (11) Facilitating residents shelters, (12) Formulating and structuring policies for protecting women and children, and (13) Workshop for prevention of violence and child marriage.

As a region which was the recipient of the Makassar City DPPPA public service innovation award, the shelter residents received the award for their innovation being in the top 29 public service innovations to be awarded at the South Sulawesi Provincial level and the recipient of the Intermediate Category of Child Friendly City (KLA) award from the central government in 2019. Makassar city government is able to handle sufficiently, but not yet to the extent needed, the incidence of child violence. This can be seen from the list of figures for women and child violence during the last few years.

Data on violence against women and children for the last 4 years are as follows:

Table 1. Data of violence against women and children in Makassar City

NO	YEAR	CASES REPORTING
1	2015	1.025
2	2016	1.172
3	2017	1.225
4	2018	1.746

In 2018, the highest number of cases of 770 cases based on the scene location was recorded as having occurred in households. Cases occurring at public facilities were 458, and the rest were in other places. Meanwhile, the number of victims based on the scene of the incident was also recorded in the household with 791 cases. So, the cases of domestic violence reached 44.1 percent of the total number of cases registered of women and child violence. The surge in violence from 2017 to 2018 is certainly of mounting concern and intriguing from the point of view to do research. Moreover, the allocated budget as a part of the city budget, specifically for the protection of women and children, is quite high which alludes to the administration's concern in preventing the phenomenon. The budget for protecting women and children within 3 years is as follows.

Table 2. Budget for Child Protection Program Realization

			Year of 2016			Year of 2017			Year of 2018	
Budget Ceiling (Rp)	Realization (Rp)	% Achievement	Budget Ceiling (Rp)	Realization (Rp)	% Achievement	Budget Ceiling (Rp)	Realization (Rp)	% Achievement
3.074.683.800	2.935.611.450	97,40	4.547.412.139	4.496.580.000	98,88	3.860.772.170	3.778.910.975	97,88

This data shows that the budget in 2017 for women and children protection grew by a significant amount but fell in 2018. However, given this figure is quite large, it follows that if managed properly with programs the phenomenon will meet its aims right on target.

Community participation in various research shows that this model is considered effective in the process of preventing child abuse. This is in line with Law Number 35 of 2014 concerning Amendments to Law Number 23 of 2004 having to do with Child Protection, especially Article 27 which states:

1. *The community participates in child protection, both individually and in groups.*
2. *The role of the community as referred to in verse (1) is carried out by individuals, child protection institutions, social welfare institutions, educational institutions, community organizations, the mass media and the business world.*

The community needs to resolve cases of violence against women and children in a manner that ropes in the family to solve the problems at the root of the phenomenon and therefore maintains a conducive social environment. Cases that are considered low in the scale of imperatives and can be resolved by deliberation do not need to be brought to a higher formal institution. This is to prevent victims from prolonged formal processes that drain the energy of stakeholders and cause rifts in the society.

Residents' shelters are also created to involve the community in the prevention and handling of victims of violence. Given residents' shelter is also a community forum to discuss the solving of various problems of women and children, it follows that the hope instilled in community involvement and concern will see its dawn in lower levels of violence against women and children.

The principle of handling women and children in resident shelters is that of fast handling; so, service agencies must be close to residents. Resident shelters also provide temporary shelters or safe houses for victims before victims are referred to appropriate service agencies. Safe house is a resident's house that is used for temporary protection and only known by the Resident Shelter administrator. The presence of resident shelters is a form of community involvement in the prevention and also the handling women and children in the city of Makassar. The following is data on case handling carried out at P2TP2A and resident shelters as follows:
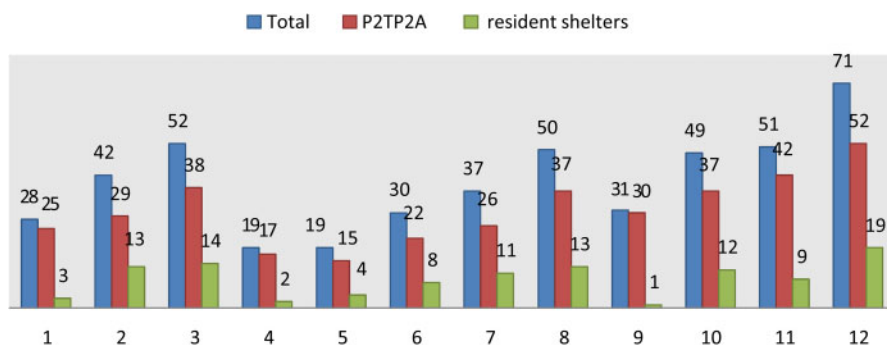

Chart 1. Data of Case Handling by P2TP2A and Residents Shelter for January - December 2018.

In the January – December 2018 period, the number of cases of violence taking place on women and children handled by P2TP2A and shelters for Makassar city residents was 479. Most cases of violence were handled in March with 52 cases (38 cases handled by P2TP2A and 14 cases handled by resident shelters), followed by 71 cases in December (52 cases handled by P2TP2A and 19 cases handled by resident shelters). Meanwhile, the lowest incidence of violence on women and children was 19 cases (17 cases handled by P2TP2A and 2 cases handled by resident shelters) in April and May. The number of case complaints received by residents shelters are as follows:

Table 3.   Number of Case Complaints Received by Residents Shelter

Program	Years			TOTAL
	2017	2018	2019	
SHELTER WARGA	109	109	204	422

This data shows that resident shelters are receiving an increasing number of complaints. Of course, resident shelters must also be more proactive in providing education and community assistance to prevent the future occurrence of such incidents of violence against women and children.

The high level of public complaints every year indicates that policies related to the prevention of child violence in Makassar have not been implemented optimally. The implementation concept emphasizes the execution of the policy itself (Mugambwa 2018).

Ochieng (2017) say that implementation is the process of transforming a plan into practice. This definition is not much different from the definition described by Rudd & Mills (2008) that the function of implementation is to form an effort that allows the goals or objectives of public policy to be realized as an "outcome" or the result of government activities, and the goals or objectives of the public policy are translated into actionable programs that can achieve goals.

Based on data from the PPPA, Makassar city office quoted in Saenab (2020) that from 153 shelters, only 37 are active. This is due to budget constraints. From this data, the indications point to the fact that there are obstacles faced by residents' shelters in maintaining their existence and carrying out their main duties and functions. Therefore, based on this proof, the authors are interested in conducting research regarding the implementation of the Makassar city government policy in preventing child violence by the use of resident shelters. Therefore, in this research, the authors focus on the implementation of the Makassar City Government Policy in Prevention of Child Violence Based on Residents Shelter. The implementation studies analyzed the following question: what are the factors that were obstructing the successful implementation of child violence prevention policies based on residents shelters in the city of Makassar.

2   METHOD

This research uses a descriptive qualitative approach with a focus on the factors that hinder the implementation of child violence prevention policies based on resident shelters in the city of Makassar. In Rashid (2019), there is a research design used as a case research (case research), which analyzes the related factors that obstruct the implementation of child violence prevention policies based on resident shelters. The implementation concept used is the Policy Implementation Indicator (Edward III) which includes (1) Communication, (2) Resources, (3) Disposition and (4) organizational structure of residential shelters and homes for victims of violence. As for the key informants, these are the Head of the Fulfillment of Rights and Child Protection of the Makassar City PPPA Office, the P2TP2A management, the resident shelter manager, the parents of victims of child abuse and the director of the Legal Aid Agency APIK. The data collection techniques used were direct observation at the project site, interviews with environmental activists and the community, and documentary studies related to the project, which in this case were the Environmental impact

analysis and other important documents. This research uses data analysis proposed by Bungin (2012) covering three activities including data reduction, data presentation and drawing conclusions and verification.

3 RESULTS AND DISCUSSION

Inhibiting Factors for Implementing Child Violence Prevention Policies Based on Residents Shelters in Makassar City.

Makassar city government's policy on preventing child violence contained in the RPJMD and the Mayor's decision related to the PPPA service strategic plan is something that must be implemented. But in reality, it is still beset by various obstacles. This can be seen from the high number of children as victims of violence in the city of Makassar in recent years.
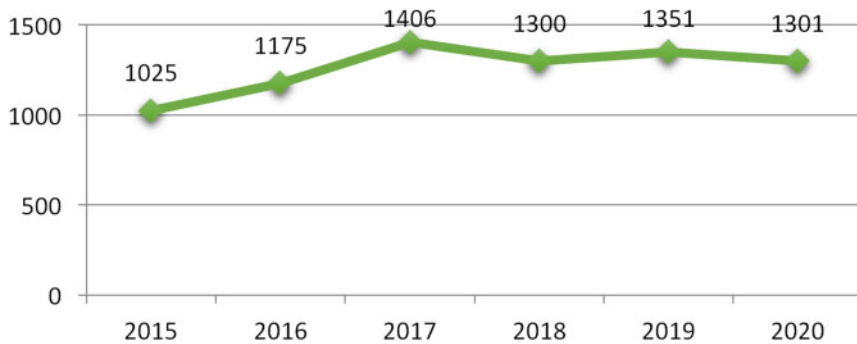
Chart 2.   Tendency to Violence Against Women and Children.

This data shows that the number of cases of violence against women and children in Makassar is still high. This, of course, is not in accordance with the objectives of the Makassar City PPPA Office strategic plan points 2: Improving services to protect women and children from violence. To achieve this goal, the strategic target that is the realization of protection of women and children from acts of violence and exploitation must be fulfilled by the actuation of the number and percentage of services taken up to protect women and children from violence. However, over the last 5 years, the number of cases of violence has continued to increase.

The following is an analysis of the factors inhibiting the implementation of prevention policies of child violence with shelter-based prevention methodology so that the government has not been able to reduce the number of cases of violence. This analysis, Edward III, uses the concept of implementation. The inhibiting factors for implementation include:

3.1 *Weak consistency in communication at the shelter level*

Communication is important in implementing child violence prevention policies in the city of Makassar. Nawi (2015) states that organizational communication error occurs frequently resulting in a decrease in employee performance and achievements while carrying out basic tasks and functions properly, given it needs an effort at creating an effective organization communications climate by growing a variety of action or communication activities between parties found communicating frequently within an organization. Here, the communication between officials, in this case the Makassar City PPPA Office and technical implementers in the field, on one hand, and the P2TP2A and residents' shelters, on the other, greatly influences the implementation process. Likewise, the communication between the implementing institution and the community being the objective, for the implementation of child violence prevention in the city of Makassar, the obstacles

to the goal of reduced violence against women and children faced at the executive level are that of communicating with the residents' shelters. As a result, it hampered assistance to residents shelters so that they tended to become defunct from loss of patronage from the higher authorities. However, the cross-agency communication built by the Makassar City PPPA office, mainly by establishing a cross-institutional and community forum, is actually running well. The P2TP2A forum is a space for intense communication between agencies in preventing child violence. Intensive communication was also carried out by the PPPA office to implement technical agencies: mainly, P2TP2A and resident shelters. However, the problem that arises is the consistency of communication that is not enough to resuscitate the residents shelters.

3.2 *Poor quality human resources and limited budget*

Resources are the driving force in every program. These resources include human resources and supporting resources. The supporting resources include budget and supporting facilities. Based on Salahuddin (2019) research, local communities are believed to actively engage in development processes, particularly in budget policy planning. The available resources in implementing child violence prevention policies in the city of Makassar include human resources and budget resources. In terms of human resources at P2TP2A, there are no obstacles; however, in the shelter, the residents experience obstacles in terms of the quality of the management of its management resources. This is because the residents' shelters rely on community participation to join in. As for the budget, there is a limitation to finance the operation of residents' shelters in preventing and handling cases of child violence. Likewise, in terms of facilities, they still rely on self-help to take effect in the community environment.

3.3 *The low level of public understanding regarding regulations and the disposition of weak authority at the village level*

The disposition in the implementation of public policies includes the attitude and commitment of the implementers to the policies or programs that they must carry out because each policy requires executors who have a strong desire for and high commitment to the program to achieve the expected policy goals. In terms of disposition, this child violence prevention policy has comprehensive regulations starting from regional regulations (Perda), Mayor Regulations (Perwali), to being written in the Women's Empowerment And Child Protection Service of Makassar city strategic plan. This policy has also been disseminated to all technical implementers up to residents shelters and is also supported by directives from the mayor and the head of the PPPA district in each activity to emphasize the importance of preventing child violence. The problem faced is that the public's understanding of child protection policies is still very weak and the direction of the leadership has not been able to assimilate socialization in the community due to the low budget support. This policy has been responded to positively by some people by being actively involved in participating in residents shelters. Even though it is not evenly distributed in all urban villages in the city of Makassar, still it is proved that there are only 37 shelters of residents extant in the existing 153 urban villages.

3.4 *Weak lower level organizational structure*

In implementing policies, the organizational structure of those implementing the policies largely determines the success of the policies themselves. Shah (2005) stated that lack of understanding about corporate strategy might lead to low employee commitment. In this case, it is the policy of preventing child violence in the city of Makassar. The organizational structure for implementing child violence prevention policies in the city of Makassar is quite adequate, consisting of the PPPA Office, P2TP2A and resident shelters, although the existence of residents' shelters is still not established in all urban villages in Makassar city. The existence of new residents' shelters to be located in 37 sub-districts out of a total of 153 sub-districts in Makassar indicates the weakness

of the organizational structure at the lower level that is supposed to be directly in contact with the people who are the object of this policy. Each of these institutions has a standard operating procedure (SOP) in terms of socialization, service and assistance in the community. Even though in its realization phase, still it has not been carried out well at the residents shelter level due to the weak prowess of the existing management at organizing themselves in a manner that puts the prevention policies into effect in the prevention of violence against women and children.

4 CONCLUSION

The factors that put an obstruction before the implementation of child violence prevention policies in the city of Makassar have been the reason for lack of success in suppressing the high rate of violence. These factors are lack of consistency during communication at the residents shelter level, low quality of human resources for managing residents shelters and limited budgets, and low public understanding of regulations and dispositions. Weak authority at the village level and weak structures at the lower level of the management structure taking care of residents' shelters are also to blame. There are suggestions for optimizing the implementation of policy for prevention of violence based on residents shelters in the city of Makassar, that is, the increasing of the budget of the PPPA Office, especially for the provision of supporting facilities and operational shelters for residents, increasing human resources for managing resident shelters and consistent assistance by the PPPA Office, massive socialization of those implementing the regulations regarding child protection, and the strengthening of the role of urban villages in encouraging the birth of resident shelters in all areas in the city of Makassar.

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Author index