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EDITORS
Andi Akhmad Basith Dir
Satwika Paramasatya
Hendra Try Ardianto
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Andi Akhmad Basith Dir, Universitas Diponegoro, Indonesia

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Preface

The 6th International Conference on Social and Political Enquiries (ICISPE) is an annual event hosted by Faculty of Social and Political Sciences Universitas Diponegoro, Indonesia. This year (2021) is the sixth of ICISPE.

“The politics of pandemics: Governing social and communal resilience in time of crises” has been chosen at the main theme for the conference, with a focus on the latest research and trends, as well as outlook of the field. Call for paper fields to be included in ICISPE 2021 are: Politics and Government, Economics and Development, Social Policy, SMEs Digital, Local Government, etc.

The conference invites delegates from across Indonesian and South East Asian region and beyond and is usually attended by more than 100 participants from university academics, researchers, practitioners, and professionals across a wide range of industries. We select around 90 papers for proceedings. The conference itself is supported by APSIPOL (The Indonesian Inter-university Association for Political Science) and AIPI (Indonesian Political Science Association).

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The ABC of Conflict and International Scapegoating against Indonesian-Chinese

Shary Charlotte Henriette Pattipeilhy¹, Satwika Paramasatya²
{sharycharlotte@lecturer.undip.ac.id}¹
Universitas Diponegoro, Indonesia¹, ²

Abstract. This article aims to analyse incidents of scapegoating against the Chinese minority, which involves international issues in Indonesia. There are two cases raised in this study: (1) the violence that occurred in the 1960s with the issue of communism, and (2) the violence in 1998 with the economic crisis issue. These cases are important to study, considering that many similar cases have occurred since 2016, starting with the case of blasphemy by the governor of Jakarta, Basuki Tjahaja Purnama or Ahok. Thus, a history of bloody violence can be avoided. This study uses qualitative research methods with secondary data collection methods through literature study. The theory used to analyze scapegoating against ethnic Chinese in Indonesia is the A-B-C conflict triangle compiled by Johan Galtung. The results of this study are scapegoating as a form of behavior (B), caused by the discriminatory attitude (A) of the Indonesian people and the stigmatization of ethnic Chinese that has been going on for a long time (latent conflict). Contradiction (C) at the international level has then triggered this to become a manifest conflict.

Keywords: A-B-C Conflict Triangle, Scapegoating, International, Chinese

1 Introduction

In general, scapegoating is “the act of blaming a person or group for something bad that has happened or that someone else has done” [1]. The term scapegoat has traditionally been accepted as derived from Western studies: once, there were two goats received by the great Jews in Jerusalem during the Yom Kippur (Day of Atonement) war in ancient Israel. One goat was used in sacrificial offerings to God, while the other goats to bear the sins of the tribe left the community [2].

This scapegoating act has been around since time immemorial. For example, the case of scapegoating people (mostly women) who are considered "witches" in Europe and North America by Christian institutions. Germany committed genocide against Jews and other minority groups who are considered influential in the collapse of the German economy. The Rwandan Tutsi are the scapegoats for the economic, social and political disparities in Rwanda, which are actually the result of years of colonial rule [2].

Even today, scapegoating occurs all over the world. Politicians blame China for the 2008 world economic recession [3], scapegoating against Islamic groups in America for all incidents of terrorism [4]. The latest case of scapegoating is violence against Asian-Americans who are considered the cause of the global pandemic in the United States [5].

The same events also occur in Indonesia. Hatred and violence against ethnic Chinese during the crisis of the Indonesian Communist Party (PKI) in the 1960s, mass looting and
rape due to the 1998 Asian economic crisis, hatred of Chinese groups because of the
governor of DKI Jakarta, Ahok as a suspect of blasphemy, until 2020, debate over images
traditional clothes on the new Rp 75,000 denomination which is considered traditional
Chinese clothing. These cases show that scapegoating against groups that are considered
weaker continues to occur in a number of areas in Indonesia.

Therefore, this research has the formulation of the problem as follows: **How does the
case of scapegoating involving international issues affect the Chinese minority group
in Indonesia? And why did this conflict occur?**

## 2 Method

### 2.1 Research Design

This research is qualitative research on Peace and Conflict Studies. The qualitative
approach is also referred to as a naturalistic approach because the research is carried out
in natural conditions without any engineering from the researcher [6]. He qualitative
approach seeks to obtain an overview and explanation of the selected social problems [7],
not to examine the strength between variables such as the quantitative approach. In
examining the phenomenon of international conflict and peace, this study takes a case
study, violence against the Chinese minority in Indonesia. A case study is an activity in
which researchers explore a single entity or phenomenon that is limited by time and certain
activities using detailed information obtained from various data collection procedures [8].

### 2.2 Theoretical Framework

#### 2.2.1 The International Element of Scapegoating

According to Merriam Webster dictionary, the term International means “(1) relating
to, or affecting two or more nations, (2) relating to, or constituting a group or association
having members in two or more nations, (3) active, known, or reaching beyond national
boundaries of this research are cases of violence that occur across national borders”.

#### 2.2.2 Displaced Aggression and Scapegoating

The term displaced aggression is then understood as a robust social and psychological
phenomenon resulted from frustrations faced by one person or group, and it is being
justified to conduct violent actions and aggression to the target who is not the cause of
initial frustration [9][10][11]. This aggression target or scapegoats is chosen because they
are available and safe targets: “A scapegoat has to be innocent of causing the events,
behavior or situations for which he or she is being blamed” [12]. Causes of Scapegoating
according to Douglas, victims of scapegoating has four characteristics: (1) Socially
powerless; (2) Dislikable party; (3) Have certain characteristics that trigger scapegoating
victims; (4) Having a differ identity (pp.137-148).

The concept of a scapegoat is consistent with Sigmund Freud's idea of displacement
or projection as a defines mechanism. According to Freud, people replace hostility with a
stronger side, to a less powerful target. Peter Glick later noticed that this scapegoat's target
had the characteristics of (1) having relatively low power; (2) the group has a very clear
difference from the ingroup (the perpetrator group), so that members of the group can be
easily identified and associated with undesirable situations; and (3) target scapegoats tend
to pose a real threat to the ingroup, intentionally or unintentionally [13].
In the perspective of the scapegoat theory, when a person experiences an atmosphere of crisis that befalls him or his group, the usual psychological mechanism is to look for other parties as the cause of various crises that occur. This happens because a person does not have the ability to exercise self-control, and usually someone else is chosen to be the cause of various crises and disappointments. However, because he is unable to fight directly against the target who is perceived as the responsible party, the psychological mechanism of displacement of aggression is carried out, namely by choosing another target that has a real or symbolic bond or relationship to the main target [13].

2.2.3 The ABC Conflict Triangle

The conflict triangle theory was first developed by Prof. Johan Galtung to analyse various kinds of conflicts, ranging from simple conflicts to even complex ones. Triangle ABC was developed by Johan Galtung. It has three aspects: attitudes (A) of the actors involved, their behaviour (B), and contradictions (C). These three aspects are interrelated and one of them can be the starting point for the development of a conflict [14].

First, is the Attitude (A) of the conflicting parties, who tend to become more defensive or even hostile as the conflict escalates. To finally reach a conflict resolution, the parties must first become aware of their attitudes and perceptions towards each other. The second is Behaviour (B) or Behaviour. Attitudes in conflict situations not only affect their own behaviour but are strongly influenced by the behaviour of others. Insults or provocations make it harder to see the mutual benefits of ending the conflict. Therefore, it is important to find ways of dealing with negative behaviour to defuse the situation. Finally, we need to consider Contradiction (C) i.e., the mismatch between the values and goals of conflicting actors.

These three aspects are interrelated and one of them can be the starting point for the development of a conflict. What is initially a simple proposition that conflict can start at any of the three points (but must involve all three) becomes even more complex when we consider what attitudes, behaviours, and contradictions are, and how they actually relate to one another. A mismatch in goals (C), for example over territorial dominance, can lead to hostility (A) that influences violent behaviour (B). On the other hand, violent behaviour (B) can lead to hostility (A) and create a goal mismatch (C). Likewise, hostile attitudes (A) between actors can lead to behaviour (B) that creates a goal mismatch (C).

The A-B-C conflict triangle can also determine whether the conflict is manifest or latent. Manifest conflicts (visible on the surface) will show the behavioural side (B), while latent conflicts (below the surface) only show the Attitudes and Contradictions (B and C), or which can be described as follows:
Luthans explains that latent conflict is a condition that has the potential to cause, or initiate an episode of conflict. This latent conflict can be invisible or not so obvious on the surface. Latent conflicts are often rooted in long-standing economic inequalities, or in groups’ unequal access to political power. Governments may not be responsive to the needs of minorities or lower power groups. Strong value or status differences may exist. Any of these problems can arise as an open conflict (Manifest conflict) after the triggering event occurs [15].

3 Discussion and Finding
3.1 Behavior (B) 1: Scapegoating against Indonesian Chinese in 1960s: The Communist Allegation

In 1965 there were claims that ethnic Chinese and the PKI cooperated with the Chinese Communists, in the G30S incident. This incident re-evokes racial hatred against ethnic Chinese Indonesians in modern times. Starting from October 1, 1965, the country was rock by the drama of kidnappings and killings carried out by a group of armed forces against seven Army Generals. Suddenly this incident made people confused and prejudiced against ethnic Chinese in Indonesia. Slowly the anti-communist campaign began to develop into an anti-Chinese campaign in various regions, on November 10, 1965 an anti-Chinese movement emerged in Makassar which led to the massacre of Chinese citizens in Makassar [16]. By 1966, things were getting out of hand. Soaring prices and deteriorating security stability made waves of demonstrations increasingly widespread in various places, which developed into racial riots. On December 10, 1966, in Medan there was a mass riot, in which Chinese people were chased and massacred for being accused of collaborating with the communists [17].

Then, in November 1967, in West Kalimantan, the Red Bowl Incident occurred in which tens of thousands of Chinese were massacred for being accused of being communist sympathizers who planned plots and rebellions in Kalimantan. In this incident hundreds of thousands of Chinese people fled to Pontianak and Singkawang, to avoid massacres carried out by local communities, which had been instigated by the government and military [17].

![Fig. 1. The A-B-C Conflict Triangle](image-url)
3.2 Behavior (B) 2: Scapegoat of the Economic Crisis in 1998

Furthermore, at the end of 1997, there was a monetary crisis in Indonesia which later developed into an economic crisis, a political crisis and has even turned into a multidimensional crisis. People began to get restless and panicked about the scarcity of needed goods, besides that many workers were laid off, causing the number of unemployed to increase. The socio-economic gap in the midst of people's lives is increasingly felt, where the majority of ethnic Chinese are seen as exclusive while the indigenous people experience various economic difficulties [18].

In 1995, Executive magazine published a list of 100 conglomerates in Indonesia, of which 79 were ethnic Chinese. As a result, when the economic crisis occurred, property belonging to the ethnic Chinese was looted, damaged, and burned. According to a report by the Volunteer Team for Humanity, the riots in the capital city of Jakarta from 13 to 15 May 1998 claimed 152 victims of sexual violence and rape. While 20 of them died [19]. This incident resulted in a massive exodus of ethnic Chinese-Indonesians abroad to avoid riots. However, in the midst of the chaos of the economic crisis and the chaos that hit, New Order officials blamed the ethnic Chinese who were considered to have controlled the economy and were the cause of the economic crisis at that time. This statement made anti-Chinese sentiments flare up again in society which led to riots.

3.3 The ABC of Conflict Analysis

3.3.1 Attitude (A)/Sikap: Diskriminasi dan Rasisme

Racial hatred is also felt by Indonesian citizens of Chinese descent to this day, it can even be said to be sad. Where they are labeled as evil, stingy, and oppressing the natives. Even though they have lived in Indonesia for a long time and of course they have the same sense of nationalism as the natives, they may even be more nationalistic than the natives themselves. If we look further, this hatred actually arises because of the nature of envy and fights that have emerged since the colonial era. Where at that time the Chinese were employed as tax collectors by the sultans so that the people became hateful towards this ethnicity.

The Chinese community has existed in Indonesia since 500 years ago during the reign of Emperor Wang Ming or Wang Mang (1-6 BC). The relationship between the people of the archipelago and the Chinese at that time was very mutual [20]. However, all that began to change when the Dutch colonized Indonesia. By the Dutch colonial government, Chinese citizens were placed in the third class as Foreign East. However, in some policies, he is treated equally like the Bumiputera class. For example, in the Civil Law Regulations 1848 which was valid until 1920, they were required to carry a permit if traveling from one district to another [20]. During the Dutch colonial era, the Chinese also became tax collectors on main roads, bridges, ports, bases on rivers, and markets. This is what causes economic jealousy to the Chinese ethnic [16].

In May 1998, rumours emerged that the rupiah would rise to Rp 12,000.00 per US dollar. Hearing this issue, people started to panic and bought up basic necessities. The impact of the wholesale action has made basic food materials scarcer in the market. Then there were prejudices from the indigenous community towards the Chinese, most of whom worked as traders. The Chinese were accused of hoarding staples and causing an increase and scarcity of staple food prices. This prejudice later developed into the disliking of the indigenous groups towards the ethnic Chinese whose majority position as traders [18].
Hatred against ethnic Chinese became increasingly structured in the form of discriminatory behavior during the New Order era. First, in the field of education, since 1966 no Chinese secondary school in Indonesia has been allowed to operate. Parents can only teach Chinese to their children on a very limited basis [19][21]. In addition, in the field of culture, ethnic Chinese must experience what is known as assimilation, where all Chinese culture is prohibited from being displayed in public [19][21]. Furthermore, the repression against the Chinese was carried out by the New Order repressive regime which issued regulations for forced assimilation for the Chinese, through the Ampera Cabinet Circular No. 06/1967 on the Chinese Problem. In addition, the Indonesian government also oversees the actions of the Chinese through the Coordinating Board for Chinese Affairs (BKMC) [21].

The same thing happened after Ahok's verdict in 2017. The perception of "Aseng" attached to news about ethnic Chinese in radical online media, began to flare up again. This is a form of service behaviour that is a way to exclude certain groups from a section of society. "Aseng" in this case is a form of labelling that serves as a marker that the Chinese are foreign and not part of us (natives). In fact, the dichotomy of "Chinese" and "Indigenous" is nothing but social engineering carried out by the Dutch colonial government. The classification of the population based on race was an attempt by the colonial government during the Dutch occupation to secure its power (or often referred to as the politics of fighting sheep).

3.3.2 Contradiction (C) / Kontradiksi: Cold War

The scapegoating against Chinese minority group is also a form of contradiction, in terms of economy, politics, territory, and culture. In the 1960s, there was a capitalist-communist ideological conflict represented by the two superpowers, the United States and the Soviet Union. These international political conditions forced small countries to have a tendency to side with one of the two superpowers by joining the “Western bloc” or “Eastern bloc”. Although Indonesia was the founder of the Non-Aligned Movement (NAM), at the end of the era of President Soekarno's administration, Indonesia was more closely related to the Eastern bloc [16]. During the Cold War, China and Indonesia were connected by two types of ties. At the country-to-country level, in the early 1960s, Beijing and Jakarta formed a strategic alignment that built on a past of shared anti-colonial struggles and an anticipated future of independence from the cold war era superpowers [16]. This contradiction was the cause of hostile behaviour and attitudes with the Chinese minority in Indonesia during the Cold War. Until now the Chinese community in Indonesia is still often associated with their support for communism.

Furthermore, the contradictions in the international sphere that led to scapegoating against Chinese Indonesians also occurred in the 1990s through the Asian economic crisis. The Asian financial crisis, which was first triggered by the devaluation of the Thai Baht in the middle of last year, has dragged down currencies and capital markets in neighbouring countries such as Malaysia, the Philippines, Korea and Indonesia [22].

Even though it happened in almost all Asian countries, but in Indonesia, different discourses were circulating. At that time there were accusations that ethnic Chinese were the cause of the monetary crisis, the provocation was spread by several generals who had no connection with the economy. The accusation was based on false information that the ethnic Chinese fled public money abroad and deliberately hoarded basic necessities so that the Indonesian people starved and suffered. This then led to hatred (A) and violent behaviour (B) against ethnic Chinese in Indonesia at that time.
4 Conclusion

The ABC Conflict developed by Galtung divides conflict into Attitude, Behaviour, and Contradiction (A, B, C). Violent behaviour against ethnic Chinese in Indonesia begins with discrimination and perceptions (Attitude/A) that some Indonesians perceive ethnic Chinese as greedy, stingy, only enriching themselves, colonizing the Indonesian economy, and even communist stooges. This then ignited the behaviour (Behaviour/B) of scapegoating the ethnic Chinese which sparked the bloody conflicts in Indonesia in the 1960s and 1998. Even today, when Indonesian politics and economics are in turmoil, the Chinese are still being used as scapegoats. According to the scapegoating theory, the ethnic Chinese were targeted because of their number of minorities, and were the closest to being used as an outlet for violence due to the economic crisis, and the political crisis during the Cold War (Contradiction/C).

Of course, any ethnic scapegoating behaviour in Indonesia must be stopped. If the main problem is economic disparity, then there needs to be a bridge of communication and cooperation in order to create an economic and social equilibrium so that the gap is getting smaller, and bloody social conflicts like 1998 do not need to be repeated.

References


Journalism Politics and Women's Issues: Portraits of Reporting Women during the COVID-19 Pandemic in Local Media South Kalimantan

Sri Astuty¹, Yuwanto², Laila Kholid Alfirdaus³, Bachruddin Ali Akhmad⁴
{astutysri30@yahoo.co.id¹}

Universitas Diponegoro, Indonesia¹, ², ³
Universitas Lambung Mangkurat, Indonesia⁴

Abstract. Studies on women and journalism during the COVID-19 pandemic have not received much attention. The perspective built-in various media reports still tend to be gender-neutral. Even if they get a portion of the news, the focus is more directed at women as objects, in this case, the recipients of social assistance. Meanwhile, women are heavily involved in social work handling COVID-19, by becoming health workers. Not a few are still working amidst the risk of transmitting the virus to support the family economy. In many places, women are also involved in neighborhood-based social work to support survivors and their families. This paper criticizes the media framing of women in pandemic journalism. This paper is based on qualitative research with content analysis and in-depth interviews as data collection methods. This paper sees that women in media coverage during a pandemic are not fully portrayed with their important roles in society. Women are only used as casual objects (spot news) without meaningful constructive framing.

Keywords: Journalism, Women, Local Media, media political economy, COVID-19 pandemic

1 Introduction

The COVID-19 pandemic forces everyone, including women, to be tough both for themselves, their families, and the surrounding community who need a helping hand. Many women still have to work with all the risks that must be faced, including the vulnerability to being exposed to the virus, but also still have the task of providing services to the community as health workers. In addition, there are many women who have to continue to earn a living to support their families and there are even many women who do volunteer work. Women contribute multiple roles in various aspects including being housewives but because of the current situation they must also become educators for their children, women in volunteer activities also play a role in various decision making.

The news about women that is widely covered in national media, both television and newspapers and online media only revolves around women as recipients of aid, women are involved in various crimes as perpetrators, women become victims of crimes, women become drug dealers, women who commit violence against children, women who are the subject of conversation in the world of entertainment, women as sex workers. Even if there is news about the role of women in terms of character or the success of women in the work sector they are
involved in, it is generally published when there is a commemoration of women's day starting from the anniversary of RA Kartini's birthday, Mother's Day, and World Women's Day. This means that gender sensitive news gets less attention in the media, unless it is considered special and interesting so that it is covered and appears to be the consumption of news information. In line with the criteria for journalism in general, where reporting has elements that contain informative values and has educational value to the community, so that it can encourage women to have elements that should be able to encourage changes in thinking and become motivation [1][2].

Local media is the hope to be able to raise gender issues in the news, where local media are the grassroots where the object of news is women. Gender sensitivity in reporting can be built if there is good will from all levels of the media, both journalists and the editorial board. This paper sees that the role of women is not widely written in the news in the local media in South Kalimantan. The highest base of news as a selling point and the speed of information that must be published on news pages revolves more around assistance to the community with the context of women being the most recipients of aid during this COVID-19 pandemic. The attractiveness of women's news that has many roles in particular has not received a portion and attention from the media, whether carried out by male journalists or female journalists and this is also based on media policies, especially matters related to the media economy, however if the media looks at it the power of democracy, where the media is one of the pillars of critical media, inspiring media can build the nation's character [3][4][5][6][7]. To raise gender sensitivity in media reporting, the investigation becomes a measure of the depth of the news and the fulfillment of the elements of journalism [8][9], whether this gets the attention of journalists or local media editors in South Kalimantan.

2 Method

This paper is based on qualitative research with content analysis and in-depth interviews as data collection methods. Content analysis was conducted on information related to women in the news category on 5 online-based local media in South Kalimantan with a large audience and likes and verified by the Press Council consisting of Apahabar.com, Kanalkalimantan.com, Mediakalimantannews.com, Banuapost.co.id, and Baritopost.co.id editions of March 2020 to July 2021 with a total number of 325 news stories which were then reduced based on the criteria of mentioning directly in the news about women and their activities, both personally and in groups or organizations, so that the total news analyzed was 86 news. Next, interviews were conducted with journalists consisting of 2 journalists and 2 media owners as well as editors. Interviews were also conducted on women who work as health workers at the Kayutangi Banjarmasin health center, parking attendants, volunteers and franchise shopkeepers who have to work during the COVID-19 pandemic with the various risks they face, as well as the women journalist community in South Kalimantan.

3 Result and Discussion

Reports on the role of women during the COVID-19 pandemic did not receive special attention from the local media in South Kalimantan. The news that appears a lot both on the first page and in other news columns, where the portion of national news ranks at the top
starting from government assistance to the community and distribution of personal protective supplies for health workers without mentioning specifically about women. The news that discussed women in the 5 local media studied and the 86 news analyzed were dominated by the presence of women as objects of assistance recipients with the criteria of women being part of the community. In this paper, by analyzing the content of news texts on local online media studied above, it was found that there were only 2 large portions, namely women who received assistance as many as 45 news and women both as victims and perpetrators of crimes including pornography as many as 32 news. There is only a small portion about the role of women as many as 9 news including those covered in Banuapost.co.id media on August 13, 2020 with the news title "TP-PKK South Kalimantan Preparation of Masks, Media Baritopost.co.id on November 11, 2020 with the title "Women Informal Workers in the Village Prevent Covid". The 9 articles mentioned the role of women in organizations in helping to deal with COVID-19 in the regions, but did not show any verification discipline with a thorough investigation. News is only informational, but it is not carried out comprehensively and proportionally, so that information on women's roles becomes news on a limited scale.

In this paper, by analyzing the content of news texts on local online media studied above, it was found that there were only 2 large portions, namely women who received assistance and women both as victims and perpetrators of crime. This is in line with the results of interviews with the BK news editorial board of Banjarbaru.com and the RMN editorial board of Mediakalimantannews.com which stated that "the mistake of the local media to see news values, some local media may think that news about women during a pandemic is not sexy. The second thing is that not many local media are observant of using different points of view in reporting the pandemic. The media is still fixated on the number of deaths, positives, recoveries, the number of people who have been vaccinated, and so on. Not many local media are willing to go to great lengths to make long and in-depth coverage of the pandemic, for example taking the risk of participating in the activities of ambulance drivers, grave diggers, the activities of those who pray for the bodies. This happened because the news coverage was almost extinct, because there was no money for in-depth coverage. Third, women only become news when they are connected with low tastes, for example, slightly smelling pornography, infidelity, divorce, murderers, murder victims, drug dealers or couriers, and others. Fourth, the old problem in local media is that almost all of them have not yet reached the peak of real media influence, namely inspiring, there is only bureaucratic journalism, fast coverage, making news quickly and making money because the journalist profession is considered a real job, not relying on journalist professionalism".

Furthermore, the results of interviews with female journalists also saw a further problem that the lack of reporting on the role of women during the COVID-19 pandemic in the local media was due to the lack of female leaders at the local level in South Kalimantan and the existing female figures did not have any meaningful action other than in their position. Hand over help. The 2020 election campaign in Banjarmasin City was used by one of the female candidates to improve image by also providing social assistance to the community. The existence of an instant-paced journalist orientation, where writing that has a weight is not a measure of the creativity and ability of journalists, the measure is the speed of journalists in producing news. This means that journalists are very fixated on media policy and editorial decisions, that the current online media oriented tends to pursue or display what is viral and the number of followers and news readers from the media is large. The portion of the news will be published if it is considered special, biased into headlines and has a selling point, then journalists are willing to voluntarily pursue the news.
Further interviews on September 4, 2021, female workers both working in the informal sector and the formal sector EP (Puskesma Kayutangi health workers), SR (Chick-chick franchise shop keeper), NH (Sultan Adam area parking attendant) stated that their work was noble work, despite the risk of having been exposed and having children under five like EP, he is still enthusiastic to continue to provide services to the community. While SR and NH work to support their families because they still have small children, their husbands do not work because they are laid off and their husbands are sick. This means that if these women are published in the news, they can provide inspiration that there are strong and unyielding women, who are still enthusiastic to work lawfully.

Media idealism has regressed. This of course also has an impact on the 4th pillar of democracy, namely the decline of media democracy. This is recognized from the results of the interview that “in the past, when the weight of writing became an achievement, there were many such in-depth writings. Now the media does not demand creative journalists, what is required is the speed of broadcast and ignorance with quality, so that news titles can be seen as strange, the grip is not clear, copy paste news content is commonplace, writing good titles and sure enough, many journalists are unbiased let alone reflect on the provisions of journalism 5W 1H [10]. Inspirational writings usually arise from the creativity of journalists. The media should provide space for that, but many media policies do not encourage this, because good journalistic writing requires a long struggle including funding, and the willingness of journalists also prefers not to bother. This is closely related to the political economy policy of a media, including local media where policy determines the direction and content of the news that will be displayed by the media and the media takes the role of forming morals for the community with news that educates and inspires, so that news about women will also be disaggregated by interests and media entities which are characterized by the presence of women only as symbolic in the news [11][12][13][14].

4 Conclusion

Framing in local media in South Kalimantan is oriented to news that is considered to have a quick selling value, news that can be spread quickly, when talking about the role of women to be inputted into news requires journalism activities with in-depth investigations, where this is considered difficult, requires time and money, So news about women is only spot news. Media policy has a big influence on whether or not a news is published and news about women if it is not considered special, interesting and special, it will only become garbage news, so that the role of women is minimal in reporting and local media are also trapped in the orientation of media capitalism in local capacity. where women are only symbolic of the news.

References


Professionalism of Government Agency Information Service and Management Officers

Agus Naryoso1, Muchammad Yuliyanto2, Adi Nugroho3, Arifa Rahma Febriyani4

{agnusnaryoso@lecturer.undip.ac.id}1

Universitas Diponegoro, Indonesia1,2,3,4

Abstract. The government issued a policy of Law no. 14 of 2008 concerning Public Information Disclosure. It aims to create good governance, especially in the transparency of state administration. However, there are many government agencies that have not carried out these regulatory instructions. This unpreparedness can be seen from various factors, including human resources who do not understand the substance of the contents of the law, the limited number of staff and education to the public about the practice of public information disclosure. The implementation of public information disclosure is managed by the Communication and Information Office of Central Java Province as the Main Information Management and Documentation Officer, assisted by the Information Management and Documentation Officer at the Regional Apparatus Organization level as an Assistant Officer. The Department of Communication and Information Technology of Central Java Province has a strategic role as the coordinator of the implementation of public information disclosure, as well as carrying out an evaluation role on the performance of information and documentation managers at the auxiliary level. The main Documentation and Information Management Officer is also obliged to encourage discipline and awareness of all staff at the main and auxiliary levels to implement this policy properly.

Keywords: Central Java, Public Information, Policy, Openness

1 Introduction

The issuance of Law Number 14 of 2008 concerning Openness of Public Information is a breath of fresh air for the public because of the legal certainty that guarantees their right to obtain public information. This is also in line with Asshidiqie [1] statement [2] in a democratic country is the foundation in building good governance, transparent, open, and participatory. According to Suhendar [3], the big challenge facing public agencies today is to build a quality public information and communication system, packaged accurately and attractively. When public information is able to meet people's expectations, the credibility of public bodies can also increase.

In line with Law no. 14 of 2008, the Central Java Provincial Government issued Central Java Provincial Regulation Number 6 of 2012 concerning Public Information Services for the Implementation of Central Java Provincial Government. This regional regulation mandates that public information services are based on the principles of equality, rationality, efficiency and effectiveness. Thus, applicants can obtain public information quickly and on time, at low cost, and in a simple way (article 2). The policy is a reference for all public service institutions to be implemented properly and professionally.
This policy aims to build a climate of public information transparency related to the work program implemented, the achievements and benefits of the program. This effort is carried out to avoid the emergence of negative prejudice in government service providers, build a strong community control function and suppress and eliminate potential practices of corruption, collusion and nepotism. According to Hariyanto [4] studies on corruption, collusion and nepotism refer to Law no. 3 of 1971 concerning the Eradication of Criminal Acts of Corruption, the general provisions of Article 1 Paragraphs (1) and (2) and Law no. 28 of 1999 concerning State Administration that is Clean and Free from Corruption, Collusion and Nepotism Article 1 Paragraphs (1) to (5). Corruption is defined as misappropriation or embezzlement (state or company money) for personal or other people's interests. Meanwhile J.J. Senturia in Encyclopedia of Social Sciences, Vol. VI of 1993, defines corruption as an act of abusing power or trust that produces profits for the fulfillment of personal interests. Corruption includes the behavior of public sector officials, both politicians and civil servants, who enrich themselves inappropriately and violate the law, or those close to them abuse the power entrusted to them. Collusion is a secret cooperation for dishonorable purposes and conspiracy. Nepotism is the tendency to prioritize (benefit) one's own relatives, especially in positions and ranks within the government, or the act of choosing one's own relatives or relatives to hold the government. Nepotism is a special type of conflict of interest. Conflicts of interest arise when someone as a bureaucratic employee or public official is influenced by considerations of personal interest when carrying out their duties.

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The facts table 1 show quite sad results related to the practice of public information disclosure, from thirty-five regencies/cities in Central Java there are only four areas that are categorized as informative, and 15 that are categorized as informative, the rest do not get any ranking and assessment criteria. There are many factors behind not getting a score because the indicators set are not fulfilled properly. These results show the reality that there are several regions that have not managed public information disclosure activities seriously.

### Table 1. District/City Values in the Framework of Ranking the Openness of Public Bodies in 2020

<table>
<thead>
<tr>
<th>KAB/KOTA</th>
<th>TOTAL</th>
<th>CATEGORY</th>
<th>RANK</th>
</tr>
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<tbody>
<tr>
<td>Nilai Berkala</td>
<td>b</td>
<td>Nilai</td>
<td>Nilai</td>
</tr>
<tr>
<td>Nilai Mandiri</td>
<td>a</td>
<td>Nilai</td>
<td>Nilai</td>
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<tr>
<td>Nilai ualikan</td>
<td>i</td>
<td>Nilai</td>
<td>Nilai</td>
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<td>Nilai tapan</td>
<td>an</td>
<td>Nilai</td>
<td>Nilai</td>
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<tr>
<td>Nilai Peringka</td>
<td>n</td>
<td>Nilai</td>
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</tbody>
</table>

2 **Result**

There are two categories of Information Management and Documentation Officers as implementing the mandate of the Information Disclosure Act, namely the main at the provincial level and the assistant at the city level and regional apparatus organizations. This
commitment can be seen in the seriousness of the Central Java Province Communication and Information Office by forming one main official and one assistant official.

The reason for the formation of the two management officials in one agency is based on the consideration that the Central Java Province Communication and Information Office has a coordinating function for management officials at the auxiliary level spread across the City/Regency as well as the relevant Regional Apparatus Organizations, as well as the obligation to carry out public information disclosure obligations if any requests for information related to internal policies and programs.

The policy of two officials in one special agency at the Central Java Ministry of Communication and Informatics, for other regional agencies or organizations there is only one official, namely an assistant official. Data, complaints, complaints and even information disputes are all from assistant officials, after that everything is collected by the main officials, entered in the official portal of information and documentation management so that it becomes part of the completeness of the information presented accurately which is also an indicator of public transparency.

Assistant officials have the task of providing information and documentation services within their official environment, while the main officials provide services that cover all public organizations in Central Java, including the Regency and City offices below. and information as well as intermediaries if there is a dispute or conflict in the request for information.

Problems that cannot be resolved at the assistant official level will be taken over or will be assisted by an intermediary in their resolution. Based on information, the most dominant problem that arises is the length of time in responding to requests for information submitted by the applicant, the delay is due to the limited number of personnel who provide services and or because supporting data is not yet available, or because the information cannot be fulfilled because it is information that is excluded and the applicant does not have the information. enough information with these provisions.

Main-level officials are also responsible for monitoring and evaluating the implementation of public information disclosure activities in all districts/cities along with the organization of the Regional Apparatus under it. Monitoring is carried out in order to ensure the implementation of these activities properly. The measuring instrument for monitoring and evaluation uses indicators of public information disclosure set by the Information Commission. Each indicator will see the implementation achievements and possible obstacles that arise. The indicators of public information disclosure refer to Information Commission Regulation Number 5 of 2016 Regarding Methods and Techniques for Evaluation of Public Agency Information Disclosure, there are criteria for indicators that are measured, namely information related to:
1) Profile
2) Leader Profile
3) Activities and Performance
4) Finance
5) Information Access Report
6) Report on Procedures for Requesting Public Information
7) Procedures for complaints of abuse and violations
8) Procurement of goods and services
9) Regulation
10) List of public information
11) Regulations, decisions and or policies
12) Agreements with third parties
13) Organization, personnel administration and public finance
14) Public agency finance
15) Service manual
16) Public information service reports covering aspects of the availability of special counters/rooms for public information services, optimal services, development of service information systems
17) Coordination pattern between management officials and work units
18) Implementation of the duties and responsibilities of managers
19) Storage and documentation of information

Monitoring activities are carried out by the information commission or at the national level to assess the performance of the main information and documentation management officials, while the main management officials will carry out monitoring and evaluation of the assistant-level managers at the district/city level. Efforts to provide intensive and quality services, the main management officials will carry out monitoring, if when there are questions or requests for information from certain agencies, the main officials will submit them to the assistant officials in the relevant Office, and as soon as possible will fulfill or answer the required questions.

Public information services will be carried out optimally if requests for information can be directly addressed to the relevant public bodies, but in practice there are several applicants for information submitting applications not to the intended Public Agency but through top level officials, thereby delaying the fulfillment of the expected information. The main level official forwards through an application with the admin or operator of all information and documentation management officials, the intended public agency is given a limit of answering ten days plus seven days or seventeen days, if the applicant has objections to the provision or until the time period runs out, the problem will be resolved through the main office.

The main level information management officer is obliged to optimally assist in resolving the objection, so that it will reduce the possibility of an information dispute. This function is known as information dispute mediation. Mediation is carried out in the form of communication and coordination with assistant officials, reconfirming the desired information request points, contacting the relevant department that has relevant data, and seeking alternative solutions if the requested data is not yet available. The main official will also convey to the applicant information about the information fulfillment process that is being carried out by the assistant official and will be notified immediately if data is available.

Mediation is carried out face-to-face, bringing together applicants for information and public agencies providing information, ensuring data is available and what is not. The Communication and Information Office of Central Java Province, admits that in fact there are several agencies that are very slow in responding to requests for information, understanding the maximum time limit of 10 days plus seven days is not fully understood well, often requests for information are not fulfilled but are postponed until the deadline the fulfillment of information needs ended, so that its status changed to a dispute because there was an objection from the request for information. The purpose of these activities is to improve the performance of the quality of public information services so that the purpose of public information disclosure can be achieved optimally.

In practice, sometimes there are applicants who do not understand the procedure for requesting information. Because there is information that can be requested and some cannot be
fulfilled or excluded, as long as the information is not excluded and under supervision, the
management official has an obligation to fulfill the request for information.

This means that the information is readily available and well-documented, but because it is
excluded, such as related to audit reports on financial performance, this list can be provided
after being audited by the inspectorate or the State Audit Board, as long as the information has
not been audited, the information may not be published or disseminated to the public.
Sometimes there are applicants who do not understand these provisions and immediately file
an objection so that it becomes an information dispute. In this context the role of the main
level official is to bridge mediation, so that it does not develop into an information dispute
until it enters the legal realm.

Responding to complaints related to the duration of providing information, the
management said that not all were responded to in a long time, management officials remained
committed to providing fast service according to the provisions, the majority of management
officials at the assistant level had worked optimally, meaning that when requests for
information showed a fast response, it was less than ten the day the request for information has
been fulfilled, but indeed there are several agencies that are having problems, of which three
are ready, two of which are not yet available, they are waiting for it. The implementation of
public information disclosure activities at the provincial level has shown good performance,
managers routinely update data periodically which can be seen on the
https://ppid.diskominfo.jatengprov.go.id/ page, information on the portal includes Public
Service SOPs, Periodic Information, Immediate Information, Any Time Information and
Information excluded.

Efforts to improve the quality of services in terms of Human Resources continue to be
addressed and improved through activities that are periodically carried out in the form of
technical guidance, Focus Group Discussions for management officials regularly twice a year,
the purpose of these activities is so that management officials both at the main and auxiliary
levels have the same understanding regarding the disclosure of public information. Problems
that arise are related to the performance of information management officials related to
employee rotation, gaps arise between old and new officials, new officials do not really
understand and do not have a good background on public information disclosure. So the
factors that affect the quality of public information services in addition to the change of
managers and also the limited number of management officials and have to hold concurrent
positions to do other field tasks. Determination of rotation to fill the position of managing
information and documentation Ideally those who are experienced and have knowledge of
public information disclosure, but in fact the authority for structuring the position of resources
is managed by the personnel sector.

Efforts to see a portrait of the quality of information disclosure referring to indicators of
public information disclosure can be seen from the results of evaluation monitoring carried out
every year, so each province conducts evaluation monitoring of information management
officials under it, this activity is contested every year with the aim of increasing service
motivation, the competition is followed for field clusters at the Provincial level, Hospital
clusters, here you will see the best ranking from the results of the assessment. the mechanism
is not the only parameter to measure whether or not the level of public information disclosure
is good, because the most important thing is the impact on the community regarding the
community's right to obtain the desired information related to the implementation of the
activities of the Public Service Agency. The process of ensuring that the community has
satisfaction with public information services is carried out through a satisfaction survey, and
the results of the survey will be used as parameters for evaluating services and making
improvements to indicators that are deemed lacking so that they will provide optimal community satisfaction.

The level of public knowledge of public information disclosure is still low, bureaucratic difficulties that limit the public education process such as limited education budgets and overlapping main tasks and work functions between fields. In the future, it should start to penetrate into the world of education, considering the number of students who submit information to the main and auxiliary information management officials, students already have a good understanding even though the percentage is relatively small, so far the incoming data requests are dominated by students and students for assignment purposes. and research. There is a need for future arrangements in public education, cooperating with the world of education is a strategic step to further popularize the existence of information and documentation management officials, and make optimal use of various services that follow existing procedures or provisions.

2.1 Theoretical Basis

Situational Theory brought by James Grunig seeks to provide an understanding of public problems. This theory seeks to increase the creation of their publics and suppress the public as the target of communication campaigns.

In this theory, he divides the public into four types, namely:
1) All-issue publics: namely the public who are capable of all issues
2) Apathetic Publics: not paying attention to all issues
3) Single-Issue Publics: only active on certain issues or some core issues
4) Hot-issue publics are only active on single issues that include people around them in the population

Together with Todd Hunt, Grunig explained the transition of business PR from a business strategy that initially used one-way communication to open two-way communication. This is in line with Bernays' thinking which emphasizes that to create effective PR, it is necessary to have two sides with the company's goals and targets that are able to predict the emergence of private interests and public trust.

Furthermore, Gruning formed four PR models which include Press Agentry, Public Information, Two-way Asymmetrical Communication Model, and The Two-way symmetrical model. First, the Press Agentry Model and the Public Information Model, which provide elaboration on communication programs without planning and research, and describe a one-way communication model. While the Two-way Asymmetrical Communication Model refers to research based on planning messages, so that this can encourage the strategic public to comply with the wishes of the organization. The next model, The Two-way symmetrical model, is the most effective model. In addition to referring to the strategy of using research, in this case PR is also based on communication to manage conflict and increase public interpretation. That is, this model emphasizes that it is important for PR to be involved in the “listening” process and emphasizes negotiating with the public.

Tood and Grunig then also presented the Domino Model of Public Relations. As the name suggests, this model implicitly reveals the strength of the cause-and-effect relationship between knowledge and PR messages, attitudes, and behavior. In this case the messages are able to increase knowledge, change attitudes, to the level of changing opinions or behavior.
2.2 Co-orientation Model

Glen Broom and David Dozier state the different types of relationships that lie between organizations and the public. The first type explains the difference in the level of agreement between the company and its public, both of which have the same perspective on the issue. Another type is to pay attention and accuracy and accept the agreement as one of the beneficial outcomes for the PR program. Dozier and Broom's research then becomes important in understanding the role of PR in an organization. Furthermore, this can be elaborated into the following four roles:

2.2.1 Expert prescribers

In this case, public relations practitioners play a major function in answering problems, both in helping to determine management decisions and planning next steps.

2.2.2 Communication Facilitator

PR practitioners as a “bridge” to facilitate communication between management and the public.

2.2.3 Problem Solver Facilitator

Public relations practitioners help to provide a number of alternative solutions to management and other communication conflicts.

2.2.4 Communication Technician

PR practitioners play their roles as journalists in their own area in accordance with management's direction and decisions regarding corporate communications services.

Through the explanation above, it can be seen that there are a number of theories that explain the role of public relations, including the role of the communications executive as expressed by Wright. In this case, PR practitioners directly report to organizational or operational leaders about their roles. Not only that, PR is also directly involved in making decisions. Legal entities, which Wright focused on, generally hire resources from other fields for the purpose of optimizing the role of public relations. The involvement of PR in the decision-making process is important, especially for the success of PR. According to Wright, PR needs to be placed high in the organizational hierarchy. The same thing is supported by John Hudd, who also pays attention to organizational communication functions so that they are placed in high positions in the organizational hierarchy [5].

2.3 Reputation

The company's reputation is interpreted as a matter that represents a "network" of affective or emotional reactions, whether it's good or bad, strong or weak reactions from consumers, investors, employees and the public to the company's name [6]. Charles J. Fombrun asserted in Reputation there is a link or relationship between a company's identity, name, image, and reputation. This means that the ranking of a public body/government agency is one of the benchmarks for the existence and reputation of a public agency. However, the identity of a company is a reflection of the pattern of work in it, including how employees work, and products are made or marketed, further illustrated in the following fig. 1:
In practice, a public body competes for the highest reputation, because reputation is a force that determines how the existence of a company or public body is viewed. When related to this research, it can be seen that the dominant problem that arises is the complaint about the slow response related to requests for information. Responding to this, the Central Java Ministry of Communication and Informatics seeks to show its best performance as the main door in providing information services and ensuring the disclosure of public information for Central Java residents. This can be seen from the various media used to provide information disclosure services to the public, even providing a live chat feature that is connected to the WhatsApp application. Even in order to polish a good reputation, efforts to improve the quality of services in terms of Human Resources continue to be addressed and improved through activities that are periodically carried out in the form of technical guidance, Focus Group Discussions for management officials regularly twice a year. Managers at the main or auxiliary levels have the same understanding regarding public information disclosure. In fact, requests for public information are processed optimally so as not to leave the impression of slow service even with limited human resources. The hope is that this will become a gateway in making the Central Java Ministry of Communication and Informatics have a good reputation, with a positive view given by the community.

3 Conclusion

Public information disclosure is a beautiful dream for the community. The issuance of Law Number 14 of 2008 concerning Public Information Disclosure is a breath of fresh air for the public because of the legal certainty that guarantees their right to obtain public information. The process of ensuring that the community has satisfaction with public information services is carried out through a satisfaction survey, and the results of the survey will be used as parameters for evaluating services and making improvements to indicators that are deemed lacking so that they will provide optimal community satisfaction. Efforts to see a portrait of the quality of information disclosure referring to indicators of public information disclosure.
can be seen from the results of evaluation monitoring carried out every year, so each province conducts evaluation monitoring of information management officials under it, this activity is contested every year with the aim of increasing service motivation. Based on the description above, it can be seen that government public relations/PPID officials not only function to create a positive image and reputation of the organization, but also provide public information services to all citizens. Government public relations are also considered to be broader when compared to public relations practitioners who work in companies or other organizations. Because, the identity of a company is a reflection of the pattern of work in it, including how employees work, and products are made or marketed, meaning that in this case public bodies are competing to get the highest reputation, because reputation is a force that determines how the existence of a company or public body is viewed.

References

Strengthening Networks as a Public Service
Encouragement in Handling Covid-19
Banyumas Regency

Dewi Rostyaningsih¹, Hesti Lestari², R. Slamet Santoso³
{dewirostyaningsih@lecturer.undip.ac.id¹}
Universitas Diponegoro, Indonesia¹,²,³

Abstract. Innovation is the major key to spur advancement in a knowledge society. Notably, in the public sector, innovation is utterly paramount to grapple with changes and optimize public services. This trend further thrusts Banyumas Regency Government to generate more efficient, affordable, and equal public services through perpetual innovations that are encouraged by its slogan “One Agency, One Innovation”. In this study, researchers will conduct an analysis of the institutional dimensions, arena dimensions, and value dimensions as a driver of public services in handling Covid-19 in Banyumas Regency. The research method used descriptive qualitative, using interviews, observations, and documentation in data collection. This research found that in order to bolster the innovations, the Banyumas Regency Government is cooperating with numerous stakeholders encompass NGOs, universities, public and private institutions, and its citizens to shape innovation pathways. On the other hand, the enactment of regional regulation is urgently needed to enhance innovation advancement and stakeholder involvement in the impending years. The implications of further research are salient to espouse the creation of public service innovations in the Banyumas Regency Government.

Keywords: Networks, Public Service Innovation, Stakeholder Analysis, Collaborative Innovation, Covid-19

1 Introduction

Technological developments are increasingly spreading throughout the world, resulting in the government adapting to public service. Adjustment of technological developments for public servants, namely the government, can be realized through innovation. Adjustment of technological developments for public servants, specifically the government, can be realized through innovation. In the state and public relations framework, the state acts as a facilitating factor and regulator of public policy and innovation as a strategic keyword when policy outputs and outcomes cannot meet the needs and dynamics of increasingly global society [1]. Innovations developed by the government can be products or services, technology, new structural and administrative systems, or new plans for organizational members. Public sector innovation is a must for the government as a form of response to the environment and science and technology, notably in responding to community demands to realize increasing quality public services.
Public sector innovation can be outlined as implementing new ideas characterized by changes or steps that are large enough, last long enough, and of a fairly broad scale. Therefore, the implementation of innovation can have a significant impact on the organization. Innovation in public services is determined as a presentation to achieve, enhance, and improve the effectiveness, efficiency, and accountability of public services generated through an initiative [2].

Various situations drive the process of the birth of innovation. Public service innovation can stand arisen because of the form of initiatives, such as partnerships in the delivery of public services, so much between the government and the government, the private sector and the government, and Non-Government Organizations and Community Based Organizations with the government. In the development of modern society, interdependence and interrelationships between individuals, groups, and organizations are highly elevated. Comparable situation encourages individuals, groups, and organizations, both government and private, to tend to change the traditional hierarchical form of organization to a new form of organizational relationship in the kind of a strategic network in the form of cooperation.

The service notion developed in the development management literature resembles the partnership concept developed in the Public Administration literature. Easman [3], put the idea of service, which is a settlement in which two or more institutions, one of which is a government institute, participate in joint production occupation and service delivery. Each institution maintains its identity, unique interests and has autonomous management [4].

Partnerships have appreciable potential to become one of the effective strategies in realizing Good Governance [4]. Synergy in the collaboration between the government, the private sector, and the community is a connection and interaction to form a unified, harmonious, and equitable relationship. Each actor cooperates and achieves a single goal point and has the same direction in accomplishing the goal. Underlying values with a partnership are the same intention, common perception, willingness to process, mutual benefit, and honesty.

The success of innovation not only requires large costs but also calls for the synergy of stakeholders. According to Sedarmayanti [5], the elements in the governance of stakeholders can be partitioned into three categories, including the government, society, and the private sector [6]. The interlinkage between sectors in governance does not dominate each other. The existence of constructive interactions between stakeholders will open up equal space in government, especially in government programs created by innovation.

The Covid-19 pandemic is a profound threat, which has an impact on hampered public service activities because there are limitations in mass service procedures. Command of Covid-19 cannot solely be done by the government alone. It takes partnerships from all sectors that help and support each other according to their capacities. One of the benefits of a partnership is to increase community interaction in service delivery and public problem-solving.

Endeavor to prevent the transmission of Covid-19 are also carried out by Banyumas Regency which cooperates with potential partners and networks in breaking the chain of transmission of Covid-19. In handling the Covid-19 Banyumas Regency, in 2020 succeeded to win 1st Best Innovation, for the Covid-19 New Normal Order in the Market Category. Banyumas Regency has made advancements in public service innovation, starting from elite commitments and policies, developing innovation management institutions, and improving the quality of innovator human resources. The accomplishment achieved by Banyumas Regency is inseparable from the synergy of stakeholders in developing regional innovation.
2 Method

This study uses a qualitative approach. The data obtained came from secondary data and primary data. Secondary data were attained from planning documents, implementation of regional apparatus organizations in Banyumas Regency. Primary data were procured through interviews with research informants. The research method is through interviews using interview guidelines and then recording, as well as observation [7].

3 Result and Discussion

The precedence of the Banyumas Regency Government in developing its area is realized through innovation. The innovations that emerge cannot be separated from the leadership's encouragement to the State Civil Apparatus. On this basis, Banyumas Regency has accomplished in developing various platforms as part of regional innovation. Banyumas Regency has succeeded in evolving an Innovation Laboratory in Central Java. The existence of an Innovation Laboratory that encourages the birth of innovations in Banyumas Regency. (SINOVIK) is a testament to the seriousness of Banyumas Regency in developing innovation. The innovation achievement in the Banyumas Regency is Top 45 in the KIPP with the title of Fast, Responsive, and Complete Handling innovation in Assisting the Poor and Abandoned People with Chronic Pain (PATTAS SOSIAL MITRA KURIR LANGIT) in 2019. Three Banyumas Regency innovations reached Top 99 in the 2019 KIPP, namely Smart Maternal and Child Health Application Go Zero No maternal and child deaths (SASKIA GOTAK), Dermaji Village Information and Technology Literate (DEMIT Village), Public Safety Center (PSC) 119 Integrated Application System for Referrals, Health Information, and Emergency Ambulances (SATRIA). In 2019, three Banyumas Regency innovations managed to penetrate the Top 40 KIPP Central Java, namely Gebrakan Ngapaks (Joint Movement to Handle Beggars Children Come to School), Gendis Mamas (Banyumas Community Inclusive Education Movement), and Rinjing Pustaka. Another innovation achievement that Banyumas Regency has achieved is being one of the 20 best innovations in Indonesia that are entitled to participate in UNSPA (World Level Public Service Innovation Competition 2020) and is the first Best Innovation for the Covid-19 New Normal Order in the Market Category. Miscellaneous kinds of accomplishments that were achieved by Banyumas Regency cannot be separated from the synergy of stakeholders in developing innovation. Evidence of partnerships in developing innovation in the Banyumas Regency is evidenced by the collaboration between stakeholders, namely non-governmental organizations, universities, public and private institutions, and the community. The Banyumas Regency Government is also active in evolving public service innovations, particularly during the current Covid-19 pandemic. The requirement of the community's needs is increasingly complex, as well as the advent of problems in assorted sectors affected by Covid-19. Consequently, there is a need for collaboration between stakeholders.

To find out the reinforcement of networks as a driver of public services in handling Covid-19 in Banyumas Regency, using the theory put forward by Agus Dwiyanto [4] which is seen from three dimensions, namely the institutional dimension, the arena dimension, and the value dimension.
3.1 Institutional Dimension

From the institutional dimension, the Organization Section has also made streamlining through the formation of a core Regional Apparatus Organization team consisting of the Development Planning Agency at Sub-National Level, the Finance Agency, and the Personnel and Human Resources Development Agency. Has a central role in collaborating with all other Regional Apparatus Organizations in the context of utilizing information technology in public service innovation. The Regional Secretariat of Banyumas Regency also has a system to support, encourage, as well as appreciate innovative regional officials to get vocation promotions.

The Banyumas Regency Government has an innovation development system as stipulated in the Banyumas Regent Regulation Number 52 of 2017 concerning the Banyumas Regency Creativity and Innovation Development System. In Article 4, several elements of creativity and innovation development include (1) Creativity and Innovation Development System Institutions; (2) Creativity and Innovation Development System Network; and (3) Creative and Innovation Development System Resources. Furthermore, in Article 5 it is outlined that the Institutional System for the Development of Creativity and Innovation includes: (1) Regional Governments; (2) R&D Institutions; (3) Educational Institutions; (4) Innovation Supporting Institutions; (5) Business; and (6) Community Organizations in the Regions.

The resources of the Creativity and Innovation Development System, according to Article 8 cover several things such as (1) Utilization of expertise and expertise under the theme and/or resources of the Creativity and Innovation Development System; (2) Development of human competence and its organization; (3) Improving the management and utilization of intellectual property; (4) Utilization of data and information; and (5) Development of science and technology facilities and infrastructure.

In the implementation of this system, there is a Coordination Team for the Development of Creativity and Innovation in Fig. 1. This.

![Fig. 1. Banyumas Regency Creativity and Innovation Development Coordination Team](image)

The Banyumas Regency Government cannot act solitary and requires synergy with several parties to develop innovation. Another tangible form of collaboration is also in the
Smart City innovation of Banyumas Regency which has succeeded in embracing various stakeholders in the Smart City Council, which was sanctioned through Banyumas Regent Decree Number 555 of 2019 concerning the Banyumas Smart City Council.

The establishment of the strategic environment demands solid leaders and leadership, able to anticipate future developments, build a vision, mission, and strategy, as well as develop policy measures, institutional systems, and government management that is relevant to the complexities of developments, problems, and challenges faced. The duty of leaders in institutions for the development of innovation in the Banyumas Regency is shown by the commitment of leaders. The assorted innovations produced continuously in the Banyumas Regency are impelled by innovative leadership, from top management to low-management levels. The role of the Regent, Deputy Regent, and the Regional Secretary of Banyumas Regency in creating public service innovations can be said to be very large. The regional leadership of Banyumas Regency wants to stimulate the creation of more efficient, easy, and fair public services. This is attested by the slogan “One Agency, One Innovation.”

Institutional collaboration in the prevention and control of Covid-19 in Banyumas Regency is stated in Article 25 paragraph 2 of the Banyumas Regent Regulation Number 1 of 2021 concerning Restrictions on Community Activities in the Context of Accelerating the Prevention and Control of Covid-19 in Banyumas Regency, which states that institutional collaboration is carried out in the form of:

a. Human resource support;
b. Facilities and infrastructure;
c. Data and information;
d. Other types or support.

To minimize the spread of Covid-19, the Regional Government in carrying out patrol activities to limit community activities, monitoring and controlling non-judicial activities is carried out by:

a. Banyumas Regency Civil Service Police Unit;
b. Banyumas Regency Transportation Office;
c. Related Regional Apparatus
d. Disease Management Team or other designations
e. Banyumas City Resort Police
f. Military District Command 0701/Banyumas and its units.

The Banyumas Regent's response to the Covid-19 pandemic was proven by one of JIWONG JIGA's innovations "Siji Wong Siji Jaga" (One Person, One Take Care). This innovation is intended to protect the elderly who have comorbid diseases in the Banyumas Regency from Covid-19. Granted the increasing number of Covid-19 patients, it is necessary to monitor through reliable data to provide protection.

The Regent of Banyumas Regency involved the Regional Organization Agency (OPD) to succeed in his innovation, JIWONG JIGA. This innovation has been developed into a website and android application-based by the Communication and Information Agency of Banyumas Regency, collaborating with the Regional Secretariat of Banyumas Regency. This innovation is derived from the Central Java Provincial Government’s similar renowned innovation, JOGO TONGGO. Both the website and developing the application, the government expects more efficiency and effectiveness in data gathering, data processing, and curtailing worse impact for elder patients of COVID-19. The Banyumas Regency also counted into the socialization of JIWONG JIGA through the Regent’s participation to preside “door-to-door”
movement along with the Regional Organization Agencies (OPDs) in villages to oversee the program implementation and educate the importance of doing health protocol.

3.2 Arena Dimension

Partnerships between the public and private sectors can cover several different areas, such as government and business institutions, government and civil society institutions, and government with both institutions. Each partnership arena often has different dynamics because the motivations, constraints, and governance practices required to manage the three types of arenas are also different [4]. In order to encourage Covid-19 handling services in Banyumas Regency, inter-sectoral partnerships were built by the Banyumas Regency Government.

3.2.1 The Public-Private Partnerships (PPPs)

The partnership built between the Banyumas Regency Government and the private sector is proven by the innovations that have been successfully created by Banyumas Regency, namely the PSC (Public Safety Center) 119 Referral Application System, Health Information, and Emergency Ambulance (SATRIA). This innovation was created because people still often have difficulty getting emergency services, such as traffic accidents, heart attacks, strokes, and other emergency events [8].

For instance, the Banyumas Regency’s Health Agency collaborated with PT Sijarimas Teknologi Informasi to develop app-based innovation named PSD 119 Satria. Initially, this app was utilized to give recommendations to pregnant women and children, then scaled its function into all-in emergency services. Also, this app is designed in web and android versions and is available on the google play store. Further, the users are not solely patients but also the PSC’s office that is tasked to pick the patient of emergency accidents.

PT Sijarimas Teknologi Inovasi is a private corporation which is known for developing software devices, training, maintenance, and monitoring the implementation of technology and information systems. Amid the pandemic situation, the app facilitates two-sided communication between the referrer and the hospital recommendation, thus both the hospital and referrer are prepared to connect and give their services.

Banyumas Regency is also working with PT Sarana Multi Infrastruktur (PT SMI). PT SMI approved the Banyumas Regency National Economic Recovery Program (PEN) worth Rp 191.92 billion to realize the acceleration of economic recovery in the Banyumas Regency. The signing of this regional PEN loan agreement is a form of joint commitment between PT SMI and the Banyumas Regency Government in dealing with the Covid-19 pandemic and economic recovery in the Banyumas Regency [9].

Formerly, PT SMI along with the Directorate General of Financial Balance of the Ministry of Finance and the Ministry of Home Affairs of Republic Indonesia has coordinated concomitantly to evaluate and consider several factors pertinent to the loan agreement proposal from the Banyumas Regency Government. This loan agreement proposal has been approved and deployed to the Banyumas Regency Government by PT SMI as a Special Mission Vehicle from the Ministry of Finance by practicing transparency and accountability principles. The agreement, further, depicted as an endeavor from the Central Government to recover the regional economy owing to the COVID-19.

3.2.2 Public-Civil Society Partnership

JIWONG JIGA is known as a platform-based innovation that developed through tangible products both in a website and mobile application by the Communication and Information
Agency of the Secretariat of Banyumas Regency Government. Through these platforms, the government seeks to ease the data gathering process and abate the risk for the elder patients of COVID-19.

3.2.3 Three-Sectors Partnership (Government, Private, and Society)

This partnership model is targeting the traditional markets; therefore, the innovation posits Banyumas Regency at the first place of the Regional Innovation Competition for Preparing the Productive New Normal and Safe COVID-19 in the Traditional Market Sector held by the Ministry of Home Affairs of the Republic of Indonesia. Practically, the Health Agency of Banyumas Regency involves the Center for the Local People’s Health Service (Puskesmas) to facilitate the rooms for rapid or swab testing. On the other hand, the Communication and Information Agency of Banyumas Regency also being active in developing the e-retribution platform that can be publicly accessed through dashboard monitoring. Besides, to adjust the new normal, the government also collaborates with the Public Order Enforcers (Satuan Polisi Pamong Praja), the Banyumas Police Precinct (Polres Banyumas), and the Military District Commando 0701/Banyumas to oversee activities in traditional markets. Also, a Startup named Beceer involved in providing an online service to buy products from traditional markets without physically visiting the markets.

3.3 Value Dimension

Moore [10] defines “public value” as a skeleton to connect the public resources to craft the essence of “public value”. Public value refers to a public service framework to generate a valuable service predicated on public needs. There is a “strategic triangle” to grasp this concept. Public organizations have to meet three prominent features: (1) legitimacy; (2) operational capability, and (3) substantial value [11]. Those aspects should stay abreast, whenever one of them is neglected, then the public values will not be formed. Public values from networking engagement as a key driver to cope with COVID-19 in Banyumas Regency is being implemented through:

3.3.1 Support and Legitimation

The public service innovation partnership to cope with the COVID-19 in Banyumas Regency has several legitimacies, including:
   a. The Banyumas Regent Regulation Number 52/2017 on the Creativity Development System and Innovation in Banyumas Regency.
   b. The Banyumas Regent Regulation Number 77/2018 on Organizational Arrangement, Duties and Functions and Working Procedures of the Regional Secretariat of Banyumas Regency.
   c. The Local Government Regulation Number 2/2020 on Prevention of Disease in Banyumas Regency.
   d. The Banyumas Regent Regulation Number 1/2021 on Restrictions on Community Activities to Accelerate the Prevention and Countermeasures of coronavirus Disease 2019 (Covid-19) in Banyumas Regency.

Support and positive response were carried out by the people of Banyumas Regency. The community is active in maintaining health protocols to prevent Covid-19, thus bringing Banyumas Regency to posit at the first place at the Innovation Competition for the Regional Innovation Competition for Preparing the Productive New Normal and Safe Covid-19 in Traditional Market Sector held by the Ministry of Home Affairs of the Republic of Indonesia.
3.3.2 Operational Capability

Innovation development utterly needs resource support, encompassing budget allocation. Practically, the government, both from executives and legislatures have been coordinated concomitantly to produce an apt budget policy for spurring innovation development by giving IDR 1,4 billion to the Head of Research and Development amid a pandemic situation to propel the regional innovation development.

3.3.3 Substantial Value

According to Moore, the value aims to generate public value. On the other hand, Benington defines public value as a market coordinate by considering social and political factors such as:

a) Economic Value
Most of the innovations in Banyumas Regency have disseminated positive impacts to the people, notably in the economic sector. By publicly accessing innovation services, the people are not paying some amount of money to obtain the services needed. For instance, when people send their report on emergency accidents through the PSC 119 app and JIWONG JIGA innovation. Also, Banyumas Regency has two public hospitals, RSUD Banyumas and RSUD Ajibarang, and other Puskesmas to provide free health services for the Covid-19 patients.

b) Sociocultural Value
JIWONG JIGA plays a prominent role to create empathy in society amidst pandemic situations. Thereby, the relations between society and environment are being tighter owing to the spirit to protect each other through health protocols education.

c) Education Value
Innovation’s success was inseparable from the role of society. Innovations developed in Banyumas Regency to deal with Covid-19 received a positive response from the community. This is proved by the role of the Covid-19 Task Force that comes from community elements to participate in socializing the importance of health protocols monitoring the surrounding environment to protect each other from the virus, especially for the elderly who have comorbid diseases.

d) Political Value
Services developed by Banyumas Regency propel the community to take part in utilizing the available services, for instance, by using PSC 119 Satria to send reports through mobile-app to cope with emergencies.

e) Ecological Value
Numerous innovations developed by Banyumas Regency are predicated on information technology to broaden access to public services. Also, this tech-based innovation eases the people to obtain proper, faster, and more efficient public services.

4 Conclusion

The Banyumas Regency Government aims to propel more efficient, affordable, and fair public services through innovation development, depicted by the renowned slogan “One Agency, One Innovation”. Numerous achievements of the Banyumas Regency cannot be separated from the synergy of stakeholders through partnerships. The existing partnerships have become a key driver in handling Covid-19 in Banyumas Regency through three prominent dimensions: (1) institutional dimension; (2) arena dimension and (3) value dimension. In the institutional dimension, the Banyumas Regency Government has an innovation
development system. Another tangible form of collaboration is in the Smart City innovation of Banyumas Regency which has succeeded in embracing various stakeholders in the Smart City Council. Institutional collaboration in the prevention and control of Covid-19 in Banyumas Regency is also proven by the synergy of various parties in the Community Activity Restriction program. In the arena dimension, it can be seen that the development of Covid-19 service innovations in Banyumas Regency includes a partnership between the government and the private sector, a government partnership with civil society, and a three-sector partnership (government, private, community). In the value dimension, Banyumas Regency can achieve public values, which can be seen from three aspects, namely legitimacy and support, operational capabilities, and substantial values (economic values, social and cultural values, political values, educational values, and ecological values). From the value dimension, it can be concluded that the innovation of Covid-19 handling services in Banyumas can be said to be useful and of public value to the community.

5 Recommendation
5.1 Institutional Dimension

Local government needs to spur their performance in managing tasks and functions and prioritizing cooperation enhancement with other sectors. In addition, informal discussions should be broadened between other institutions related to government’s innovation to improve the credibility and capability of the apparatus of the government institutions.

5.2 Arena Dimension

It is a necessity to enact regulations that take into account the good governance perspective. In its implementation, it should involve governance actors, consisting of government, private sector, and civil society commencing from the collective agreement process to evaluation based on each role.

5.3 Value Dimension

The Banyumas Regency Government needs to monitor and evaluate related innovations that have been developed to increase public trust in the government, as well as the accountability and transparency of the public.

References


Synergy of Public Information Openness Practices between Main PPID with Supporting PPID in Central Java

Arifa Rachma Febriyani¹, Much. Yuliyanto², Agus Naryoso³, Agustina Tuti⁴
{arifafebriyani@gmail.com¹}
Universitas Diponegoro, Indonesia¹,²,³
Central Java Provincial Communications and Information Office, Indonesia⁴

Abstract. The issuance of Law Number 14 of 2008 mandates every public agency to implement a transparent communication in order to support the realization of good governance. The Central Java Provincial Government is faced with the challenge to strengthen the performance of the Information Management and Documenter Officer (PPID) in order to be able to maintain the first rank as a provincial government public agency that has succeeded in providing excellent service in the field of public information openness. This research aims to describe the performance of Main PPID of the Central Java Provincial Government in supporting public information openness policies. This type of research is descriptive qualitative. Primary data collection was carried out through in-depth interviews. The result of the research reveal that the synergy between the Main PPID and the Supporting PPID is one of the factors that determine the performance of public information services, considering that supporting data to answer request for public information is obtained from the Supporting PPID. The leadership’s commitment also determines PPID’s performance in supporting public information openness policies.

Keywords: Public Information Openness, PPID, Central Java Provincial Government

1 Introduction

Transparency is one of the spearheads for realizing good governance. In line with efforts to enforce transparency, Law Number 14 of 2008 mandates every public agency to fulfill the public information openness as a human right protected by the constitution [1]. Public agencies are required to provide and announce information at any time, periodically, and immediately, in accordance with these regulations [2]. Bolton [3] revealed that the public information openness encourages public agencies to be more accountable and credible by providing information and documents according to public demand [4]. Every public agency is now required to open communication channels for the public. This is also in line with Asshidiqie [5] that the public information openness in a democratic country is the foundation in building good, transparent, open, and participatory governance [6]. Public information openness is a manifestation of the principle of transparency which is an important factor in creating good governance. The practice of transparency is also a real step to deliver excellent public services [7].
Public agencies are challenged to carry out a transformation in the field of public information openness by providing quality public information services for the community. Lee et al. argues that the transformation is inseparable from the government's public relations task in providing public services by conveying public information to advance government performance [8]. In line with this opinion, the issuance of the law on public information openness is seen as the right momentum for government public relations to carry out its functions and duties in providing information and education to the public about government policies and activities in an open, transparent, honest and objective manner [9]. Therefore, government public relations plays an important role in supporting the success of public agencies to provide public information services that are able to meet public expectations, so that the organization's reputation is expected to increase.

Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform Number 55 of 2011 concerning General Guidelines for Public Relations in Government Agencies states that government public relations are public relations institutions and/or government public relations practitioners who perform management functions in the field of information and communication that are persuasive, effective, and efficient to create harmonious and mutually beneficial relationships with the public through various public relations facilities in order to create a positive image and reputation of government agencies [10].

This definition also confirms that the demand to maintain the government's reputation is urgent. A good government reputation will have a beneficial impact because it will strengthen public trust toward government. The function of government public relations in organizations to build and maintain two-way reciprocal communication between the organization and its publics can ultimately determine the success or failure of the reputation goals to be achieved by the organization. Reputation management carried out by government public relations should ideally not only focus on managing the image expected by government agencies, but must actually develop organizational behavior in order to support the performance and reputation of the government [11].

One of the organizational behaviors that can be developed to support organizational performance and reputation is through work teams. Robbins et al. [12] explains that work teams can generate positive synergies through coordinated efforts. This team was built to create a symbiotic interaction between members. Thus, a greater level of performance can be achieved than the sum of individual inputs. An effective work team is supported by contextual factors, composition, and process [12].

In line with this explanation, Mondy and Premeaux say that creating synergy is an important part in the organization, because synergy is 'the cooperative action of two or more persons working together to accomplish more than they could working separately'. Therefore, creating synergy through good communication will streamline the achievement of goals organization [13].

However, on the other hand, efforts to provide quality public information services are not always easy to do. According to Suhendar [14], the big challenge facing public agencies today is to build a quality public information and communication system that is packaged accurately and attractively. When public information is able to meet people's expectations, the reputation of public agencies can also increase [14].

The Central Java Provincial Government continues to strive for transformation in the field of public information openness. In line with Law no. 14 of 2008, the Central Java Provincial Government issued Central Java Provincial Regulation Number 6 of 2012 concerning Public Information Services for the Implementation of Central Java Provincial Government. This
regional regulation mandates that public information services are based on the principles of equality, rationality, efficiency and effectiveness. Thus, applicants can obtain public information quickly and on time, at low cost and in a simple way (article 2) [15]. However, public agencies cannot provide access to exempt public information because this information is strict and limited.

In addition, Central Java Governor Regulation Number 56 of 2019 concerning Instructions for the Implementation of Central Java Provincial Regulation Number 6 of 2012 concerning Public Information Services for the Implementation of Central Java Provincial Government was also issued. One of the Central Java Governor's regulations contains the duties of the Information Management and Documentation Officer (PPID) [16]. Referring to the Law on Public Information Openness, PPID is the official responsible for responsible for storage documentation, provision, and/or information services in public bodies. PPID has a strategic role in convey information that needed by the community, both in the form of government performance as well as financial management capabilities regions, as an effort to realize good governance [17].

The Central Information Commission of the Republic of Indonesia regularly monitors and evaluates public information services organized by every public agency, both at the central and local government levels, universities, and other public bodies. results Based on the monitoring and evaluation of the Central Information Commission of the Republic of Indonesia, in 2015 the Central Java Provincial Government was included in the category of provincial government public bodies that were quite informative. A year later, the Central Java Provincial Government increased its category to become a provincial government public agency Towards Informative. Since 2017 until last year, the Central Java Provincial Government managed to maintain the category of Informative government public agency.

<table>
<thead>
<tr>
<th>Year</th>
<th>Rank</th>
<th>Public Information Openness Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>5</td>
<td>74.86</td>
</tr>
<tr>
<td>2016</td>
<td>8</td>
<td>84.00</td>
</tr>
<tr>
<td>2017</td>
<td>2</td>
<td>92.13</td>
</tr>
<tr>
<td>2018</td>
<td>1</td>
<td>96.95</td>
</tr>
<tr>
<td>2019</td>
<td>1</td>
<td>97.00</td>
</tr>
<tr>
<td>2020</td>
<td>1</td>
<td>99.15</td>
</tr>
</tbody>
</table>

This achievement is inseparable from PPID's strategic role in supporting the practice of public information openness. Efforts to maintain this achievement are not easy, considering the need for good coordination between the Main PPID and 41 Supporting PPID in regional work units (SKPD) and 13 Supporting PPID in regionally owned enterprises. This is a challenge to establish good organizational communication in order to be able to enforce the practice of public information openness. This fact encourages researchers to formulate the main problem: How is the performance of the Main PPID of the Central Java Provincial Government in implementing public information activities?
2 Method

This type of research is a qualitative descriptive research. According to Lambert and Lambert [18], the purpose of a descriptive qualitative study is to compile a comprehensive summary of a specific event experienced by an individual or group of individuals [18].

Primary data collection was carried out through in-depth interviews, including collecting relevant documentation from the Main PPID of Central Java Province. The informant in this study was a member of the Information Services Division of Main PPID of Central Java Province who also served as Head of the Data and Public Information Services Section of the Central Java Communication and Information Service, Mashuri, S.T., M.M. and PPID officers. In-depth interviews were conducted online in the midst of a pandemic situation.

According to Guion [19], after the in-depth interview was conducted, the writer continued the transcription stage, namely by compiling the text of each statement submitted by the respondent based on the audio recording. Next, the authors carry out the analysis stage by rereading interview transcripts to identify emerging themes from respondents' answer. In other words, at this stage the writer synthesizes the answers to the questions posed. The author also carried out a verification stage through triangulation to check the information obtained [19].

3 Discussion

The main PPID of Central Java Province was officially formed based on a Decree of the Governor of Central Java Number 550/32 Year 2017 about Establishment of Main Information Management and Documentation Officers and Supporting in Government Public Agency Province of Central Java. The decree stated that the Head of the Central Java Province Information and Communications Service served as PPID, while the governor served as the person in charge.

To support the practice of public information openness, the Main PPID of Central Java Province carries out the tasks listed in Central Java Governor Regulation Number 56 of 2019 concerning Instructions for Implementation of Central Java Province Regional Regulation Number 6 of 2012 concerning Public Information Services for the Implementation of Central Java Provincial Government, that is 1) coordinate and oversee the process of testing the consequences of excluded information with the relevant agencies; 2) coordinate and consolidate the collection of information and documentation materials from regional work unit (SKPD) within the Central Java Provincial Government; 3) store, document, provide and provide information services to the public; 4) verifying public information materials; 5) updating information and documentation; 6) provide information and documentation for public access; 7) carry out an inventory of information that is excluded for consequence testing; 8) make reports on information services, which include: a. the number of requests for public information received; b. the time required to fulfill each request for public information; c. the number of requests for public information that were granted either partially or completely and requests for public information that were rejected; d. reasons for refusing a request for public information, and 9) develop the capacity of general functional officials or certain functional officials in order to improve service quality. By carrying out these tasks, PPID actually acts as a public relations officer for the government.
In carrying out its duties, Main PPID provides a list of public information and several supporting menus on the official website, such as profiles, open data, news, and geoportals, so that they are easily accessible to the public. In this pandemic situation, PPID is required to be more responsive in providing public information services, including by updating information about health services that can be accessed by the public, such as information about the Covid-19 vaccine, as well as playing an active role in digital campaigns regarding health protocols. Digital campaigns on health protocols during the pandemic were intensively delivered through the official website and social media.

In carrying out these tasks, the Main PPID coordinates with 41 Supporting PPID in regional work units (SKPD) and 13 Supporting PPID in regionally owned enterprises (BUMD). Such coordination must be carried out properly because the availability of supporting data to fulfill requests for public information is in each Supporting PPID while the time to fulfill requests for public information is limited according to Law Number 14 of 2008 concerning Openness of Public Information. Public agencies have to immediately respond to requests for information received by written notification no later than ten days. The time for sending the notification can be extended no later than seven days accompanied by written reasons (Article 22). The Main PPID utilizes the Whatsapp group in coordinating with the Supporting PPID. Horizontal organizational communication, both across fields and between PPIDs, can be carried out effectively and efficiently. Apart from Whatsapp, Main PPID routinely organizes outreach activities and focus group discussions.

“We need support from regional work unit because all data is in the agencies. What we show in the Main PPID contains various contents and it is impossible for us to provide all the needs. WhatsApp groups are a place for discussion, exchange of ideas and opinions, as well as sending the required materials, so it will be very clear that we are able to collaborate between departments and fields,” said Mashuri, ST, MM, Member of the Main PPID Information Service Division of Central Java Province.

Fig. 1. Public information about the integrated post for prevention and handling of Covid-19 on the Main PPID website
On the other hand, although in recent years the Main PPID of Central Java Province has succeeded in maintaining the title as an informative provincial government public agency, in reality the Main PPID needs to strengthen their synergy, both between fields and with the Supporting PPID. As stated by Robbins [12], the PPID work team can run effectively if it is supported by contextual factors, composition, and process. Contextual factors include the availability of adequate resources, leadership and structure, performance evaluation and reward systems. The composition factor of which refers to the abilities of the members. Meanwhile, the process factors include the general and specific goals of the work team.

Informant revealed that there were several challenges faced by PPID in carrying out their duties to support public information openness. The first challenge is that there are still a number of Supporting PPIDs who are not ready to fulfill the demand for public information. One of the causes of this incident is that the information is incomplete to be provided to the applicant. On the other hand, the constitution stipulates a time limit for public agencies to fulfill requests for public information. In an effort to encourage Supporting PPID to provide public information services quickly, Main PPID uses a strategy through an official circular letter from the governor or regional secretary. This strategy is considered effective enough to collect data from Supporting PPID so as not to exceed the predetermined deadline.

"Indeed, there are several agencies that take a long time to respond (public information request), but indeed we have not lost our way. We are talking about Central Java, not only the Ministry of Communication and Informatics. When we face difficulties in obtaining data to fulfill requests for public information, we use a letter that has been signed by the Governor or the Regional Secretary. The data must come out fast," said the informant.

In addition, the other challenge faced by the Main PPID is when there is a change in PPID personnel. Initially experienced PPID officers were replaced by new PPID officers with minimal experience. The applicant's lack of understanding of the types of public information also often becomes an obstacle in carrying out PPID's duties.

"The problem is that sometimes in government agencies there is a rotation of employees. This employee replacement requires a process. Sometimes there is a gap between the old employee and the new employee, where the new employee does not really understand the field of work being handled, but the old employee has left," said Mashuri as an informant.
Based on this statement, it can be understood that the performance of the PPID work team has not been fully optimal due to a number of challenges faced. In terms of composition factor, it can be seen that there are limited capabilities of a number of PPID officers, especially new PPID officers who still lack experience in the practice of public information openness.

The informant explained that Main PPID cooperates with the regional human resource development agency (BPSDM) to organize training and competency certification for PPID officers. Many district/city PPIDs participated in this activity to increase the capacity of their PPID officers. Through this competency training and certification, it is hoped that PPID officers will be able to improve their performance in providing public information services.

“We are collaborating with BPSDM regarding improving the quality of PPID officers. We hold certification for PPID officers. We already have several training groups that we ask for help in the provinces because they are quite good. It tends to be regencies and cities so the gap is not too high,” said the informant.

In addition to the support of capable human resources, PPID's performance in implementing the practice of public information openness is influenced by the leadership in the agency. Leaders of public agencies who have a high commitment to public information openness will certainly encourage PPID to provide excellent service in the field of public information.

One of the leaders' support for PPID can be seen from the involvement of heads of public agencies in monitoring and evaluating information openness ranking activities which are held annually by the Information Commission. Leaders of public agencies will ensure the readiness of PPID in carrying out these activities. The monitoring and evaluation of the information openness rating consists of five stages, including 1) the website assessment stage on the submission of information that must be provided and announced periodically by public agencies, 2) the Self-Assessment Questionnaire (SAQ) stage, 3) the SAQ assessment stage, 4) the presentation and verification stage, and 5) the public test stage for public agencies that meet a minimum passing grade of 70. In this public testing stage the leader of the public agencies will present an explanation of the practice of public information openness that has been carried out before the Independent Assessment Team. In the awarding of information openness, the governor as the person in charge of the Main PPID was also asked to attend to give a speech as a manifestation of the leadership's real commitment to the practice of public information openness.

“The commitment of the highest person in an agency is very important regarding the public information openness because it will show their seriousness in managing PPID. Every year the leader is directly involved in monitoring and evaluation of public information openness. The third stage of monitoring and evaluation is a public test, where the leader must learn about public information openness because they will be tested by a team of panelists consisting of academics, journalists, and practitioners,” said the informant.

| Table 2. Category of Appreciation for Public Agencies |
|-----------|-------------|
| Score     | Category    |
| 97-100    | Informative |
| 96-80     | Toward Informative |
| 60-79     | Quite Informative |
| 40-59     | Less Informative |
| 0-39      | Not Informative |
This year, the Central Java Information Commission held a ranking of public bodies with the theme "Information Openness in the 2020 Covid19 Pandemic Period". Main PPID prepares innovations in the field of public information openness that are in line with the theme of ranking these public agencies. Main PPID also coordinates with Supporting PPID in each regional work unit (SKPD) and PPIDs in districts/cities to prepare for ranking activities. The informant explained that the rating of information openness is not the only parameter to assess the success in providing public information services. PPID also conducts an annual public satisfaction survey to ensure that the public information services provided can actually be enjoyed by the community.

4 Conclusion

The role of PPID is very important in implementing the practice of public information openness in Central Java, so that the province is able to maintain the title as an informative provincial public agency for the last three years. Efforts to maintain these achievements are not easy. As a work team, the Main PPID and the Supporting PPID are faced with a number of challenges, such as a number of Supporting PPIDs who are less responsive to requests for public information and the lack of experience of new PPID officers when replacing the previous PPID officers due to personnel transfers. These challenges can be handled well by Main PPID. In order to accelerate the response of the Supporting PPID to requests for public information, the Main PPID disseminates an official circular letter from the governor or regional secretary so that the Supporting PPID can immediately submit data according to the deadline stated in the regulation. The Main PPID also strengthens its synergy with the Supporting PPID through instant messaging groups and focus group discussions. In accordance with their duties, Main PPID cooperates with BPSDMD to provide skills development training and competency certification for PPID officers. The leadership's commitment also strongly supports PPID's performance in implementing public information openness practices. Thus, it is hoped that the synergy between the Main PPID and the Supporting PPID in supporting the practice of public information openness will improve and be able to create a good reputation for public agencies.

Acknowledgements

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References


Jumping over Fences: 
Story from Demak Local Election

Fitriyah¹, Nunik Retno Herawati², Neny Marlina³
{fitriyahundip@gmail.com¹}
Universitas Diponegoro, Indonesia¹,²,³

Abstract. The article focuses on Mugiyono’s act of “jumping over fences” from his endorsing party during his candidacy for the 2020 Demak Election. As a senior PDIP cadre, he switched into the Gerindra and Nasdem coalition. The argument built in this article is that external forces drove the change of the candidate’s party. This research was conducted based on a qualitative research approach (case study type). Informants were selected purposively with the snowball technique. Data were collected by interviews and documentation studies, which was through online media news document searches. We found that the external factor, i.e., public support at the beginning of the nomination, particularly the order from religious clerics (dawuh kyai) and funding, was a driving factor for Mugiyono’s decision. This study demonstrated that this behavior was not explained by oligarchic theory but also by the institutionalization of political parties.

Keywords: Political Parties, Candidate, Jumping Over Fences, Local Election

1 Introduction

The article focuses on the act of jumping the fence of the PDIP cadre, Mugiyono, in his candidacy for the 2020 Demak Regency Pilkada (local election) in Central Java, Indonesia. The concept of jumping fence refers to the act of someone who leaves his old party to join a new party. Indonesia uses the multiparty system, consisting of the nationalist parties (PDIP, Golkar, Gerindra, Democrat Party, Nasdem) and Islamic parties or Islamic mass-based (PKB, PPP, PAN). The argument built in this study, the external forces drove the jumping the fence act. This case deserves to be raised because the fence-jumping candidate was found in the Pilkada, but the study was less than similar cases in the legislative election.

The Demak Regency Election 2020 was followed by two pairs of candidates. The candidates for regent, Mugiyono and Eisti’anah, came from PDIP cadres when one of them was promoted by a coalition of other parties. PDIP is the largest nationalist party in Indonesia. Mugiyono is an old cadre; he has been a member of PDIP for 21 years and has served as chairman of the DPC (regional party branch) PDIP Demak (2010-2015), while Eisti’anah is a new cadre, she is Deputy Treasurer of the PDIP DPC Demak Regency (2019-present).

Mugiyono is paired with Ali Makhsun, the DPC PKB Demak Syuro Council chairman (2018-2023). PKB is the largest Islamic Party in Demak affiliated with the NU (the largest Islamic organization in Indonesia). The pair received support from several strategic groups, such as the support of the NU clerics of Demak Regency, the support of the village heads [1], the support of the Demak Nahdiyin Women’s Movement [2], and the support of members of the BPD (Village Consultative Body) throughout Demak Regency [3]. Meanwhile, Eisti’anah is
coupled with Joko Sutanto, the Board of Supervisor of the Golkar Party Regional Representative Council, Demak Regency, and the incumbent deputy regent.

Both pairs registered so that they were later proposed as potential candidates to the PDIP. The PDIP Recommendations went to the Eisti’anah and Joko Sutanto pair, followed by recommendations from the parties in the coalition, namely the Golkar Party, PPP, Democrat Party, PAN, and PKB.

Unable to get the PDIP recommendation, Mugiyono-Ali Makhsun joined the Gerindra Party and the Nasdem Party. Gerindra Party recommendations were issued for both, but after that, Ali Makhsun resigned. M. Badruddin later replaced him. This pair was officially supported by the Gerindra Party and the Nasdem Party. The Gerindra Party coalition and the Nasdem Party only control 14 seats out of 50 seats in the Demak Local Council. Meanwhile, the coalition of PDIP, Golkar Party, PPP, Democrat Party, PAN, and PKB has 36 seats or 72% of the seats in the council. Having the risk of running for the regional head election by being promoted by another party, Mugiyono was dismissed as a member of the PDIP.

Mugiyono’s resistance through a fence-jumping nomination deserves to be studied. This case deserves to be studied because jumping the fence is often carried out by candidates who have failed to be promoted by their party while they are party cadres. The study no longer examines the mechanism of nomination by political parties, which have been widely studied but focuses on the act of jumping the fence in nominations.

The theoretical contribution is that this research will enrich the study of regional elections from the perspective of informality. The previous studies focused more on formal procedures for nomination, such as explaining the mechanism for selecting candidates by political parties. Things that have been widely researched include single nominations [4][5][6], the pragmatism of political parties in nominations [7][8], and internal nomination patterns of political parties [9][10]. The practical contribution is that the results of this study are used as a basis for evaluating political parties in cadre and candidacy.

2 Method

The research deploys a qualitative research approach, case study type. With the snowball technique, informants were selected purposively to target the person who has experience and knowledge of the object of study. Data collection techniques used documentation studies through document searches, online news media, and interview methods with four informants. Data analysis followed Creswell’s method [11].

3 Result and Discussion

3.1 Demak Head Election

Demak Regency is one of the regencies in Central Java, located on the west side of Semarang City. The area is 89,743 ha, divided into 14 sub-districts and 246 villages. The population of Demak is relatively homogeneous, and the majority are Javanese. The majority of the population is Muslim, and 90% of the community is NU, both culturally and structurally. Demak is also known as the City of Saints (Wali). Demak was the former center of the first Islamic empire in Java [12]. The population of the Demak Regency in 2020 is 1,203,956 people. The sex ratio is 101.96. The productive age population is 69.23%. The pure
participation rate in senior high school is 59.59. The majority of the population is farmers. The poor population is 12.54% [13].

The political map of the Demak Regency underwent a shift. In the 1955 General Election, the NU Party (now abolished) was the strongest party; when the New Order era arrived, it shifted to the Golkar Party. Post-reform PDIP and PKB are the two major political parties in Demak Regency. PDIP won 1999, 2004, and 2019 elections, while PKB won the 2009 and 2014 elections.

The number of seats in the Demak Local Council is 50 seats. PDIP obtained 11 seats as the result of the 2019 general election. Hence, they could independently bring their pairs of candidates because the requirements for nomination were 20% of the local council seats or the equivalent of 10 seats. Successively the remaining seats are divided into the following: PKB has nine seats, Gerindra Party has eight seats, Golkar Party has seven seats, Nasdem Party has six seats, PPP and the Democratic Party each have three seats, and PAN also has three chairs.

The Demak Election 2020 was followed by two pairs of candidates. The two prospective candidates are PDIP cadres who are fighting over the recommendations of the PDIP central office. The candidate pairs have also been active in socializing, including lobbying political parties. The coalition became apparent after the recommendation of the PDIP to Eisti’anah-Joko Sutanto, followed by the recommendation of other parties to form a coalition to join the PDIP, leaving the Gerindra Party and the Nasdem Party.

Mugiyono, although a senior cadre in the PDIP, is not the one who received the recommendation from the PDIP DPP. Likewise, his partner, Ali Makhsun, is a PKB cadre who did not receive his party’s recommendation. Mugiyono and Ali Makhsun are close to the Gerindra Party and the Nasdem Party. The Gerindra Party recommendation was issued for this pair, but later on, Ali Makhsun withdrew. As the replacement, Mugiyono took M. Badruddin. One of the considerations has an Islamic traditional scholar background, a composition supported by Islamic clerics. M. Badruddin is not a political party cadre, and he is the son of a deceased influential Islamic cleric in the Demak Regency. The Mugiyono-M. Badruddin pair was promoted by the Gerindra Party coalition and the Nasdem Party.

The candidate pairs Eisti’anah - Joko Sutanto and Mugiyono - M. Badruddin were officially registered with the General Election Commission of Demak Regency by the coalition of their respective supporting parties. However, Joko Sutanto failed because he did not pass the medical test. The supporting coalition replaced Joko Sutanto with Ali Makhsun (see Fig. 1.)
The entry of Ali Makhson had changed the composition of the ideological identities of the candidates. Eistianah-Joko Sutanto both represent nationalist figures, while Mugiyono-M. Badruddin is a combination of nationalist-religious figures. The inclusion of Ali Makhson also broke the support of the Demak clerics for Mugiyono-Ali Makhson, which Mugiyono tried to defend by cooperating with M. Barduddin. Ali Makhson is a figure who Islamic clerics also blesses. When Ali Makhson stepped down as Mugiyono’s partner, a replacement was also sought from a figure with the same background, intended to maintain the Islamic clerics’ mandate. This mandate regarding the candidate for the leader of the Demak Regency is male because it underlies the Demak Islamic clerics’ Bahutsul Masail Decree.

“The Demak Islamic clerics’ Bahtsul Masail Decree states that the regent and his deputy must be people who are allowed to give preach... Bahtsul Masail decision strengthens and is under the condition of Demak, which has unique characteristics compared to other regions, .... As the city of the Saints, Demak must be led by men, both the position of the regent and his deputy [3].

The Demak Regional Head Election 2020 was won by the Eisti’anah - Ali Makhson pair with a difference of 9.55% of votes. Eisti’anah - Ali Makhson’s vote was 56.89%, while Mugiyono - M. Badruddin’s vote was 43.11%.

3.2 The problem of the economic oligarchy and Institutionalization of Political Parties

The nomination of regional head and deputy regional head in the 2020 Demak Regional Head Election was very dynamic, and there was a change in the candidacy of deputy regent in both pairs of candidates in a relatively short time (see Figure 1). These changes further strengthened the pragmatic phenomenon in the nomination of regional head elections. Regional Head Election candidacy showed that it was the work of individual candidates, not the work of
political parties, which institutionally should prepare candidates to be contested in the Regional Head Election and negotiated with coalition partners. In practice, political parties were passively waiting for candidates to register, so they did not have to be cadres. Candidates were also busy lobbying all party officials at the local level, while the final decision rests with the central party. From this, it can be estimated the number of costs borne by the candidate. Since its beginning, the practice of regional head elections nomination does not reflect that the candidates originate from the regeneration process of political parties. In Regional Head Election, the role of political parties is to become the vehicle instead of the institution to produce leader candidates. The 2020 Demak Regional Head Election was indeed able to bring up two PDIP cadres as candidates for regent. It suggests that PDIP is ready with a cadre of potential leaders. However, the transfer of PDIP cadres to other parties shows that their cadres cannot fortify these cadres, even those in the senior category. Mugiyono failed to get a recommendation but still registered himself as a candidate by using another party. Mugiyono reasoned because he had received the mandate from the Islamic clerics.

“In fact, we are requested by the muassis, elderly Islamic cleric, and pledged allegiance at the Mranggen Futuhiyah Islamic boarding school (Indonesian: pondok pesantren) through Jalsa, then the village head, fatayat, muslimat, and so on. And that is the mandate that we must carry out” [14]

Mugiyono - Ali Mahsun were cadres from the two largest parties in Demak Regency and had the support from the strategic groups, namely the Demak Regency Islamic clerics, but their party did not recommend them. The factor of Halim, a local boss in Demak Regency, was able to influence the political map of Demak Regency. This pattern is similar to Sidel [15], who predicts that local bosses will dominate the electoral politics of direct elections in Indonesia, controlled by money. Halim is a principal contractor in Demak Regency, and he is the Head of the Demak Indonesian Chamber of Commerce and Industry. He is an investor in the Regional Head Election, including the investor in the Regional Head Election outside Demak Regency, and Eisti’anah is his daughter. Traces of Halim can be found in all local elections in Demak Regency [16]. The formation of a large coalition carrying Eisti’anah could not be separated from Halim’s significant role. Economic interests also gave rise to new regional head election investors for Mugiyono, and the initial was E. He was working on a Central Java-scale development project, some of which were located in the Demak regency area. E’s business friend had a close relationship with the chairman of the Gerindra Party. Halim also had close ties to the Nasdem Party, but in the 2019 elections, his relationship was strained.

The case of jumping the fence illustrates the problem of party institutionalization. At least four variables determine the degree of institutionalization of political parties, namely the degree of systematicity, value identity, decision autonomy, and public image [17][18]. Systematic is the management of party infrastructure and the implementation of party functions and other provisions that have been agreed upon by the party, such as; the identity of values related to the relationship between the party and its base, whether specific ideological values are attached to it; decision autonomy related to the relationship between political parties and external parties, whether there is dependence in decision-making and finance; and public image associated with the ability of a political party to instill a specific impression in the minds of voters. By referring to the size of the institutionalization of political parties - at least from the degree of decision autonomy - it can be concluded that there are problems with the supporting parties.
In his study of the Party Reform Agenda, Fernandes and Oktariza [19] identified several internal party constraints in building internal democracy, namely (1) conflict because, among other things, the internal party policymaking process is not democratic. (2) oligarchic leadership; (3) does not have a fixed funding source while elections in Indonesia are expensive, making political parties dependent on other funding sources outside the party or illegal ones. These three problems illustrate that there are problems in the institutionalization of democracy within political parties. The three problems can explain the nomination process in the Demak Regional Head Election. There are problems in the party’s internal democracy and the operation of external factors in the nomination process.

4 Conclusion

The 2020 Demak Regency Regional Head Election was part of the Regional Head Election performance controlled by the political elite; in a direct Regional Head Election, the power of the demos should have been more decisive. The external power of the economic oligarchy played a vital role in the decisions of political parties in the nomination so that the nomination became exclusive. The exclusivity of the nomination and the external forces that influence the party’s decision in nomination illustrates the problem in the institutionalization of political parties.

References


Governing the Covid-19 Pandemic Through Centripetal Governance in Panggungharjo Village Bantul Regency, Special Region of Yogyakarta

Gregorius Sahdan¹, Sumarjono²
{gsahdan@yahoo.com¹}
Universitas Diponegoro, Indonesia¹
STPMD APMD Yogyakarta, Indonesia²

Abstract. The outbreak of coronavirus disease (Covid-19) has significantly infected Indonesia. Rapid and innovative responses from the government are imperative. There are four models of governance to choose from by the government to deal with it. Each model offers a different level of authority and democratic inclusion. The government has employed the decentralized model, but it fails to stop the pandemic. The second model, centripetal governance, is considered more effective. It mobilizes high political authorities and a robust democratic inclusion. Does this research attempt to find out how the centripetal model copes with Covid-19 in Panggungharjo Village? This research uses an explanatory qualitative method. The results of this study show that Panggungharjo Village uses centripetal governance. It involves high political authorities of the village head into the Covid-19 Task Force and brings forth a robust democratic inclusion among the villagers to stop the pandemic.

Keywords: Governing, The Covid-19 Pandemic, Model of Governance, Centripetal Governance

1 Introduction

The Coronavirus, often referred to as Covid-19, which is endemic around the world, including Indonesia, has had a significant impact on people's lives and the administration of the village government. Nailul Mona's [1] study found that the coronavirus is a pandemic that spreads easily [1]. The contagious spread of the corona virus requires government governance to create more systematic and targeted prevention of the transmission of the virus. Pandemic governance by government is necessary not only to reduce the transmission of the spread of the virus, but also to reduce and minimize the reach of the virus to the entire community.

A study by Susilo et al. [2] stated that currently Covid-19 spreads easily between humans and has become the main source of transmission so its spread is becoming more aggressive. Transmission of SARS-CoV-2 from symptomatic patients occurs through droplets released during coughing or sneezing [2]. This more aggressive spread of the virus requires systematic handling and multi-stakeholder cooperation to ensure life safety for all citizens, especially residents in villages.

A study by Mudhoftir [3] shows that governance led by various parties, including those led by NGOs, has a powerful influence in minimizing disasters. The relationships established by
different actors to save the environment, on the one hand, can help reduce the occurrence of more significant disasters. On the other hand, the limited capacity of actors can create new, more extensive problems. Serious or create a chain of parasites in the relationships and collaborations built by the different actors [3].

A study conducted by WHO (2020) shows various transmission models carried out by the Corona Virus, including; (1) occurs through contact. Transmission of SARS-CoV-2 can occur through direct contact, indirect contact, or close contact with an infected person through secretions such as saliva and respiratory tract secretions or respiratory droplets released when an infected person coughs sneezes, talks, or sings; (2) Transmission by air. Airborne transmission is defined as the spread of an infectious agent caused by the spread of droplet nuclei (aerosols) that remain infectious while suspended in the air and moving over long distances; (3) transmission by droplet. Respiratory tract secretions or droplets released by an infected person can contaminate surfaces and objects, resulting in the formation of fomites (contaminated surfaces) [4]. Village government governance plays a vital role in reducing the spread of Covid-19; village government governance is needed. Therefore, the questions posed in this study are; (1) How is the governance of the village government in tackling Covid-19 in Panggungharjo village, Bantul Regency, Yogyakarta Special Region? What is the governance model in?

2 Literature Review

Fukuyama [5] study on: "What is Governance?" criticized the government's poor governance in dealing with crises and other social problems. Fukuyama pointed four points, namely: (1) Procedural actions that further strengthen the government bureaucracy in dealing with situations. (2) Supporting human resources with more capacity. (3) Focus on the results to be achieved. (4) Enhancing the autonomy of the government bureaucracy [5]. Jacob Chikahwa [6] conducted the same study, who said that the government's low political authority caused the governance crisis due to conflict and poverty. The government's weak political power causes the government to be unable to overcome war and poverty [6]. In his study, Zartman [7] said that the governance crisis was caused by the fragmentation of civil society formed after colonialism. After the fall of Idi Amin Dada's centralized regime in Uganda 1979-1981 and Ghana, the governance crisis was caused by the inability of the government to manage the country due to the prolonged economic crisis [7].

According to Zartman [7], the governance crisis in Africa is caused by; (1) the waning of the central government's power due to the protracted elite conflict; (2) loss of central government power due to widespread civil society fragmentation conflicts; (3) the existence of government malfunctions caused by mistakes in making policies; (4) the government in power acts more defensively than taking the right policy [7]. John Gerring and Strom C. Thacker, in; "A Centripetal Theory of Democratic Governance" [8], sees that the choice of the governance model is the most appropriate strategy to overcome the governance crisis. Gerring and Thacker [8] mapped out four governance models used by the government in dealing with problems. The four governance models consist of; (1) the anarchy model; (2) the centralized model; (3) the decentralized model and; (4) the centripetal model. As depicted in the following diagram, these four models are distinguished from political authority and democratic inclusion. For details, see the fig. 1.

Model Governance John Gerring dan Strom C. Thacker Inclusion Democracy
Inclusion
Democracy

<table>
<thead>
<tr>
<th>Authority</th>
<th>Politic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model Governance</td>
<td>Plus (-)</td>
</tr>
<tr>
<td>(-)</td>
<td>Anarchy</td>
</tr>
<tr>
<td>(+)</td>
<td>Decentralist</td>
</tr>
</tbody>
</table>

Fig. 1. Models of Governance in two dimension

The Anarchy model is characterized by low political authority and democratic inclusion. A high political power depicts the centralized model with low democratic inclusion. The decentralized model is characterized by a common political control with high democratic inclusion. The centripetal model is characterized by increased political authority and high democratic inclusion. To identify and explain the governance model, we describe its characteristics in the form of the following diagrams:

2.1 Anarchy Model

The anarchy model is a governance model applied to the natural conditions of homo homini lupus humans, post-colonial countries and countries trapped in conflict. This model is characterized by a low political authority with standard democratic inclusion. Our study of various kinds of the literature shows that the main characteristics of the anarchy model are shown in the following diagram.

Table 1. Anarchy Governance Model

<table>
<thead>
<tr>
<th>Anarchy</th>
<th>Political authority</th>
<th>Democratic inclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>(-) weak</td>
<td>(-) weak</td>
<td></td>
</tr>
<tr>
<td>characteristics</td>
<td>1. Ineffective and inefficient government</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. A sick bureaucracy</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. Have low authority</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. Ethnic and protracted conflict</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5. Laws and regulations that don't work</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6. Weak leadership</td>
<td></td>
</tr>
<tr>
<td></td>
<td>7. Widespread and rampant corruption</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1. Fragmented and unconsolidated society</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. There is an informal state that operates the interests of each group</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. People with low education and easy conflict</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. Do not have a democratic political culture</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5. Government run by an informal state.</td>
<td></td>
</tr>
</tbody>
</table>

(John Gerring dan Strom C. Thacker [8], pages 1-26)

2.2 Centralistic Governance Model

The centralistic model is often used by authoritarian governments, as happened in Indonesia under the New Order government. This model has also been applied by countries in Latin America that have governments resulting from military coups in the 1970s. The centralized model has the characteristics of high political authority with a solid monopolistic power of the state in repressing society. This model has low democratic inclusion. Our review of various pieces of the literature shows that the centralized model has the characteristics described in the following diagram.

Table 2. Centralistic governance model

<table>
<thead>
<tr>
<th>Centralistic</th>
<th>Political authority</th>
<th>Democratic inclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2.3 Decentralized Governance Model

The decentralization model is a model that is practiced in Western European countries such as France and the Netherlands. This model was put into practice in Indonesia after the 1998 political reforms and was strengthened by Law No. 22/1999 on Regional Government. This model is characterized by low inclusion of political authority but high inclusion of democracy. The following diagram illustrates the characteristics of the decentralized model.

Table 3. Decentralized model of governance opportunity and an opportunity to seize political and economic resources

<table>
<thead>
<tr>
<th>Decentralized Model</th>
<th>Political authority (-) Weak</th>
<th>Democratic inclusion (+) Strong</th>
</tr>
</thead>
<tbody>
<tr>
<td>Characteristics</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td>Ineffective government</td>
<td>Strong political participation</td>
</tr>
<tr>
<td>2.</td>
<td>There is a divided government</td>
<td>Community voice, access and control in high government administration</td>
</tr>
<tr>
<td>3.</td>
<td>Conflict and mistrust in government</td>
<td>Pluralist political protest</td>
</tr>
<tr>
<td>4.</td>
<td>State functions weakened due to ineffective law enforcement and government</td>
<td>Refuse and there is no room for a hegemonic state</td>
</tr>
<tr>
<td>5.</td>
<td>Many actors compete for political and economic resources that cause political chaos</td>
<td>The community is present in every government activity</td>
</tr>
<tr>
<td>6.</td>
<td>Government instructions and interventions give rise to stateless persons (citizens believe that there is no citizen-state without citizenship) at the local level.</td>
<td>Government guided by the public interest</td>
</tr>
<tr>
<td></td>
<td></td>
<td>People dare to resist state repression and coercion</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The community has the capacity to carry out the work of the state</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The government of the state passes to the government of society</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2.4 Centripetal Governance Model

The centripetal governance model is a model that is practiced in Scandinavian countries like Norway, Belgium and Sweden. These three countries have the best governance in the world. The centripetal governance model is characterized by high political authority also supported by vital democratic inclusion. The following diagram illustrates the characteristics of the centripetal governance model that we derive from various literature.

Table 4. Centripetal governance Model

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Centripetal Model</th>
<th>Political authority</th>
<th>Democratic inclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The government has strong political authority based on the sovereignty of the people</td>
<td>(+) Strong</td>
<td>Strong political participation</td>
<td>(+) Strong</td>
</tr>
<tr>
<td>2. Have a power of conclusion</td>
<td></td>
<td>Community voice, access and control in high government administration</td>
<td></td>
</tr>
<tr>
<td>3. Have supreme authority</td>
<td></td>
<td>Pluralist political protest</td>
<td></td>
</tr>
<tr>
<td>4. Have a strong government</td>
<td></td>
<td>The community is present in every government activity</td>
<td></td>
</tr>
<tr>
<td>5. The government has political responsibility both legally and morally</td>
<td></td>
<td>Government guided by the public interest</td>
<td></td>
</tr>
<tr>
<td>6. Territorial sovereignty in unitary form</td>
<td></td>
<td>People dare to resist state repression and coercion</td>
<td></td>
</tr>
<tr>
<td>7. Legislative power is unicameral or congruent or asymmetrical</td>
<td></td>
<td>The community has the capacity to carry out the work of the state</td>
<td></td>
</tr>
<tr>
<td>8. Strong, centralized and limited political parties</td>
<td></td>
<td>The government of the state passes to the government of society</td>
<td></td>
</tr>
<tr>
<td>9. State corporatism is countered by public corporatism (bureaucracies are included in organizations formed by citizens).</td>
<td></td>
<td>State corporatism is countered by public corporatism (bureaucracies are included in organizations formed by citizens).</td>
<td></td>
</tr>
</tbody>
</table>

(Extracted from various literatures)

3 Method

Our study focuses on; “Governance of the village government of Panggungharjo to overcome Covid-19 through centripetal government” seen from: (1)The procedures and bureaucracy of the village government in the fight against Covid-19. (2) Cooperation with the
village government, BPD and the community in the battle against Covid-19. (3) Actors or teams are handling Covid-19 in the village of Panggungharjo. (4) Covid-19 management programs or policies in the village of Panggungharjo. (5) Governance model used by the village government to fight the covid-19 pandemic. To produce a more precise and reliable study objective, we used an explanatory qualitative research method, collecting data through observations, document reviews, and interviews. We used the snowball technique for the discussion, where informants were taken based on the recommendations of the first person interviewed. In total, there were eight resource people, where interviews were conducted face to face and via google meet, as the PPKM policy made it difficult for us to meet informants directly. The results of our research are presented below.

4 Result and Finding
4.1 Covid-19 Cases in Panggungharjo village

Panggungharjo Village is one of the villages with the highest number of positive Covid-19 cases. As of June 15, 2021, 840 people tested positive for Covid-19 in Panggungharjo Village, 750 recovered, and 24 people. For clarity related to the data and development of Covid-19 in Panggungharjo Village, it can be seen in the following graphic info. Fig. 2.: Location of Covid-19 Patient Isolation in Panggungharjo Village.

Fig. 2. Location of Isolation of Covid-19 Patients in Panggungharjo Village

Fig. 2. describes the distribution of Covid-19 cases in Panggungharjo Village. The village government made this infographic to provide a quick response and service action that the village government could take. See Fig. 3.
4.2 Governance in the management of Covid-19 in the village of Panggungharjo

The handling of Covid-19 in Panggungharjo village began with the initiation of the village government. The village government quickly initiated the establishment; Panggungharjo Task Force Responds to Covid-19 (PTC). Initially, the initiation came from the village government, especially from the village head Wahyudi Anggoro. These ideas and initiatives were consolidated by involving village officials, BPD and LPMD, which began with discussions on changes to the APBDes to ensure a budget that could use in the fight against Covid-19. Consolidation of ideas results in information; "Panggungharjo Task Force Responds to Covid-19". This Task Force is a Joint Movement of the residents of Panggungharjo Village in tackling Covid-19 through efforts to prevent, handle, and overcome the impact of the Covid-19 virus in Health, Social and Economic aspects. The steps taken by the Panggungharjo Village Task Force Team are: (1) The village government issues a health protocol that the community must comply with within their activities, including the boarding house protocol. At the hamlet level, several hamlet heads make their respective protocols according to the conditions in the hamlet. (2) The role of the Village Government and the Village Head is to present the state at the Village level. (3) Disaster mitigation is carried out considering that Panggungharjo Village is on the outskirts of Yogyakarta and the high mobility of the community due to the difficulty of controlling people in and out of Panggungharjo Village. (4) The village records the condition of its citizens through a google form that can be filled out directly by the community online. (5) We are building communication and cooperation with all parties.

The steps taken by the Panggungharjo Team in overcoming the impact of Covid-19 include: (1) They prioritized preventive and curative measures and clinical impact by carrying out activities to reduce the risk of Covid-19, so panic or victims do not occur. (2) The economic impact is carried out utilizing all families domiciled in the Panggungharjo Village area to obtain impact reduction facilities through the link provided from the village to get necessities. (3) Social
impact is carried out by providing awareness to the public so as not to isolate or create a social stigma against people who experience symptoms or are affected by Covid-19.

To ensure that the governance of the Covid-19 response goes well, the village government has also initiated changes to the APBDes. The discussion on the APBDes amendment involved the BPD, LPMD, the village secretary and some village staff. The meeting agreed to make changes to the 2019/2020 and 2020/2021 budgets that focus more on efforts to prevent and handle Covid-19. The mutual agreement then decided to allocate around 30 million rupiahs to deal with Covid-19, especially for emergency conditions. The Panggungharjo Siaga Covid-19 Team, led directly by the village head Wahyudi Anggoro with tasks including: (1) Collect data on confirmed cases of Covid-19. (2) Collecting data on residents in close contact with other residents who have been authorised to have COVID-19. (3) Disinfecting the homes of patients affected by Covid-19. (4) Coordinate with various parties such as Puskesmas, volunteers, BPBD, PMI and the Bantul Health Office.

4.3 Cooperation of the Village Government, BPD and the Community in Combating Covid-19

The policy in responding to Covid-19 Panggungharjo village started from the idea of the village chief. Realizing this idea, the village chief invited the BPD to cooperate and embrace the BPD to take strategic action to overcome Covid-19. After the joint meeting between the BPD and the village government, the following steps have been taken (1) It is necessary to collect data on residents positive for Covid-19 by declaring themselves at the specialized hospital that takes care of Covid-19 and sensitizing the families of Covid-19 patients to self-isolate at their respective homes for 14 days the supervision of the village administration assisted by President RT and the inhabitants; (2) The village government provides necessities and materials to patients and their families during the period of self-isolation; (3) Collect data on residents who have close contact with patients and their families of Covid-19 patients. (4) Identify the basic needs of patients and residents who self-isolate for 14 days and receive necessities.

In the following collaboration, the village government and the BPD made budget changes, referring to the Perpub regarding the treatment of Covid-19 Number 678 of 2020. This collaboration is mainly constituted by the rise of the cases number of covid-19 in the Panggungharjo village. Cumulatively, until April 2021, there were around 765 positive cases of COVID-19 in Panggungharjo village, which cost approximately 800 million rupees from the budget released by the village government. The community has pros and cons, namely that those who received a budget item of around 200 million must be disappointed with the change. But little by little, the community finally accepted the decision for the good of humanity “. The formation of the Covid-19 Task Force, which the village chief parked, was only to help residents suffering from Covid-19. The Covid-19 working group has carried out, among others: (1) Distribution of races to inhabitants whose positions have been determined; (2) Perform the overturning of the corpses. (3) Disinfection. (4) Provide communication support by forming Panggungharjo Covid Management Working Group and Guyup Stage Volunteer Group.

4.4 Actors or Teams Handling Covid-19 in Panggungharjo Village

Covid-19 first appeared in Panggungharjo Village, affecting a husband who then spread to his wife and children, which in the end, the government decided to lock down Karangnongko Hamlet. The Covid-19 Panggungharjo Response Team was formed to handle this case, which was later known as the Task Force. According to Bimo Wicaksono, who serves as Head of Packaging at Panggungharjo Village, the initiative to form a task force came from the Village
Head, supported by Village Staff, BPD and Volunteers. This task force consists of; (1) Clinical Task Force; (2) Economic Task Force; and (3) the Volunteer Task Force. Each of these Task Forces has the following tasks; (1) clinical task force; Carry out data collection confirmed Covid-19; Collecting data on close contacts and Collecting data on ODP and PDP (people in transit & patients under monitoring); (2) Economic Task Force with activities including; providing groceries to people affected by Covid-19; (3) Volunteer Task Force with the task of providing facilities and infrastructure assistance such as cars for transportation facilities, building relationships with health workers (Puskesmas) for identification/tracking of confirmed cases of Covid-19; (4) Volunteers for FPRB (Disaster Risk Reduction Forum) with tasks, among others; provide assistance in funerals; Doing disinfection spraying to the patient's house, and provide assistance to sufferers of probabilities.

4.5 Village Government Programs in Overcoming Covid-19

The village government is running various programs to deal with Covid-19 in the village of Panggungharjo. Village government programs are prepared with community and village institutions after discussions on changes to APDBes. Programs carried out; (1) provide and operate the shelter in the hamlet area of Krapyak Kulon, precisely the former Rs. Patmasuri; (2) meet the basic needs of patients and their families who self-isolate for 14 days; (3) recommend to RT that residents with Covid-19 be assisted, including receiving help from residents around their families affected by Covid-19; (5) Present basic food packages of 2,500 packages, before modifications to the APBDES are carried out using village funds as part of the disaster response; (6) Debate of the APBDES; (7) focus on the BLT to help those who have lost their jobs and income; (8) recommend the operation of the Panggungharjo Village website to display government policy information.

According to Rozaq, who is president of the LPMD of Panggungharjo village, the village government programs to deal with Covid-19 include: (1) Coordinating with the BPD chief, LPMD chief, village government staff; (2) lead discussions on budget changes; (3) Establishment of the Covid-19 working group at village level up to hamlet level; (4) Coordinate with intersectoral elements, namely Sewon II Health Center, Babinsa and Babinkamtibmas. These programs were taken before the central government regulation on the response to Covid-19.

There are three things that the village government manages with the working group and the cross-sectoral elements, namely; (1) perform clinical manipulations or medical aspects, i.e. if they receive a report from the Puskesmas regarding a confirmed case of covid-19, the working group with the Sewon II health center surveillance team follows up and educating families for themselves-isolating and sending confirmed patients to the shelter; (3) Disinfect the patient's home and surrounding homes by the task force team and volunteers; (4) The economic aspect is the provision of logistical assistance (sembako) to families who self-isolate at home for 14 days. Other activities are the availability of essential food items managed by Bumdes through the village market by collecting and distributing processed industrial products for food supply; (5) Collect data on people who lost their jobs or gave up their proposed job to get help from the central government through village government; (6) Formation of the FPRB working group and volunteers (Disaster Risk Reduction Forum) coordinated by (Jogoboyo) whose members are made up of RT, Hamlet, community leaders, village government staff to help with distribution logistics, communication by making requests via google forms and communication by radio surveillance, disinfection and assistance in the repatriation of corpses due to COVID-19.
4.6 Governance Model for Covid-19 Handling in Panggungharjo Village

This research precisely succeeded in finding that the governance model in handling Covid-19 in Panggungharjo Village is centripetal. This model can be described as shown in the table 5.

<table>
<thead>
<tr>
<th>Centripetal Governance Model</th>
<th>Description of the Centripetal Governance Model</th>
</tr>
</thead>
</table>
| Political authority         | 1. The village government makes quick and efficient decisions  
                              2. The village government has the initiative and does not wait for orders from the supra-village  
                              3. The village government feels like a representative of the state present in the village  
                              4. Decision making to deal with Covid-19 is carried out quickly through training of the Covid-19 Panggungharjo response team  
                              5. The village government has strong legitimacy in the implementation of Covid-19 prevention policies through the 2020 APDBes amendment policy  
                              6. The village community trusts the village government to have the capacity to deal with Covid-19 through collaboration with various parties. |
| Democratic inclusion        | 1. Strong support from the village community in the training of the Covid-19 Panggungharjo intervention team  
                              2. Community participation in supporting the government-led Covid-19 prevention program with involvement in providing food aid to residents affected by Covid-19  
                              3. Good cooperation between the community and the village government in the management of Covid-19  
                              4. Community support through mutual cooperation for joint movements of environmental cleaning and disinfection. |

5 Conclusion and Recommendation

To sum up, the village government can deal with the Covid-19 pandemic. Thanks to the centripetal governance model, the village government can exercise its political authority without waiting for instructions from its hierarchical superior. After that, Politics should always be accompanied by vital democratic inclusion. Village governments use various ways to encourage democratic inclusion, including opening up space for community participation in policymaking. Community participation in policymaking does not reduce or minimize the political authority of the government. Instead, it supports the government's political power so that decisions are made faster and more effectively.

Our recommendation based on the results of this study is that there is a need to apply a centripetal governance model at all levels of government. The centripetal governance model not only makes the government's political authority more efficient and effective but is also supported by democratic inclusion, which strengthens the government's political authority. Decision-
making is done by opening up a more comprehensive public participation space so that decisions made by the government are not only effective and efficient but also accepted by the community.

References


Welfare Logic: Government vs Community in Mining Development Conflict

Laila Kholid Alfirdaus, Dzunuwwanus Ghulam Manar, Teguh Yuwono
{laila.alfirdaus@live.undip.ac.id}

Universitas Diponegoro, Indonesia

Abstract. Mining is often debated between stakeholders in the name of “welfare”. Different ideas have led to conflict in many cases, leads to what we called as “resources curse”, that instead of resulting in common good, mining is attributed with the source of common suffering. How is actually “welfare” idea developed differently by the government, known usually as the pro-mining, and community, known as the against mining? This article depicted differences in terms of conceptualization of welfare including understanding, orientation, and beneficiaries’ coverage that leads to tensions between different parties, especially between government and community. Applying literature reviews and a snapshot of case study, this article identifies that government understands welfare in mining as employment maker and local income source. Meanwhile, for community, despite creating few jobs, as many more others are not covered, mining is understood as destroying nature as source of their life. Welfare for community is a secured fishing and farming. Secondly, for the government, mining is oriented to solve current economic problem. For community, welfare is not for short-term. It is expected to sustain in the long term. Open unemployment and government income is not community’s current problem; it is the government’s problem. Problem for community is when they are unable to fish and go farming anymore. Finally, for government, mining is for the nation’s economic advancement. For community, it is a question for them whether what is called “nation’s economic advancement” has to be always achieved through the suffering for others, because the fact is mining has to often displace those directly affected by the development.

Keywords: Welfare Logic, Government, Community, Mining Development

1 Introduction

This paper discusses contesting discourses between the government and community about welfare that lead and explain conflict against mining development in local Indonesia. This paper is based on research in several areas having experienced conflict against mining in local level since 2019-2020. This research collected cases from the Java and outside Java areas and try to figure out common argumentations that become the source of tension between the state and community.

In many cases, welfare, becomes the debated concept between the government and community that leads to constrasting position towards mining, as between the pros and cons. On the one hand, in the name of “welfare” government imposes policy to force community to accept the mining development. On the other hand, applying “welfare” discourse too,
community reject the idea and form collective movement to express their refusal towards the policy.

Revealing government’s debate with community towards the discourses of “welfare“ is interesting, because we use to see community, especially who in rural areas, as uneducated ones, and thus, are not able to rebut the government on particular policy issues. In fact, based on our research findings, despite the fact that people are living in rural geographic area, community are an active entity that does not have hesitation to rebut the government’s argumentation.

Dealing with this, Fischer [1] has asserted that local people may form interpretive discourse together with experts through policy dialog. Yet, the idea of policy discourse is still dominated by scholarly and political elites [2][3][4]. Scholars focusing on discursive politics in public policy hardly pay attention to discourse produced by lay people [1][2]. They tend to place citizens (lay people) vis-à-vis experts, in which the first is identical with less expertise or knowledge, but counted as important in forming participatory planning, and the second has more expertise, but may not contribute to the strengthening of democracy in policy making. In accordance, the discussion of citizens in discursive politics is mostly focused on deliberative democracy [1] and how to accommodate citizens’ wants and aspirations in highly complex and technological based policies [2]. With this kind of assumption, citizens remain placed in the lowest rank of parties counted in interpretive communities.

Many of us assume that local and especially rural communities are less educated than people in urban areas; they are considered weak, passive and bereft of ideas about complex policy issues such as mining. In fact, in many cases, local people are active, passionate and intelligent citizens who have the ability to debate with opposing parties, whether it be their fellow neighbors, the government, corporations, or even academicians. There are many cases where grass-roots people choose to fight against policies. In Indonesia, this can be found in the cases of gold mining in Tumpangpitu (Banyuwangi regency, East Java province), iron sand mining in Mirit (Kebumen regency, Central Java province), cement factory establishment in Sukolilo and Gunem (Pati and Rembang regency, Central Java province), oil and coal mining in Kutai Kartangera and Kutai Timur (East Kalimantan), as well as mining in East and West Nusa Tenggara.

Most of scholarly works explain conflict in natural resource governance from the policy substances as (forced) land acquisition [5], environmental impacts [6], employment relationship [7], and Corporate Social Responsibility (CSR) [8]. Some of them relate with the quality of governance in sub-national level [9]. Meanwhile, those focusing on the idea contestation is not many. Dougherty [10] is amongst the few to discuss this. In his findings, mining tends to get refused by community who prefer health and environment. For those who outweigh economy against health and environment prefer to agree mining policy. Equally, community who trust the state/government tend to agree with mining. Conversely, community who trusts more religious institution disagrees with mining. Dougherty’s findings are important because they map explanation of agreement and disagreement. However, further scrutiny on how these understanding and attitudes are getting contradicted with the governments has not been much scholarly discussed.

It is realized that community is not singled in perspective. They are varied in terms of views towards mining development and policy, including especially those in the mining inner rings. However, as commonly conflict happens between the government and community, despite the variety of views in the grass root, community in this case is meant to be those against the policy.
It is expected that this study will contribute to the further mapping of policy science, especially that relates to the area of policy discourse, by including lay people as a subject of study. The topic is important, because, in the issue of development policy, assessing the discourse conflict between the state and the community is still far from sufficient. By elaborating this into research, this paper means to shed more lights on the agenda setting contestation between the subject and object of policy.

2 Method

This paper is a result of reflection from various research since 2009 up to 2020. The research itself is part of research project in natural resource governance in Java and outside Java islands. The data collection is based on direct observation, in-depth interviews and desk reviews towards the existing policy and report documents on the issue during 2009-2010, 2012, and 2018-2020 in small, medium and large scale of mining development. Research in Java are on the small and medium scale mining, while in outside Java is on large scale mining. Interviews were conducted to policy makers, non-government organization activists, and community members to capture the perspectives about mining, and how they are conflicted between one and another. This research content analysis, mapped both from media publishing and statements during interviews, as a way for data analysis.

3 Result

Based on our research findings, confirming Doughertya and Deonandan [10] roots of conflict against mining between the government and community are, first of all, related to the economy as contrasted to other interests, may it be environment, health, unequal access and so forth. In the context we study, this so called „economy“ is identified with the notion of „welfare“, contested in the definition in policy proposal and advocacy amongst the conflicting parties.

| Table 1. Welfare Logic Government vs Community |
| Government | Community against the Policy |
| Land issue | Not doing any facilitation for making sure that people were well informed about the mining policy planning |
| Employment access | The factory was mentioned to absorb unemployment. The factory establishment can result domino effect for community. |
| Income | The company for the government could increase local income |
| | Not fully informed about the further use of the land being sold to broker |
| | Only at the first stage of factory building people were employed. Afterwards, there are no many people employed in the company as miners. For community, employment means cultivating land and being farmers. |
| | For community income is from farming, which are affected by mining, not for government budget |
Government against the Policy

<table>
<thead>
<tr>
<th>CSR</th>
<th>Community against the Policy</th>
</tr>
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<tbody>
<tr>
<td>CSR is seen as benefit of having company operated in the area</td>
<td>CSR is mainly for politician’s political campaign</td>
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Based on observations and desk reviews, it is found that root problems of conflict mostly and firstly deal with access. The form of problem is commonly land grabbing, in which community are forced to devote their land to corporations through repressive ways, as happened in West Nusa Tenggara during New Order.

Post-reformasi, land grabbing is still practiced, yet sometime manifested in the other forms of grabbing. The most common one is through unfair land selling brokerage. In the case we study in Central Java, model of brokerage is done through the spreading of false information to the community surrounded mining area by politicians. Community is not clearly informed that their area is supposed to be mining areas. Meanwhile, land of community has been long abandoned because the area is relatively dry, and the agriculture development and supervision by the regency government were not effectively conducted. Community did not see the added value of their land. Politicians came to the area to buy land. They hid the real information, and kept it for themselves, and rather told the community that their area was going to be used for castor tree plantation. They persuaded community to sell their land, and in order to encourage the community to release their land, they told the community that they could still cultivate their land, although it is no longer theirs. For those not getting used to hold cash, as community in rural area, hearing such a sweet offering was very tempting. Some community released their land, yet two years later, company came to the area and had a transaction to the rest of the land owners with a much higher price. The firstly released land was also sold to companies, and thus, the politicians gained multiple benefit. Longer on, when the government promoted the policy to the public, in the name of welfare, responding to the protest of the community, this, indeed, sounds non sensible.

“At first, people were not informed that the land their sold is for mining (for backing cement factory up). Because they did not cultivate the land, the agree with the selling. They just knew the exact information lately, after the company coming for observation.” (An informant, visited in 2018).

For community, it is clear, welfare is when they could cultivate their land, or, if they choose to sell it, they can have fair price and not manipulated by other parties. Where is the government when all this false-doing happens to community?

The second root of conflict is employment access. In their campaigns, sub-national government often used opportunities of employment as justification to release permission for mining development. They presented the problem of open unemployment which rooted for years in the regions, and made an image that mining is as if a miracle from God as a sudden solution. Based on our study in another part of Central Java, it is also revealed that the sub-national government considered opportunity of employment as main reason for supporting the mining policy planning, as if people in the area were not employed. The employment argument is strong, that in some cases many people surrounding the planned mining area take it as a new hope too for better future. In some areas, people could remain consolidated and consistently refused mining policy planning. In some other cases, due to new hope of employment and higher income, people were divided into pros and cons. In the early phase of planning, the company did recruit local people to be construction laborer. Afterwards, indeed,
recruitment did not happen. The only opportunity for getting job in the mining business is through being the supplier of materials, which of course not all people are enabled to do that. It would need big financial capital and strong networking with the company to be its partner in the business. As a result, only few people can access this, and those people turn to be rural elites. Welfare, again, is not distributed widely for community.

Dealing employment, what is then welfare for community? Having opportunity to remain cultivating land is welfare. Based on an interview in a regency in Central Java, a group of people asserted, “We are just enjoying our success in onion farming, after decades this land getting unproductive. We were helped by farming scholars to develop the land for years. After all the processes, we could cultivate this land, and now we have income. We enjoy farming. We do not want to sell our land for mining.” Another group of people in another part of Java also asserted, “We live well with farming. Who said this is a dry area? We could still cultivate our land. You can see, we have good corn harvest and rice. We do not need mining. We only need to be allowed farming and enjoy our clean environment.” Thus, the main question is, who is the mining then for? Community has their own version of employment, but government with its authority forces theirs, which in fact nothing. In some regencies in Java Island, community surrounding mining area remain excluded from job access, and thus, employment as reason to support mining for the government is only justification.

While “welfare” for the government is employment, which is often proved to be not proved, further, for community “welfare” is clean air, free from noisy days, and have good relationships with neighbors. In a regency we visited, a community member told us that their life change following the establishment of a mining company in their area. The change, instead of bringing the betterment, bringing some problems. This comes from dusty air they now have to live with, as well as sound of explosion in the mountain due to stone mining. This is not to mention health risks in the future due to the decreased quality of environment. Referring to Utembe et al. [11], amongst the risk of mining not being taken into account seriously by the government is future risk of health. There have been concerns on the bad impact of mining, including coal and cement, for community’s health. Article33, an Indonesian non-profit organization, has identified that mining has caused the decreasing quality of water and air, increased prevalence of respiratory diseases and infant mortality (2018). They scrutinize Basic Health Research Report provided by the Ministry of Health, and analyze health conditions in areas surrounded by mining companies, as well as tracking the health spending funded by National Health Insurance Scheme (known as BPJS) to track the impacts. Based on Article33’s identification, community in mining areas tends to have higher prevalence of respiratory diseases and infant mortality. This finding can also be traced in Juniah et. al.’s finding (2012) [12] in which respiratory diseases becomes the main issues of people surrounding mining regions.

Further, “welfare” for the government is identified with government’s income. For community, this does not make sense. Who is the government to take income from the mining at the cost of community’s suffering? Based on our finding, community prefers something concrete for them. Government income, if any, for them, is not something they can directly feel the benefit. Moreover, with the current law of decentralization (Law No 23/2014), the sub-national government may not charge the mining companies with tax or retribution, because they are the national government’s authority object. This bureaucratic kind of benefit, for community is not beneficial at all. Therefore, the idea of government income sounds questionable.

Finally, the government also often mentions CSR (Corporate Social Responsibility) as another benefit for having mining companies operating in their area. They mention that CSR
fund can be used to train community so they have better skills in farming, home industry, support their children education, and so forth. The government places CSR as if it is a really good alternate way for community development. In theory, this seems to be promising. For community, CSR remains an inaccessible opportunity. In CSR, community remains an object. Community is deemed not to have skills to manage CSR fund, unaccountable, and unable to set a right priority in utilizing CSR fund. Therefore, company usually also does not have trust to community in order to manage the fund. As a result, the fund is devoted to the so-called professional organization, which are not always sensible towards the local context. Sometime, CSR fund is even taken by politicians utilizing their authority in the local politics. In some regencies in Java, it is not rare that the CSR fund is used to support politicians’ campaign. They spend the fund to buy sarong or clothes, and put them into package, and in Eid day, they distribute the package to the people across the regions, in order to make an image that they are generous for the community. Where is the empowerment value of this? Again, community is not counted, and they are merely made as an object. Therefore, it is understandable should the community within the inner rings of mining express their protest. All of these things are carried out at the expense of their lost land, broken neighborhood relationships, and exhaustion of protests.

It is understandable that mining needs to be seen from the macro-perspective. Tax charged by national government may be used for supporting national development. However, considering the community’s views and experiences, as well as expenses, towards this remains important in order to avoid the accusation that mining is only to support “national welfare at the cost of local injustice”. The government needs to find a way of development policy that are not disadvantaging local people for the sake of what they call as the national interests. Considering the way the local people have their own understanding towards development, including mining development, becomes important.

Experiences of some regencies in Java and outside Java as discussed above let us know that discourses and logic of community is a crucial part of discourse construction to be counted in policy making. Based on the discussion above, we can see that somehow government’s logic is not sensible and tends to be coercively applied as a justification for policy planning. This allows us to question why? Whether the government is pushed by politicians? Who does the government work for? By elaborating conflicting discourse between the government and community, we are allowed to understand the roots of conflict in mining policy in sub-national level, and how this shape the local policy dynamics.

4 Conclusion

Based on the discussion above we can see that community is a critical entity towards development. Counting the community’s discursive logic as contrasted to the government’s allows us to have a clear picture about the roots of conflict in mining policy. Government is too often not open for public discussion in terms of making policies as mining industry development. High political interest, high pressure towards the government from higher hierarchy (national politicians, political parties), as well as pragmatic consideration may explain the short-minded thinking of mining policy decision making. Yet, more deeply scrutinizing whether the government’s logic is logical as compared to the one owned by community can be the first gate to check the policy relevance. Mining is often justified with the idea of “welfare”. However, questions about “what welfare” and “whose welfare” in
decision making is never contested in the official desk. It is often the government’s justification that is used as a basis for decision, although it is clear that the justification is often not sensible. By elaborating the conflicting discourse on discourse logic, this paper sheds light on the reason, why conflict is often occurred in policies like mining, and leads to the understanding that mining is a contentious politics. As long as the policy is applied an illogical logic as a justification, people will always question. Democratizing the room for policy discussion, as well improving equality access can be an alternate way for solving this problem.

References

Refraction of the 2019 Election System Results

Nur Hidayat Sardini¹, Rina Martini²
{nhsardini@gmail.com}¹

Universitas Diponegoro, Indonesia¹, ²

Abstract. This study raises the case of the eleven names of legislative candidates for the 2019 General Election, with details of six at the central level, and five at the provincial level, who received the most votes and were entitled to be inducted as legislators, but before inauguration day they were fired by the political party that carried them. This qualitative type of research with descriptive-analytical method succeeded in answering the background of this problem; namely that the latter eleven names were not the people wanted by the party elite, but there were other names that were favored. With the dismissal of the eleven names, the eleven favorite names were sworn in as legislators. Through data collection techniques through in-depth interviews and Focus Group Discussions, the results of the analysis conclude that the practice of biasing the open list proportional election system, apart from being contrary to the election law, also damages the credibility of political parties, undermines the rules of the election game, and sparks voter distrust of the Indonesian election. The results of this study recommend the need for similar research at the district/city level.

Keywords: Electoral System, Indonesia's Proportional Election System Bias, Electoral System Refraction

1 Introduction

The main function of an election system is to regulate the mechanism for converting votes in an election into state administrator seats won by candidates. This mechanism is a detailed constitutional arrangement with the main function of converting the results of voting and vote counting, into the seats of elected state officials or candidates who win the election [1][2]. Thus, the results of the implementation of the electoral system have a significant influence on the future political life in a country. The legislative composition resulting from the electoral system, at the same time determines the political constellation of a country's decision-making, influences the relationship between the executive and the legislature, and which ultimately determines the style and direction of government policies of a country as a whole [3], [4]. Thus the importance of the electoral system, even though it looks like a mere numerical formula, in fact determines the complex journey of a country, and all of it starts from the citizens' political participation, determines the composition of the government of a country, at least a few years after the implementation of an election [5][6].

Studies conducted by political scientists show that the electoral system has a significant impact on voter behavior, voter orientation, and the level of voter participation in elections [7]. A representative proportional election system, has a function to encourage the enthusiasm of voters to attend the polling station (TPS) and exercise their right to vote on the D-day of the General Election [8]. Therefore, in front of the voters, many alternative names are provided
to determine who they will choose, and all of them are listed on the candidates list. With so many names of candidates on the ballot paper, it is very likely that voters have the opportunity to choose the candidates who in their view are the best candidates, or exclude candidates who are not better, or even the possibility of not choosing any of the names in the candidates list (Harris, 1997; Ishiyama, 2012). In addition, with their choice, they have high hopes that the candidates they choose will work to fight for the interests of their constituents [9].

The 2019 legislative election system uses Proportional Representation Systems with an open list system variant, as regulated in the Law Number 7 of 2017 concerning General Elections. In the provisions of Article 168 paragraph (2) of the law, it is regulated that the election (is) to elect members of the House of Representative (DPR), Regional Representative Board (DPD), and Provincial Regional House of Representative (DPRD) and Regency/Municipal DPRD is carried out with an open proportional system, while the provisions of Article 422 in the same law declares that the determination of the elected candidates for members of DPR, Provincial DPRD, and Regency/Municipal DPRD from the Election Contesting Political Parties is based on the seats acquired by the Election Contesting Political Parties in an Electoral District, determined based on the acquisition of the most votes in each candidate for members of DPR, Provincial DPRD, and Regency/Municipal DPRD in one respective electoral district (Dapil) listed on the ballot. The implementation of this election system is expected to apply to 20,258 legislative candidates participating in the 2019 general election. That number is fighting for 575 seats in the central parliament in 80 electoral districts, 2,207 parliamentary seats at the provincial level in 272 electoral districts, 17,340 seats in district/city parliaments in 2,206 electoral districts, and 136 regional representative seats in 34 electoral districts [10].

In fact, the Proportional Representation Systems above is not completely consistent when it is applied in the field. There are eleven names of legislative candidates at the central and provincial levels, who received the most votes in accordance with the provisions of the election law, but were not granted constitutional rights to be sworn in. The General Elections Commission (KPU), which initially had even designated them as the ones with the most votes in their respective electoral districts, later removed them from the list of local election winners a few days before the inauguration date. The reason the KPU, the political party that supported them, proposed to drop them, because these ten legislative candidates, according to an internal decision of one-sided political parties, were deemed no longer qualified as members of a political party, while one of the requirements for a person’s candidacy according to the law is that they must be submitted/carried by the leadership of a political party. The names of the eleven victims of unilateral action by the political party elite include six candidates for members of the central parliament and five candidates for provincial parliamentarians from Gerindra and PDI-Perjuangan parties.

Starting from the background above, this study wants to reveal the answer to why the ten names of legislative candidates, which according to the law have the right to be inaugurated, were recently proposed by political party elites to be canceled and finally dropped by the KPU from the list of candidates who won the general election entitled to be appointed. The focus of this study will also reveal how the law regulates the mechanism for dismissing legislative candidates who were previously declared the winner of the election but were later annulled.
2 Method

This research is a type of qualitative research. Qualitative research is a research that depends on its processes according to its objectives, namely to understand aspects of social life and reveal the meaning behind the events of the elimination of the eleven legislative candidates, while the approach of this research uses descriptive-analytic [11]. In other words, the aspects studied in the qualitative research are the actions of a person behind the socio-political phenomena that occur, through full understanding (verstehen) and it is not just an explanation [12]. This study involved research subjects, consisting of groups of victims, namely eleven legislative candidates, decision makers of the central leadership of political parties who crossed out the eleven names in question, provincial and district/city KPU chairmen and members, and election experts. This research report was prepared by relying on primary sources in the form of in-depth interviews and secondary sources from legal decision documents, KPU decisions, political party decisions, and correspondence files. Data collection techniques, apart from being done through in-depth interviews, are also through a series of Focus Group Discussions (FGD) that were done four times between July and August 2020 which are packaged in an open Webinar format.

3 Result

3.1 Electoral system forbids, regulations allow

In a proportional representative election system, in essence, each candidate is lined up based on the names proposed by political parties. In this system, whether the serial number is placed at the top or even at the bottom, it is entirely left to the political parties, and submitted/proposed by the elites of their respective political parties to the KPU. Here the political party elite has a very absolute role regarding one's fate, even though the laws and regulations require political parties to consider the track records of legislative candidates, the dedication of candidates through the regeneration system, and the placement of the order is carried out democratically. The proportional representation system also outlines several variants for whether this system adheres to an open list or a closed list system of candidates. The implementation of this system in Indonesia, according to Law Number 7 of 2017, uses an open list candidate system. The consequence of this system is that with an open list, the determination of a legislative candidate is entirely in the hands of the people. The variant of this system in the 2019 Election, according to the law, also states that the elected candidate is determined by the majority of votes.

The ten names that were crossed out were the legislative candidates who were proven to have obtained the most votes, and they naturally had the right to be appointed as elected candidates. The KPU as the decision maker, in each respective electoral district (Dapil), has carried out the things that are their duties. The deletion of the eleven names is actually something that should not be done, because they are the people's choice. The majority of votes in one electoral district are entirely in the hands of the voters and the voters have given their right to vote for them, and this should not be interfered by anyone and for any reason [13]. The method used by political parties, be it the Gerindra or the PDI-Perjuangan parties’ elites, in the context of building a balanced representative election system, contradicts the aspirations of the people, because the people's choices have dropped to eleven names. That is the deprivation of the constitutional rights of the people in the process of voting and being elected.1

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1 Adi Surjadi Culla, FGD, June 11th, 2020 administrators.
Academician from Sam Ratulangi University Manado, Ferry Daud Liando, stated that conceptually and theoretically, it is unacceptable to write off the names of the elected candidates for the legislature, because the people's choices must be directly proportional to the names of state. In the concept of the electoral system, what the people want when they are present and exercise their right to vote at the polling station (TPS), must be embodied in the name that will be the result of the conversion of the resulting electoral system. The electoral system is only an instrument for converting people's votes, and it is obligatory for the people's choices to produce the names of the choices they want. Election organizers have the task of facilitating the conversion of the results of the people's choices into the seats of state administrators, in this case the elected legislative candidates from the 2019 legislative elections. With the inherent authority, election organizers are also obliged to ensure that the seats of state administrators resulting from the general election are directly proportional to what the people want. Any party must respect the people's choice, including political parties.2

However, the conceptual and theoretical lines of the electoral system as described above are inversely proportional to the electoral law in Indonesia. Ali Nurdin, a lawyer for the KPU, said that judging from the provisions of the legislation, it is possible to remove members of the legislature. KPU Regulation Number 5 of 2019 regulates the conditions for replacing elected candidates, which in the provisions of Article 32 stipulates five things that allow an elected candidate to be replaced by another candidate, namely if the candidate dies, the elected candidate resigns, the candidate does not meet the requirements to become a member of the DPR, DPD, Provincial DPRD, Regency/Municipal DPRD, legislative candidates are proven to have committed criminal acts in the form of money politics or document falsification, and candidates are proven to have violated the campaign prohibition, as also regulated in Article 426 of Law Number 7 of 2017.3

With this legal basis, the KPU is in a position to only follow the party's proposal. If a party proposes to replace an elected candidate, the KPU will make clarifications in the form of checking the completeness of the requirements for replacing a candidate, such as a letter stating that a person no longer meets the requirements as a legislative candidate, because he is no longer part of the party, while the proposed replacement of an elected candidate until the dismissal of a party member is the authority of political parties.4

3.2 Legislator Candidates Favoritism

The main theme why eleven legislative candidates, victims of unilateral exclusion by their supporting parties, is because of favoritism. In the case of the candidate for DPR RI of West Kalimantan 1, Alexius Akim, he was dismissed by the Leadership of Political Party at National Level (DPP) of PDI-Perjuangan, without going through the Party Court process, but was suddenly declared to have violated the code of ethics. He found out after he was summoned by the DPP of PDI-Perjuangan and asked to sign his dismissal. What happened to him was the end result of a series of attempts to shake up his majority vote, after he was reported to the Provincial General Election Supervisory Agency (Bawaslu), then reported to the Bawaslu, and finally criminally reported to the Gakkumdu Center. He was later replaced by Maria Lestari, a one-party and one-dapil colleague. The vote gained under Akim was G Michael Jeno, but

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2 Ferry Daud Liando, FGD, July 24th, 2020
3 Written and oral statement of Ramdan, Chairman of KPU of West Kalimantan Province, on FGD, August 11st, 2020
4 Written and oral statement of Ali Nurdin, Lawyer of KPU, on FGD, July 17th, 2020
Akim's colleague was willing to step down, so naturally, he got the third most votes, namely Maria Lestari, replacing Akim and Jeno.\(^5\)

A similar incident was experienced by Sigit Ibnugroho Sarasprono, a candidate for the House of Representatives of Republic of Indonesia for the Central Java Regional Elections 1 from the Gerindra Party. According to his lawyer, Aris Sektiono, his client received the most votes in the 2019 election. Sigit was decided no longer qualified as a candidate for legislative members because based on the South Jakarta District Court Decision, according to the supporting party, he was deemed no longer eligible as a legislator. Sigit decided that the KPU would no longer be included in the list of elected candidates to be inaugurated. Aris stated that his client recently received news that Sigit was dismissed for violating the code of ethics, while his client had never been summoned in a Party Court hearing and until this report was written, he had also never been given his rights, such as a dismissal decision, even though through his lawyer, Sigit had visited the DPP party\(^6\). Sigit was eventually replaced by Sugiono, getting the next vote.\(^7\)

Another thing happened to the candidate of South Sulawesi Provincial DPRD for the Dapil 2, Novianus YL Patanduk. According to the chairman of the KPU of South Sulawesi, he won the most votes in his electoral district\(^8\). What he experienced was more about his inability to meet the 20 million rupiah fund, which was referred to as the mutual cooperation fund. This fund is an internal agreement of the local DPD of PDI-Perjuangan. On the specified deadline, he failed to pay in full, due to financial conditions that did not allow it. In July 2019, he was summoned by the DPP of PDI-Perjuangan to attend a hearing on the vote acquisition lawsuit filed by his colleague, fellow legislative candidate, Risfayanti Muin. On July 31\(^{st}\) 2019, he was asked to attend a hearing at the DPP of PDI-Perjuangan to hear Risfayanti's complaint. In the recapitulation session of the Provincial KPU, he was declared the winner of the most votes. On September 16\(^{th}\) 2019, through a letter from the DPP of PDI-Perjuangan, he was dismissed as a member of the PDI-Perjuangan. He has objected to the decision, but has yet to receive a response. Surprisingly, he said, he was invited to attend a rehearsal for the inauguration of members of the DPRD of South Sulawesi.\(^9\)

Misriani Ilyas worked hard to win the vote. With broad community support, and which he organized, he reaped significant votes.\(^10\) On August 13\(^{th}\) 2019, the local KPU issued a decision that he received the first most votes in the Dapil 2 of the South Sulawesi DPRD.\(^11\) However, colleagues from one party in the same electoral district did not accept the vote. Adam Muhammad sued Misriani's victory in being sued to the DPP of Gerindra Party Honorary Council. Despite rejecting Adam's claim, the Panel invited the plaintiff to file a lawsuit in court.

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\(^5\) Alexius Akim, FGD, July 17\(^{th}\), 2020  
\(^6\) Written and oral statement of Lawyers Sigit Ibnugroho Sarasprono, Aris Sektiono, FGD on July 17\(^{th}\), 2020  
\(^7\) KPU Decree Number 1341/PI.01.9-Kpt/08/KPU/IX/2019 September 16\(^{th}\), 2019  
\(^8\) Oral and written material of Chairman of KPU of South Sulawesi Province, Faisal Amir, FGD, July 24\(^{th}\), 2020  
\(^9\) Novianus YL Patanduk, FGD July 24\(^{th}\), 2020  
\(^10\) Misriani Ilyas, FGD, August 18\(^{th}\), 2020  
\(^11\) Chairman of KPU of South Sulawesi Province, FGD, July 24\(^{th}\), 2020
Adam followed up on this suggestion when on June 26th, 2019, along with nine other people including himself, he submitted a lawsuit to the South Jakarta District Court.\footnote{South Jakarta District Court Decision Document Number}

Adam Muhammad and his friends’ lawsuit was tried at the South Jakarta District Court. Decision Number 520/Pdt.Sus.Parpol/2019, which was read out by the panel of judges on August 22nd, 2019, granted all the material for the lawsuit. This means that apart from targeting Misriani, they are also targeting other victims, who have the most votes in their respective electoral districts.

The KPU later on September 16th, 2019, followed up on the decision through KPU Decree Number 1341/Pl.01.9-Kpt/08/KPU/IX/2019. The main point of this decision is that a number of Gerindra Party candidates, which were originally declared by the KPU as getting the most votes, were replaced by candidates with the next most votes. For example, Ervin Lutfhi and Fahrulrozi Edward, candidates for the House of Representatives of the Republic of Indonesia from the Gerindra Party for the West Java Region XI, who were previously declared by the KPU as getting 520/Pdt. Sus. Parpol/2019 August 22nd, 2019 the third and fourth most votes,\footnote{Oral and written statement of Chairman of KPU Province, Rifqi Ali Mubarok, August 4th, 2020} was replaced by Mulan Jameela the fifth-most winner.\footnote{KPU Decree Number 1341/Pl.01.9-Kpt/08/KPU/IX/2019 September 16th, 2019} Ervin felt that he had been treated unfairly, was not given a letter of dismissal, but was suddenly fired without notice, while Fahrulrozi thought that his actions were carried out by a group close to the party elite.\footnote{Ervin Lutfhi and Fahrulrozi Edward Confessions, FGD, August 4th, 2020}

The next victim, the candidate for the House of Representatives of Republic of Indonesia, the Gerindra Party for the Dapil of West Kalimantan, Yusid Toyib. His position was replaced by Katherine A. Oe, a person close to the elite of the central party management. Yusid was appointed by the KPU of West Kalimantan as the winner of the most votes on August 31st, 2019, but was later dismissed unilaterally, while he himself had attended the briefing at Lemhanas. The dismissal was admittedly not officially conveyed, but suddenly it was replaced. Yusid stated that he was sued by his successor to the Constitutional Court, but the alleged fraud was not open so the Court rejected it.\footnote{Interview with Yusid Toyib, August 11st, 2020} Another victim is Steven Abraham, the first voter in the Papuan electoral district. Prior to his dismissal, Steven was the Chairperson of the Leadership of Political Party at Local Level (DPC) of Gerindra Party. Merauke was among those who attended the debriefing of candidates elected by the Gerindra Party, and became a speaker because of his success in gaining votes and growing the party in the southern region of Papua. However, suddenly, a few days before the inauguration, Steven, who knew about his removal from the KPU website, did not know why he was dismissed and knew the notification.\footnote{Statement from Steven Abraham, FGD, August 4th, 2020} Steven's replacement is Yan Permenas Mandenas,\footnote{KPU Decree Number 1341/Pl.01.9-Kpt/08/KPU/IX/2019 September 16th, 2019} even though the one who sued was candidate number 4 from the Papuan electoral district, namely Irine—the son of the chairman of the DPP Papua of Gerindra Party, Yani. The same victim, Robby B. Gaspersz, a candidate of the Gerindra Party for DPRD Maluku for Dapil 1, who was replaced by Johan Johanis Lewerissa. In fact, Robby has been designated by the KPU of Maluku as the winner of the most votes through Decision Number 987/PL/.01.8-...
Kpt/06/KPU/V/2019 dated May 21\textsuperscript{st}, 2019 with a total of 5,507 valid votes.\textsuperscript{19} Johan himself once submitted a request for dispute over the election results to the Constitutional Court (MK), but it was not granted.\textsuperscript{20}

Finally, happened to Welhelm Daniel Kurnala, a candidate for DPRD of Maluku Province for Dapil 6. He has been appointed by the Maluku Provincial KPU Decree Number606/PL.01.9-Kpt/Prov/VIII/2019 dated August 12\textsuperscript{nd}, 2019 as the winner of the most votes, and his name is included in the list candidates whose decisions are submitted to the Ministry of Home Affairs. However, the local KPU only found out after examining the Decree of the Minister of Home Affairs Number 161.81-4052 of 2019 dated September 13\textsuperscript{th}, 2019, Welhelm's name was not listed in the decision list,\textsuperscript{21} or is not the owner of the name that will be appointed. He just found out that he was replaced by Benhur George Watubun, when he was told that the Maluku Provincial KPU received a copy of the letter from the DPP of PDI-P Number 93/ex/DPP/IX/2019 dated September 27\textsuperscript{th}, 2019. Who is Benhur? According to Welhelm, he is the brother of one of the leaders of the PDI Perjuangan Party.\textsuperscript{22}

\section*{4 Conclusion}

The bias practice of the balanced representative election system used in the 2019 elections, as experienced by the ten legislative candidates above, has the aim of making legislative candidates who previously did not get the most votes, but because they are favored by political party elites at the central level, a number of methods are used to make it happen. A number of these methods are to bring the ten legislative candidates to court through a definite, unilateral dismissal, or not through the procedures regulated in the election law, but simply dismissed immediately. Those who were sacrificed, instead of being given the opportunity to defend themselves, were not dismissed through the forum of the Court or the Honorary Council of their respective Political Parties. In another part, dismissal is also carried out first through the judiciary, which apart from not having the authority to try similar cases, because the forum for that is only available at the Constitutional Court or the Election Supervisory Council, as well as a court that does not apply the principles of impartiality. The whole process of favoring like that, is carried out to score the closest people, people who have closeness, and kinship with key people in party management at the central level.

The dismissal of candidates for legislative members through the above methods has the potential to damage the building of the electoral system. The electoral system stipulates that the people's votes expressed at the polling stations must be directly proportional to the results of the conversion of state administrators' seats. The basic function of an electoral system states that the electoral system is made to facilitate the will of the people, so that the candidates who have been elected by the people are those who sit in the legislature, recognized by the international

\begin{itemize}
\item \textsuperscript{19} Oral and written statement of the Chairman of KPU Maluku Province, Samsul Rifan Kubangun, August 11st, 2020
\item \textsuperscript{20} Constitutional Court Decision Number 155-02-31/PHPU.DPR-DPRD/XVII/2019 tanggal August 8th, 2019
\item \textsuperscript{21} Oral and written statement of the Chairman of KPU Maluku Province, Samsul Rifan Kubangun, August 11st, 2020
\item \textsuperscript{22} Statement from Welhelm Daniel Kurnala, FGD, Agustus 11st, 2020
\end{itemize}
community, one basic principle states that the winner of the most votes has the right to be appointed as a state administrator. In addition, this practice undermines the credibility of political parties. If political parties are considered as pillars of democracy, all the rules of the game should be implemented fairly and accountably. The act of firing its cadres in the midst of hopes of being sworn in, apart from encouraging injustice among the cadres themselves, also undermines the credibility of political parties in public.

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The Metanarrative of Pandemic Politics: Indonesian Regional Head Elections Cases

Anyualatha Haridison
{haridison@gmail.com}
Universitas Diponegoro, Indonesia

Abstract. Indonesia has issued a decision to hold simultaneous regional head elections (pilkada) in 2020 during the Covid-19 pandemic. In recent literature, holding pilkada during a crisis was considered a paradox of democracy. This article aims to explore the comprehensive views of Indonesian scholars concerning the implementation of the pilkada during a pandemic. The protean power theory approach is used to analyze the existing literature and it is possible to build a metanarrative of pandemic politics. This study concludes that Indonesia’s experience of conducting pilkada in times of crisis is a form of innovation in power over uncertainty. Innovation is a form of government dexterity to adapt to the pandemic situation, generate capacity and act regardless of the impact that occurs. Like its situation, Indonesia is more accurately metanarrative as a country that strengthens the building of electoral political power to defeat the global pandemic. This is not a decline in democracy – merely a capacity to maintain political stability. Indonesia is easy to face a pandemic if political stability is maintained.

Keywords: Pandemic Politics, Covid-19, Pilkada, Protean Power

1 Introduction

The Covid-19 pandemic is present in the dynamics of global politics, indicated by the rapid advances in technology and information as well as the US and China trade protectionism policies [1]. When the Covid-19 Pandemic hit the world in 2019, the Indonesian government still considered it immune to this deadly virus infection, instead of responding, but came up with the sentence “Indonesian people will not be infected with the coronavirus” [2]. The statement is the opposite at this time, as reported by the world meter site as of August 21, 2021, Indonesia is placed as the sixth country with the most additions of new Covid-19 cases in the world, namely 16,774 cases. Covid-19 is a highly contagious and pathogenic viral infection caused by acute respiratory syndrome and can transfer the virus from human to human very quickly and widely, consequently controlling human mobility is an urgent matter [3].

The mobility aspect has been discussed a lot, in China the decline in the number of infections due to strict quarantine policies [4]. On the other hand, most of the major countries showed slow and delayed responses to social distancing policies, such as Italy, America, Spain and the UK [5], as was the case for the heterogeneous response of Republicans and Democrats in the US [5][6]. In Indonesia, it is relatively similar to the experience of other countries, with slow response, weak implementation and poor performance in handling Covid-19 based on social media opinion studies. [8][13] and the lack of transparency and disclosure of
information on the use of the Covid-19 budget and some violent incidents during the pandemic [13]. The pandemic threatens public health, economic life, social life, and welfare and in turn causes unemployment and an increase in the number of poor people [14].

Some literature also mentions Covid-19 and its electoral consequences, such as Landman and Splendore [15] proposes an election cycle risk matrix, namely a mixed voting system as a potential solution and partially implemented in countries to gain public trust, for example, the case of Spain successfully holding elections with tight regulations [16][17] and this pattern also occurs in the case of the North Korean election [18][19]. On the other hand, the phenomenon in America, the performance of handling Covid-19 resulted in the fact of Trump's defeat, and this is the voter's judgment on the actions of Trump and the Republican Party [20][21][22].

What about the study of handling Covid-19 and related to electoral cases in Indonesia? During the increasing trend of Covid-19 infection cases, Indonesia succeeded in holding simultaneous regional elections on December 9, 2020, in 270 regions, including 9 provinces, 224 regencies and 37 cities. This democratic speculation is moving towards criticism, the government is slow because the focus is shifted to efforts to maintain power [23] and short-term political articulation [1], as is the case in the Czech Republic and Slovakia [24]. Some scholars say that the government's actions contain dilemmas and paradoxes, such as the policy controversy between the regional elections and the handling of Covid-19, such as the antinomy of law and human rights [25], pandemic depoliticization [26], moderate actions and constitutional dilemmas as well as reducing the practice of leadership by interim officials in the regions [27][28][29][30][31] the number of abstentions is increasing – declining voter participation and Indonesia's global democracy index and prone to the politicization of the pandemic in various regions [32][33][34][35]; Violation of health protocols in elections [36][37]. Various other views also present offers against the possibility that the pandemic will continue, namely elections through representative democracy [38] and digitalization of politics through social media platforms [39] as well as electronic elections [40][41] as studies in other countries [42][43][44][45]. Empirically, the use of social media platforms has been applied to the implementation and supervision of regional elections [46][47] and also the implementation of campaigns such as those carried out by the Party of Perindo and the Gelora [48].

The literature review above tends to be oriented towards the implementation of pandemic handling policies, both in other countries and in Indonesia. Several studies also discussed the failure to handle the pandemic which resulted in defeat in the presidential election, while in other countries there was a linear relationship between the success of handling the pandemic and electoral victory. Studies related to the Covid-19 pandemic and the regional elections in Indonesia have mostly focused on conventional, predictable and normative power actions. The weak point of this study tends to put a negative opinion on the government's decision to carry out elections during a pandemic, thus closing the possibility of other perspectives from this action.

This article then wants to build the perspective of power actors, in this case, the government that makes political decisions on the implementation of the regional elections during the Covid-19 outbreak. To obtain this perspective, we offer an analysis using the protean power theory as introduced by Peter J. Katzenstein and Lucia A. Seybert. They mention that the protean power theory is the effect of the dexterity of actors when they adapt in situations of uncertainty. They criticize the conventional definition of power, which focuses on an actor's ability to exercise control in situations of calculated risk and the actor's predictable outcome consequences. However, in protean power theory, actors respond to shifts between risk and uncertainty, both in context and experience, with affirmation, denial,
improvisation, or innovation. Actor innovation is understood as rational improvisation, not irrational, because actors exploit their abilities and create opportunities for every positive possibility of political action to effectively deal with uncertainty without predicting the consequences [49][50][51]. We assume that the Covid-19 pandemic is a context that is understood as an uncertainty when the government as a power actor carries out or implements a power dilemma during a crisis.

2 Methodology

This article was written by focusing on the case of regional elections during the Covid-19 pandemic in Indonesia. As an effort to prove, the data was taken from online platforms, such as journal publications, journalists' opinions (online media), and reports related to the implementation of regional elections during a pandemic. Excavations are focused on the assumptions of protean power of the government as a power actor who acts outside of conventional power acts, such as the words of power actors in the media. Overall, this type of research is qualitative with a case study approach.

3 Result and Discussion

3.1 Government dexterity to unpredictability

The Covid-19 pandemic that has hit the world and Indonesia can be termed a critical condition because it makes the world stop for a moment in its activities and has taken many lives. Indonesia is just as bold in adopting a policy of conducting elections as other countries and is not widely praised by scholars. In previous studies, the government as a power actor who decided to carry out the regional elections was considered to ignore the rights of public health and was considered a failure, even considered anti-science [52].

![Fig. 1. Indonesia National Trend of Covid-19](data.covid19.go.id)

Fig. 1 shows the national trend regarding Covid-19 cases, that since the confirmation of Covid-19 cases in Indonesia since April 2020 there has been a significant increase. On November 1, 2020, the number of new cases has reached 432,432 confirmed positive for Covid-19. The Indonesian government as an actor of state power is dealing with the situation of the rapid spread of Covid-19. It is reasonable if scholars and observers say that the implementation of the December 9, 2021 election is a government decision that does not make sense. Observers depart that state power must make rational decisions and the consequences
can be calculated. Conventionally, power must pay attention to human safety and the right to health.

Power relations are not only seen from the point of view of formality but there is another side that can be analyzed from the root of the actions of power actors in taking action. Protean power takes the positive side of the power dimension in decision making. Government improvisation is seen as a charade by some literature [26][25], but it's not the case, there are many situations to consider. The debate between circles and the context of the pandemic in the concept of protean power is considered a critical point that becomes the impetus for power actors to improvise in political decision-making [49][50]. Empirically this can be shown from the government's gambling in decision-making for the simultaneous local elections and statements of power that influence public opinion. President Jokowi once said that no one knows when the pandemic will end, so he firmly said that the 2020 regional elections would still be held to maintain constitutional rights, the right to be elected and the right to vote [53]. On another occasion, President Jokowi displayed the positive ornament of power by saying that the election could be used as a new momentum that was shown through the election system in a new way in the pandemic era and this was a form of innovation in democracy for all Indonesian people [54].

The power authorities neutralized public fears related to the pandemic outbreak that hit Indonesia, especially the pessimism and previously predicted risks. As stated by the Minister of Home Affairs, Tito Karnavian, that the government is confident that the regional elections will not lead to new clusters of Covid-19 transmission and that the 2020 regional elections are a scenario of government optimism, just like other countries holding elections during a pandemic. The Ministry of Home Affairs initiated the “Gerakan Pilkada Sehat” (“Healthy Pilkada Movement”) positive energy to be conveyed to the community and the region. That the implementation of the *pilkada* is a place to choose quality regional leaders to work together to deal with the pandemic crisis in Indonesia. Another prerequisite that is prepared to hold a healthy election is the discipline of health protocols and prosecution for violations of health protocols [55].

Meanwhile, the protean power theory considers that the government does not take into account these risks because the views of society, in general, are the measure. Like Saleh's study with multiple regression analysis, it was found that 400 respondents (36.36%) did not believe in the information released by the media regarding the development of Covid-19 cases in the media and 553 respondents (50.30%) wanted the local elections to be held on condition that the protocol was implemented. health [56]. A relatively similar study in Central Kalimantan also shows that more than 50% of the people agree that the local elections will be carried out with strict health protocols [57]. Of course, the Covid-19 pandemic is still a mystification for some people, so they are sceptical of media coverage, on the other hand, people are used to elections. The government's decision to continue holding elections can be analogous to the government's decision not to implement a lockdown policy. As Saiful Mujani's analysis shows that economic conditions and political choices affect the public's evaluation of the government's performance in overcoming the pandemic [58]. People judge the government's performance as good because the government listens to the public's will [59], including not taking the lockdown policy and easing Large-Scale Social Restrictions/Pembatasan Sosial Berskala Besar (PSBB). This finding is relatively new and contradicts some previous opinions that the government is imaged as populist for the sake of power. By exploring public opinion, it turns out that the Indonesian government did not take a lockdown policy because it prioritized the will of the people.
Concerning power, the government as a power actor is dealing with uncertainty. However, the rational innovation lies in listening to the voices and opinions of the people where the government improvises to fight for the importance of people's political rights without ignoring the rights of public health. This political action is not a form of depoliticization or politicization of the pandemic as in previous literature [26][32][33][34][35] but it is an opportunity for positive possibilities to overcome uncertainty [51]. Not carrying out the local election will also face the government with uncertainty because the consequences cannot be predicted. Shadows related to the impact of not holding the elections can also lead to political instability and demonstrations in the regions. Several previous studies reveal more about calculative power so that the dimension of power is trapped on the mathematical side, while the protean form of power takes the positive side of power which contains innovation and maximizing hidden potentials. Just like other countries, innovation and the government's agility in improvising is a strategy to present a new way of democracy in Indonesia.

3.2 Politic electoral trump pandemic electoral

Is electoral democracy so urgent that the handling of the crisis is not on a scale of priority and subordination, even though all of them are forms of democracy? We borrowed Ari Perdana's anecdotal [60] that “everything can be arranged, but everything is difficult to manage”. This is used to describe the mobilization of the Indonesian people during the Covid-19 pandemic, especially during the implementation of PSBB. Although in conclusion, it is not the people who are difficult to regulate, the government who is difficult to regulate the handling of Covid-19. On the other hand, when we reflect on this anecdote in the context of pilkada, the reality is the opposite. It was easy for people to come to the polling station even without being mobilized. Rashidin and Aruni [61] illustrates the danger of Covid-19 being countered by holding simultaneous elections. At the local level, Minan's study focused on examining the level of voter participation in the Pandeglang Regency election during the Covid-19 pandemic. The results are astonishing that the voter turnout has increased compared to the 2015 election. Voter participation has increased in the midst of the Covid-19 outbreak and the flood disaster [62].

Fig. 2. Voters participation in pilkada
(Data processed from kpu.go.id)

Fig. 2 presents the participation rate of the 4 pilkada periods and shows something unusual, in 2018 there was a decrease in voter participation from 2017 and this occurred in the midst of Indonesia experiencing various progress and a relatively conducive situation. But what should be questioned is why during the Covid-19 pandemic crisis, voter turnout has increased significantly. Are voters not afraid of contracting Covid-19 so they can easily come to polling stations? Is it because the political behaviour of the Indonesian people is so enthusiastic about the election? Several predictions by experts regarding the new cluster of
Covid-19 spread due to the regional elections, the decline in voter participation and pessimism regarding the implementation of the regional elections have been broken [63][64][65][66][67].

There is no evidence to suggest that the election cycle causes an increase in new cases of Covid-19. As said by Riris Andono Ahmad, Epidemiologist at Gadjah Mada University, said that it was difficult to measure the increase in new cases of Covid-19 due to the simultaneous local elections. The reason is that the election process takes place over a long period and not only in the voting process. Meanwhile, other factors, because Indonesia is already in the red zone with a high transmission rate, so that even without the election, the transmission rate is always increasing [68]. Mahfud MD said that the 2020 local elections in Indonesia had been successful. An indicator of success is the increase in voter participation at 76%. Even the turnout is above the average voter turnout in elections in America [69].

The context of the pilkada and the Covid-19 pandemic illustrates the two opposite poles of electoral power. Political electoral triggers to form a crowd while the pandemic election is required to stay away from the crowd. It is reasonable if Ramadani and Rezah [25] said that at the level of policies issued by the government, it contains legal antinomy. However, at a practical level, people who adhere to two electoral dimensions at the same time choose to violate the pandemic electoral process by avoiding crowds. It can be understood that the Indonesian people during the pandemic were shackled in the psychological aspect because they were kept away from social relations. The election momentum is a change in the new way of electoral relations with the use of strict health protocols. The community as an electoral power redefines its social boundaries by coming to polling stations with strict health protocols. From the perspective of protean power, we term this as a space for interaction in the two dimensions of power won by political electoral and evidence of high voter turnout in the 2020 pilkada.

4 Conclusion

The election during the Covid-19 pandemic in the previous literature was narrated as the government's negligence in thinking about the right to health. This category is closely related to negative narratives against the authority of power. This article then proposes and explores government action from the protean theory of power. Based on the discussion of actions and innovations, the government makes decisions that are so difficult that it can be called innovation and improvisation to take actions beyond calculations. As has been explained in this article, the authorities are dealing with the rapid spread of Covid-19 and of course worrying all people. However, the government treated this crisis as an opportunity to create a new tradition of democracy that obeys health protocols. Indonesia has had electoral experience during a pandemic just like other countries. The various pessimisms and assessments of government failure in the previous literature are unfounded. By referring to the protean theory, it is appropriate that the authority of power is more likely to be metanarrative as an actor who is steeped in the ideology of society so that government innovation supports the aspirations of the people. With such a situation, Indonesia is more accurately metanarrative as a country that strengthens the building of electoral political power to defeat the global pandemic. This is not a democratic setback, but merely the capacity to maintain political stability and win over the Indonesian people in the two dimensions of power. This article supports the theoretical framework of protean power, although it has not been able to provide comprehensive
indicators and evidence, but has been able to present a new perspective in viewing the authority of power on a more optimistic side.

References


The Involvement of Surabaya and Semarang as Subnational Actors in Diplomacy

Anna Yulia Hartati1, Yuwanto2, Teguh Yuwono3, Muhammad Adnan4
{annayulia@unwahas.ac.id1}

Universitas Wahid Hasyim, Indonesia1
Universitas Diponegoro, Indonesia2,3,4

Abstract. The current article aims to gain a deeper understanding of the involvement of the city of Surabaya and the city of Semarang as subnational actors in implementing diplomacy. The role of cities in diplomacy has recently shown greater significance, in terms of both promoting their own potentials and supporting the achievement of national interests. This challenges the assumption that diplomacy is exclusively the work of diplomats and political elites, who are not much associated with the welfare of the people, particularly those at the grassroots level. Cities have a more intimate relationship with the people and serve as a place where problems not only begin but are resolved as well. By using a city diplomacy approach, we analyzed variables of municipal governments in international interactions. The present study employed qualitative case study methodology by collecting secondary data through literature study. Findings of the research show that cities like Surabaya and Semarang have been successful in fostering international cooperation and helping achieve national interests through global partnerships. Surabaya and Semarang municipalities as subnational actors in international relations have leveraged city diplomacy for the sake of improving the prosperity of its local citizens and supporting the development of their city.

Keywords: Subnational Actors, City Diplomacy, International Cooperation, National Interest

1 Introduction

Today’s complex international interdependence has resulted in states no longer able to run their functions comprehensively without the involvement of other actors, including non-central government actors. Although the state remains to be a key actor, globalization has led to changes in the way states work. Global relations today are indicated by polycentric, layered governance that in turn opens up possibilities for subnational authorities to be involved with external entities outside the state [1]. This type of governance has established what is dubbed as “globalization from below” and it challenges globalization from above with its state-sponsored activities.

The role of cities will gain greater significance in the future, even more so than what had been imagined by analysts, practitioners, and policy makers. In fact, the 21st century will not be dominated by America or China, Brazil or India, but by cities [2]. This view is based on the fact that cities have currently become centers of governance where the future world will be shaped. Technological advancements and change in population distribution patterns have contributed substantially to this future. In the traditional study of international relations,
international interactions were mostly dominated by states as the main actor. At a certain level, this role is irreplaceable. The state has a unique attribute of representing the interests of the entire nation, i.e., national interests. This is described by various theories on diplomacy that tend to position the state as the center. The role of non-state actors has significantly increased, and it is driven by at least two factors, which are: advancement of information and telecommunication technology and the spread of democracy.

In Indonesia, the involvement of subnational units has rapidly progressed in the last twenty years, particularly since the advent of Indonesia’s reform era. In 1999, Indonesia began implementing regional autonomy in the government system, which ended the centralistic era. Since then, regional governments have been allowed greater authority, particularly in matters that directly concern public services and economic development at the local level, including foreign relations. The government issued Law No. 37/1999 on Foreign Relations and Law No. 24/2000 on International Agreement. In the Regional Government Law, issues concerning regional involvement in foreign relations are also stipulated, which specifically regulates foreign cooperation. Municipal/regional governments have the authority to engage in international cooperation, but there are several requirements that need to be fulfilled. Indonesia oversees 98 cities and 416 regencies [3] that have the potential to represent national interests in foreign relations with a relatively greater significance compared to other countries, particularly in the Southeast Asian region.

In this article, refer to two cities, namely Semarang and Surabaya as an example of a city that provides inspiration in the success of establishing foreign cooperation. On the basis of uniqueness and the diversity it has, Semarang has a variety of names that quite attractive and worthy and worthy of being marketed for “sale”, like Venice Van Java, Java Harbor, Asian Beauty, Little Netherland, ATLAS City, Lumpia City, and Herb City. Likewise, Surabaya as a secondary city plays an important role in the structure of the Indonesian economy. As the second largest city in Indonesia, Surabaya is an important engine for national development. Although Jakarta is the capital city, Surabaya is the fastest growing city in Indonesia. Surabaya has established trade relations with many other cities in the world, large labor market, many centers of excellence, high concentration of knowledge, various socio-economic and educational institutions, and offers a better quality of life than other third-tier national cities. This article aims to illustrate what the involvement of Surabaya and Semarang as regional government units called “city” in international relations is like.

2 Methodology

The current research used the qualitative case study method. Data collection was focused on secondary data and open information available via mass media and sources of information acquired from verified public institutions. In the initial stage, we sought information relating to cross-border activities carried out by city governments to fulfill their role as actors in international relations.

Documents on regulations and policies taken by the city governments were then analyzed to illustrate their commitment and consistency to their role as actors in international relations. Subsequently, we analyzed the city governments’ activities and practices in relation to government policies, which are manifestations of the development vision.
3 Result and Discussion
3.1 City Involvement in Diplomacy

City diplomacy is generally understood as a form of diplomacy conducted by subnational actors, an interplay between “diplomatic and urban practice” that seeks to influence the international environment for the purpose of safety, security, and prosperity of local citizens as well as the advancement of global interest and identity. As one of the subnational actors, cities can also help to promote national interest and the nation’s image in international world [4].

The involvement of actors at this level is known as paradiplomacy, which is defined simply as the involvement of subnational governments through the establishment of formal or informal ties with foreign public or private entities, permanent or temporary (ad hoc), with the objective of promoting social, economic, cultural or political dimensions of development [5]. One of the variations of paradiplomacy is city diplomacy. In the 2000s, an approach, in the field of international relations and regional government studies, which more specifically observes the role of cities emerged.

In 2006, there was a working conference held by the City Diplomacy Committee in Perugia, Italy [6]. This event, which became known as the Perugia Meeting, was a mutual sharing forum among 40 participants that consisted of local authorities from various countries, they discussed about how local governments can play a role in global issues such as conflict prevention, conflict resolution, and post conflict reconstruction. In 2008, The 1st World Conference of city diplomacy was arranged by the City Government of Den Haag, the Netherlands and resulted in a more comprehensive academic article on city diplomacy, in terms of definition and description on the limitation of roles that local authorities can actually perform.

The established assumption is that there are many cross-national conflicts occurring at the local level, or conflicts that are geographically located in cities. Meanwhile, there seems to be a more extensive argumentation in academic studies, wherein local authorities can play a greater role, particularly by collaborating with global actors, or with similar-level local actors in other countries that are reputable or have a global reach. This terminology led to the view that city diplomacy is achieved by involving cities with other “glocal” actors and conducting various joint activities, such as “facilitating communication, negotiating agreements, gathering information, preventing conflicts, and symbolizing the existence of an international community”

Based on this perspective, the practice of city involvement in international relations is nothing new at all. What can be considered new is the nature and scope of city diplomacy that have developed more intensely and extensively. Its intensity relates to issues included in the city’s area of involvement and its extensiveness relates to the extent of authority that the city has, in accordance with the mandate given by the central government.

International studies have long restricted the role of cities, based on assumptions of “separateness, discontinuity, and exclusivity”, cities are positioned as part of the national authority [7]. Such perspective has been a restricting factor for cities when they carry out their role as a diplomatic actor, this has accordingly led to differences in understanding city-based diplomacy activities and traditional foreign politics [8].

3.2 The Role Of Indonesian Cities In Diplomacy

Regulations relating to Indonesian diplomacy allow cities and the government to function as actors of diplomacy. The implementation of the macro-level regulation is observed from the several technical rules issued at the ministerial level, e.g., Regulation of the Minister of Foreign Affairs No. 03/2019 on the Guideline for the Foreign Relations of Regional
Governments or Ministerial Regulation No. 03/2008 on the Guideline for Regional Governments in Engaging in Foreign Cooperation. These technical regulations emphasize the fields of cooperation that subnational governments can engage in with foreign entities. Both of these subsidiary regulations provide clear directions regarding the importance of municipal/regional governments’ role in foreign relations. This need gains even greater significance when it is correlated with the geographical and geopolitical constructions of the Republic of Indonesia, where there are tens of thousands of islands. Indonesia maintains its land borders with three countries (Malaysia, Papua New Guinea, and Timor Leste), and it shares marine boundaries with seven countries (Thailand, Vietnam, India, Singapore, the Philippines, Australia, and the Republic of Palau). This position has heightened the strategic role of cities/localities in implementing national interest, particularly regions situated in border areas. Actually, the city/local governments are those standing at the forefront of Indonesia’s borders.

In addition to the geographical and geopolitical factors, the regional dynamics of Southeast Asia is also affected by regional mechanism such as ASEAN Economic Community (AEC) and ASEAN Community (AC). These dynamics have influenced the role and contribution of autonomous regions throughout Indonesia. On numerous occasions, the Ministry of Foreign Affairs accentuated the need for Indonesian regions, particularly urban areas to revamp various aspects to confront regional dynamics, which are full of new opportunities and challenges.

3.3 The Role Of Cities In Establishing International Cooperation

According to bilateral relation standards, foreign missions are generally found in the state capital. Friendly states will open missions/diplomatic offices in cities other than the capital based on several considerations, depending on how the individual state defines its national interest in the host country. Nonetheless, cities can be involved in various international activities held by the City Government or other entities in the city. One of the indicators we can use to understand a city’s significance in international relations is the number of foreign missions/diplomatic offices, international organizations, or foreign companies there are in a given city. Regarding this matter, the city of Surabaya seems to have a relatively greater significance, as there are 23 (twenty three) foreign representative offices in the city. As for the city of Semarang, no foreign mission/office can be found in the city.

Surabaya and Semarang have differing characteristics, although both are autonomous regions with a status as the provincial capital. The city of Surabaya is the capital of East Java and the largest metropolitan in the province. Surabaya is the second largest city in Indonesia after Jakarta, and it is a center of business, trade, industry, and education in the eastern part of Indonesia. This city is located 789 kilometers to the east of Jakarta, or 426 kilometers northwest of Denpasar, Bali. Surabaya is situated on the north coast of Java adjacent to the Madura strait and the Sea of Java. Surabaya has a total area of approximately 333.063 km² with a population of 2,813,847 (2014). The Surabaya metropolitan area, otherwise known as Gerbang Kertosusil (an abbreviation for Gresik-Bangkalan-Mojokerto-Surabaya-Sidoarjo-Lamongan), with a population of about 10 million, is the second largest metropolitan area in Indonesia after Jabodetabek (an abbreviation for Jakarta-Bogor-Depok-Tangerang-Bekasi). Aside from land transport, people can get to Surabaya via the Juanda International Airport, Tanjung Perak Seaport, and Ujung Port.

The city of Semarang is one of the key cities located along Java’s northern coastline and it connects Jakarta and Surabaya as well as inland cities in the southern part of Java central (Surakarta and Yogyakarta), and it is also the fifth largest metropolitan area in Indonesia.
following Jakarta, Surabaya, Bandung, and Medan. As one of the most developing cities in the island of Java, Semarang has a population of nearly 2 million, which can reach up to 2.5 million in the daytime. The metropolitan area known as Kedungapur (Kendal-Demak-Ungaran-Semarang(Regency)-Salatiga(Municipality)-Purwodadi-Grobogan(Regency)) with a total population of 6 million is deemed the fourth most densely populated metropolitan area after Jabodetabek (Jakarta), Gerbang Kertosusilo (Surabaya), and the Greater Bandung area. In the last several years, Semarang’s development has been marked with the emergence of several skyscrapers observed in the urban landscape. Rapid population growth has resulted in traffic congestions throughout the city of Semarang. The support in transportation access provided by the Achmad Yani International Airport and Tanjung Mas Seaport have further enhanced the city’s significant position.

Local citizens in Surabaya and Semarang have high level of access to global issues. This has quite an effect on how the community reflects those global values in their daily life. In Surabaya, social movements responding to global issues (plastic waste, environmental conservation, human rights, protection and equality of minority groups, discrimination, green living, and so forth) have been rising progressively. There are numerous emerging and developing community-based organizations that maintain good synergy with the city government.

In terms of establishing international cooperation, the city of Surabaya has been engaged in a number of sister city cooperation with the city of Seattle (United States), Busan (South Korea), Guangzhou, Xiamen, and Jiangmen (China), Kochi and Kitakyushu (Japan), Liverpool (UK), Varna (Bulgaria), Ismir and Gaziantep (Turkey), Marseille (France), Monterrey (Mexico), and Syah Alam (Malaysia). This indicates that Surabaya is very active in establishing international cooperation. It was truly a prestigious honor for the city of Surabaya to be under the leadership of the former mayor Tri Rismaharini, who was elected President of the United Cities Local Government Asia Pacific (UCLG-ASPAC) for the 2018-2020 period, in which she visited several cities in Asia Pacific countries. As President of UCLG-ASPAC, Risma focused on issues of global warming, poverty alleviation, women and children, and good governance. It was, undoubtedly, an extremely strategic position for developing foreign cooperation or Surabaya’s diplomacy in the future.

Meanwhile, the city of Semarang has engaged in foreign cooperation and serve as a best practice model for cooperation between foreign and local city governments. Examples include the Trans Semarang bus transportation CO2 emission reduction assistance program, which is a technical cooperation with the city government of Toyama, Japan. This program was initiated by Mayor Hendrar Prihadi, who also initiated a sister city cooperation with Jung-Gu, Ulsan South Korea, which led to a technical assistance for the construction of pedestrian walk and bridge. Some other notable cooperation have been fostered with the city of Brisbane and Griffith University Queensland (Australia), Beihai, Guangxi Zhuang autonomous region, Nanjing city and Fuzhou city (China), Split (Croatia), Schieland and Krimpenerwaard Water Board (the Netherlands), and the city of Tripoli (Lebanon). These foreign cooperation were initiated by Semarang’s Municipal Government because it intends to develop its image as a smart city. In order to achieve its image, new programs and innovations in various fields like government, economy, branding, and environment need to carried out with foreign partners via diplomatic efforts.

3.4 The Role Of Cities In Achieving National Interest

Legal basis on foreign relations is an opportunity widely leveraged by city/regional governments to engage in foreign relations and cooperation. The national interest remains to
be the main focus of international cooperation, although it is being carried out by city/regional governments. The cooperation fostered are aimed at achieving development progress and prosperity for all citizens, wherein national interests are brought about by the country’s needs. These interests can be observed from their internal conditions, be it political-economic, military, or socio-cultural conditions. According to K. J. Holsti, a country’s national interest refers to a set of ideals from the goals of a nation that should be founded as the basis in conducting the country’s foreign relations. National interest refers to a number of national goals that the nation intends to achieve within a certain period of time [9].

Surabaya and Semarang as metropolitans hold a substantial role in Indonesia’s economic structure. Both cities are also crucial machines in national development, given the support that the two major seaports in those cities provide. Although Jakarta is the state’s capital, the cities of Surabaya and Semarang have the fastest growth throughout Indonesia. The two cities have fostered trade relations with many other cities the world over, they have huge labor markets, many centers of excellence, high concentration of knowledge, various education and social economic institutions, and they offer better quality of life compared to other cities in Indonesia. Municipal Government of Semarang with authority expanded by decentralization uses paradiplomacy as a mean to achieve economic interest, especially to expand market and attract foreign investment, with its environmental issue that remains left-behind [10].

By utilizing their uniqueness and advantages, Surabaya and Semarang can serve as a model of development for other cities at the national level and inspire other cities to stimulate economic growth. Both cities are also rapidly growing into people friendly metropolitan cities, and they have asserted themselves as a socially and ecologically healthy city. By maintaining the city’s humanistic features, Surabaya and Semarang can improve their environmental status, which will consequently be able to generate economic development.

Surabaya and Semarang’s appointment as hosts of international events indicates that both cities are vital to the international community. Those international events can be an opportunity for achieving the national interest of boosting Indonesia’s prestige before the international world. Examples of international events that were recently held in the two cities, among others, are: Surabaya hosted the Global Commemoration of World Habitat Day on October 5, 2020. This event was held through cooperation between the city of Surabaya and UN-Habitat, which is a UN body working in the field of human settlement and sustainable urban development. Surabaya’s appointment to host this prestigious event was inseparable from the prestige of its mayor in the field of settlement and urban development. In the 2018 World Habitat Day, Risma was awarded the Scroll of Honour by UN-Habitat at its headquarters in Nairobi, Kenya for Surabaya’s all-encompassing urban planning policy, so that no low-income citizens feel left behind. Some of Risma’s other achievements acknowledged by UN-Habitat include her policy in solid waste management and her success in encouraging citizens to reduce and recycle household waste. The city of Semarang was also selected to host the MXGP of Asia 13th Round international competition on July 6-8, 2018. It was also chosen as the venue for the 2019 ASEAN School Games (ASG), which is an international sporting event with as many as 2,000 participants from the 10 ASEAN countries, i.e., Thailand, Vietnam, Malaysia, Myanmar, Cambodia, Brunei Darussalam, Laos, the Philippines, Singapore, and Indonesia. Both cities can help achieve national interests by showing a positive image as cities that are comfortable as venues for international events.
4 Conclusion

The involvement of city/regional governments in diplomacy is a relatively new discourse in international relations practice and literature. While in actuality, advancements in telecommunication and information technology has brought about internet based model of interactions, which has disrupted various old systems, which include the tendency of the state and central government’s crumbling role in diplomacy. The city diplomacy approach has increasingly gained ground, in terms of practice at the very least. This, accordingly, leads to some states needing to adjust their regulations. In the Indonesian context, the presence of such regulation was sluggish in responding to global dynamics.

The phenomenon of diplomatic practices performed by the city of Surabaya and the city of Semarang provide a lesson that, generally speaking, there is an increase in community level capacity to urge cities to take an active role in diplomacy. There are at least two key issues that require further elaborations, namely: how can dimensions of national interest be identified with a new perspective; and how does bureaucratic capacity at the local level adjust with the new reality. Based on learnings from the observations on the cities of Surabaya and Semarang, we would like to suggest the following for future considerations: strengthening civil society, which serves as the closest basis of interaction with the regional (particularly city) government bureaucracy; revision (or even renewal if necessary) of regulations at the national and regional levels; and the need to create enabling environment that can encourage the participation of cities throughout Indonesia to become a part of international interaction that continues to promote national interests.

References

“Damang” Leadership in the Traditional Government of Dayak Loksado of Hulu Sungai Selatan Regency of South Kalimantan Province during the Covid-19 Pandemic

Gazali Rahman¹, Safa Muzdalifah²
{gazali_fisip@yahoo.com¹}
Universitas Diponegoro, Indonesia¹, ²

Abstract. This study aims to see and prove that leadership is a social phenomenon that always exists, and is inherent in every society, both modern and traditional societies. “Damang” as the sacred leader of the Meratus Dayak Tribe in Loksado District has a very dominant position and role in various dimensions of Loksado Dayak community life, namely in human relations with humans, human relationships with the universe, and human relationships with the Creator (God) through Nini Bahatara. The research method used is a qualitative method with data collection techniques are observation and in-depth interviews, with key informants, in this case, "damang" and other parties directly related to the research focus. The results showed that the "damang" as the highest leader in the traditional government of the Loksado Dayak community in the Meratus Mountains area, precisely in the Loksado District Administration, Hulu Sungai Selatan Regency, South Kalimantan Province, has a very central and strategic role and function for people in the socio-economic, political and governmental fields. On the other hand, in the same area, the formal government of the Unitary State of the Republic of Indonesia is also running, in this case, the village government, sub-district government, and district government. In reality, the implementation of these two systems of government (traditional Dayak Loksado government and formal government) can run in harmony and synergize with each other to carry out the functions of government, development, community, and community empowerment. Especially during the Covid-19 pandemic. The benefits of this research are as input for the administration of government in the era of regional autonomy and during the Covid-19 pandemic, where all elements and resources and local wisdom owned by the community can be used optimally to realize the welfare of the people.

Keywords: “Damang” Leadership, Traditional Government, Dayak Loksado, Covid-19 Pandemic

1 Introduction

In general, the countries in the world have ethnic and cultural diversity. In the 184 currently independent nations, there are 600 living language groups and 5,000 ethnic groups. Only a few countries can say whose citizens share the same language or belong to the same ethnonational group. This diversity results in several potential problems to cause many disputes in various matters, such as language rights, regional autonomy, political representation, educational curricula, land claims, immigration and naturalization policies, even national symbols, such as the national anthem or national holidays. Of course, there must be an answer that is morally
justifiable and politically recognizable. These problems are the biggest challenges faced by democratic life today [1].

Indonesia is one of the largest countries in the world, with around 17,508 islands separated by an ocean and a multi-ethnic country. Even though the Indonesian population comes from one race, because they spread to various islands, they lose contact with each other which results in the growth of diversity in ethnic groups, religions, customs, languages, and cultures. Based on the conditions, constitutionally in Article 18 of the 1945 Constitution mandates that: The division of Indonesia regions into a large and small area, with the form of government structure determined by law, taking into account and remembering the basis of deliberation in the government system, and the right of origin in preferential region”.

Until now, Indonesia has 34 provinces and 498 regencies/cities. In each of these provinces and districts/cities, of course, the customs and traditions that make these areas have different characteristics from other regions. In addition, several regions in Indonesia also live and develop traditional government systems, such as the Loksado Dayak Traditional Government System, Ambon Traditional Government System, South of Sumatera Traditional Government System, System of Balinese Traditional Government, and the Model of Nagari Government in West of Sumatera.

Over time, the traditional government leadership has been increasingly abandoned by the local community [2][3]. This change began to occur since the influence of the Dutch colonial nation. Several factors cause these changes in presence of the other leadership systems, that are capable of controlling public life. In addition, the existence of a power system that is more rational and forces people to obey it, because it has legal sanctions and legal instruments with clear boundaries of power. In addition, the existence of social change is the entry of the influence of a new system of knowledge and belief, which rejects excessive ancestral myths, namely the entry of formal education and the entry of Islam, Protestant Christianity, and Catholic Christianity which have their leadership system based on religious provisions.

Individual attachment to the old customary social unit is getting weaker with the increasing number of educated people, plus the influence of the market economy system and modern technology. Overall, social changes in the lives of sub-ethnic groups in several regions in Indonesia have caused the functions and roles of traditional leadership to be increasingly considered incompatible with the progress of the times. Likewise, the leadership of the “damang” in the traditional government of the Loksado Dayak, from time to time also experienced a shift. However, the existence of the “damang” leadership until now continues to run well and can organize its government peacefully, and can coexist with the formal government in harmony.

The problem in this study is how the leadership system "damang" and the mechanism of its relationship with the Formal Government in the implementation of local government and factors that affect the sustainability of the Traditional Dayak Loksado Government.

2 Method

The research method used is a qualitative method, with data collection techniques are observation and in-depth interviews with key informants, in this case, the “damang” and other parties directly related to the focus of the research, such as the Head of Loksado Village, Head of Loksado Sub-district, Head of the National Unity Agency and Politics (Kesbangpol) Hulu Sungai Selatan Regency.


3 Discussion

South Kalimantan Province is one of the provinces in Indonesia which is located on the island of Kalimantan with the capital city being Banjarmasin, consisting of 2 urban areas and 11 regencies. Hulu Sungai Selatan Regency (HSS) with the capital city Kandangan, is one of the oldest regencies in South Kalimantan Province which consists of 10 sub-districts. Loksado sub-district is one of the sub-districts in Hulu Sungai Selatan Regency, it has distinctive demographic characteristics, which has an area of 228 km2 divided into 13 villages with a population of 7,402 people.

In Loksado District, it is known that there is traditional leadership in the "Loksado Dayak Traditional Government System" which is located in the interior of the island of Kalimantan, precisely in the Meratus Mountains area, which is administratively located in the Loksado District, South Hulu Sungai Regency, South Kalimantan Province. This Loksado Dayak Traditional Leader is known by the title “damang” who has a very dominant role in the life of the Loksado Dayak community in various dimensions of their lives, both in human relationships with humans, human relationships with nature, and human relationships with the Creator through Nini Bahatara.

If interpreted literally, “damang” is a person who always "bamamang" (meaning: speaking) in front of his followers and his followers will always follow what is said (ordered) by the “damang”. Because to be appointed as a “damang”, a person has some requirements, including having a lineage with the previous “damang”, being devoted to God Almighty, being able to read and writing, getting support from the traditional leaders who lead the hall (balai adat). : a longhouse for ceremonial activities and rituals of customs and beliefs, community meetings, and others). In addition to these conditions, implicitly other conditions are unusual and beyond scientific reason, namely being able to speak with ancestral spirits, being able to understand the Balinese language, being able to feel and hear and read the hearts and minds of others, and have high power. So that a “damang” who is chosen and appointed is a charismatic figure in the Loksado Dayak community. Therefore, the Loksado Dayak community considers that what is conveyed by “damang” is a command and instructions from "Gods" that must be followed and obeyed.

According to Koentjaraningrat [4] by borrowing the typological model developed by M. D. Sahlins in his essay, Poor Man, Rich Man, Big Man, Chief [5], that the traditional leadership system in Irian Jaya can be classified into 4 types of leadership in society, namely: (1) the type of authoritative man; (2) King type; (3) type of head klen; and (4) mixed type. The findings of this study show that the leadership "damang" in the traditional dayak Loksado government belongs to a mixed type between (1) authoritative male types; and (2) klen head type.

Moreover, with reference to Max Weber's opinion, that charismatic leadership is a divine gift that cannot be cultivated in any way. So that this charismatic leader has extraordinary abilities (superhuman). This study was successful in identifying the profile of "damang" based on the history of Loksado. Generally those who have served as "damang" are simple figures, friendly, polite, communicative, charismatic, have high occult knowledge, and other characteristics that are generally not owned by ordinary people. This proves that "damang" can be said to be a traditional leader who has charisma.

In addition, “damang” also has a very central and strategic role in the life of the Loksado Dayak community, both in social, economic, political, and government life. In social life, the role and position of the “damang” is reflected in every ritual implementation of the "Kaharingan" belief adopted by the Loksado Dayak community. There are 3 rituals in the "Kaharingan" belief, namely: (1) rituals related to human life, such as the birth of a baby,
marriage, building halls, houses, and others; (2) rituals related to the community's main work, namely farming and gardening; and (3) rituals related to human death.

In the economic life of the Loksado Dayak community, the leadership of the “damang” is very decisive in the pattern of farming and gardening with the shifting field method with a "scroll back" pattern with a span of 5-8 years, which must begin with the "basambu" ritual. This “basambu” ceremony (ritual) is a ritual that is carried out before starting farming and gardening work. In addition, community members who will change their main occupation from farming and gardening, for example, trading, employees, builders, tailors, or other types of work, must always ask for the opinion and blessing and direction of the “damang”. However, they still have to try to keep working as farmers or planters, because farming and gardening in the view of the Kaharingan Faith is an obligation for its citizens to maintain the availability of staple food for the community, especially rice.

According to Helmke and Levitsky [6], in formal and informal institutional relations within a country, it is generally based on the typology of four patterns of institutional interaction, namely: (1) complementary; (2) accommodative; (3) competition (competition); and (4) substitutive. In the pattern of relations (relations) between formal government and traditional dayak Loksado government, it is found that the pattern of interconnection of the two is complementary. This certainly has a positive impact on the sustainability of the Loksado Government.

Regarding politics, the Loksado Dayak people will always make the political choice of “damang” as a reference for their political choices. So that the political direction of the Loksado Dayak community will be largely determined by the “damang”. Meanwhile, related to government, in addition to the implementation of formal government in the Meratus Mountains area, in this case, the Loksado District Government, Hulu Sungai Selatan Regency (HSS), and 11 villages in this sub-district, namely: Halunuk Village, Panggungan Village, Lumpangi Village, Malinau Village, Hulu Banyu Village, Tumingki Village, Kamawakan Village, Loklahung Village, Loksado Village, Repeat Village, and Haratai Village. According to the Indonesian government system, this village government is the spearhead in governance, development, and society, as well as the traditional Loksado Dayak government under the leadership of “damang” along with a set of kadamangan government structures. In its implementation, the formal government and the traditional government of Dayak Loksado can run in harmony and synergize with each other, so that the wheels of the modern government of the Republic of Indonesia and the traditional government of Dayak Loksado can run together. Like during the Covid-19 Pandemic, where the Loksado District government under the leadership of the Camat and all his staff and 11 villages under the leadership of the Village Head and his staff together with Mr. Damang Irmanto and all ranks of Kadamangan Loksado socialized the importance of implementing Health Protocol 3 M (Wearing Mask, Washing Hands and Keeping Distance), which then becomes 5 M (Wearing Mask, Washing Hands and Keeping Distance, Reducing Mobility, and Avoiding Crowds). In addition, of course also socialized about the importance of vaccines to build community immunity, where this vaccination is not only aimed at protecting oneself, but also to protect family and others.

There are a number of factors that affect the leadership of "damang". These factors are internal factors (personal ability, education and experience, communicative, ability of subordinates, and citizens of the Dayak Loksado tribe) and external factors (local government, advances in science and technology in the field of information and communication, and the implementation of village development and development in the village).

To the current Covid-19 Pandemic, in the context of reducing community mobility, especially people from outside, the existence of “damang” leadership is very much needed by
the Hulu Sungai Selatan Regency Government and all residents of the Meratus Mountains area. One of the efforts made by the Loksado and Damang District Governments and their staff is to temporarily close and gradually open some natural tourist sites, such as: "Haratai Waterfall", Riam Anai Waterfall, Lightning Waterfall, Rampah Menjangan Waterfall, Rampah Lambin Waterfall, Rampah Nettle Waterfall, Tinggiran Hayam Waterfall, Tanuhi Hot Springs, and Amandit River Rafting (Bamboo Rafting). In addition, the activities and rituals of the Kaharingan customs and beliefs of the Loksado Dayak community are also reduced and are required to implement strict and disciplined Prokes. Because with the authority and charismatic as well as the authority it has, the 3M Health Protocol (Wearing Masks, Washing Hands and Keeping Distance) and then developing into 5M (Wearing Masks, Washing Hands and Keeping Distance + Reducing Mobility and Avoiding Crowds) can be enforced by good.

In addition to jointly with the local government, the damang and all his staff, and the Loksado Dayak community, also carry out the "Reject Bala" ritual. This Rejecting Bala ritual is carried out to ask the Creator (God) so that the people who are in the Meratus Mountains area in particular and the people of Hulu Sungai Selatan Regency in general and even the people of South Kalimantan Province and all citizens of the Republic of Indonesia are protected from all outbreaks of the Covid-19 Pandemic. 19 and natural disasters.

4 Conclusion

Leadership as a social phenomenon that always exists and is inherent in every society, both modern society and traditional society. “damang” as the sacred leader of the Meratus Dayak Tribe in Loksado District has a very dominant position and role in various dimensions of Loksado Dayak community life, both in human relations with humans, human relationships with the universe, and human relationships with the Creator (God) through Nini Bahatara. In social, economic, political, and government life, “damang” also has a very central and strategic role for the Loksado Dayak community. Social change in society caused by the entry of the influence of the knowledge system from formal education and new beliefs, such as the entry of Islam, Protestant Christianity and Catholic Christianity which reject excessive ancestral myths and have their own leadership system based on the provisions religion.

Individual attachment to the old customary social unit is getting weaker with the increasing number of educated people, plus the influence of the market economic system and modern technology. In some regions in Indonesia, the functions and roles of traditional leadership are increasingly considered incompatible with the times. Likewise, the leadership of the “damang” in the traditional government of the Loksado Dayak, from time to time also experienced a shift. However, the existence of the “damang” leadership until now continues to run well and can organize its government peacefully and can coexist and synergize with the formal government in harmony.

As a potential and local wisdom, the existence of damang leadership in the traditional government of Dayak Loksado is necessary and must always be maintained so that the implementation of regional government and regional autonomy can run well so that the welfare of the people can be immediately realized within the framework of the Unitary State of the Republic of Indonesia.
References


Government Policies of Maluku Province on Covid-19 Prevention and Governance

Gregorius Sahdan1, Muhtar2, Andriamampionona Lalaina Tienh3, Oktav Pahlevi4, Teguh Yuwono5
{gsahdan@yahoo.com1}
Universitas Diponegoro, Indonesia1, 2, 3, 4, 5

Abstract. The emergence of Covid-19 in Maluku Province has prompted local governments to carry out more appropriate handling and prevention. Three issues concern government policies, namely, health and safety issues, economic resilience issues, and the provision of social security networks. However, the various measures taken by the regional government have not been able to stem the escalation of the spread of Covid-19 throughout the province of Maluku. The purpose of this study is to find out why the policies adopted by the government could not reduce the escalation of Covid-19 transmission in Maluku Province. The question posed in this study is the extent to which provincial government policies can reduce the impact of the spread of Covid-19 in Maluku Province. This research uses an explanatory qualitative method. Our findings show that the Maluku government does not carry out stringent policies in preventing and tackling Covid-19. The implication is that many people affected by Covid-19 ignore government policies and choose to self-medicate using traditional medicine.

Keywords: Policy, Provincial Government, Prevention, Control, Covid-19

1 Introduction

The Covid-19 pandemic that has hit the whole world, including Indonesia, requires faster and more effective government handling. For this reason, the government has taken various policies that can minimize the spread of the Covid-19 pandemic both at the national and local levels. At the national level, the government has adopted a policy of Large-Scale Social Restrictions (PSBB - Pembatasan Sosial Berskala Besar) and Restrictions on the Movement of Community Activities (PPKM - Pembatasan Kegiatan Pergerakan Masyarakat) which refers to Law Number 6 of 2018 concerning Health Quarantine. Based on the law, the Joko Widodo government has issued Government Regulation No. 21 of 2020 concerning Large-Scale Social Restrictions and a Presidential Decree on Health Emergencies.

In dealing with the impact of the pandemic in the economic and social fields, the government has taken several policies, including; Regulation of the Minister of Finance of the Republic of Indonesia No.23/Pmk.03/2020 concerning Tax Intensiveness for Taxpayers Affected by the Corona Virus Outbreak, Regulation of the Financial Services Authority of the Republic of Indonesia No.11/Pojk.03/2020 concerning National Economic Stimulus and Presidential Instruction of the Republic of Indonesia Number 4 of 2020 concerning Refocusing on Budget Reallocation Activities and Procurement of Goods and Services in the Context of Accelerating
the Handling of the Covid-19 Virus through the 2020 State Budget as a form of assistance to the community [1].

While in Maluku Province, the local government has taken various policies to address three serious problems related to the Covid-19 pandemic, including: (1) Maluku Governor Regulation (PERGUB) concerning Restrictions on People Movement and Mode of Transportation in Handling Corona Virus Disease 2019 (COVID-19) on Ambon Island in 2020; (2) Governor's Decree Number 127 of 2020 concerning the Establishment of the Task Force for the Acceleration of Handling Corona Virus Disease 2019 (Covid-19); (3) Decree of the Governor of Maluku Number 159 of 2020 concerning the Establishment of a Quarantine Center for Travelers, People Under Monitoring, and Patients Under Supervision of Corona Virus Disease 2019 (Covid-19) in Maluku Province; (4) Governor's Decree Number 209 of 2020 concerning Determination of Alternative Health Service Facilities for Patients Confirmed Positive for Corona Virus Disease 2019 (Covid-19) in Maluku Province; (5) Decree of the Governor of Maluku Number 158 of 2020 concerning the Designation of Referral Hospitals for the Management of Emerging Diseases (Covid-19) in Maluku Province; (6) Maluku Governor Regulation Number 39 of 2020 concerning Guidelines for Prevention and Control of Corona Virus Disease 2019 (Covid-19) in Maluku Province; (7) Decree of the Governor of Maluku Number 643 of 2020 concerning the Establishment of an Expert Team for Combating Corona Virus Disease 2019 (Covid-19) of Maluku Province [2].

Maluku Province has taken these various policies as part of the local government's efforts to minimize the spread of the Covid-19 pandemic in Maluku Province and to strengthen the economic and social resilience of the community. To realize and overcome these various problems, the government has imposed restrictions and tightened entry and exit for travelers to and from Maluku Province, increased community food security through the reallocation of the Covid-19 budget which was discussed together with the Regional People's Representative Assembly of Maluku Province (DPRD Propinsi Maluku), and provided a safety net social services by providing assistance as much as 40 percent or 103,239 heads of families affected by Covid 19, such as motorcycle taxi drivers, pedicab drivers, hawkers [3].

So far, the government has conducted many studies and taken many policies related to the spread of Covid-19. Studies that have been conducted by Huang et al. [4] show that the spread of COVID-19 occurs through the air. Patient care in health services is very necessary to prevent the COVID-19 infection from getting worse whereas the onset of fever and respiratory problems must be monitored closely by health workers. In addition, health workers need to quickly test specimens on patients suspected of being infected with Covid-19. Health workers must also be tested before and after interacting directly with patients infected with Covid-19 to identify if there is asymptomatic. The study published by WHO entitled "Global surveillance for covid-19 disease caused by human infection with coronavirus" describes all individuals who meet the criteria If you suspect or have been in contact with a patient who is positive for COVID-19, you should immediately seek treatment at a health facility. The study by Riedel et al. [5], explains that handwashing behavior must be applied by all health workers at five times, namely before touching a patient, before performing a procedure, after exposure to body fluids, after touching a patient and after touching the patient's environment. Water is often referred to as the universal solvent, but washing hands with water alone is not enough to eliminate coronavirus because it is an RNA virus with a lipid bilayer sheath.

A study by Susilawati et al. [6] at the Budapest International Research and Critics Institute (BIRCI-Journal) with the title "Impact of COVID-19's Pandemic on the Economy of Indonesia", which uses a literature study method with secondary data originating from the internet that valid. The results showed that the impact of the COVID-19 pandemic had an effect
on the Indonesian economy. Susilawati et al. [6] explained that the sectors affected during the COVID-19 pandemic were transportation, tourism, trade, health and other sectors. However, the most affected sector of the economy is the household sector. Indonesia monitors global and domestic economic developments by optimizing domestic potential. The question posed in this study is what is the policy of the Maluku Provincial government in tackling Covid-19? How to implement the policy? What are the impacts of this policy on people's lives? This study departs from two main theories of public policy, including the theory put forward by Carl J. Federick was quoted by Agustino [7] which says that every public policy reflects the actions or steps taken by public officials in overcoming the problems that are happening. Every public policy is operationalized in the form of concrete actions taken by the government. James E. Anderson as quoted by Budi Winarno [8] said that every public policy is basically taken based on certain goals that the government wants to take to overcome certain problems. Ramdhani and Ramdhani [9] say that public policy is a series of decisions involving the public interest that are conscious, directed and measurable made by the government involving interested parties in certain fields that lead to certain goals. The implementation of the policy itself is understood as an activity, activity or program that is carried out related to public policy. The success of policy implementation is largely determined by several things, including; authority, resources, communication and disposition.

The public policy made by the Maluku Provincial government in dealing with the Covid-19 pandemic, of course, can be understood as a decision made by the regional government related to the Covid-19 response. Therefore, the focus of this study is; (1) Development of Covid-19 in Maluku Province; the forms of policies taken by the Maluku Provincial government; (2) government resources in implementing the policy; (3) problems resulting from government policies; (4) public attitudes towards government policies; (5) The impact of government policies on aspects of economic resilience; (6) the impact of the policy on aspects of the social safety net.

2 Method

The method used in this study is an explanatory qualitative method where the data is obtained from in-depth interviews conducted using google meet with a purposive technique Katz [10]. In addition to interviews, we also collect data by observing and reviewing government policy documents. Data analysis used triangulation analysis technique, where data were analyzed based on observations, documents and interviews [11]. After the data is triangulated, the data is then interpreted using interpretive contextual analysis techniques. Interpretive contextual analysis is a data analysis model based on empirical facts presented through interviews, documents and observations [12].

3 Result

Our findings in this study are; (1) local governments have a slow response in dealing with Covid-19 in Maluku Province; (2) local government resources in dealing with the Covid-19 pandemic are very limited; (3) public trust in Covid-19 is very limited, due to the lack of knowledge and information they receive; (4) the public has an apathetic attitude towards government policies and they do not believe in Covid-19; (5) Covid-19 has a considerable
influence on the economic resilience of the community, so they rely on government assistance; (6) social assistance provided by the government is very limited. A complete description of these findings can be explained below.

3.1 Development of Covid-19 in Maluku Province

The development of the Covid-19 pandemic from March 2020 to August 2021 shows that Maluku Province has a fairly high spike rate and even at same thing with the death rate. The emergence of Covid-19 in Maluku Province began when a guest from West Java was having activities at one of the hotels, suddenly surprised by the presence of one confirmed COVID-19 person, then the Maluku provincial capital (Ambon City) immediately alerted almost all government agencies, starting implementing temporary closures for government offices, while the Governor of Maluku had recently issued a striking statement saying that "covid-19 will not be possible to live in Maluku, because Maluku has a fairly hot climate, moreover covid-19 cannot survive in hot weather". The statement of the Governor of Maluku was the opposite when some state civil apparatus (ASN – Aparat Sipil Negara) in the Maluku Governor's Office were exposed to Covid-19, and at the same time, precisely on September 7, 2020, the Maluku Governor's Office was closed for 3 days which was then followed by Ambon City entering the red zone. The PSBB policy does not have a big impact on the development of COVID-19, in fact this policy is considered by some circles (the weak economic community) as a 'global-scale health project'.

3.2 Government resources in implementing the policy

The Maluku Provincial Government actually has all the resources needed to overcome Covid-19, including human resources and budgets. However, since the formation of the Covid-19 Task Force in Maluku Province in 2020, until August 2021, there has been a surge in Covid-19 cases in Maluku Province. On August 12, 2021, there was a spike or addition of 28 confirmed cases, a total of 14,065 cases. From a total of 14,065 cases with details: 2,898 temporarily treated patients, while 96 recovered patients increased. A total of 10,924 people and patients who died a total of 243 people. Of the 2,898 cases spread over several regencies/cities including, Ambon City 2,133 cases, Buru Regency 35 cases, South Buru 22 cases, Central Maluku 200 cases, West Seram 54 cases, Eastern Seram 24 cases and MBD Regency 34 cases, Tanimbar Islands Regency (KKT) 170 cases, Tual City 71 cases, Southeast Maluku district 57 cases and Aru Islands 98 cases.

3.3 Problems Due to Government Policy

According to some people through the interviews we conducted, the people of Maluku no longer believe in the existence of covid-19, because almost all those who died suspected of being Covid-19 never had a death case that died at home, all patients who died of covid-19 always ended up in the hospital. This uncertainty then weakens public trust towards the government. The phenomenon of patients being infected with COVID-19 in purpose, has sparked the anger of residents throughout Maluku Province, even people who were ill, choose to seek traditional treatment or just buy medicine at a drug store instead of having to go to the hospital, for fear of being infected with COVID-19.

Many people who were affected and tested positive for COVID-19 and died at the Haulussy Ambon Hospital, were forcibly taken by the patient's family. This incident took place on June 26, 2020. The victim's initials were HK. The medical team carried out SWAB tests on all the patient's families and the results were without any of them having tested positive for COVID-19. The incident then repeated on July 7, 2020, the forced takeover of the bodies of Covid-19
patients at the Haulussy General Hospital in Ambon, and even a rebellion against the patient's family was blocked by members of the police. But the family managed to carry the body and it was buried as usual. Even on July 19, 2021, for the umpteenth time, Kudamati residents took away a deceased COVID-19 patient with the initials YAWHT, an ASN. The basic reason from the family is that the patient died not because of Covid-19 but there was a congenital disease that had been around for a long time. The last incident was the case of the death of the former Regent of West Seram, Maluku Province. After entering Leimena Hospital, Ambon City, on July 31, 2021, he was declared positive for Covid-19 based on the PCR results, but the family forced him to bring the Covid-19 patient home and died at home. The family is very unsure about Covid-19 because the former West Seram Regent has long suffered from congenital diseases such as heart and liver. As a result, an argument broke out between the Satpol PP and the Regent's extended family at the victim's house.

3.4 Public Attitude towards Government Policy

Based on this experience, stereotypes emerged from the community, including; (1) People prefer to seek treatment at home with the help of traditional medicines or prefer to buy medicine at drugstores rather than going to the hospital, because there is a lot of stigma from the community, that if you have a fever, headache, and so on, when you enter the hospital, you will be immediately declared positive for Covid-19; (2) The public no longer cares about the government's policy on dealing with covid, because people prefer to survive by spending time outside and mingling with many people just to survive. Generally they say that, if it is true that in Maluku there is Covid-19, why do people who die of Covid always stay in the hospital, not at home? If it is true that in Maluku there is Covid-19, why is it that in traditional markets where there are so many people without even wearing masks, no one is reported to have Covid-19? They even think that Covid-19 is a disease of officials and only attacks state officials. One example, for example, the Mayor of Ambon and his family tested positive for Covid-19 even though the use of health protocols was very strict compared to the people in the market and terminals, without any distance and even without masks, there is no news until now there are traditional market traders who were affected by Covid19.

The policies taken by the government through PSBB stages 1-3 and even PPKM levels 1-4, are considered by some people to only cause noise for residents' safety due to the implementation of various requirements, both experienced by weak or low economy communities (mama catfish traders who depend on their lives by selling catfish in Ambon city). They are often confronted with rules; “You have to have a vaccine card if you want to trade to the market” and even the expulsion case carried out by some members of the Ambon City Satpol PP angered the residents, because the implementation of PPKM which was not humane and even tended to be arrogant carried out by Satpol PP and Police officers.

3.5 The Impact of Policies on the Aspect of Economic Resilience

The Maluku Provincial government's policy by implementing aspects of local economic resilience in 2020 has a contraction in economic growth in the second quarter of 2020. From data released by the Central Statistics Agency on August 5, 2020, the economic growth rate of Maluku Province was recorded at negative 0.92 percent. (year on year) and in terms of the economic cycle, the growth contraction year on year in Maluku Province has only happened again in the last 19 years. Maluku's economic growth has been in the last contraction was in 2001, which was negative 0.03 percent. The condition of the economic decline in Maluku Province in the April-June 2020 period was the impact of the Covid-19 pandemic where there were restrictions on community mobility by the government. This restriction is carried out to
avoid the spread of the Covid-19 virus which is worse in Maluku Province. Restrictions on social mobility which are the impact of the implementation of the PSBB and PPKM policies carried out by the central and provincial governments can be traced through the results of field research, including: (1) The people's economy tends to be sluggish due to government policies that impose a lot of prohibitions on traders and suppliers of food ingredients from outside the Maluku province, thus creating economic chaos that actually worsens people's income; (2) implementation of opening and closing for traders starting at 07 am to 17.00 WIT carried out by Pempus which was then followed up by the Regency/City Government, further worsening the situation of the community's economic growth; (3) Particularly for Ambon City, which applies a system of opening and closing at certain hours, it also worsens economic conditions. Field findings show that many stores that were forced during the pandemic are no longer operating; (4) At the same time, the Ambon City government carried out mass demolition for street vendors, which numbered in the thousands, thus adding to the chaotic economic governance; (5) For areas outside the district/city capital, it is assumed that the rural economic impact will not exist as much distortion as is the case in urban areas. This condition is almost the same when Indonesia was hit by the economic crisis, but in Maluku, especially in rural areas, not many people are affected by this condition. For example, regarding local food security, even for remote areas, Maluku's food security is very well maintained.

3.6 Impact on Social Safety Net Aspect

The policy of the Maluku Provincial Government is to provide assistance as much as 40 percent or 103,239 heads of families affected by Covid 19, such as motorcycle taxi drivers, pedicab drivers, hawkers. The social safety net (JPS – Jaring Pengaman Sosial) budget through a labor-intensive program which later became one of the efforts made by the government in dealing with the spread of the corona virus 19, was suspected to be minimal budget. The policy which later caused many problems in the provision of social assistance, the Maluku provincial government delivered a budget of Rp. 23 billion with the distribution divided by 11 districts/cities in Maluku. Some field findings show: (1) The recipients of the JPS, which is a policy of the Maluku Provincial Government through the labor-intense (Padat Karya) program, are suspected of not being on target. The policy, which should be able to target all levels of society affected by COVID-19, is actually only part of the group who enjoys JPS funds. In fact, many JPS recipients are traders by profession but receive JPS. The basic question is whether the definition of being affected by COVID-19 only targets groups: motorcycle taxi drivers, pedicab drivers and hawkers? If the definition is used by the government, then the policy is very tendentious because those affected by Covid are all elements/ levels of society; (2) The labor-intensive program initiated by the Maluku provincial government together with the COVID-19 task force team, is not synergized with a solutive policy for a certain period so that the implementation of PSBB and PPKM policies can be resolved properly without having to create dependence on the government assistance; (3) The condition of Maluku is very different from that experienced by Java and its surroundings. But the provincial government seems to be imposing the policy with the consideration that the PSBB and PPKM policies apply nationally. This policy should be adjusted to the conditions of Maluku with a hot climate, with the support of community income based on seasonality for the main harvest.
4 Conclusion

This study concludes that; (1) government policies fail to control and reduce the impact of the Covid-19 pandemic in Maluku Province. This is evidenced by the social problems caused by government policies, also associated with the continued increase in Covid-19 cases; (2) government resources are not used optimally in overcoming Covid-19, in addition to budget constraints, also because of the unclear focus of government policies; (3) the government finds it difficult to control and does not even educate people who have failed to understand about Covid-19; (4) the community responds to government policies by returning to the traditional treatment system, especially when they do not find satisfactory government answers related to the chain of spread of Covid-19; (5) the community has low economic resilience and is unable to survive in conditions of economic decline due to Covid-19; (6) The policy of restricting people's movements has forced the government to provide a social safety net program, where not all people can get government assistance. As a result, many people find it difficult to survive.

References

Winning Strategy of Female Village Head Candidates in 2018 and 2020 Pemalang Regency Simultaneous Village Election

Neny Marlina¹, Kushandajani², Dewi Erowati³
{nenymarlina@live.undip.ac.id¹}

Universitas Diponegoro, Indonesia¹, ², ³

Abstract. This paper intends to see the pattern of the winning strategy of female village head candidates in the 2018 and 2020 Pemalang Regency simultaneous village elections. The fundamental difference also lies in the conditions of implementation that in 2020 was carried out amid the Covid-19 pandemic. One of the interesting things about the results of the Village Election is the victory of the female village head candidate because the number as a candidate is below 20%. One of the village heads elected in the 2018 simultaneous elections was female and defeated another candidate for village head who was the incumbent. In the 2020 simultaneous elections, the election results showed that there was one candidate for the elected female village head out of the 28 villages that carried out the Village Election. Provisional research results showed that the victory of female village head candidates was supported by a strong political network and economic capital.

Keywords: Village Chief, Women, Political Strategy

1 Introduction

The Village Head is the head of a village government organization that is strategically located and has extensive responsibilities. Responsibilities include the affairs of separate work duties and are divided into government agency officials based on the principle of deconcentration and decentralization, while in the village, the responsibility of the service duties is centered on the Village Head. The responsibility of the work’s task can be carried out alone by the Village Head or through others. It means that formal leaders, namely village heads, are needed to encourage and motivate the community to participate in development to foster community participation. The Village Head must act as a motivator, communicator and build community organizations to increase community participation in the development process. Therefore, choosing a village head is the first step in determining the village development process’s right leader. The issuance of Law No. 6 of 2014 on Villages provides different procedures in implementing village head elections. If the initial selection of village heads was conducted with different periods between villages, selecting village heads is held simultaneously in one district [1, pp. 71–77].

The simultaneous selection of village heads (Pilkades) became an interesting phenomenon in rural political studies because democratic parties at the village level became more tumultuous when held simultaneously. One of the elections for village heads (Pilkades) interesting to observe is in Pemalang Regency in 2018. The selection of village heads
(Pilkades) was conducted simultaneously but gradually in 172 villages. The selection of village heads (Pilkades) held simultaneously from September 2 to November 4, 2018, through the e-voting system is considered more efficient and easier to do for all social levels who already have an electronic resident identification card (e-KTP). This E-voting system is a new mechanism in the implementation of elections, especially if given the countryside conditions; this system is interesting to see as a form of innovation. The considered successful implementation was held in 2018 and became a reference for the simultaneous implementation of the village head election in 2020 [2].

Simultaneous elections in the Pemalang district in 2020 were held in 28 villages from 12 sub-districts. The fundamental difference also lies in the implementation conditions that in 2020 are carried out during the Covid-19 pandemic. One exciting thing about the village head election result is the female village head candidate’s victory because the number as a candidate is below 20%. Pamutih Village Ulujami Subdistrict, the village head elected in the 2018 simultaneous elections, is a woman and defeated other village head candidates who are incumbents. In the 2020 general election, the election results showed that one female village head candidate was elected out of the 28 villages that carried out the elections. Therefore, this study intends to look at the strategy of winning female village head candidates in the village head election simultaneously in the 2018 and 2020 Pemalang Regency [2]. Based on this background, the writer is interested in describing the pattern of how is the female village head candidates’ winning strategy in the village head election simultaneously in 2018 and 2020 Pemalang Regency.

2 Method

The study used qualitative research methods. Qualitative research is research that seeks and obtains information in depth and breadth from the state of the community in Pemalang Regency as one of the efforts to see the strategy used by female village head candidates in the 2018 and 2020 Concurrent Elections so that they are elected as Village Heads through e-voting mechanisms. The method of information retrieval used in this study is purposive sampling, i.e., researchers tend to choose informants based on certain considerations, where researchers are more likely to choose informants who are considered to know the problem in-depth and trustworthy [3]. This research will be analyzed with interactive analysis. Miles and Huberman say that data analysis consists of three activities that occur simultaneously: Data Reduction, Data Presentation, and Conclusion withdrawal [4, p. 100].

3 Result and Discussion

The election of village heads is one of the arenas of political competition to choose leaders who are of interest to the community. This condition illustrates that democracy at the village level is an important aspect in determining the success of villages in achieving prosperity in village development. Village head election feels more specific than other elections such as the regional head election, presidential election, and legislative election, and this is due to the closeness and direct relationship between voters and candidates. Therefore, the village head election can be said to be part of a process of political activity to strengthen community participation so that it can encourage the birth of democracy at the village level. The village head or can be in various names in other local places, has interesting dynamics since the pre-
independence era, the independence era, the new order era, the reform era until now with the issuance of Law No. 6 of 2014 concerning Villages. The birth of village regulations separate from regional regulations shows that villages can autonomously build village independence and welfare based on village potential and restore village origin rights. This village independence is also supported by changes in village finance arrangements (financial independence), strengthening the process of selecting leaders, and changing the mechanism for selecting village officials. Thus, the election of the village head is not something simple because directly the real work of the village head will be felt by the community, which will ultimately assess the quality of the village head’s leadership in the welfare of the community.

Pemalang Regency, which held simultaneous village head elections in 2018 and 2020, had elected village heads, three of them being female village heads. Two villages won the female village head candidate, namely Pamutih Village, Ulujami Sub-district, which Purwati won. Meanwhile, Titik Iswati won Kendalrejo Village, Petarukan Sub-district. In the 2020 village head election, of the 28 villages that held village head election, one village resulted in a village head victory for women, namely Dyah Anggraeni from Bantarbolang Village, Bantarbolang District, who won an absolute vote.

3.1 Political Marketing and Social Capital

The public will consider who will speak on their behalf. Public loyalty is something that political institutions need to achieve. Candidates or candidates need to maintain loyalty and trust the public to continue projecting votes to them. These political products are fundamental capital for candidates or candidates that must be created and maintained so that the general public can choose them as representatives of the public. Three strategies that can be mapped in the victory of female village head candidates in the simultaneous Pemalang village head election in 2018 and 2020 are Promotion, Price and Place [5]. In addition, this strategy is also strengthened by strengthening social capital between prospective village heads and the community.

The simultaneous village head election of Pemalang Regency in 2018 was a village head election held using e-voting and attended by 172 villages, and 2 of them were won by female candidates. In the political vortex, women have their own obstacles to be accepted and convince voters. The 2018 and 2020 simultaneous elections implemented different mechanism. Simultaneous elections in 2018 were interesting to follow because they used the e-voting system while the 2020 Village Simultaneous Election were interesting to follow because they were done in the midst of the Covid-19 pandemic conditions and were no longer done with the e-voting system. Female candidates have to be able to have a clear vision and mission and have to be able to compete in the culture of a patriarchal society. Women village heads have advantages, including those who understand the development realization that mainstream gender is friendly to women and cares about children. Women’s political participation is currently very much needed in the effort to integrate gender needs in various public policies [6, pp. 1–18]. The victory of the female village head candidate is the same as the victory of political officials who require a series of planned, strategic but also tactical activities, with long-term and short dimensions, to spread political meaning to the voting community. Thus, political marketing is used as an approach or marketing method to help politicians or political parties to be more effective and efficient in building relationships with voters. These relationships are broadly defined, ranging from physical contact during campaigns to indirect communication through mass media [5]. The most obvious difference from village head elections compared to other leader elections is the absence of political parties as candidate support machines. This condition gives an idea that the winning strategy
of female village head candidates rests on candidates, successful teams and voter characteristics. Therefore, at least female candidates in the contestation vortex of village head election must have a stronger promotion, cost and area mapping strategy. In this study, the winning strategy of female village head candidates was also collaborated with the existence of social capital which became a supporting factor of the three strategies. This is done with the assessment that political marketing strategies will not be separated from social capital that has been present as a culture as well as an ‘asset’ for candidates. Bourdieu defines social capital as the entirety of actual and potential resources associated with the ownership of a fixed network of institutional relationships based on mutual understanding and mutual acknowledgement [7].

Social capital theory is divided into 3 according to Woolcock [8, pp. 151–208], Bonding Social Capital, Bridging Social Capital, and Linking Social Capital.

The first strategy is to do a promotion. Much of the literature in political promotion discusses the way political institutions advance their ideas of promotion, party stage, and ideology during political contestation [5]. Promotion is certainly also inseparable from the existence of the product that is the candidate itself who is worthy and has a strong character to promote. Political promotion is done by utilizing a variety of media ranging from top-line political communication to political communication with traditional media. Promotion; similar to other candidates, female village head candidates formulate a vision, mission, and work program under the community’s needs. The method used in preparing the vision and mission is to conduct aspirational screening in stages. Promotion is also carried out by establishing personal branding carried out by the success team. The Village Heads of Pamutih, Kendalrejo and Bantarbolang provides personal branding that listens to community complaints and easily socializes. It is also supported by the background of the three of them, who have previous experiences, such as the Bantarbolang Village Head, who had been village officials for 20 years, and the Kendalrejo Village Head, who was inspired by her husband, who previously served as village head for two terms. It shows that the applied promotions took advantage of the relationships and roles of the candidates before running for village head. In other words, the promotion is more by using political communication with interpersonal communication. This condition also shows that there is a bonding social capital based on social background. A fundamental feature of the social capital bonding hypothesis is that many associations expressly identify its potential strength. Hence, the more quantity of individuals of a society, the better the social capital [9].

The second strategy and also acted as the obstacle for the female village head candidates to advance to contest is the cost. Price is inevitably used to collect votes, especially during the campaign period. The costs incurred by female candidates during the nomination stage were not small, and the three elected village heads financed the election process from personal sources of funds, and some were collected from funds from the success teams or their supporters. Through the campaign method, all of which use the “pick up the ball” model or meet directly at community activities, the costs incurred are social donations. The activities that were followed, which also became a promotional event, were in the form of community activities such as tahlilan, PKK activities, activities of associations of RT or hamlet residents, and so on. In this activity, the costs that the candidates have personally incurred also manifest their concern for the community. The village head of Kendalrejo Titik Iswati said that the costs he had spent during the nomination period amounted to 400-500 million, with the distribution of costs; in the first period of Rp. 125,000,000, then in the second period, it increased because the candidate’s opponent has better financial potential, and if added up, the nominal can reach Rp. 400,000,000 to Rp. 500,000,000. It shows that strong political opponents in terms of the economy are also a problem during the contestation process. This
condition illustrates that Bridging Social Capital also needs to be supported by strong economic capital. Therefore, Price, on the one hand, is a supporting factor in the strategy of winning the village head candidacy, but on the other hand, it is also an obstacle for village head candidates, especially for female village head candidates so that they can contest with their political opponents. Costs incurred in community activities are also carried out to strengthen the relationship between candidates and individuals, and community groups. The connecting social capital helps regulate the winning methodology of the contest candidates because it involves individuals from different meetings [10, p. 87]. That is, that the candidate for village head through the costs incurred at the same time has a wider opportunity in binding voters through various community activities that have taken place both there and the absence of village head elections. The third strategy related to Place is to do voter mapping so that it can make it easier to map the vote in simulating victory. The location is expressly identified by the method of participation and dissemination of messages from candidates to the general public as citizens. The direct election of the village head has a strong bond between the voters and the candidate they choose. Therefore, mapping supporting areas in order to encourage other areas that still have fewer supporters is important. Place, in this strategy; The successful team used a strategy by forming a winning team in each RT or village so that each team representative could provide reports and an overview of the condition of voters in their area. The team formed based on the area then has a post to map out the right approach for each community group. The classification of supporters is mainly done through an approach to village leaders, usually village elders, religious leaders, youth leaders, and women leaders in the village. One of the strategies used by the Success Team was to avoid the presence of more than one candidate from the existing village because they realized that this would create a split in the votes. The support of these leaders and good mapping of the area became one of the determining factors in the process of winning the Bantarbolang Village Head who managed to get 52% of the votes, or more than half of the Permanent Voters List, even the votes of the other four candidates if added up would not be able to outperform the voice of Dyah Anggraeni.

4 Conclusion

The success of female village head candidates to win in the simultaneous Pilkades contestation in Pemalang Regency in 2018 and 2020 cannot be separated from the large role of the success team and the background of candidates who can build good communication with existing community groups. The promotions and social branding carried out are easily accepted by the public regardless of whether the candidate is a woman. It is because the candidate has managed to build a good communication relationship even before running for village head. It means that female village head candidates have the advantage of establishing good relations and creating a good self-image in the community so that people no longer question the woman as a leader in their village. Another thing that cannot be denied is the costs incurred. It is also part of efforts to maintain good relations with the community; activities are visited through social funds or donations to the community. Therefore, the source of funds owned by the candidate can come from personal funds and funds that the success team has collected from supporters who really want the candidate to be elected as village head. Appropriate regional mapping also provides support for the creation of a stronger network. The acts as a means of approaching community leaders who are classified into various groups.
The solid voice of the supporters of these figures also impacted the victory of the female village head candidates to excel and, in the end, be successful in being elected as village heads.

References


The Impacts of Open Government Initiatives to Deal with COVID-19: A Learning from Local Government

Muh Afit Khomsani
{muhafitkhomsani@gmail.com}
Universitas Indonesia, Indonesia

Abstract. Many previous studies have confirmed that collaboration and transparency are the best ways to deal with the COVID-19 pandemic. The state must involve other actors such as local governments and civil society in drafting laws, implementing COVID-19 programs, and exercising controls. This article examines the experience of the City of Semarang in applying the principles of open government in handling the COVID-19 pandemic. This article is qualitative research that combined a systematic literature review and data collected from an in-depth interview, scientific journal, report, and website related to the article’s topic. This article focuses on the government city and the local civil organisation's efforts to initiate open government initiatives and implement them in its agendas to deal with the pandemic COVID-19. The article concludes that the two actors have agreed to implement open government initiatives in response to the COVID-19 pandemic as those principles have positive impacts handling the pandemic. This article also notices that various factors are still hampering the implementation of open government. For future research agenda, it is important to analysis how to deal with the obstacles.

Keywords: COVID-19, Open Government, Local Government

1 Introduction

Open Government is a term used to explain a concept that promotes transparency, accountability, and collaboration in governance. Historically, the name has been used rather than a new thought in various contexts. The term “Open Government” was first introduced by Wallace Parks in his 1955 article entitled The Open Government Principle: Applying the Right to Know Under the Constitution [1]. It happened when Parks served as counsel in the United States (US) Special Subcommittee on Government Information to produce legislation known later as the Freedom of Information Act. In his paper, Parks wrote that open government and information availability should be essential principles of good government. The term became more distinguished after eight countries (USA, Brazil, Indonesia, Mexico, Norway, the Philippines, and South Africa) spearheaded Open Government Partnership (OGP) in 2011. The OGP is a multilateral initiative to secure commitments from national and sub-national governments to promote transparency, endorse civil engagements, fight for corruption, and utilize new technological advancements to strengthen governance [2].

To make sense of meaning open government, it is best to examine the difference between open government and good governance. The former was born by World Bank (WB) and the International Monetary Fund (IMF) as principles-transparency, accountability, efficiency, participation, and ownership- to guide their work with member countries in dealing with the
economic crises [3]. Those values converted into broader objectives to develop political accountability, civil involvement, law enforcement, and access to information. However, the two international financial institutions’ solutions later failed in their implementation and caused a worse situation for the recipient countries like Indonesia. They introduced the Washington Consensus, which included liberalization of market mechanisms and required fewer state interventions in the economy. For instance, it happened to Mexico and Indonesia. Indonesia should cope with chaotic situations due to removing oil subsidies as IMF suggested. Many experts criticized offers from IMF that exacerbated the situation in the Asian Crisis. Economist Anna J. Schwartz in Widarjono [4] urged the IMF to end its policies and suggested being disbanded because of its irresponsibility. The critics considered the good government concept by IMF and WB as neoliberal designs, which forgot about the roles of social participation. Another critic, like Fukuyama, noted that efforts to realize open government that WB and IMF promoted, later known as government reform, have been almost 20 years; however, they have often been used only to legalize the state and make the bureaucracy more accountable [5]. Then, the latter appeared as a response to it. Open government is a concept that emphasizes civil involvement and transparency as critical elements in government.

Open government requires transparency, participation, and collaboration as values of how it will be implemented in governance, including to deal with the COVID-19 pandemic. The government should provide open data and information during the outbreak and engage public involvement. According to Roberts [6], democracy can be the source of decay when courts and political parties play enormous roles rather than public involvement; hence, an open bureaucracy is insufficient in itself to battle against the crisis. Transparency should entail civil participation supported by the political will to deal with corruption risk [7]. It needs to be perfected by agents whose capability to access and process the information is enlarged and improved [8]. In addition, transparency and budgetary management audit systems constructively impact the perception of corruption [9]. Open government has contributed to handling the pandemic. Transparency and civic participation play essential roles in reducing corruption risk. Corruption demoralizes the health system in providing better services, including data set of COVID-19 cases [7] as open-data sources provide a better understanding of the virus spread [10]. Collaboration between the government and people in handling the crisis helps to gain knowledge of health protocol, especially for vulnerable groups [11].

Therefore, this article tries to reveal experiences of how the government of Semarang municipality has implemented open government initiatives in dealing with the COVID-19 outbreak. The author provides that learning from local communities can be a solidarity force [12]. This research is essential because the OGP as a form of government policy must be seen from different perspectives, including local communities. As mentioned on the local OGP actions plans, the city government has two strategies to battle against the pandemic: realizing city inclusiveness and improving the community’s economy through empowering micro, small, and medium enterprises (SMEs). To perform its first plan, the government focuses on strengthening citizen involvement, particularly vulnerable groups, in planning and development deliberation or musrenbang, providing information disclosure about COVID-19, and optimizing Lapor Hendi. For the second, the government tries to expand SMEs empowerment by utilizing digital transformations in which the government has developed the Original Semarang Online Local Micro Business Outlet or Gulo Asem. The application is an online marketing service innovation in a product catalogue application developed by the city’s office for Cooperatives and SMEs.
2 Literature Review

2.1 Open Government: Transparency, Participation, and Collaboration as Values

Open government works come mainly from Obama’s 2009 directive about open government, which later underlie the emergence of OGP as mentioned above [13][14]. As time goes over, modernization in public sectors to be more transparent and participatory continues. By utilizing the internet and many digital platforms, global transformations have gradually influenced how the government changes and adapts to the current situation [15]. Obama focuses on three principles of how open government should work: by utilizing technology, the government should provide information transparency about what the government is doing; the government ought to involve and enhance public participation, thereby promoting government effectiveness; the government should be collaborative in using innovative breakthroughs and systems by engaging all levels of government, nonprofits, and businesses [16]. Prior studies have argued disputes how open government affects in governance reform. The Organization for Economic Co-operation and Development (OECD) interprets open government as a way to an open and responsive government [16], which give positive impacts for local politics [17]. On the contrary, Setiyono [18] stated that political reform by decentralizing power means nothing other than prosperity for elites and the new power holders.

Lucke and Geiger [19] stated that open government consists of transparency, participation, and collaboration between the state and third parties such as businesses and citizens. Evans and Campos [20] understand an open government to collaborate with stakeholders and citizens by utilizing technological advancements. In brief, open government emerges to promote transparency, accountability, and collaboration by utilizing technological advancements. As mentioned before, many works position transparency, participation, and collaboration both as a primary principle and framework of open government. As a part of those, first, transparency plays an essential role in open government. Ball [21] considers it as public virtue embraced by society to counter corruption. Transparency is related to an open policy-making process and is required to build good governance. Transparency emerges when citizens, government, media, and business actors support open decision-making. According to Van Dooren et al. [22], the principle has three critical elements: systematic and timely budget report, influential legislative institution, and civil role through mass media or civil organization. Transparency can strengthen and make government agencies more accountable to obtain more public trust and virtue. Second, participation understands itself as public involvement in the policy-making process. It can be realized through discussion and consideration [23] as critiques for development and democracy. In addition, the principle can produce collective knowledge, which affects the emergence of effective democracy and increases public optimism. The third is collaboration. As the pillar of open government, the value stressed the usage of engaging citizens in the work of their government. In detail, the government agencies or departments should use innovative tools, methods, systems to collaborate with other actors, such as nonprofits, businesses, and individuals in the private sector [24]. Collaboration among actors involved in many government agendas is vital to cause active roles by society in governance so that it will cause policies and solutions relevant to problems and needs in the society. In sum, the three key objectives of open government are connected with public virtues that legitimate the existence of open government’ rights. Moreover, the values have enhanced public trust in government works. It happens when government cooperate among all levels of
government, non-governmental organizations or NGOs, the business sector, and individuals in the private sector.

2.2 Efforts and Determinants to Deal with the Pandemic

The need to invent breakthroughs and solutions is crucial for the government to resolve the pandemic, including the sub-national level. The outbreak has cascaded crises in society, a wave of change that has been unimaginable years ago. Consequently, the government should devote all of its power to survive in a crisis due to pandemics. This part explains how current studies have implemented three principles of open government in battling against the pandemic. Prior works related to the article’s topic showed how transparency, including data and information availability, significantly plays a role during the crisis. Open data facilitated people's participation in policy-making and increased social perception towards the COVID-19 [25]. In addition, focusing on the timeliness of open data on 52 portals in 60 countries, Nikiforova [26] shows that open data affects developing knowledge, values, and solutions to settle the pandemics. Yiannakoulias et al. [27] state that open government data could increase transparency and accountability in governance. Open data can be helpful not only to fulfil states’ interests but also to benefit society. Unfortunately, only some countries are aware of it. Emergencies due to pandemics cannot force all countries to provide data and information needed to handle the pandemic. For instance, it happened to the USA and China, where few datasets function [28]. In Indonesia, data disclosure has impacted the level of trust in society [29], but data disclosure provided by the government is still low and makes people distrust information about the outbreak. All publications and data usage should notice their debilities to ensure that people have been informed about the uncertainty of COVID-19 information.

Moreover, participation and collaboration from actors involved in struggling against the pandemic have been crucial during pandemics. More literature provides involvement from outside actors and technological advancements used to deal with the pandemic. During COVID-19, technology and information (IT) have served as a critical element to afford precise information about the pandemic [30][31]. Although participatory actions demonstrate their crucial parts, the emerging challenges are a dearth of data availability that will hamper experts and citizens from developing appropriate strategies to discharge the crisis [32]. For instance, Kim [33] explained South Korea’s experience of solving face mask shortage during the pandemics. The research told how the country unraveled its problem by increasing transparency in governance. In conclusion, combining open data and technological developments can effectively deal with masked difficulties.

This article is qualitative research that combined a systematic literature review and data collected from an in-depth interview, scientific journal, report, and website related to the article’s topic. The interview was conducted on August 27, 2021, with Dewi Sadtyaji -the person in charge of Semarang municipality local OGP- as the interviewee. This research focuses on efforts by the government city in initiating open government initiatives and implementing them in its agendas to deal with the pandemic COVID-19. Moreover, the author explains the impacts of those endeavors as an experience of Semarang city, a sub-national level of government. The initiatives refer to Semarang municipality's local OGP action plans for 2021-2023. The author limits time research from March 2020, which is the first case in the city, to August 2021 before writing this article. The author used the open government concept to obtain a robust theoretical base as a research guide. The concept will explain how open government values have been implemented in the government programs during pandemics. Then, the author will explain the impacts of breakthroughs from the government as experience that others can follow those as learning to combat the crisis due to the pandemics.
3 Result

Semarang Municipality has been a local OGP member since 2020. Many expect its membership to make civil involvement easier to reach transparency and accountability in governance. In the case of the COVID-19 pandemic, several works highlighted how sub-national governments play their roles in dealing with the outbreak. Gao and Yu [34] explained that such a government as a village played significant roles in providing assistance and protecting citizens from horrible impacts during the crisis. It happens as local governments have very close relationships whose roles impact people’s daily lives. Besides, Pradana et al. [35] mentioned how the ruling groups and civil organizations are likely to ensure social welfare during the pandemic. Of many cities in Indonesia, Semarang municipality is a city that has a forward view and awareness of wide-ranging ingenuity regarding solutions to solve the pandemic. Referring to the Semarang local OGP action plans for 2021-2023, there are two visions to reach open government: realizing the city as an inclusive city and improving the community’s economy by empowering SMEs.

Although its membership of OGP has just been entering its first year, the city has initiated and implemented several programs to support transparency, accountability, and citizen participation in the governance process. The city’s government also involved other actors on several government agendas by working collaboratively. In 2017, the government and PATTIRO Semarang and Transparency International (TI) Indonesia developed a local integrity system to endorse integrity and prevent fraud and corruption. In response to the public’s enthusiasm for open government, the city created Lapor Hendi, an online platform for public complaints and reports on the bureaucracy’s performance. In addition, the town also joined with some national and international programs on open government, such as the 2019 Open Government Week, the Local Open Contracting Initiative in Ottawa, Canada, in 2019, and the Seminar on Human Rights in South Korea.

3.1 Realizing Participatory Government during Pandemic

The Semarang city makes inclusiveness in governance a crucial issue in its OGP membership. The initiatives regarding open government are fore part of how the city uses them as crucial keys to solving the pandemic. Besides, efforts to increase citizen participation in development planning deliberation or Musrenbang were the primary focus to uphold an open government. Thus, those encourage the city to provide access to information for the public regarding governance. The innovation mentioned above is necessary when the pandemic has caused many social restrictions. In this case, the government made two advances to ensure civil involvement: implementing online Musrenbang during the COVID-19 and ensuring the availability of information and public services related to the outbreak by providing a Siaga Corona website and increasing the Lapor Hendi performance.

The participation of vulnerable people in Musrenbang is the first issue in the city’s action plans. The government discerns that participation in governance is a priority even though the situation compels restrictions on social activities. Citizen involvement in development planning processes is expected to increase. Moreover, a crisis due to pandemics requires collaborative actions between the government and society in dealing with pandemics. Those actions have concerns with increasing participation from vulnerable groups in Musrenbang in sub-district or village levels so that various empowerment programs continue to rise to the groups. In addition to focusing on their aims, Musrenbang, during pandemics, has utilised the advancement of technology by organising hybrid Musrenbang.
The government considers citizen involvement as a critical element in city development. It refers to a situation where there is a lack of participation from the vulnerable ones in Musrenbang in the city. The OGP plan to enhance civil involvement targets a minimum of 28% of the group’s participation in a Musrenbang. Figure 1 shows that women’s participation in Musrenbang at the village level is less than 30%.

![Civil Participation in Village Level Musrenbang in 2019-2021](image)

**Fig. 1.** The Number of Civil Participation Musrenbang in Village Level in 2019-2021

To realize government inclusiveness, the local OGP of Semarang city also focuses on data and information disclosure. Expressly, in handling the COVID-19 pandemic, the city has provided a website to openly make available data and information related to the pandemic to the broader community. This program aims to supply data services about the COVID-19 integrated on www.siagacorona.semarangkota.go.id. This website is expected to be a valid primary reference for the public to access information about the pandemic, including data on virus spread, vaccination programs, and information on the availability of health services. Data accessibility is essential because it can underlie the government’s effective policies.

Moreover, the city’s plan is also concerned with optimizing Lapor Hendi, a platform to facilitate people’s wishes to have a transparent, accountable, and easily accessible reporting and complaint channel. The Lapor Hendi is a breakthrough to eliminate public perceptions of government reports that seem difficult, closed, and unfriendly [36]. From May 2016 to October 2020, the Lapor Hendi had received 17,673 reports and complaints about public services, transportation, and housing. To strengthen the innovation, the city’s mayor issued Regulation Number 34 of 2017 concerning the Management of Public Complaints about Public Services to emphasize that citizen involvement is mandatory in development [37].

### 3.2 Efforts to Economic Growth among Social Restrictions

Yeyati and Filippini [38] explain that more than 90% of the economy was globally depressed and affected their income. In addition to solving broader impacts due to the pandemic, the city focuses on improving citizens’ economies by empowering SMEs. This effort is crucial as the COVID-19 pandemic causes health and humanitarian crises and has a widespread impact on the global economy, including the city. For Indonesia, COVID-19 also affects economic uncertainty, which has resulted in increased unemployment and other social crises [39].
The city government is the regular customer for culinary creations to supply needs for official government meetings. The government focuses on empowering the local economy as the city’s vision to realize an equal town in economics. Providing a transparent and accountable procurement process, the government is willing to offer openness that affects social economics, especially when there are many restrictions during pandemics. The government initiated Gulo Asem -the original Semarang online local micro-business outlet- to provide a place for SMEs to market their products through online platforms. The application is an online marketing service innovation in a product catalogue application developed by the Cooperatives and SMEs Service department. In detail, the Gulo Asem includes culinary products, craft, fashion, and creative economy.

This program focuses on making regulations, improving the involvement of local economic actors, and increasing the number of transactions in the Gulo Asem. To date, 687 SMEs with more than 868 products are incorporated in that marketplace. The Gulo Asem has at least two main objectives: (1) with an application-based marketplace; this makes it easier for the people of Semarang city to conduct buying and selling transactions without having to interact directly and avoid the potential dangers of a pandemic; (2) this application participates in helping SMEs through regular food demands by the city government offices. The city government initiated that the city government’s activity agenda could buy in SME businesses using the regional budget. According to data from the city government, Gulo Asem has had a significant impact with an expenditure value of around IDR 3.14 billion since March 2020.

3.3 Open Government and COVID-19: Challenges and Opportunities

Implementing the OGP’s program during the pandemic, the city government often encounters various obstacles that could be technical or substantial. The two actors -including government representatives and civil organizations- agree that principles about openness have played crucial roles in governance. According to Dewi Sadtyaji, the person in charge of OGP of Semarang city, open government is in line with the city’s motto “Bergerak Bersama untuk Semarang Semakin Hebat”, or moving together for a more excellent Semarang city. The government wants to show that they are very intense and open to collaboration from many parties to build the city of Semarang jointly. It would be necessary because the governing process must involve other sectors, such as business, civil society, and mass media.

Moreover, the government also targeted 50% of what weak groups proposed in each Musrenbang can be accommodated in government offices. It aims to show that all social groups, including vulnerable people, participate in the city’s development. The government must warrant that the OGP will run effectively to fulfil fundamental rights and protect the community’s social welfare. Meanwhile, civil parties consider principles like transparency, accountability, and collaboration essential in governance. In this case, PATTIRO Semarang sees that those principles are the key of OGP, particularly transparency and cooperation. An open government is not only interpreted as open and transparent as people do.

As a representative of civil society groups, PATTIRO Semarang understood that collaboration between actors plays a vital role in democratic governance. Additionally, the organization emphasized that the term “open government” refers to initiatives from the government to involve more community participation in the development of the city. Transparency must lead to the significance of government programs. All programs by the government are meant not to budget absorption, but there are goals in output, outcomes, and real effects for the society. The next problem is that social restrictions impact the participation of vulnerable groups in the OGP implementation. In PATTIRO Semarang’s view, social
restrictions and changes in community activities have triggered difficulties for vulnerable groups to participate in Musrenbang at any level.

Open government should present initiative principles, and the government should cooperate. Although transparency will be crucial as collaboration exists in government programs, it cannot be understood only as openness. Moreover, the principle must lead to the significance of government programs limited to absorbing budget and obtaining output, outcome, and real impact. Since 2004, PATTIRO Semarang has been well-grounded in initiating the involvement of academia and private actors in the policymaking process. The outbreak has forced many of us to adapt to the current situation during the pandemic. In the government view, the challenge that emerged to the implementation of OGP is technical issues such as difficulties in arranging meeting schedules, activity reporting administration, and program budgeting. Another perspective stated by PATTIRO Semarang explained obstacles in implementing OGP.

The pandemic is having an impact. From the demand side, the community must also process and adapt to situations that require many activities to be carried out online. The Semarang city Government and PATTIRO must also educate the public regarding Work from Home (WFH). In the implementation of inclusiveness, for example. In the Musrenbang, the problems that arise are related to community participation. Under normal conditions before the pandemic, the involvement of vulnerable groups in Musrenbang was very little. It is even worse during a pandemic. Limited resources, community capacity in access to technology, and lack of facilitation are factors that make this vision challenging to implement.

Furthermore, the problems that arise are related to government actors’ thinking or mindset. In PATTIRO’s notes, the pandemic should expand community participation because of the ease of access through online mechanisms. However, in practice, this makes it more difficult for community participation. Performance-based budgeting regulations still refer to physical meetings, and there is no precise regulation on the use of the budget through online or offline activities. Because the online system should also facilitate the activities of economic actors to promote their products through the online market, this situation is a must.

As a summary of how the two actors viewed the involvement of vulnerable groups in OGP, the researcher concludes several points about the challenges in implementing these initiatives during the COVID-19 pandemic.

3.3.1 Participation of Vulnerable Groups

The pandemic should expand public participation because of access through online mechanisms. However, this made it more difficult for people to join in practice. It happened because the digitization of the agenda is not supported by an increase in the quality of the society to access technology and the financial capacity of vulnerable groups.

3.3.2 Quality of Musrenbang Output

Both the city and PATTIRO Semarang, the actors, worried that digitalization in the Musrenbang process would reduce the quality of results as the discussion runs ineffectively. It emerged because online discussions have limitations both technically and in substance. The technical obstacle that occurs is the unequal distribution of facilities and access to technology for the community. As a result, virtual meetings often experience a reduction in the substantive meaning of the topic of discussion.

PATTIRO Semarang saw two things. This policy has been around for a long time regarding the one data policy and was regulated by the central government through
Presidential Decree No. 39 of 2019 concerning One Indonesian Data. In PATTIRO Semarang’s expectation, (1) Semarang City did not initially have the initiative to provide data and information related to COVID-19, and PATTIRO encouraged it. (2) Then, although there is already a vaccination data channel or channel, the details and vaccination distribution are not precise. The lack of socialisation about vaccines also impacts the low public awareness of vaccinations. Referring to the Participation Action Research (PAR) results in 2019, the participation of women’s groups in Musrenbang is still below 30%. This fact repeats what happened in 2019, where the involvement of vulnerable groups was not as much of the threshold.

Furthermore, the city government sees that the challenge is how to get results of Musrenbang during the pandemic as good as it did run in a normal situation. The problem comes from technological adaptation, where limited access to technology causes difficulties for the people. Those complications are influenced by several factors, such as knowledge, experience, and cultural factors [40]. So far, many people know that Musrenbang only occurred at the city/district level; the public hearing process and civil participation, including vulnerable groups, have been conducted at the village level. The municipal government, in general, does not change the bureaucratic mechanism and remains committed to transparency and collaboration within the government. To respond to the COVID-19 pandemic, the city government has changed several government sectors that allow it. Some public services such as civil registration have changed to an online system

Referring to the city's department for Cooperatives and SMEs Service data, the Gulo Asem program has significantly impacted almost IDR 1 billion expenditure value since 2020. This initiative is a great start. However, the problem that arises is the number of transactions related to facilities for SMEs. The next challenge is that the number of SMEs joining Gulo Asem is still very small. PATTIRO saw that this idea was excellent and original, and the implementation was very complex. The standards and levels between SMEs are still not equal, where the quality of SMEs is still not evenly distributed. SMEs are also often faced with capital, tax, supply, and demand problems. The existence of Gulo Asem has a positive impact on SMEs’ actors.

Challenges of implementing the OGP in Semarang city during the COVID-19 Pandemic:
1. The bureaucratic mindset in managing activities. The bureaucracy still has a conventional perspective regarding activities, oriented to physical presence. 2. Education and adaptation of marketing technology in economic activities that are still minimal, including transactions with SMEs' digital media. The opportunity for implementing OGP during the pandemic is enormous. The pandemic and technological advances force us to take advantage of ICT. ICT makes it easier to access information and communication sources through online networks. Efforts and the use of technology make it easier to create opportunities and broad access.

4 Conclusion

As part of the global OGP initiative, the city's local OGP received a positive response from many parties, including civil society groups. Transparency and collaboration are the core of OGP. In implementing its action plans for 2021, various challenges were born related to the two visions in the action plan. Even though there are slight differences, the local actors involved have some similarities in how they perceived the challenges of implementing local OGP during the pandemic. The two actors agreed that some OGP implementations such as
Lapor Hendi, website www.siagacorona.semarangkota.go.id, and the Gulo Asem marketplace have gone quite well. However, other efforts to increase the participation of vulnerable groups in the Musrenbang are still hampered by the old-fashioned bureaucracy. In addition, another limitation comes from the government’s lack of facilitation for the public to access advanced technology.

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References


2020.


Culturing Innovation Values: Building the Competence of Bureaucrats in Banyumas Regency, Central Java

Budi Puspo Priyadi¹, Teuku Afriza², Retno Sunu Astuti³
{budipuspo@gmail.com¹}
Universitas Diponegoro, Indonesia¹, 2, 3

Abstract. Building an innovative bureaucracy in serving the public is not easy. One of the challenges faced is that the competence of bureaucrats is not optimal in supporting government performance. In several cases in Indonesia, innovation is constrained by the quality of bureaucratic competence. Those Competencies that need to be encouraged for development classified into integrity, communication, result orientation, self-development, managing change, and sticking together the nation. Innovation does not occur smoothly and without resistance, so that building bureaucratic competence is very important therefore all services can be enjoyed by the community. Referring to Kim's opinion on Quality of workforce which is defined as competence and through a qualitative approach, competence is very important because it is one of the supporting forces in innovation. The results of the study found that in Banyumas Regency there was a tendency for unsustainable innovation because there was no leadership award for bureaucrats who had produced innovative work and there was no correlation between the success of innovations achieved by bureaucrats and career development.

Keywords: Competence, Carrying Capacity, Bureaucrat, Innovation, Service

1 Introduction

Bureaucratic reform is basically related to efforts that build a government so that it truly has the ability to fulfill its goals, namely to create a prosperous, just and dignified society. Reform is the key to answer public dissatisfaction with the services provided by a government so that reform is the best way for every government to improve its performance. Bureaucratic reform in Indonesia began to receive greater attention with the establishment of a ministry that specifically handled bureaucratic reform in the United Indonesia Cabinet Phase II 2009-2014, namely the Ministry of Empowerment of State Apparatus and Bureaucratic Reform. The tangible manifestation of bureaucratic reform efforts in Indonesia is the stipulation of the Grand Design for Indonesian Reform in 2010-2025 through [1] concerning the Grand Design for Bureaucratic Reform 2010-2025.

The predetermined Grand Design is operationalized in the form of a Road Map. One of the bureaucratic reform programs in the Road Map is Improving the Quality of Public Services with the following targets: a) increasing the quality of public services to the community (transparent, fast, precise, simple, safe, affordable and with certainty), b) increasing the number of service units that obtain standardization international services, and c) increasing the index of public satisfaction with the implementation of public services.
Efforts to improve public services prior to the issue of the Grand Design for Bureaucratic Reform have been carried out by the government by issuing [2] concerning Public Services as a form of commitment to improving the quality of public services. In practice, the performance of public services in Indonesia has not been in line with expectations because some reasons such as: a) there are no service standards, b) many types of administrative services, and c) the service system is still mostly done manually [3].

Building a bureaucracy that serves is not easy. Various challenges that must be faced include: a) there are still many local governments that have a higher percentage of operational expenditure for internal needs than public spending, b) corruption practices are still found through various modes, c) inefficiency and ineffectiveness of development management, d) quality ASN is still not optimal in supporting government performance, e) government organizations tend to be fat, f) the quality of public services is not in line with public expectations, g) ASN behavior is not yet professional [4].

Responding to the challenges of public services related to unprofessional ASN behavior, according to Auly et al. [5] conducted competency research on JPT Pratama Talent Pool participants and Administrators for 2018-2020 with a sample of 5,024. The results of the study found that competence in providing public services was good with a score of 3.16, other competencies that were quite prominent were cooperation (score 3.13) and decision making (score 2.99). Other competencies that need to be developed are integrity (score 2.65), Communication (score 2.43), result orientation (score 2.86), self-development (score 2.06), managing change (2.82) and national glue (score, 2.23).

The findings in BAKN's research show that public services in Indonesia today have improved, tending to follow the demands of society. The public service competency score of 3.16 shows that the State Civil Apparatus (ASN) must continue to increase its capacity in supporting innovation as a means of improving the quality of public services. Innovation is the key word in providing services that meet the expectations of the community.

The importance of innovation in public services has been recognized by the United Nation's Department of Economic and Social Affairs (UNDESA) by launching the United Nation's Public Service Awards in 2003. This award is designed to increase the role, professionalism and visibility of public services with three basic categories, namely transparency and accountability, improvement of public services, and application of ICT or e-government. Indonesia as one of the countries that is activating the reform movement in providing public services through innovation has not yet been able to compete with other countries. Referring to the 2019 Global Innovation Index report, Indonesia is still far below Singapore, Malaysia, Vietnam, Thailand, the Philippines and Brunei (See Table 1.1)

Innovation does not happen smoothly and without resistance. Several cases of innovation are constrained by various factors, including the quality of supporting human resources in the Indonesian case, namely ASN, leadership, bureaucratic systems and the influence of external management. These factors are related to innovation management and governance capacity. In detail, Kim mentions 4 main variables in building innovation management capacity, namely: Innovative Leadership, Quality of workforce, system/structure, managing external influence (Kim; 2014: 9).

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(Global Innovation Index, 2019)

The Ministry of State Apparatus Empowerment and Bureaucratic Reform in order to encourage regional innovation has held a Public Service Innovation Competition (KIPP) since 2018. Mapping of the regional competitiveness index conducted by the Deputy for Innovation Strengthening of the Ministry of Research and Technology/National Research and Innovation Agency of the Republic of Indonesia Fiscal Year 2020, placing Central Java as one of the provinces that received the Very High predicate, while within the scope of Central Java Province, Semarang City, Solo City and Banyumas Regency were 3 cities/districts that received Very High predicate. However, these achievements have not been able to encourage regional participation in participating in innovation competitions in a sustainable manner. This shows that there are internal problems in each district and city government that need to be studied further, whether due to leadership problems, the bureaucratic system or the influence of external management.

The report from the Regional Bureau of Organization and Personnel of Central Java Province shows that the number of competition participants is not in line with the expected target (see Table 2). In every year the number of participants fluctuates and there is a tendency that there is no increase. This shows that the interest in innovating in the implementation of public services is still lacking.

<table>
<thead>
<tr>
<th>Year</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>229</td>
<td>43.70</td>
</tr>
<tr>
<td>2019</td>
<td>107</td>
<td>20.42</td>
</tr>
<tr>
<td>2020</td>
<td>188</td>
<td>35.88</td>
</tr>
<tr>
<td>Total</td>
<td>524</td>
<td>100</td>
</tr>
</tbody>
</table>

(Bureau of Organization and Personnel of Central Java Province, 2021)

Referring to Kim's opinion based on the facts of innovation in Central Java and regulations, this study will explore aspects of the Quality of workforce which are defined as competencies, namely managerial competence and socio-cultural competence. Competence is very important because it is one of the supporting forces in innovation. Innovation management develops in 4 stages, namely: a) Cultivating, b) Development, c) Implementation, and d) Exploitation. This study will explore the Cultivating stage, which is cultivating innovation values in organizations that are supported by ASN competencies as public service implementers, in this case looking at Banyumas Regency as a case study.

Competence is a person's underlying characteristics related to the effectiveness of the individual's performance in his work. Competence means: a) part of the personality that is deep and inherent in a person and has predictable behavior in various conditions of work assignments, b) competence can cause or be used to predict a person's performance, meaning that if someone
has high competence, he will have high performance. also, c) competence can significantly predict someone can work well [6][7].

Each individual should have 5 dimensions of competence, namely: a) Task skills, skills to carry out routine tasks according to standards in the workplace, b) Task management skills, namely skills to manage a series of different tasks that arise in the work, c) Contingency management skills, namely skills to take quick and appropriate action when a problem arises at work, d) Job role environment skills, namely skills to work together and maintain a comfortable work environment, and e) Transfer skills, namely skills to adapt to new environments [6].

The concept of competence is in line with Pemerintah Republik Indonesia [8] concerning Competency Standards for High Leadership Positions which are divided into two competencies, namely: a) Managerial Competence which consists of integrity, cooperation, communication, results orientation, public service, development of self and others, managing change, decision making, and b) Cultural Social Competence, which is an ability to quickly adapt, capture what is in the work environment so that it is then responded to appropriately and correctly. Such abilities, of course, are more individual in nature because they are determined by one's life experience and learning process or known as habitus, but can also be trained through special training. In the development of innovation management, competency capacity of human resources is required in accordance with the indicators developed in the regulation mentioned above. This study will look at the managerial competence and socio-cultural competence of ASN in charge of innovation activities in Regional Apparatus Organizations (OPD).

Innovation is generally understood in the context of behavior change. Innovation is usually closely related to an environment that is characterized by dynamic and developing. The definition of innovation itself is very diverse, and from many perspectives. In the perspective of the public sector, Muliawaty [9]; Osborne and Brown [10] provide the notion "innovation in public service organizations is the introduction of new elements into a public service in the form of the new knowledge, a new organization, as well as new management or processual skills. It represents discontinuity with the past". Innovation means the existence of new elements in public services, whether in new knowledge, new organizations, new management, or new skills. The novelty is characterized by the discontinuity of the old thing. This means that if there is new knowledge, the old knowledge is considered useless. Furthermore, Osborne and Brown [10] mentioned 4 types of innovation, namely: radical innovation, architectural innovation, incremental innovation and product/service development.

An innovation is an idea, practice, or object that is considered new by an individual. Innovation is an activity that includes the entire process of creating and offering services or goods that are new, better or cheaper than those previously available. An innovation can be a new product or service, a new production process technology, a new structural and administrative system or a new plan for members of the organization.

By referring to the above understanding, an innovation must have attributes, including: a) relative advantage, b) suitability, c) complexity, d) trainability (possibility to try) and e) observability (easy to observe). With these attributes, an innovation is a new way to replace the old way of doing or producing something. However, innovation has a geophysical dimension that puts it new in one place, but may be something old and common in other places [11]. Public services and innovation are a necessity, all public sector entities are trying to improve their performance and this can be obtained if innovative thinking and practices develop in the bureaucracy. The development of innovation will run well if it is supported by the competence of adequate ASN resources. Innovation in this research is defined as the process of giving birth to new ways and methods in the delivery of public services. The regional innovation should be
implemented based on the characteristic and facility both from regional and central government. These are aiming to develop cultural innovation in a region relate to public service management.

2 Method

This research is a descriptive type of research, which uses a qualitative approach in exploring the managerial and socio-cultural competencies of ASN as a form of competence in supporting the development of public service innovations in Central Java. The subjects of this research are individuals who are involved in proposing innovations to institutions (OPD) who propose proposals in the 2018-2020 Public Service Innovation Competition. This individual is expected by the researcher to be able to tell what is known about the research problem. In a qualitative study, the research subject or resource person is called the informant, while in quantitative research it is called the respondent. Informants are people who can be used to provide information about the situation and condition of the research background so that the informant must be someone who knows and understands the research problem.

3 Result

The top leadership of the Banyumas Regency government, which in this case is the Regent, Deputy Regent and Regional Secretary, has a strong commitment to encourage all levels in the government by creating an OPD whose job is to deal with innovation issues. According to the Regional Secretary of Banyumas Regency, with the innovation, the task of the officers who in this case serve the community as well as possible becomes lighter and feels fair because most of them are already using the application. Therefore, the leadership encourages OPD-OPD to come up with various innovations. Leaders also often hold coordination meetings, such as the example of advertisements on the street that must coordinate with each other between Municipal Police known as Satpol PP and the Investment Office and One Stop Integrated Service which if run well will bring extraordinary income. The result of the neat coordination in which one created and the other suppressed finally spawned an innovation that previously often caused trouble between the two OPDs. When someone does not take care of the extension of the advertising license, Municipal Police Satpol PP will immediately take action because there is a system that is connected to each other.

Innovations also often involve other OPDs such as those carried out by the Health Office in dealing with certain cases, for example medical services that require coordination with relevant agencies when there is a need for ambulances and health workers. One of the innovations that in 2019 received the national level award "Top 45 Indonesian Public Service Innovations" and is world-famous is the Fast, Responsive and Complete Handling in assisting the chronically ill poor, abbreviated as Pattas Sosial Mitra Kurir Langit. The innovation idea emerged from social volunteers, ambulance drivers, philanthropists from various circles who were united in the WhatsApp/SMS application. When someone is sick and then it is reported through the application, people from various circles make donations according to what they have so that they can overcome problems. This is one of the potentials of the spirit of communalism that can be managed properly so that it has a positive impact on people's lives, especially those who cannot afford it.
This case shows that the leadership has a very important role in terms of integrating OPD-OPD so that there is a neat synergy and does not cause problems within local government organizations. When there is innovation in OPD-OPD, the leadership also monitors it continuously until it launches so that there is no stagnation of a new idea because it is well aware that an innovation will be able to help many people. The attention of the leadership in overseeing innovation, which in this case is the Regent, Deputy Regent, and Regional Secretary, was also agreed by informants from OPDs. The Regent of Banyumas when giving a presentation at the PAN Ministry prepared everything carefully, meeting with various related staff for days. He doesn't want to be half-assed in overseeing innovation issues, even according to one of the staff who often accompany him, he said: "he is the real innovator".

One very important aspect of innovation in the regions is the harmony between OPDs, which in this case is deliberately conditioned by the Banyumas Regional Secretary. The Regional Secretariat officials conducted capacity building by emphasizing that in this current era there is no such thing as superman, superwoman, there is only a great and reliable Banyumas super team. He often conveys this to all existing OPDs staff, down to the sub-district and sub-district levels so that it fosters an attitude of togetherness and melts sectoral egos. In that case, the alignment of one vision becomes important and it is always conveyed by the Regional Secretariat officials on various occasions. In other areas, there is often disharmony between OPDs so that it makes the bureaucratic atmosphere not conducive and has an impact on poor public services. The strong base of communalism in Indonesian society, if managed properly, will be an important potential for the advancement of organizations such as the local government of Banyumas Regency.

One aspect that is also very important, which is a characteristic of paternalistic Indonesian culture, is the role of the leader as a force for change. A leader who is able to make changes will be referred to as a transformative leader, otherwise it is said to be transactional if he only cares about his own needs. In this case, the Regent of Banyumas can be said to be a transformative leader when he carefully and sincerely encourages all ranks of his bureaucracy to always change for the good of public service. In terms of policies at the leadership level, they always provide encouragement and facilitation so that OPDs actively make innovations and this is also stated in regulations so that bureaucratic ranks whose steps are always escorted by regulations are comfortable to act. The bureaucracy from the beginning has a rigid nature so that when there is no initiative, especially from the top leadership, it will ensnare the ranks in it. Therefore, the leadership in Banyumas Regency is aware of the nature of the bureaucracy, which then takes the initiative to always be alert and responsive to the various needs of the community by preparing regulations.

Bappeda which in this case functions as the “thinktank” of a local government organization is also actively conducting various studies related to innovation processes which are then rolled out to the related OPD OPD. In this case, the local government of Banyumas Regency has indirectly prepared an institutional embryo related to the Regional Innovation Plan which in various regions does not yet exist. According to the official of the Regional Secretary, only leveraging through the Regional Innovation Plan will ultimately have an effect on the alertness of the existing OPDs. The executive did not show examples but only provided incentives which were then responded to quickly by the existing OPDs. Judging from the alertness of the OPD in Banyumas Regency, this shows the quality and ability of good human resources, where they quickly provide a response from the executive. This shows that capacity building in the OPD ranks has been going well and this is the fruit of the leadership of the regional head.

One of the indicators of good creativity and capacity building from local government officials in Banyumas Regency is the publication of the book "Breaking Boundaries" which
contains all the innovations in Banyumas Regency. Even the Banyumas local government has also prepared an application that can easily see the various innovations made by OPD staff. Expose the results of innovation through social media today is very effective in increasing the enthusiasm of OPD staff to continue to innovate. This is a positive effect of e-government which is now also something that must be prepared by local governments in Indonesia, although not all regions are able to prepare and manage them well. If the local government of Banyumas Regency is able to prepare it then it is also a sign that capacity building there is going well. It takes cost and readiness of reliable human resources to prepare applications which in this era have become the needs of everyone.

Banyumas Regency has prepared a portal with the address http://siappmas.banyumaskab.go.id/krenovalist which contains various innovations in the Banyumas regional government. With this portal, it is possible for everyone from anywhere to see and observe various innovations in Banyumas Regency so that the innovation maker also feels proud of his work. The portal is also connected to the Central Java Public Service Innovation Network portal with the address https://jipp.jatengprov.go.id/wartadetail/111 so you can easily see the achievements and progress of innovation results in other areas in Central Java.

The era of digitalization of information and efficiency of public services seems to have become a necessity today, although not every local government is able to provide it properly. This also goes back to the commitment of regional heads to seriously prepare all apparatus and financial resources in their regions.

The problem of resource support in this case is Man, Money, Material, Method according to the results of the FGD with innovation actors from the existing OPD concluding that this line of innovation is indeed positioned at the forefront. This was apparently also agreed upon by the executive, in this case the official of the Regional Secretary, when confirmed about it. In the organizational structure of the regional government, the position of the Regional Secretary is very important in managing and utilizing all apparatus resources in the region which is clearly regulated by Pemerintah Republik Indonesia [12]. The regulation clearly states that the Regional Secretary is the highest career position in the local government is tasked with and has the function of assisting the regent in formulating policies and coordinating regional offices and regional technical institutions so that they are required to have maximum capabilities and skills. Therefore, a Regional Secretary is usually a career official who has grown up from the bottom and has gone through various assignments both as staff and in the region, usually as a District Head.

The Regional Secretary known as Sekda said that by the relevant official during the interview, is also the chairman of the Position and Rank Advisory Agency (Baperjakat) which in this case when looking at a person's ability is not only smart but also looks at his creative power. This happens when there is a staff whose innovation is nominated and then promoted to a certain position as a form of appreciation. With such a mechanism in Baperjakat, the staff will feel happy and enthusiastic in working in the Banyumas Regency government and that is the leadership's commitment. In the dynamics of the career of the apparatus in the local government environment, each region is not the same, often not enough based on considerations of skill and professionalism. There are other considerations and often they are political, personal and even need tribute, as happened in the cases of regional heads who were caught by law enforcement officers. Generally, there is a Rank Order List or DUK mechanism that Baperjakat considers when placing a person in a certain position. Personal considerations are often interpreted as a Proximity List, between regional heads and certain officials, which of course will damage the working atmosphere in the organization. Such things do not happen within the local government.
organization in Banyumas Regency so that it can be said that the regional head and the Regional Secretary are able to maintain their dignity as good public officials.

Measuring the performance of the apparatus in the Banyumas local government, there is the Simpatik application which contains all employee records, both positive and negative and then systemically related to the Income Improvement Allowance (TPP). For example, there are staff who use work tools from the office such as laptops, as long as the item has not been returned the asset value will be recorded and the finance department will reduce the TPP until the item is returned. Such a mechanism has been understood by all employees so as to close the gap for irregularities to occur. Every day employees also fill out their activities through the sympathy application and if they do work below their echelon position, the reward is in accordance with the echelon position of the work they do. This was deliberately made so that every employee in the local government environment is orderly with their respective jobs. If you forget not to fill in the work record, there is a mechanism that must be passed so that there is a deterrent effect because the official validation process must be needed on it. In this case the Regional Secretary must also comply because he is listed as part of the state civil apparatus which is bound by the system even though it has activities.

Although Banyumas Regency is very aggressive in carrying out various innovations, there are problems, namely the uneven distribution of innovations between institutions, some are high and some are low. This was realized by the Regional Secretary when interviewed and indeed the OPD factor became influential, certain agencies such as Health stand out for innovation because the human resources working there are generally medical personnel with good capacity, but the Social Service is lacking because of different capacities, this does not mean they are lacking in the power of innovation. There are innovations but few, although in the end they skyrocketed because they are beneficial for the community. To overcome the innovation gap, the leadership implements fair incentives such as giving promotions to those who succeed in getting awards, such a method has a good impact where all officers are accustomed to seeing someone's achievements because of their hard work.

The relationship between various innovations in the local government environment since it started in 2017 through the Innovation Laboratory of Banyumas Regency with macro indicators such as welfare and poverty has not been studied in depth. However, the available data shows that there is an increase in HDI and a decrease in the poverty rate from 17 percent to 13 percent, and when there was a Covid-19 pandemic, it only increased to 14 percent. This means that the local government is ready to face it so that it will not have a bad impact on the economic condition of the community. Regarding the position of the Banyumas Regency which is in the middle and later referred to as the "Puser of the Land of Java" there are things that need to be improved, namely road infrastructure that is still inadequate for land transportation. To overcome this, the Regional Secretary and the Regent have coordinated with the Central Java Provincial government in order to widen access roads to Banyumas Regency so that the flow of goods and human traffic runs smoothly.

4 Conclusion

The results of the study show that in cultivating the cultural values of innovation, it requires commitment from the leadership as a driver issue of various innovations carried out by the bureaucracy in providing services for the community. The apparatus competence is the key to the sustainability of the organization which is directly dealing with the people it serves. Those
Efforts that must be continuously made in maintaining the sustainability of the innovation culture are to build the capacity both of institutions and individuals, to establish synergy between institutions and to give awards on innovation initiators in the form of placement of personnel either through mutations or promotions in accordance with their competencies in producing innovation. This award is very helpful for the apparatus in building the career direction of the apparatus in the future.

References


The Role Leadership in Developing Covid-19 Handling Service Innovations in Banyumas Regency

Hesti Lestari¹, Dewi Rostyaningsih², R. Slamet Santoso³

{hestilestari@lecturer.undip.ac.id¹}

Universitas Diponegoro, Indonesia¹, ², ³

Abstract. One of the main problems present in the bureaucracy in Indonesia is the leadership’s commitment. Leadership commitment can be one the important factors to encourage the presence of bureaucratic reforms in government agencies, including in Banyumas Regency. In this study, the author will conduct an analysis of the commitment factor of the leadership in Banyumas Regency in encouraging the presence of public service innovations in Banyumas Regency. The spirit of bringing innovations in public service is important because innovation allows the bureaucracy to function more dynamically and make some performance improvements. In this study, the author used descriptive qualitative research method using primary data derived from interviews with leaders and innovation advocates in Banyumas Regency. The results of the study indicate the commitment of the leadership’s efforts to find sources of funding for the implementation of innovation in Banyumas Regency and the actions taken by the leadership to appreciate the performance of the employees who have made public service innovations within the Banyumas Regency government.

Keywords: Innovation, Public Services, Leadership, Developing, Covid-19

1 Introduction

In this particular era a government as well as a business need of a leadership. In the government world, work effectivity and efficiency as well as organization depend on a leader who leads in the organization itself. A good leader is a person who is able to bring the organization to achieve the established goals. The presence of a leader is extremely needed for the success of the organization. A leader is not born from an aristocratic heritage nor a born talented child, but a leader needs some educations and experiences to carry out the organization.

In this time being, public demands and society needs which are more complex need good government rules and regulations. The demands and needs of the society require a good quality of service and bureaucracy. This condition compels the organization to carry out some changes to realize a good government. A leader has to make some environmental work changes in his organization. A leader can also utilize all his capabilities as well as his subordinates to influence others to carry out the changes in the organization.

The running globalization and technology development which is more modern has colored this 21st decade. That is actualized by a global competition which is modern and precise in all aspects, so that a leader in an organization is urged to have some innovations to develop the creativities of his subordinates and to utilize them to adapt to the actual conditions, and also to hold the society’s trust towards their work [1]. Banyumas Regency is a local government
which has developed some breakthroughs and infrastructures in term of innovations in this regency.

Banyumas Regency has some priorities to develop it’s regency. Some actualized platforms are parts of the innovations. The act of Banyumas Regency in innovations is one of the most prominent action in Central Java Province. In 2017, Banyumas Regency succeeded developing an Innovation Laboratory. Central Java Province has not all regencies/cities which have the laboratory. Only some regency/cities which have seriously developed regency/city innovations have the innovation laboratories. The existence of the innovation laboratory can stimulate the innovations in Banyumas Regency such as innovations in public service aspects as well as some innovation factors which come from the society.

Some national competitions followed by Banyumas Regency were strongly evidences that Banyumas Regency participated actively in developing innovations. Competitions followed by Banyumas Regency were Public Service Innovation (KIPP) and Public Service Innovation System (Sinovik) competitions. Public Service Innovation Competition was conducted by Ministry of State Apparatus Empowerment and Bureaucratic Reforms to look for the best innovations among all the regional governments in Indonesia. In 2019, Banyumas Regency got the Top 45 in the KIPP national competition. The participation in this national competition was the paper entitled “PATTAS SOSIAL MITRA KURIR LANGIT”. In the same year (2019), Banyumas Regency had three innovations namely SASKIA GOTAK, Desa DEMIT, and PSC 199 Satria which got the Top 99 in the national KIPP competition. The recent achievement of Banyumas Regency was the Top 99 in the national KIPP competition. The paper sent in the national KIPP competition was GENDIS (Gerbang Penyandang Disabilitas Sukses).

Beside the national KIPP competition Banyumas Regency was also active in participating in the Central Java KIPP competition. In 2019 Banyumas Regency had three innovations which reached the Top 40 in the Central Java KIPP competition. The three innovation was in the papers of Gebrakan Ngapaks (Gebrakan Bersama Menangani Anak Pengemis Ayo ke Sekolah), Gendis Mamas (Gerakan Pendidikan Inklusi Masyarakat Banyumas), and Rinjing Pustaka. Another achievement of Banyumas Regency became one of twenty best innovators in Indonesia. This achievement made Banyumas Regency get the right to participate in the World Level Public Service Innovation Competition 2020 (UNSPA). The result of the participation in this world level competition was that Banyumas Regency was the best innovation in the new normal COVID-19 rules and regulations in the market category. Banyumas Regency’s achievements are the indicators of a positive capacity in innovations in Banyumas Regency. The role of leadership and the spirit of the civil servants in Banyumas Regency are parts of these achievements. Based on this condition, this paper is to see the role of leadership in COVID-19 service innovations in Banyumas Regency.

2 Method

This research applies a qualitative method. The subjects of this research are all related to innovative developments in Banyumas Regency. The process of choosing an informant started with the decision to determine the key informant chosen in a purposive way with the characteristics determined in such a specific way in order to gain the comprehensive data and right information as needed in this research, furthermore the data were processed in a snowballing method. The data were gained from the secondary and primary data. The
secondary data were gained from planning and implementation documents of the regional departments in Banyumas Regency. Primary data were gained from the interviews to the informants. The techniques of collecting data used in this research were interviews, observation, and documents. The data analytic technique in the research was in line with Sugiyono’s opinion. According to Sugiyono, the data analytic technique consisted of three steps namely reduction data, presentation data, and verification data [2].

3 Result and Discussion

A public innovation is something which is unavoidable to respond the social environmental changes, knowledge and technology (IPTEK), as well as the grows of the society demands to actualize the more qualified public service. The creativities of a leader are needed to accelerate the process of the public innovation sector. The innovation process faces a lot of challenges in actualizing it. The role of a leader becomes the prominent factor to achieve the goals of the organization [3].

A leader can influence his subordinates because a leader has five basic powers. The five basic powers are as follows (1) the power based on gift, (2) the power based on coercive, (3) the power based on legitimation, (4) the power based on appointment, (5) the power based on expertise [4]. A leadership also determines whether a leader can do some changes or cannot do any changes at all. Every organization is a system which is enabled every person can develop his power to do something or to do nothing [5].

Innovation activities in Banyumas Regency are in some departments in the local government of Banyumas Regency. Banyumas Regency’s innovation activities are under the Department of Organization, Development Planning, Regional Research and Development (Baperlitbangda) of Banyumas Regency. Many innovations have been resulted by the working units surround the Banyumas Regency local government. Various innovations have been continuously produced in Banyumas Regency stimulated by an innovative leadership from the top until the low managements. The roles of the regent, the deputy of regent, and the regional secretary of Banyumas Regency are indeed very big in creating various public service innovations. The regent of Banyumas Regency wants to pursue that the society services are getting more efficient, easy, and fair through innovations. This is proved in the “One Agency, One Innovation” jargon. The created innovations are expected to be a bridge of help for the society.

The high commitment of a leader becomes one of the factors in guarding the birth process of an innovation in Banyumas Regency. On another side, the role of a leader in giving the spirit and encouragement to the regional apparatus is realized in the form of capacity building. The regional secretary of Banyumas Regency enforces that all regional apparatus should have the same vision and commitment as a super team in developing Banyumas Regency. Not only as motivators, the leaders in Banyumas Regency also commit to give appreciation to apparatus who perform and innovators through SIMPATIK application. This application gives chances to the apparatus who perform and are innovative to gain the appreciations in the forms of TPP and job promotions.

The condition of each Regional Apparatus Organization (OPD) is different in term of ability and capability to create new innovations. However, the leader, which is the regional secretary of Banyumas Regency, commit to improve gradually the level of the capability of the human resources in the each Regional Apparatus Organization (OPD). The leader of
BPKSDM of Banyumas Regency also gives the full support the efforts to give an appreciation to the innovators who meet the targeted competency as approved. The appreciation is a charier promotion. These supports and enthusiasm have stimulated the ODP to produce new innovations. One of the supports from the Bayumas regent has resulted the birth of about 300 innovations. The supports from the leaders have also succeeded in achieving the highest SAKIP level in Central Java Province.

The Banyumas regent directs Banyumas Regency to be a public service innovation barometer. Practically, all sectors in Banyumas Regency always implement the collaboration for one purpose namely to increase the public service through Banyumas Smart City ideas. Thought frame of Banyumas Smart City can be seen on fig. 1.

The commitment of Banyumas Regency leaders in pushing the birth of various public service innovations is formulated in various rules and regulations. The rules and regulations are as follows:
1. Ministerial Regulation of Home Affairs Number 17 of 2016 concerning Kelitbangan
2. Regent Regulation of Banyumas Number 52 of 2016 concerning Banyumas Regency Creativity and Innovation Development System
3. Regent Regulation Number 77 of 2018 concerning Position, Organizational Structure, Tasks and Functions, and Working Procedures of the Regional Secretariat of Banyumas Regency
4. Regent Decree of Banyumas Number 555/415 of 2019 concerning Dewan Banyumas Smart City
5. Regent Decree of Banyumas Number 555/416 of 2019 concerning Movement Implementation Team Towards 100 Smart City Banyumas Regency
6. Regent Regulation concerning Banyumas Regency Research and Development Master Plan 2021-2023

Referring to SIAPPMAS data, within the year of 2020 Banyumas Regency succeeded to gain some achievements in public service innovations as if (1) One Innovator which is “Top
10 Innovator”, (2) 216 Innovators registered in SIAPMASS, (3) One innovation product belonged to Top 99, (4) and 119 sent proposals. Besides that, up to April 29, 2021, it is noted that the achievements in public service innovations of Banyumas Regency are as follows: (1) 1 innovator which reached the level of “Top 99 Innovator”; (2) 61 innovators registered in SIAPMASS; (3) 1 innovation product which reached the level of “Top 99”; (4) and 57 sent proposals.

**Table 1.** The Number of 99 Top Innovators, Registered Innovators, Top 99 Innovators, and the Sent Proposals

<table>
<thead>
<tr>
<th>No</th>
<th>Year</th>
<th>Top 99 Innovators</th>
<th>Registered Innovators</th>
<th>Top 99 Innovation</th>
<th>Sent Proposals</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2020</td>
<td>1</td>
<td>216</td>
<td>1</td>
<td>119</td>
</tr>
<tr>
<td>2</td>
<td>Up to April 29, 2021</td>
<td>1</td>
<td>61</td>
<td>0</td>
<td>57</td>
</tr>
</tbody>
</table>

(SIAPPMAS Website (processed data), 2021)

As for some achievements which were gained by Banyumas Regency can be seen in 2019 till 2020. The detailed achievements are in the following table:

**Table 2.** Banyumas Regency’s Achievements in Innovations (2019-2020)

<table>
<thead>
<tr>
<th>Year</th>
<th>Achievements</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>Top 45 Public Service Innovation Competition (KIPP) year 2019. The title of the innovation was “PATITAS SOSIAL MITRA KURIR LANGIT”</td>
</tr>
<tr>
<td>2019</td>
<td>Top 99 KIPP 2019:</td>
</tr>
<tr>
<td></td>
<td>• SASKIA GOTAK</td>
</tr>
<tr>
<td></td>
<td>• Desa DEMIT</td>
</tr>
<tr>
<td></td>
<td>• PSC 199 SATRIA</td>
</tr>
<tr>
<td>2019</td>
<td>Central Java Province Top 40 KIPP 2019:</td>
</tr>
<tr>
<td></td>
<td>• Gebrakan Ngapaks (Gerakan Bersama Mengenai Anak Pengemis Ayo Ke Sekolah)</td>
</tr>
<tr>
<td></td>
<td>• Gendis Mamas (Gerakan Pendidikan Inklusi Masyarakat Banyumas)</td>
</tr>
<tr>
<td></td>
<td>• Rinjing Pustaka</td>
</tr>
<tr>
<td>2019</td>
<td>IGA (Innovation Government Award)</td>
</tr>
<tr>
<td>2020</td>
<td>As one of 20 Best Indonesia Innovations which have the right to participate in UNSPA (World Level Public Service Innovation Competition 2020)</td>
</tr>
<tr>
<td>2020</td>
<td>Top KIPP 2020</td>
</tr>
<tr>
<td></td>
<td>GENDIS (Gerbang Penyandang Disabilitas Sukses)</td>
</tr>
</tbody>
</table>

(Banyumas Regency Government, 2021)

Interesting phenomena can be seen from the various achievements achieved by Banyumas Regency in the field of innovation. Vision as the ideals and commitment of all members of the organization that want to be achieved in the future within a certain period of time becomes a driver for leaders to fight for change. Likewise with the Banyumas Regency Government which wants to advance its area with the vision of “Realizing Advanced, Fair-Prosperous, and Independent Banyumas”. Innovations born by the Banyumas Regency Government are not only focused on one field, but various fields, namely the fields of social welfare, health,
information technology, and education. This indicates that various Regional Device Organizations and leadership support in Banyumas Regency have a commitment to build their area to create Banyumas Regency as a Smart City Banyumas.

The commitment of the leader has an important role in the capacity of innovation management which ultimately plays a decisive role in increasing organizational creativity to give birth to various innovations, to implement it by overcoming the resistance that arises in the process. Innovative leaders are the main drivers, which either promote or hinder the management of innovation programs.

The commitment of Banyumas Regency leaders is shown in the innovation creations to adapt the COVID-19 pandemic handling. The innovation development potential in Banyumas Regency improves significantly. Banyumas Regency government has a quick response to support the COVID-19 pandemic handling.

The increase of the population number needs the attention from Banyumas Regency. The increasing population number results in the needs of the society which is more complex. Banyumas Regency needs to develop innovations to fulfill the needs of the society, especially in the COVID-19 pandemic era. Banyumas Regency is one of the most number of population in Central Java province. Banyumas Regency is the third most number of population. The number of the population in Banyumas Regency is 1,776,918.

<table>
<thead>
<tr>
<th>Regency</th>
<th>Number of Population</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brebes</td>
<td>1,978,759</td>
<td>5.42</td>
</tr>
<tr>
<td>Cilacap</td>
<td>1,944,857</td>
<td>5.33</td>
</tr>
<tr>
<td>Banyumas</td>
<td>1,776,918</td>
<td>4.87</td>
</tr>
<tr>
<td>Tegal</td>
<td>1,596,996</td>
<td>4.37</td>
</tr>
<tr>
<td>Pemalang</td>
<td>1,471,489</td>
<td>4.03</td>
</tr>
<tr>
<td>Grobogan</td>
<td>1,453,526</td>
<td>3.98</td>
</tr>
<tr>
<td>Kebumen</td>
<td>1,350,438</td>
<td>3.70</td>
</tr>
<tr>
<td>Pati</td>
<td>1,324,188</td>
<td>3.63</td>
</tr>
<tr>
<td>Magelang</td>
<td>1,299,859</td>
<td>3.56</td>
</tr>
<tr>
<td>Klaten</td>
<td>1,260,506</td>
<td>3.45</td>
</tr>
</tbody>
</table>

(BPS of Central Java Province, 2021)

JIWONG JIGA or “Siji Wong Siji Jaga” is the innovation created by Banyumas Regency. This innovation is the Banyumas regent’s programmed to protect the old from the COVID-19 pandemic. The developed innovation is supported by more developing technology in order that this innovation which is produced is beneficial for the society. This innovation proves that Banyumas regent has the attention to the various groups in the society, one of them is the old.

COVID-19 is a challenge which must be faced by the old. According to WHO, the old is the group of age which is fragile to COVID-19 attack. The population of 60 years up is categorized the old. The number of the old is 234,571 out of the total 1,776,918 population in Banyumas Regency.

<table>
<thead>
<tr>
<th>Age</th>
<th>Male</th>
<th>Female</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-4</td>
<td>68,077</td>
<td>64,002</td>
<td>133,099</td>
</tr>
<tr>
<td>5-9</td>
<td>66,670</td>
<td>63,629</td>
<td>130,299</td>
</tr>
</tbody>
</table>
Banyumas regent carries out actual changes through his innovative JIWONG JIGA “Siji Wong Siji Jaga” idea. This innovation is purposed to protect the old from COVID-19 in Banyumas Regency. The existence of this innovation was also the fact that the various deceases that the old have in Banyumas Regency. Due to the increasing number of COVID-19 patients, it is needed to protect them through valid data. The old in Banyumas Regency who have the various deceases are as follows: high blood pressure 34,061, diabetes 7,487, cancer 264, liver 263, and others. The old in Banyumas Regency is categorized based on the risk of COVID-19. There are 119,060 old people who are in the low risk, 57,537 people who are in the middle risk, and 9,538 people who are in the high risk. The risk of the old in Banyumas Regency can be seen on fig. 2.

![Fig. 2. The Risk of The Old in Banyumas Regency](http://jiwongjiga.banyumaskab.go.id/data)

Banyumas regent in his leadership motivate Regional Apparatus Organization (OPD) to make this innovation successful. His innovation is JIWONG JIGA or “Siji Wong Siji Jaga”. This successfully created innovation has website and application in android basis which are

<table>
<thead>
<tr>
<th>Age</th>
<th>Male</th>
<th>Female</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>10-14</td>
<td>70,347</td>
<td>65,257</td>
<td>135,604</td>
</tr>
<tr>
<td>15-19</td>
<td>70,300</td>
<td>65,759</td>
<td>136,059</td>
</tr>
<tr>
<td>20-24</td>
<td>69,635</td>
<td>66,390</td>
<td>136,059</td>
</tr>
<tr>
<td>25-29</td>
<td>67,581</td>
<td>64,307</td>
<td>131,888</td>
</tr>
<tr>
<td>30-34</td>
<td>66,338</td>
<td>64,621</td>
<td>130,959</td>
</tr>
<tr>
<td>35-39</td>
<td>66,977</td>
<td>66,239</td>
<td>133,306</td>
</tr>
<tr>
<td>40-44</td>
<td>65,995</td>
<td>67,718</td>
<td>133,713</td>
</tr>
<tr>
<td>45-49</td>
<td>64,257</td>
<td>65,814</td>
<td>130,071</td>
</tr>
<tr>
<td>50-54</td>
<td>55,818</td>
<td>57,921</td>
<td>113,739</td>
</tr>
<tr>
<td>55-59</td>
<td>48,421</td>
<td>50,573</td>
<td>98,994</td>
</tr>
<tr>
<td>60-64</td>
<td>39,585</td>
<td>40,905</td>
<td>80,490</td>
</tr>
<tr>
<td>65-69</td>
<td>32,194</td>
<td>32,936</td>
<td>65,130</td>
</tr>
<tr>
<td>70-74</td>
<td>21,239</td>
<td>21,732</td>
<td>42,971</td>
</tr>
<tr>
<td>75+</td>
<td>21,261</td>
<td>24,310</td>
<td>45,571</td>
</tr>
<tr>
<td>Total</td>
<td>894,695</td>
<td>882,223</td>
<td>1,776,918</td>
</tr>
</tbody>
</table>

(Banyumas in Figure, 2020)
develop together with the Communication and Informatic Department and Local Secretariate of Banyumas Regency. This innovation is a derivative innovation from JOGO TONGGO (Caring Neighbour) Central Java Province innovation. The developed website and application are expected to ease in gathering and looking for the data, are also expected to minimalize the impact of COVID-19 to the old. Banyumas regent monitors periodically the gathered data from Health Department of Banyumas Regency.

The JIWONG JIGA “Siji Wong Siji Jaga” program implementation in every village is guarded by one Regional Apparatus Organization (OPD) to help in monitoring and educating on COVID-19. If there is a village which is in the COVID-19 case with red and orange categories, there are five volunteers who monitor the education on the carried diseases and the families. The persons on duty of monitoring JIWONG JIGA who are appointed by the village are to guard the old, especially the ones who have carried diseases to avoid them from COVID-19. It happens also to the Regional Apparatus Organization (OPD) who appoint their staff to monitor the JIWONG JIGA programme. In the implementation of this programme they also have to work together with the closest Society Health Centre. The purpose of this working together is that those who are found out as the suspected or confirmed positive COVID 19 can be promptly handled and isolated. The volunteers can communicate with Regional Apparatus Organization (OPD), Society Health Centre, Village Midwife, and nearest health facility. They can also communicate with the COVID-19 Banyumas Regency call centre

Banyumas Regency government also joins in socializing JIWONG JIGA programme. In this case Banyumas regent leads the door to door movement in villages. Banyumas regent does this effort together with Regional Apparatus Organization (OPD) in order to help and protect those who have carried diseases and to educate on the importance of the health protocol. The Banyumas Regency government’s creativity is also shown in giving bracelets to the old who have carried diseases to minimized the spread of COVID-19.

Behind the leader’s succeed in moving his subordinates to participate in implementing innovative JIWONG JIGA programme, there are some obstacles faced. The evaluation of the programme is done a month after. According to the Head of Government Rule and Local Secretary of Banyumas Regency, the evaluation is done on purpose to map the obstacles. The obstacle is the accuracy of the data of those who have the carried diseases. There are data which are not renewed, those are the data of citizens who have passed away and those who have moved their domiciles. The other obstacle is about the miscommunication between the government of Banyumas Regency and volunteers about the reporting system of the JIWONG JIGA programme [6].

Various achievements reached by Banyumas Regency cannot be rid of the important role of the leadership. The leader’s commitment in organization influences a lot in the birth of new thoughts, one of them is an innovation. An innovation is not fully resulted by a leadership model, but an innovation cannot get rid of a role of leadership. A leadership requires creative and innovative leader and subordinates. The leader’s commitment in Banyumas Regency has a big role in growing various new innovations. The high commitment of a leader is proved in the encouragement and motivation for the Civil State Apparatus (ASN) and also to pursue the succeed of innovations Banyumas Regency. The innovation of leader in searching founding sources is also one of commitments of a leader for the innovation succeed in Banyumas Regency.
4 Conclusion

The role of a leadership in Banyumas Regency takes a big part in the creations of various public service innovations. The jargon “One Agency, One Innovation” encourages the leaders to create public services which are more efficient, easy, and fair. The innovation succeeds made by the government of Banyumas Regency are shown by various achievements in the innovation sector. The commitment of the leaders in Banyumas Regency in creating innovations is in high level category. The high commitment of the leaders is reflected in their efforts to look for funding sources to undergo the innovations in Banyumas Regency, also in giving an appreciation to the civil servants who have done the public service innovations surround the government in Banyumas Regency. To support the COVID-19 handling, the Banyumas regent is successful in creating JIWONG JIGA or “Siji Wong Siji Jaga” innovation. This innovation is supposed to reduce the spread of COVID-19, and also to protect the old who have the carried diseases from COVID-19. To support the established innovation programme the Banyumas regent asks Regional Apparatus Organization (OPD) to work together to participate in the succeed of this programme, through the form of the android basis of JIWONG JIGA website and application, and also through direct education on the importance of the protection to the old who have carried diseases and the education on the health protocol. The obstacles faced by this programme are the data renewal and the miscommunication between the Banyumas government and the volunteers in term of the programming report.

References

Abstract. Simultaneous regional elections in 2020 were held during the Covid-19 pandemic. In the election campaign stage, campaigning through digital media is one of the most possible alternatives during the pandemic. Although digital media is increasingly dominating social life, the 2020 simultaneous regional election campaigns show the opposite phenomenon: digital campaigns are quiet and not optimal. This article aims to analyze the phenomenon of digital campaigns during the pandemic in terms of cultural lag theory. The results of the analysis show that digital campaigns are carried out by candidates as a forced-choice due to the covid-19 pandemic. The candidates and the public are not ready with the digital campaign culture despite the popularity of internet technology in the community. Unpreparedness to enter digital culture in electoral politics raises the phenomenon of cultural lag in simultaneous regional election campaigns, because candidates and voters face “stuttering” in utilizing digital space for the campaign process. This cultural gap causes digital media technology to be ineffective in the campaign process.

Keywords: Cultural Lag, Digital Campaign, Pandemic, Simultaneous Regional Election

1 Introduction

In electoral politics, campaigning is one of the important stages for candidates to gain public sympathy and collect votes [1]. The campaign is needed as a persuasive effort so that people choose a candidate on the ballot. The campaign is the media for candidates conducting political communication to convey programs, ideas, and persuasion to vote so that the existence of the political campaign process cannot be separated from the democratic process called the General Election (Pemilu), both at the national level and at the local or regional level.

In Indonesia, direct regional head elections (Pilkada) began to be held in 2005 after the enactment of Law Number 32 of 2004 concerning Regional Government. In 2015, local elections were held simultaneously in various districts, cities, and provinces by Government Regulation instead of Law Number 1 of 2014 concerning the Election of Governors, Regents, and Mayors which was later ratified into Law Number 1 of 2015 [2]. After that, simultaneous regional elections were held in 2017, 2018, and 2020.

The Simultaneous Regional Elections in 2020 have different dynamics because they coincide with the global health disaster of the Covid-19 pandemic. The first case of Covid-19 was detected in Indonesia on March 2, 2020, rapidly escalating so that until the beginning of the simultaneous election campaign, the Covid-19 Task Force noted that on September 20, 2020,
the number of positive cases of Covid in Indonesia had touched 244,676 people, with the death toll reaching 9,553 people (www.covid19.go.id).

In the context of the 2020 simultaneous regional elections, the health emergency has resulted in the issuance of regulations that change and adapt the process of implementing the regional elections during the pandemic. The 2020 simultaneous regional elections which were originally scheduled for September 23, 2020, had to be postponed to December 9, 2020, based on the amended regulations in KPU Regulation Number 5 of 2020 article 8B. This shows that the dynamics of 2020 Simultaneous Regional Elections are greatly influenced by the national health emergency due to the Covid-19 pandemic.

One of the discourses initiated in the simultaneous regional elections during the pandemic is the use of internet technology in the implementation stages, including in the candidate campaign process. Following PKPU Number 5 of 2020, the 2020 simultaneous regional election campaign stages are implemented for 71 days from 26 September to 5 December 2020. The campaign process in the 2020 simultaneous elections is carried out with the obligation to continue to pay attention to health protocols to prevent the spread of Covid-19. With this regulation, campaigns with the involvement and gathering of large crowds, such as rallies, meetings, visits, or entertainment performances will certainly not be able to be carried out as freely as before the pandemic because several health protocols must be adhered to.

In a pandemic situation that limits physical meetings, candidate campaigns in the digital space are a rational choice, especially now that the advancement of information technology and higher internet penetration rate among the people of Indonesia. Data from a survey by the Indonesian Internet Service Providers Association (APJII) in 2018 showed that the number of internet users in Indonesia reached 171.17 million people or equivalent to 64.8% of Indonesia's population of 264.16 million people. When compared to the 2017 survey, which was at a penetration rate of 54.68%, the increase in internet user penetration in Indonesia increased by more than 10% in one year, so it is predicted that in the following year this figure will increase. If viewed based on regional distribution, the penetration of Indonesian internet users in 2018 was 55.7% concentrated in the Java Island area. In Central Java Province, internet penetration is at 71.4% of the total population, which is above the national average.

The existence of digital space as a campaign arena is not new because before the Covid-19 pandemic digital space both on social media and online media had become a strategic space for candidates in fighting for public sympathy both in Indonesia [4][5][6][7][8], as well as in various other countries around the world [9][10][11][12]. The role of the internet in political campaigns has become a widely discussed study after Barack Obama's success in the 2008 and 2012 United States Presidential Elections. Obama's campaign, which is fully supported by the role of the internet, is widely cited as an example of the transformative power of the internet in today's political world [13]. The digital space is more important in political campaigns when the digital native generation, who is familiar with the internet since birth, is now starting to enter the electoral arena as novice voters whose existence cannot be underestimated as a determinant of victory [14]. Therefore, digital campaign activism is an effective tool to reach the digital generation.

However, the phenomenon of the simultaneous regional elections in 2020 brought a different situation in the context of digital campaigns. Digital campaigns are considered as an alternative method in the 2020 simultaneous regional election campaigns that are in a pandemic situation. The existence of a pandemic and the threat of transmission of the Covid-19 virus causes physical gatherings between people to be avoided. As regulated in Article 88C of PKPU Number 13 of 2020, it is explained that candidates are prohibited from conducting campaign
activities such as public meetings, art performances, harvest festivals, music concerts, mass sports activities, bicycle rallies, competitions, social activities such as bazaars, blood donations, and celebrations. political party anniversary. Therefore, campaigning in the digital space is the most recommended alternative during the 2020 simultaneous local elections. This article further analyzes how the digital era which has now become a new civilization accompanied by the fast-emerging COVID-19 pandemic has driven changes in social values and values. the basic foundations of civilization and culture, including in the electoral political arena of the 2020 simultaneous regional elections.

2 Method

This article is a theoretical analysis of the phenomenon of the 2020 simultaneous regional election campaign that uses digital platforms, especially on the candidates' social media, both Instagram and Facebook. Instagram and Facebook are the most popular platforms and are widely used by the general public and candidates during the 2020 simultaneous regional election campaign. This is relevant to the data released by wearesocial.com that in 2021 the top three most accessed social media in Indonesia are: Youtube, Whatsapp, Instagram, Facebook, and Twitter [15]. The data were observed especially in Semarang Regency, Semarang City, and Kendal Regency during the Simultaneous Regional Election campaign in 2020. The data was obtained from mass media coverage of the 2020 simultaneous regional election campaign in Central Java, as well as data from the regional election supervisory body (Bawaslu) which records and monitors digital campaign activities. The analysis was carried out with the perspective of the theory of social change, “Cultural Lag” from William Ogburn [16].

3 Discussion

3.1 Pandemic and Accelerated Penetration of the Digital Age

The Covid-19 pandemic is a global disease outbreak that has shaken modern human civilization today. There is almost no country that has not been affected by the COVID-19 pandemic. Historically, the COVID-19 pandemic is the largest global pandemic in more than 100 years of human history, after the world's largest plague ever occurred, namely the black death in the 14th century in Europe and the Mediterranean and killed more than 200 million people worldwide, or one-third of the world's population [17], and the Spanish Flu pandemic in 1918 which infected one-third of the world's population and killed an estimated 50–100 million people [18].

The impact of the COVID-19 pandemic is not only in the health aspect, but also in non-health impacts, both social, political, economic, educational, religious, tourism, and various aspects of human life. The Covid-19 pandemic has hit the most fundamental side of human social life, social interaction between humans because the spread of Covid-19 occurs through close contact with sufferers. Restricting physical distance as the most effective way to prevent the spread of the COVID-19 outbreak in the end also has an impact on social distancing restrictions. Covid-19 has shaken the life of many countries in the world. People have to adapt quickly to new situations, especially safer and healthier ways of interacting. One of the radical changes that occurred during the COVID-19 pandemic was the use of digital media or internet-
based media as a medium of interaction and communication, both in the fields of education, bureaucracy, economics, religion, politics, and various other fields. The internet and digital media have quickly become the dominant communication media in human interaction, even massively used to maintain physical and social distancing during a pandemic. This phenomenon is illustrated by a survey by the Indonesian Internet Service Providers Association (APJII), which recorded an increase in internet users in Indonesia during the second quarter of 2020 as many as 25.5 million users, so that of the 266.9 million Indonesian population, 196.7 million or 73.7% of them have become internet users [19]. The data illustrates that during the current pandemic, Indonesian people are encouraged to enter changes faster into the digital era.

3.2 Cultural Lag and Technological Determinism in the Perspective of Socio-Cultural Change Theory

In terms of the theory of social change, the COVID-19 pandemic has caused tremendous social transformations for humans and their lives, which in terms of speed and scale, the COVID-19 pandemic is a driver of rapid and radical change. Humans as subjects in the process of social transformation will respond to all these changes, both for resistance and adaptation to the changes that occur. The presence of internet technology and social media has become one of the radical human responses in dealing with the impact of the COVID-19 pandemic. The existence of technology and media in changing human culture, including during the current global pandemic, is something that cannot be denied because media and technology can be seen as part of a historical socio-cultural process [20]. Currently, the media is an important subject matter in analyzing the process of cultural transition and transformation, both in the context of media as a means of transmitting culture, as a means of dissemination, and as a vehicle for transmitting culture [20].

In the context of today's modern political communication, the determination of technology in shaping the new communication landscape has a big role. The development of communication technology starting from the introduction of print media, radio, television, to the internet today has contributed greatly to the communication culture of society. The internet today provides the ability for politicians to communicate their ideas 24 hours a day, 7 days a week, and directly enter freely into the homes of voters [21]. The role of technology in revolutionizing new practices and behaviors is of course also closely related to the introduction and adaptation of society to technological and cultural changes that occur.

Regarding how society responds to socio-cultural changes, there is a theoretical concept that is well known in the study of socio-cultural change, especially when these changes also involve aspects of material technology, The Theory of Cultural Lag popularized by the American Sociologist, William Fielding Ogburn [16]. Ogburn's perspective on socio-cultural change is influenced by technological determinism when technology as material culture becomes a driving mechanism for social and cultural change in society. In summary, Ogburn's idea about the process of socio-cultural change occurs through several stages, namely: 1) invention, or discoveries; 2) accumulation when the new invention complements the previous invention; 3) diffusion or the process of spreading the new culture amid society, and 4) adjustment, the adjustment of the community to changes that occur, both in knowledge, attitudes, behavior as well as values and norms. In the process of adjustment, it is very possible that there will be a condition of maladjustment or failure in the adjustment of society to the socio-cultural changes that occur, and Ogburn calls this mal-adjustment condition as cultural lag. The phenomenon of cultural lag is often found in people in developing countries or those who are moving towards modernization when innovation and technological diffusion are developing rapidly.
The basic concept of cultural lag theory sees that every major socio-cultural change will involve both material and non-material aspects. The material or technological aspect has become one of the important factors in many processes of socio-cultural change in various societies and civilizations, such as in the industrial revolution in Europe in the 18th century which changed the foundations of European social life and civilization. Social change will take place well if material and non-material aspects are compatible with each other, otherwise, if there is a gap between the two, social problems will emerge. This problem related to adjustment between changing cultural elements is the main concern of cultural lag theory [16]. The cultural lag theory assumes that various parts of the socio-cultural aspects experience changes with various variations, some change more quickly than other cultural elements. The inequality of these changes will be a problem because in social activities the various cultural elements are correlated and interdependent. In general, cultural lag occurs when there is a rapid change in a society so some people experience stuttering in responding to rapid changes.

Furthermore, according to Ogburn [16], elements of culture that develop faster are usually related to aspects of material culture or technology because of the innovation process of human knowledge that drives innovation. Meanwhile, non-material aspects such as values, norms, ways of life, habits are relatively slowest because they involve a deeper internalization process in their formation. This non-material culture is what Ogburn calls adaptive culture, which is the aspect of culture that adapts to changes or developments in material culture. Therefore, two important aspects of the cultural lag theory are material culture and adaptive culture. Material culture always undergoes a process of innovation or development and is accumulative, while non-material culture will become an adaptive culture that will adapt to changes in material culture that are taking place. Cultural lag arises when adaptive culture lags in its development with innovations that occur in material culture.

Ogburn [16] explains several reasons for the occurrence of cultural lag. First, there is a scarcity of inventions in the adaptive culture of a society, where people are unable to catch up with the progress of material culture that is taking place so that the process of adaptation and adjustment is hampered. Second, cultural lag occurs because of mechanical barriers in the process of adaptive change, thus hampering the speed of cultural adaptation. It is possible that inventions in adaptive culture have been known, but have encountered obstacles to adoption, application, and diffusion due to the rejection of people who still maintain old habits, a strong love for the past, and the assumption that many aspects of the old culture are still useful.

Third, cultural lag is caused by the heterogeneity in the society, both in various social classes and social groups. With this diversity, the need for a change may only be desired by a group of social classes, even though change will occur and be experienced by society as a whole. This factor, according to Ogburn, is the cause of cultural lag in modern society or industrial society. Fourth, is the level of closeness of contact between adaptive culture and material culture, where the farther the level of closeness, the greater the cultural gap that occurs. This level of close contact theoretically explains the variation in cultural gaps that occur in every society or in every aspect of the changes that take place. A wide gap will certainly require a longer adjustment than a smaller or closer gap.

Fifth, there is a link between adaptive culture and other cultural elements, when part of the adaptive culture is correlated with other non-adaptive parts of non-material culture, causing delays in cultural adjustment. Ogburn [16] makes an analogy with X as adaptive culture, Y as material culture, and Z as a non-adaptive non-material culture where the three are correlated with each other. If Y changes and Z does not change, X will be slower to adjust. The adjustment delay would not have occurred if X did not correlate with Z. Thus, the connection between X as an adaptive culture and Z as an element of other non-material cultures became a factor.
influencing whether or not cultural lag occurred. Sixth, the cause of cultural lag is Group Valuation, when aspects of values, norms, customs, and social rules are also important factors that influence the occurrence of cultural lag. Group values and norms become determinants and measures of right or wrong actions in social life, as well as being a pressing force for community members. These values, norms, customs, and social rules can be the cause of institutional cultural lag because old values and norms are considered still relevant and changes are considered incompatible with existing values and norms. This condition by Ogburn is called institutionalism resists change [16].

3.3 The Cultural Lag Phenomenon in 2020 Simultaneous Regional Election Digital Campaign

During the 2020 simultaneous regional election campaign in a pandemic situation, the KPU has determined that physical campaigns with large mass gatherings are not allowed. This is regulated by the KPU through PKPU Number 13 of 2020 article 58 paragraph 1 which emphasizes the use of social media and online media as a means of campaigning.

In response to the KPU regulation, during the pre-campaign period the candidates in Semarang City, Semarang Regency, and Kendal Regency stated their readiness to campaign in digital media. The statement of readiness was recorded in the news in many mass media. In Semarang Regency, the Ngesti-Basari candidate pair stated their readiness to maximize online campaigns [22]. Similarly, its competitor, Bintang Narsasi-Gunawan Wibisono, demonstrated his readiness with a digital campaign through a virtual declaration of candidacy [23]. Meanwhile in Semarang City, the single candidate pair Hendrar Prihadi–Hevearita has prepared a virtual campaign with various interactive device innovations such as Instagram, zoom meetings, and virtual boxes to communicate with voters [24][25]. The same thing was conveyed by the Kendal Regency election candidates, both Dico Ganinduto-Basuki, Ali Nurudin-Yekti Handayani, and Tino Indra Wardono-M Mustamsikin who expressed readiness to use digital media in their campaigns [26] (Tribun Jateng, 27/10/2020). Even the TIM couple stated that they would choose online campaigns as a priority tool because their main target is the millennial generation in Kendal Regency [27].

However, in reality, the campaign in the digital space during the 2020 simultaneous regional elections did not run optimally. Changing the paradigm of campaigning through digital methods has many dynamics, moreover, these changes are made because of the pressure and coercion of the changing social situation due to the pandemic. An ideal electoral political campaign is impossible without preparation and planning because the planning stage in the “campaign preliminary” is the starting point that will contribute greatly in determining victory (Borton and Shea, 2010). Therefore, the readiness of candidates and voters in participating in the campaign process through digital media is one of the important things to look at, both from the aspect of infrastructure readiness, literacy, and habitus in consuming digital media. This is illustrated by the release of Bawaslu data on the results of monitoring campaign implementation in the first 30 days, namely September 26–October 25, 2020, which shows a downward trend in online campaign implementation (Bawaslu, 2020b). In terms of the number of activities, the online campaign method is the least expensive compared to other methods, namely 247 activities (0.57%), compared to the limited face-to-face campaign of 39,303 activities (91.27%), the installation of campaign props for 1,698 activities (3.94%), and distribution of campaign materials for 1,815 activities (4.21%).

The data shows that the candidates have not used digital campaigns well during the campaign period. Physical campaigns with limited mass gathering and door-to-door visits are considered more effective than campaigning through digital platforms. The reluctance of the
candidates to use digital space as a campaign tool rather than physical meetings is caused by several things. First, information and communication technology infrastructure has not reached all areas equally. Second, the digital literacy of candidates, supporters, and the public is still low. Third, there is still a strong public perception that campaigning is synonymous with meeting activities with large numbers of people [28].

The dynamics of the campaign behavior of candidates and the public in the digital space in the 2020 simultaneous regional elections amid a pandemic, as illustrated above, is something that deserves attention. Campaign behavior in the digital space cannot be separated from the practice of political culture that surrounds the candidates who show that digital political culture has not been internalized in the political practices and behavior of the candidates. Even though digital media has increasingly dominated people's lives, it shows the opposite phenomenon in the practice of the 2020 simultaneous regional election campaign. The 2020 simultaneous regional elections show that the digital space has not become the main campaign media for the candidates, but rather as a supporting factor for conventional campaigns. The existence of a law issued by the KPU to encourage online campaigns during the pandemic was not fully effective in its implementation. This phenomenon shows that there is a gap between the advancement of digital technology which has penetrated all levels of society and the ability of candidates and voters to utilize digital technology in the political communication process of the 2020 simultaneous regional election campaign. In the analysis of cultural studies as described in the previous section, this phenomenon can be categorized as cultural lag [16]. The irony of the cultural lag can be analyzed from various facts and data that show that currently, the majority of the voting community has access to good internet, especially through smartphones. However, not all people use their information technology infrastructure to access political information, especially the campaigns of candidates on social media. This happens because of digital literacy factors, uneven internet access, and the factors of candidates who still underestimate the power of digital campaigns. In the perspective of cultural lag theory, internet technology that is growing rapidly and is being accelerated due to pandemic conditions is material culture. Meanwhile, the behavior of the community and candidates in adapting to the development of internet technology is an adaptive culture that is a response to technological changes [16]. The lack of candidates using digital media, as well as the public's reluctance to respond to campaigns on social media shows that adaptive culture has not responded well to the rapid development of material culture. This condition creates a gap between the rapid advancement of digital technology and the practice of using it as a campaign tool. As a result, there is a gap between these two things in the use of digital campaign technology. Unpreparedness to enter the digital campaign culture has given rise to the Cultural Lag phenomenon because candidates and voters experience "stuttering" in the use of digital space for the campaign process. Technologically or materially, social transformation towards the era of digital public space as an arena of political communication and marketing takes place massively, but the speed of technological transformation has not been optimally adapted by the community in terms of values, attitudes, behavior, actions. This leads to the effectiveness of campaigns in the digital world.

4 Conclusion

Based on the theoretical discussion as stated in the previous section, several conclusions can be drawn. First, the digital campaign carried out by the candidates is a choice in terms of
limitations and "compulsion" due to the covid-19 pandemic. The compulsion of choice is reinforced by KPU regulations that limit campaign activities in physical meetings and lead to limited or virtual campaigns. The candidates and the public are not ready for internet-based digital campaigns even though internet technology is widely known by the public. The use of technology and internet mediation as an electoral political communication tool has not yet become a familiar practice in Indonesian political culture. Second, unpreparedness to face digital culture in electoral politics has led to the phenomenon of Cultural Lag in electoral political behavior and practice, because candidates and voters experience "stuttering and lagging" in the use of digital space for the campaign process. Technologically or materially, social transformation towards the era of digital public space as an arena of communication and political marketing is taking place massively, but the speed of technological transformation has not been optimally adapted by the community in terms of values, attitudes, behavior, actions. This has resulted in the ineffectiveness of campaigns in the digital space, which has encountered various problems. Such stuttering and cultural lagging make the use of digital communication technology ineffective in the campaign process.

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Utilization of Digital Media as a Public Information Openness Service Platform on the www.ppid.diskominfo.jatengprov.go.id

Agus Naryoso\textsuperscript{1}, Muchammad Yuliyanto\textsuperscript{2}, Adi Nugroho\textsuperscript{3}, Arifa Rahma Febriyani\textsuperscript{4}

\{agusnaryoso@lecturer.undip.ac.id\}\textsuperscript{1}

Universitas Diponegoro, Indonesia\textsuperscript{1,2,3,4}

\textbf{Abstract.} Advances in digital media not only encourage effectiveness and efficiency in the economic and educational fields, but also make a major contribution to the management of public information disclosure. Seeing this fact, it is important for the relevant public bodies to optimize the availability of digital media as a medium for public information disclosure services. This study aims to describe the use of digital media as a public information disclosure service at the PPID of the Communication and Information Office of Central Java Province using descriptive qualitative methods. The results of this study revealed that the public information disclosure service carried out by the PPID of the Central Java Communication and Information Service had fulfilled the provisions stipulated in the Peraturan Komisi Informasi Nomor 1 Tahun 2010 tentang Standar Layanan Publik. Not only referring to applicable regulations, through its website www.ppid.diskominfo.jatengprov.go.id, PPID Diskominfo Central Java also includes a number of information and supporting services such as reports on circulating hoax issues, service satisfaction surveys as a form of reciprocity from the community.

\textbf{Keyword:} Digital Media, Public Information Disclosure, Media Optimization

\begin{enumerate}
\item \textbf{Introduction}
\end{enumerate}

Public information is a necessity that must be provided by public agencies, and openness to access to public information is the responsibility of every public agency. Given, the creation of good governance is a real demand faced by democratic countries. One indicator of the realization of good governance is marked by the success of the government in enforcing transparency in state administration. In this case, the state is obliged to fulfill the public's right to know as one of the human rights protected by the constitution.

The issuance of Undang-Undang Nomor 14 Tahun 2008 about Keterbukaan Informasi Publik is a breath of fresh air for the community because of the legal certainty that guarantees their right to obtain public information. This is also in line with Asshidiqie's statement that the disclosure of public information in a democratic country is the foundation in building good, transparent, open and participatory governance \cite{1}. The implementation of a democratic legal state is based on the mandate of the people, so it is only natural that the public has the right to know information about government performance. In addition to aiming to enforce transparency, Undang-Undang Nomor 14 Tahun 2008 also encourages the active participation of the public in supervising the administration of the state \cite{2}.
With the issuance of these regulations, every public agency is obliged to open communication channels for the public. So that the public can easily access the public information they need, as long as the information does not include excluded information. In this case, government public relations plays an important role in supporting the success of the organization to provide public information services that are able to meet the expectations of the community, so that it is hoped that the organization's reputation can increase.

Considering that according to Suhendar, the big challenge facing public agencies today is to build a quality public information and communication system, packaged accurately and attractively [3]. When public information is able to meet people's expectations, the credibility of public bodies can also increase. One of the challenges faced by these public bodies can be seen from the research of Agus Setiaman et al in a study entitled Implementation of Public Information Disclosure Policy at the Department of Communication and Information of the City of Tasikmalaya, which revealed that some people in the City of Bandung did not understand the disclosure of public information. This could be due to the lack of socialization of the Bandung City Government regarding the disclosure of public information [4].

In line with Undang-Undang No. 14 Tahun 2008, the Central Java Provincial Government issued Central Java Provincial Regulation Number 6 of 2012 concerning Public Information Services for the Implementation of Central Java Provincial Government. This regional regulation mandates that public information services are based on the principles of equality, rationality, efficiency and effectiveness. Thus, applicants can obtain public information quickly and on time, at low cost, and in a simple way (article 2).

In addition to the regional regulation, Central Java Governor Regulation Number 12 of 2015 concerning Amendments to Central Java Governor Regulation Number 47 of 2012 concerning Instructions for Implementation of Central Java Province Regional Regulation Number 6 of 2012 concerning Public Information Services for the Implementation of Central Java Provincial Government was issued. One of these regulations contains the main duties and functions of the Main Information and Documentation Management Officer (PPID) and the Assistant PPID within the Central Java Provincial Government which plays a central role in providing excellent service in the field of public information to applicants. In the regulation, it is explained that the main PPID task held by the Head of the Regional Apparatus Work Unit (SKPD) in the field of communication and information technology is not only to store, document, provide, and provide information services to the public. However, it also conducts an inventory of excluded information for consequence testing, and coordinates and oversees the process of testing the consequences of exempted information with the relevant agencies.

In 2018 there was a decrease in the budget, from a total in 2017 of Rp. 18,023,154,000, - then to Rp. 16,750,702,000, - in 2018. This indicates that there is no increase in the target set by the Central Information Commission. The Main Performance Indicators of Central IP agreed with BAPPENAS are: i) Percentage of Public Information Dispute Settlement, and ii) Percentage of Public Bodies that implement Provisions on Public Information Disclosure. If in 2017, the percentage indicator of information dispute resolution is 65%, in 2018 it is still with the same target, which is still at 65%. Likewise with the indicators of Public Bodies that implement the provisions on public information disclosure, in 2017 the target is 70% for Public Bodies, so in 2018 it also has the same target of 70%.

The Central Java Provincial Government continues to forge itself to provide quality public information services for the community. Based on the Report on the Implementation of the Public Agency Information Disclosure Awarding Activities conducted by the Indonesian Central Information Commission during 2015 to 2020, the Central Java Provincial Government was designated as one of the provincial government public bodies that succeeded
in making satisfactory achievements in the field of public information disclosure. For six years lastly, the value of public information disclosure of the Central Java Provincial Government tends to increase, as shown in the following table.

<table>
<thead>
<tr>
<th>Year</th>
<th>Rating</th>
<th>The Value of Public Information Disclosure</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>5</td>
<td>74,861</td>
</tr>
<tr>
<td>2016</td>
<td>8</td>
<td>84,00</td>
</tr>
<tr>
<td>2017</td>
<td>2</td>
<td>92,13</td>
</tr>
<tr>
<td>2018</td>
<td>1</td>
<td>96,95</td>
</tr>
<tr>
<td>2019</td>
<td>1</td>
<td>97,00</td>
</tr>
<tr>
<td>2020</td>
<td>1</td>
<td>99,15</td>
</tr>
</tbody>
</table>

(Processed from the official website of the Indonesian Central Information Commission (https://komisiinformation.go.id/?page_id=883))

The Central Information Commission of the Republic of Indonesia periodically monitors and evaluates public information services organized by every public agency, both at the central and local government levels, universities, and other public bodies. The results of the monitoring and evaluation are reported transparently through the Public Agency Information Disclosure Awarding Activities every year and the reports can be accessed on the official website of the Indonesian Central Information Commission. In addition, a categorization of public bodies was established based on the value of public information disclosure achieved into five groups (table 2).

<table>
<thead>
<tr>
<th>Category</th>
<th>Value Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Informative</td>
<td>90 - 100</td>
</tr>
<tr>
<td>Towards informative</td>
<td>80 – 89,9</td>
</tr>
<tr>
<td>Quite informative</td>
<td>60 – 79,9</td>
</tr>
<tr>
<td>Less informative</td>
<td>40 – 59,9</td>
</tr>
<tr>
<td>Not informative</td>
<td>&lt; 39,9</td>
</tr>
</tbody>
</table>

(Processed from the official website of the Indonesian Central Information Commission (https://komisiinformation.go.id/?page_id=883))

When viewed from the scores in table 1, it appears that the Central Java Provincial Government has shown positive developments in providing public information services. Initially in 2015, the Central Java Provincial Government was included in the fairly informative category, then became a category towards informative in 2016, and succeeded in becoming an informative public body from 2017 to 2020.

2 Method

This research was conducted with descriptive qualitative method. Erickson in Susan Stainback in Sugiyono [5] explains that qualitative research methods are carried out in depth, where researchers involve themselves in the field and record what they find carefully, conduct theoretical studies on documents obtained during research, then make detailed research report.
Data was collected through interviews, referring to the interview guide that had been prepared. In addition, empirical data is also collected through observation and documentation. The empirical data obtained was then carried out by the coding process for analysis.

3 Result

As a form of embodiment of a democratic life, the disclosure of public information is something that needs to be taken seriously. PPID as a public body in this era of openness has an important role in building the reputation of a public body which is often assumed by the public as a closed management system. As the main gate, PPID certainly needs to improve and maintain a better quality of public information services, in accordance with the principles of good governance and user-friendliness, meaning that it does not only provide public information, but also pays more attention to the case of accessibility and completeness of information as society needs [6].

Access and information technology will certainly change with the times. This will practically affect the accessibility of archives and access requests so that the archive system as a record "warehouse" needs to keep up with technological developments. Given the demands of this efficient digital era, public information disclosure services can be said to be optimal if they have easy accessibility, wide coverage, and have guarantees for security [7].

The Central Java Provincial Government has utilized social media as a new form and way of interacting and providing services. In addition to offering a more practical method, social media has two-way and open communication capabilities that make it easier to participate and serve the community. After being named the most informative province in 2020, the Central Java Provincial Government continues to optimize the use of digital media, especially on its official website as a public information disclosure service platform. As reflected in the legal umbrella governing the disclosure of public information namely UU Nomor 14 Tahun 2008, it can be seen what exactly is the meaning of public information, referring to Article 1 paragraph 2 it is explained that public information is information that is generated, stored, managed, sent, and/or or received by a public agency related to the organizers and administration of the state and/or the organizers and administration of other public bodies in accordance with this Law as well as other information related to the public interest. Disclosure of public information is the responsibility of a public body.

Furthermore, the meaning of public bodies is also explained in Pasal 1 ayat 3 UU Nomor 14 tahun 2008, public bodies are government institutions in this case both legislative, executive, and judicial institutions whose functions and duties are related to state administration. Based on UU Nomor 14 Tahun 2008 about Keterbukaan Informasi Publik BAB IV, information that must be provided by a Public Agency includes information that must be provided and announced periodically which appears every 6 months, information that must be announced immediately, information that must be available every time, and information that is excluded. As another legal umbrella, the issuance of Information Commission Regulation No. 1 of 2010 concerning the standard of public information services, Governor's Regulation (Pergub) No. 56 of 2019 concerning instructions for implementing Regional Regulation No. 6 of 2012 concerning public information services for the administration of Central Java provincial government, Governor Regulation No. 12 of 2015 concerning amendments to the regulation of the Governor of Central JavaNumber 47 of 2012 concerning the instructions for implementing the Central Java Provincial Regulation Number
6 of 2012. Then, there is the Governor's Regulation Number 70 of 2016 on December 15, 2016 concerning the Organization and Work Procedure of the Central Java Province Communication and Information Office. The ratification of the Governor's Regulation became the forerunner to the commencement of the implementation of public information disclosure at the Central Java Provincial Communication and Information Office with the establishment of the PPID (Information and Documentation Service Officer) Assistant to the Central Java Province Communication and Information Office in 2017 with an updated Decree of the Head of the Communication and Information Office every year.

Referring to Information Commission Regulation No. 1 of 2010 concerning Public Information Service Standards, PPID Diskominfo Central Java Province has met a number of established standards. This can be seen from basic things such as the types of information provided. Referring to the legal basis of Information Commission Regulation No. 1 of 2010 it has been regulated in such a way as to what types of information must be provided by public bodies, for example in chapter III, part one, it is written information that must be provided and announced periodically. Article 11 paragraph 1 letter a number 2 states that "Every Public Agency is obliged to periodically publish Public Information which at least consists of: information on the profile of the Public Agency which includes the organizational structure, general description of each work unit, brief profile of structural officials". This is reflected on the PPID Diskominfo website of Central Java Province which has provided a profile feature that contains the profile of the Central Java Diskominfo PPID, the Organizational Structure of the Auxiliary PPID, both Structure Charts and Team Decrees, Structural Officials, and Service Notices.

Still in Article 11 paragraph (1) letter b of the Information Commission Regulation, it is also explained that information periodically includes the name of the program being intensified, on the PPID website, the Communication and Information Office of Central Java Province seems to have fulfilled these elements. On the home page of the Central Java PPID Diskominfo website, it shows what work programs or important issues are being focused on by the Central Java provincial government. For example, strategic development planning, 3 work programs of the Central Java Province Communication and Information Office, of course, in improving communication and information technology, strategic issues, and so on which if indeed become important things that must be underlined for the benefit of access to public information disclosure for the community.
Then, in serving further public information disclosure, PPID Diskominfo Central Java also pays attention to Article 12 regarding the types of information immediately, further explained in Article 12 paragraphs 1 and 2 that information that can threaten the lives of many people and public order, such as natural disasters and Non-natural disasters, for example, information about COVID-19 can be categorized as immediate types of information. One form of information immediately available on the PPID website of the Central Java Communications and Informatics Service is the Central Java Governor's Circular Letter Concerning the Enforcement of Restrictions on Community Activities and Anticipating an Increase in Covid-19 Cases in Central Java number 443.5/0000429 dated January 8, 2021.

Furthermore, as has been mandated in Article 13 of the Information Commission Regulation Number 1 of 2010 concerning Standards for Public Information Services, Central Java's PPID Diskominfo has provided Information that Must be Available at All Times such as Data on the Procurement of Goods and Services Contracts for 2020 and the Work Agenda of the Office from 2018 to 2020. One form of PPID readiness of the Central Java Provincial Communications and Information Office in order to maintain the performance of access to public information disclosure there are also regulations or information regarding regulations that have been ratified/applicable within the Central Java provincial government, of course this is in line with the obligations of a public bodies to provide information at any time in accordance with Article 13 regarding information at any time, which is stated in the Information Commission Regulation No. 1 of 2010. On the PPID Diskominfo Central Java website, there is a feature that specifically provides information on regulations. This is of course in line with Article 13 paragraph (1) letter b which mandates that every public body is obliged to provide information on regulations, decisions, or policies issued. PPID Diskominfo Central Java has fulfilled these elements. PPID Diskominfo Central Java's performance is shown by providing a special feature that can filter out what types of regulations, from a certain time range. People just need to adjust to the information they need. This page is integrated with the legal documentation and information network.

As a public body, the Central Java Province Communications and Informatics Service through the Information Management and Documentation Officer (PPID) who has the
authority to guarantee access to public information disclosure still pays attention to excluded information, referring to information commission regulations No. 1 of 2010 articles 14 and 15 explaining about the exception of public information, simply the exception of public information is information that is excluded from being informed to the public, it does not mean that it does not guarantee access to information disclosure and transparency, but the exclusion of such information is carried out through consideration, especially the consequences if the information is disseminated. In this article it is emphasized that closing Public Information can protect a greater interest than opening it or vice versa. Of course, with the exception of public information, it doesn't just happen, there is still a process that complies with regulations and standard operating procedures. In the information commission regulations, it has also been explained how public bodies are, in this context it means PPID of the Central Java Province Communications and Information Technology regarding the procedures for the exclusion of public information. Furthermore, it has been explained in the information commission regulation No. 1 of 2010 part two of article 16 regarding the procedure for the exclusion of public information, it is stated in paragraph (1) in this case the PPID is obliged to conduct a consequence test based on the reasons in pasal 17 UU Keterbukaan Informasi Publik as public information that excluded, meaning that it can be understood that in practice the Central Java Provincial Communication and Information Office still pays attention to the Standard Operating Procedures for excluded information. PPID Diskominfo Central Java also pays attention to information that is excluded as regulated in articles 14 and 15, such information as internet protocol addresses and assets of vital facilities belonging to the Central Java Provincial Government, because the information relates to the interests of the state.

Then how is the mechanism for requesting public information at the Central Java Province Communication and Information Office? The service menu features a mechanism for requesting information, it is further explained that the system for submitting requests for information can be done online and offline. If the community wants it to be offline, it means that the community must come to the information service desk at the Central Java Communication and Information Office to fill out a form with proof of identity card. The current pandemic period does not close the door for people who want to apply for information, because an online or online system is also provided, the public can simply access the PPID website of the Central Java Communications and Information Office, then enter the service feature, select the information request mechanism, it will appear. the procedure for submitting a request for information, if it is done online, there will be a link that the applicant can click.

"Applicants can also fill out the information request form themselves at this link." 

In the words "This link" the applicant simply clicks to get the format for filling out the application form for public information. The use of digital media seems to be optimally pursued by the Central Java Province Communication and Information Office because it provides services for submitting requests for information via electronic mail, namely email while still filling out the forms provided. The application form for public information can be sent by electronic mail (email) to the address ppid.diskominfo@jatengprov.go.id. Incoming information requests will of course be re-filtered, adjusted to the cluster of issues/data required, if there are types of information that are excluded according to existing regulations, the request for such information can be rejected, accompanied by basic reasons. Optimizing the use of digital media, one of which is through the website, appears to have been carried out by the Central Java Discominfo, it can be seen that the official PPID website of Central Java Province has also been equipped with a live chat feature that is connected to the WhatsApp
messaging application as a form of synchronous communication. This certainly provides convenience, especially for people with low digital literacy skills.

Judging from the behavioral aspect of people who want an easy and fast form and communication process or “anti-complicated” this is the underlying reason why PPID Diskominfo Central Java needs to initiate an additional live chat feature that is connected to the WhatsApp application. This is considered more effective than when people have to download certain applications just to apply for information. Although, indeed this makes it easy for applicants because they only need to send messages on the live chat feature, but it is still quite difficult for Central Java PPID Diskominfo officers to manage incoming messages, due to limited human resources working. Then if the applicant objected to the information obtained or received, then he/she can submit an information objection request, usually this feature is used if the submitted information request is rejected.

As another novelty element, the PPID of the Central Java Province Communication and Information Office does not only provide public information disclosure services, and complaints about service dissatisfaction, but tries to apply other substances that are no less important, it can be seen that the Central Java Provincial PPID also provides complaints procedures. civil servant behavior. This means that not only classic problems such as distribution of aid for beneficiary families or data on social assistance recipients, flood data, and piles of garbage are reported or reported, but the performance and service attitude of state civil servants working in the Central Java provincial government can also be reported. The community as the holder of the highest sovereignty, can jointly monitor the quality of public services and the performance of public bodies, both at the legislative, executive, and judicial levels. Similar to other professions, the State Civil Apparatus (ASN) also needs to uphold professionalism and make the code of ethics a foothold in serving and serving the needs of the community. The number of incidents of public services that are not excellent for the community, or many ASNs who are not disciplined with existing regulations such as skipping morning apples, are the reasons why there is a need for new ideas to provide complaint services on the performance of state civil servants (ASN) in the Central Java provincial government.

By filling out the State Civil Apparatus (ASN) complaint form, which can be downloaded on the PPID Diskominfo Central Java website, the complainant can write a complaint explaining the chronology of the reported events, and send it to the Central Java Communications and Information Office office both offline and online. In the complaint channel, Central Java's PPID Diskominfo continues to prioritize Standard Operating Procedures (SOP) by paying attention to the complaint code of ethics, hoping that the identity of the reported and the complainant will still be guaranteed. Then, another interesting novelty element in the PPID Diskominfo Central Java website is the open data feature, which is any data portal in the scope of Central Java.

Another interesting thing, as part of a Public Agency that is active in the field of communication, Central Java Diskominfo PPID is required to always be updated on the latest information developments, therefore Central Java Diskominfo PPID provides the latest information data, either in the form of news or other information. In addition, hoax news which is increasingly mushrooming also brings a concern in the midst of people's lives. PPID Diskominfo responds to this by routinely providing reports on hoax issues on the 'Home' page which is connected to the official website of the Ministry of Communication and Information, Republic of Indonesia, as one of the efforts to prevent hoax news that can cause an anxious situation. PPID Diskominfo Central Java Province also provides a satisfaction survey column in which respondents need to fill in a number of information including age, gender, last
education, occupation, type of public service that has been accessed and so on. Community satisfaction survey feature.

Based on the description above, it can be seen that government public relations does not only function to create a positive image and reputation of the organization, but also provides public information services to all citizens. Government public relations are also considered to be broader when compared to public relations practitioners who work in companies or other organizations. There are several regulations that can be used as a reference to understand the meaning of government public relations in particular. The Decree of the Minister of Communication and Information Number 371/KEP/M.KOMINFO/8/2007 concerning the Code of Ethics for Government Public Relations states that government public relations is the activity of institutions and or individuals who carry out management functions in the field of communication and information to the public and stakeholders. Meanwhile, the definition of government public relations as stated in the Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform No. 55 of 2011 concerning General Guidelines for Public Relations in Government Agencies states that government public relations is a public relations institution and/or government public relations practitioner who performs management functions in the field of information, persuasive, effective, and efficient communication to create a harmonious and mutually beneficial relationship with the public through various public relations facilities in order to create a positive image and reputation of government agencies [8].

If it is related to the existing theory, then the relationship between government public relations performance in this case PPID Diskominfo Central Java can be explained by the Excellence Theory theory. Basically, this excellence theory explains how organizations that implement excellence communication manage to reach their point of success. This success is achieved through the optimal role of public relations in the organization. Regarding the optimization of the role of public relations, this study is actually a continuation of the four classic models of the development of the role of public relations in organizations that had been formulated by Grunig. The four models are presented in table 3:

<table>
<thead>
<tr>
<th>Model</th>
<th>Communication Type</th>
<th>Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Press Agentry or Publicity</td>
<td>One-way communication</td>
<td>Using persuasion and manipulation techniques, especially through mass media to influence the public to act in accordance with the wishes of the organization</td>
</tr>
<tr>
<td>Public Information</td>
<td>One-way communication</td>
<td>Use press releases and other one-way communication techniques to inform the organization's activities. Public Relations plays a role as a “journalist” in the organization</td>
</tr>
<tr>
<td>Two way asymmetric</td>
<td>Two-way communication</td>
<td>Feedback from the public is used to compose a persuasive message and influence the public to act in accordance with the wishes of the organization</td>
</tr>
<tr>
<td>Two way symmetric</td>
<td>Two-way communication</td>
<td>Emphasizes the achievement of mutual understanding, mutual respect,</td>
</tr>
</tbody>
</table>
The implementation of excellence theory is most ideal if it is applied to organizations whose internal and external communication emphasizes a balance or equal position among the communicating parties. If it is associated with the four public relations role models, the fourth or two-way symmetric model is the most ideal condition for implementing Excellence Theory. Furthermore, in Excellence Theory there is Excellence Communication which is the key in researching the ideal role of a public relations officer. Excellence Communication is the ideal form produced by Grunig and his team regarding public relations. Where a public relations officer in the organization has the ability to manage its strategy and also carry out dynamic communication between the organization and its publics, both internally and externally.

In implementing Excellence Communication, a public relations officer is required to have knowledge of strategic management and two-way communication. A public relations officer must be able to carry out management functions such as designing communication programs that meet the wishes of leaders and the public. Public relations must also carry out its function as a two-way communication, where a public relations officer must be able to establish communication with the public and obtain information about the wishes and public opinion of the organization. The information and data are submitted to the leadership as consideration in making decisions and policies. Then after decisions and policies are made, public relations communicates them back to the public and looks at the public opinion. Likewise, the flow of two-way communication carried out by a public relations officer to the organization and the public.

4 Conclusion

Public information is a necessity that must be provided by public agencies, and openness to access to public information is the responsibility of every public agency. As the main gate, PPID certainly needs to improve and maintain a better quality of public information services, in accordance with the principles of good governance and use friendly. This means being able to understand the needs of the community and provide easy access for the community. The Central Java Provincial Government continues to optimize the use of digital media, especially on its official website as a service platform for public information disclosure, one of which is through the official website www.ppid.diskominfo.jatengprov.go.id. As reflected in the legal umbrella governing the disclosure of public information namely UU Nomor 14 Tahun 2008, PPID Diskominfo Central Java continues to improve performance in ensuring access to public information disclosure. The ratification of Governor's Regulation Number 70 of 2016 dated December 15, 2016 concerning the Organization and Work Procedure of the Central Java Province Communication and Information Technology Office is the gateway and forerunner to the start of public information disclosure in Central Java. In practice, PPID Diskominfo Central Java still prioritizes Standard Operating Procedures.

Referring to Information Commission Regulation No. 1 of 2010 concerning Public Information Service Standards, PPID Diskominfo Central Java Province has met a number of established standards. This can be seen from basic things such as the types of information
provided. Referring to the legal basis of Information Commission Regulation No. 1 of 2010 it has been regulated in such a way as to what types of information must be provided by public bodies. The novelty elements that appear on the PPID Diskominfo Central Java website are the live chat feature that is connected to the WhatsApp application, the data portal feature, the regulatory feature that is integrated with the communication network and legal information, the latest information data, reports on hoax issues on the linked 'Home' page. with the official website of the Ministry of Communication and Information, Republic of Indonesia, as one of the efforts to prevent hoax news that can cause an anxious situation. PPID Diskominfo Central Java Province also provides a satisfaction survey column on access to public information disclosure. However, the limitations of competent human resources in the field of public relations are an obstacle and challenge for PPID Diskominfo Central Java in the practice of public information disclosure. In addition, there is a need for a strategy in disseminating public information disclosure by utilizing the Central Java PPID Diskominfo website considering the low level of digital literacy of the community

References

Women And Local Democracy:  
A Study on The Engagement of Women Candidates in the 2020 Elections in Central Java

Dewi Erowati¹, Puji Astuti², Turtiantoro³  
{dewi.erowati@live.undip.ac.id}¹

Universitas Diponegoro, Indonesia¹,²,³

Abstract. The aim of this research is to comprehend the involvement of women as candidate on head regional election on the year of 2020 in middle java. As we have known that there was a significant amount of woman as candidate where is ten fights for Regent or Major and seven of them winning the competition. There also six women candidates run for vice regent or vice Major and four of them also being the winner. Based on thus fact the research interested in analysing what the main factor that determine of women became nomination and winning the competition. Do strengthening gender identity also being important part that supporting women candidate in getting support from the voter? The method research is use qualitative descriptive with the main goal is getting of comprehensive answer of the research question. Instrument for collecting data based on depth interview with key informant. The result of research points out that it is harder for women to be nominated because of patriarchy that still treat as special and given priority for male candidate. For the competition process also not easy for women candidate because of an expensive cost of the competition. There were several factors that determine of women for winning competition. Firstly, they should have of an economic capital not only to meet of the campaign need but also of money politics practice that cannot be avoided by whoever of candidate. Secondly, they also must prepare with good political networking. Almost of women who succeed for running the competition because they supported by political network of their families such as their parent or their husband which have known as politician, prominent figure and also businessman. Finally, they more succeed for getting support from the voters by strengthening of gender identity. Although regional head election in middle java shows of significant amount of women candidate, but political process still not friendly yet for women because of an expensive cost that without money it is incredible that could happen for women in running competition however they full of a leadership capacity and ideas.

Keywords: Women Candidate, Regional Head Election, Gender Identity, Electoral Threshold

1 Introduction

Until now, women's political representation in Indonesia has not shown encouraging conditions, even though after the 1998 reformation, the political tap has been wide open to create a more democratic political life. Politics is still a field that is considered not friendly enough to accept the presence of women in it. Women in general still show reluctance to enter
political activities. This can be shown that the 30% quota for women in Parliament is still not fulfilled, even though there are affirmative policies that encourage efforts to increase women's representation in parliament. Through Law No. 8 of 2008 the effort to realize a quota of 30% women's representation in parliament has been strengthened, because of the necessity in party formation or party management at the Central level to include at least 30% women's representation. The law even implements a zipper system which stipulates that there must be at least one woman in every nomination for legislative members for every 3 proposed candidates. In reality, the penetration of the 30% quota policy has not been able to increase the number of women in parliament because until the 2019 Legislative Election the average number of women in parliament was still at 19.8%.

If the 30% quota policy for women's representation in parliament does not necessarily increase the number of women in parliament, then how is the involvement of women in political positions in the executive that has not been strengthened by affirmative policies. The involvement of women as candidates for regional heads is an interesting study because of the fact that it is not easy for women to be involved in the pilkada process. Women's involvement in the nomination of regional heads is often faced with difficult challenges, especially attacks that must be accepted because of their status as women. Stereotypes and patriarchal culture that are still thick in our society are a challenge for female regional head candidates, not to mention the high cost of Pilka politics where on average women do not have adequate economic capital. The 2020 simultaneous regional elections in Central Java which were held in 21 regencies and cities showed an interesting phenomenon because there were 16 female candidates who advanced in the nomination where 10 of them nominate as regional heads and 6 others nominate themselves as deputy regional heads. Of the 10 candidates for regional head, 7 of them won the election while out of 6 candidates for deputy regional head 4 of them won the election. Based on this fact, the research was conducted to examine how the involvement of female candidates in the Pilka politics is? What factors determine their choice? Do they strengthen gender identity to break stereotypes and deconstruct patriarchal culture?

2 Method

This research is a qualitative descriptive study. The aim is to obtain a comprehensive picture of how female candidates are involved in the pilkada competition with two main objectives: 1) identifying and analyzing the factors that support the victory of female candidates; 2) provide a comprehensive picture of whether female candidates strengthen gender identity to attract voter supporting? Data collection was carried out through in-depth interviews with purposively determined informants, especially the supporting parties and also the success team.

Women are constitutionally guaranteed the right to vote and be elected (equality of political rights). However, in practice women are often still seen as second-class citizens. The difference in treatment of women who are seen as inferior to men is still very strong in society, especially in political life. Studies that specifically examine the occurrence of differences in treatment of women based on gender differences are known as gender studies. The construction of gender roles based on gender differences has given rise to a different role dichotomy for men and women where women are identified with roles in the domestic sphere while men have role attributes in the public sphere. The concept of gender that is deliberately constructed by the community will form a pattern of relations between women and men with
their respective roles that cannot be exchanged, according to the hopes and desires of the community as stated by Andersen [1] as follows:

"Gender refers to the socially learned behaviors and expectations that are associated with two sexes. Those whereas "maleness" and "femaleness" are biologically facts, masculinity and femininity are culturally constructed attributes. Similar to the social categories establishes by race and social class, gender patterns what others expect to us and what we expect of ourselves. Gender also establishes, in large measure, our life chances and direct our social relations with other"

It is this role dichotomy that causes women to experience gender injustice such as restrictions on roles, thoughts, and differences in treatment which result in violations of the recognition and equality of rights between men and women. Gender inequality with its various manifestations such as subordination, stereotypes, double burden, marginalization, violence, the root cause is patriarchal culture. In simple terms, patriarchy can be interpreted as a condition that places a special position on men. However, there are a number of opinions about patriarchy itself, such as Millet [2] who defines patriarchy as a condition in which men dominate women and the old dominate the young. Meanwhile, according to Morrissey [3] explains that "patriarchy is the relation of governance presided over by father", namely the relationship system where the father is the regulator and determinant of everything that causes inequality in the relationship where the father is in a superior position and the other is inferior.

The concept of patriarchy itself is not limited to photographing inequality in the domestic sphere, but is also used to describe the causes of inequality in power relations in the public sphere. According to Goldberg [4] "Patriarchy is any system of organization (political, economics, religious or social) in which the overwhelming of upper position in hierarchies is occupied by male. The female politicians, are at the times, a lower proportion than men" (any organizational system, whether political, economic, religious, or social where most of the highest hierarchical positions are dominated by men, while at the same time the proportion of female politicians is lower than that of men). Patriarchy should be changed to provide more justice for women because patriarchy is the result of community construction. This is in line with Butler's [5] opinion that "patriarchy is produced within the construction of gender". The result of gender construction causes women to be in a disadvantaged position because they are under the supremacy of men, as conveyed by Walby [6] who argues that "patriarchy is a system of social structures and practices, in which men dominate, oppress and exploit. women" (patriarchy is a social structure and practice in which men dominate, oppress and exploit women). This condition causes women to be disadvantaged because they do not have equal access, including access to power. In current conditions, patriarchal culture is still the dominant cause of women getting unequal opportunities in the public sphere, resulting in unequal power relations. Even according to Cecilia Ng [7] even though women already have a good education, getting equal treatment without discrimination is not easy, because there are still refusals for women to occupy top positions, especially for public leadership.

Besides patriarchal culture, the challenge faced by women in gaining positions in the public sphere, including in political competition, is that often it cannot be separated from the lens of gender stereotype. The debate over the involvement of women who run for various political positions will always be questioned regarding the suitability of women's qualifications to carry out roles in the public sphere, all of which stem from the clichéd issue of stigma or labeling attached to women, which is better known as gender stereotypes. Gender stereotypes in general are views about attributes or traits or roles that should be owned or performed by men and women. According to Riant Nugroho [8] stereotype is a negative labeling or marking of a certain group or gender. Meanwhile, according to Cook and Cusak
A stereotype is a generalized view or preconception about attributes or characteristics that are ought to be possessed by or the roles that are should be performed by, members of a particular social group. Then further Cook and Cusak explain further that "gender stereotype is a generalized view or preconception about attributes or characteristics that are ought to be possessed by or the roles that are should be performed by men or women". Gender stereotypes are views or conceptions of the nature or character that must be possessed or the roles that should be performed by men or women. In general, this label has more negative connotations, and is more attached to women, such as women who cannot lead because they are emotional, indecisive, and others that often harm women.

In reality, there are many stereotypes or labels aimed at women and most of them are detrimental to the position of women because they impose restrictions on women's social roles. As stated by Paul and Smith (2008) which states that gender stereotypes generally provide assumptions about the different traits possessed by men and women where men are often seen as more competent, assertive, strong in leading, and have greater abilities, great for dealing with crises. While women are seen as more sensitive, expressive and honest. However, not all of these stereotypes have negative connotations when comparing the dimensions of behaviour, attitudes, by emphasizing what is considered more suitable for each gender. As stated by Brodi and Hall (2000) which states "women are better at sending and decoding non-verbal messages, in contrast men are better in controlling their nonverbal expressions". This opinion is not comparing which one is more powerful, but only conveying that women have better ability to convey and decipher nonverbal codes, while men are better at controlling nonverbal expressions.

Labelling of women in reality is often an assessment of the right position for women in carrying out political and government positions. Women are assumed to be more effective in dealing with issues of child care, poverty, education, women's issues, environmental issues, while men are seen as more competent in dealing with economic development, military, trade, taxes and agriculture. This labelling has a considerable influence in determining the choice of candidates where for political positions at a higher level, there is a tendency for voters to prefer men over women because women are seen as unable to manage complexity. Even the experience in the practice of political competition in Indonesia, when there are female candidates are often attacked with religious arguments that seem to justify that women cannot lead and are not destined to be leaders, followed by other labels that tend to be "prejudice". The patriarchal culture and labelling must be recognized as the dominant factor that hinders women from achieving strategic positions in political and government institutions. To overcome this, it is appropriate for women to deconstruct patriarchal culture and break labeling by strengthening gender identity to attract voter support.

3 Result and Discussion

The 2020 simultaneous regional election is the second phase of the simultaneous regional election after the first phase of the simultaneous regional election was held in 2015. The 2020 simultaneous regional election which was held on December 9, 2020 was considered the best decision after going through many debates about the various options proposed, including the proposed postponement of the regional election. not held in 2020 considering the COVID-19 pandemic situation. However, the government's decision to carry out simultaneous regional elections in 2020, only the elections that were originally scheduled to be held on 23 September
2020 were later postponed and held on 9 December 2020. The 2020 simultaneous elections were held in 270 regions. Among them are 9 Provinces, 224 Regencies and 27 Cities. Pilkada in Central Java itself is held in 21 regions consisting of 17 regencies and 4 cities. There were 41 couples who participated in the competition with 82 potential participants. Among the 21 regions that held the Pilkada, 6 of them were followed by single participants or against empty columns, namely Kebumen, Wonosobo, Boyolali, Grobogan, Sragen, and the City of Semarang. What is more interesting regarding the simultaneous Pilkada in Central Java is the significant number of female candidates, as many as 18 participants (19.75%) which means that it is almost the same as the average achievement of women in the DPR which is clearly supported by the affirmative policy of the 30% female quota. Besides not being supported by affirmative policies on the importance of involving women in the nomination of regional heads, the high political costs of Pilkada are also interesting to study further regarding the involvement of women candidates because in reality the women candidates are not individuals who independently have economic capital (for example, because the candidate is a woman entrepreneur).

In the 2020 simultaneous regional elections in Central Java, out of 18 female candidates, 11 of them are running for regional heads and 7 others are running for regional tax representatives. Of the eleven female candidates who ran for regional heads, 7 of them won the election, while 7 who ran for deputy regional heads, 4 of them won the election. Then how the results of the Pilkada in more detail for both regional heads and deputy regional heads are as follows:

<table>
<thead>
<tr>
<th>No</th>
<th>Candidate Name</th>
<th>Constituency</th>
<th>Election Result</th>
<th>Background</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Dyah Hayuning Pratiwi</td>
<td>Purbalingga</td>
<td>Win</td>
<td>Son of Former Regent for Two Periods, Incumbent Deputy Regent</td>
</tr>
<tr>
<td>2</td>
<td>Sri Mulyani</td>
<td>Klaten</td>
<td>Win</td>
<td>Deputy Regent, Incumbent Regent</td>
</tr>
<tr>
<td>3</td>
<td>Etik Suryani</td>
<td>Sukoharjo</td>
<td>Win</td>
<td>Former Regent's Wife Two terms</td>
</tr>
<tr>
<td>4</td>
<td>Kusdinar Untung</td>
<td>Sragen</td>
<td>Win against empty box</td>
<td>Son of the former regent for two terms, incumbent regent</td>
</tr>
<tr>
<td>5</td>
<td>Sri Sumarni</td>
<td>Grobogan</td>
<td>Win against empty box</td>
<td>Former Member of DPRD, Incumbent Regent</td>
</tr>
<tr>
<td>6</td>
<td>Umi Kulsum</td>
<td>Blora</td>
<td>Lost</td>
<td>Wife of Former Regent for Two Periods</td>
</tr>
<tr>
<td>7</td>
<td>Estianah</td>
<td>Demak</td>
<td>Win</td>
<td>Doctor, son of a contractor businessman</td>
</tr>
<tr>
<td>8</td>
<td>Bintang Narsasi</td>
<td>Semarang Regency</td>
<td>Lost</td>
<td>Wife of Former Regent for Two Periods</td>
</tr>
<tr>
<td>9</td>
<td>Fadia A.Rafiq</td>
<td>Pekalongan Regency</td>
<td>Win</td>
<td>Former Deputy Regent, Chairman of DPD Golkar</td>
</tr>
<tr>
<td>10</td>
<td>Balqis Diaz</td>
<td>Pekalongan City</td>
<td>Lost</td>
<td>chairman of parliament</td>
</tr>
<tr>
<td>11</td>
<td>Dwi Astutiningsih</td>
<td>Blora</td>
<td>Lost</td>
<td>Former Member of DPRD from PDIP</td>
</tr>
</tbody>
</table>

(Processed by researchers from secondary data)
From the data contained in table 1, it is very interesting because of the background of female candidates in the 2020 Pilkada, where a number of these female regional head candidates when they first ran for candidacy were part of power because they were wives of former regents such as or children of former regents. This fact is often concluded by the public as an effort to perpetuate the dynasty of power. There are also female candidates who have a background as a politician and have held positions in the legislature or in the government, besides there are also female candidates who have a background as an entrepreneur or the child of a businessman. Pilkada is, in fact, a competition that requires complex support in the form of money, political networks, and commitment from the candidates through clear vision and mission. This fact makes it difficult for women to decide to run in the Pilkada competition.

Pilkada is a political competition that requires large costs and also a strong political network, so it is almost impossible for a woman to run as a candidate for regional head without having financial support or political networks, even though the female candidate has excellent leadership skills and is rich with The idea as conveyed by the Council Member who is also the Success Team of one of the candidates for Regent is as follows:

“The Pilkada is a competition that requires a very large cost where a candidate must spend at least 20 billion. The financial readiness of this candidate is also undeniably a consideration for the party in determining the nomination of candidates, in addition to other considerations related to whether the candidate is popular enough and has good electability. I always tell the truth that don't ever dare to participate in Pilkada if you don't have money. Especially for female candidates, because the party itself will also prefer male candidates, unless there is no other alternative. And in general, these female candidates are supported by people who are financially strong or have a political network” (interview with Ibu Irna S, member of DPRD Central Java Province)

The need for large funds in this Pilkada event is not only due to the large costs required for campaign activities in order to introduce candidates to the various excellent programs offered, but rather to mobilize support. The fact is it's no secret that in every election event, people are used to receiving money from candidates through their Success Team. Therefore, it seems like a natural thing if the candidate recommended by the supporting political party is a candidate who has adequate funding. The problem of the high cost of politics is one of the causes of women's indecision to run in the Pilkada. So, there is still a small number of women to take part in the Pilkada competition, not because women are not interested or have no political interests, but rather are faced with the problem of the high cost of the Pilkada. This was also conveyed by female politicians as follows:

“We do not deny that Pilkada is a very expensive political event. Candidates like it or not have to be prepared with this large amount of money. While we know that the average woman does not have the financial ability independently because usually it is her husband or parents who have the money. This fact often raises concerns about female candidates who often have doubts in the community that when they are elected, they will be controlled by parties who have paid for their political costs” (interview with Mrs. Rini, a member of the Central Java DPRD who is also a Blora Regency Pilkada Success Team)

The high cost of politics is not only a problem for women in Indonesia who want to reach political positions. This is also a phenomenon in the practice of democracy in America as said by Thomsen [11] which states that "US democracy is not simply the competitive struggle for people's vote, but also the prior competition over who will wage that struggle". about the struggle of competition to get the people's vote but also the competition about who can pay for
the struggle). This is also the cause of the limited number of women who enter the election competition. Only women who have financial support can ultimately enter into political competition. In the end, money can become a barrier for women to enter political competition, no matter how capable and rich they are with ideas. But on the other hand, there are women who benefit from having the opportunity to take part in political competitions even though they individually lack political experience and leadership capacity, let alone ideas.

The challenge for female candidates to win the nomination or the Pilkada competition is not only related to financial problems, but also the strong patriarchal practice within the party and society so that in the nomination of nominations, political parties actually prioritize male candidates. Even if the recommendation ends up falling on a female candidate, usually this cannot be separated from the strong people behind the female candidate, be it parents or husbands who are known as politicians, community leaders or businessmen. So, it is not surprising that most of the women who run as candidates in the Pilkada cannot be separated from the shadows of the strong people around them who may later become shadow power. It is this strong figure behind the female candidate who is suspected to be controlling policies when she is in the top position as regional head. This is certainly an unfavorable political fact because the entry of women into political positions in the government ultimately does not have the freedom and independence in making policies, including to make policies that are expected to be more in favor of women's interests. This condition is often known as policy corruption, which is very likely to occur when a candidate in the nomination of political costs does not come from himself but comes from powerful people who have money who often have their own agenda to protect or perpetuate its importance.

Another thing that cannot be denied and also becomes a challenge for female candidates is the labelling attached to them because of their status as women. Often negative labels are used as a weapon for political opponents to bring down female candidates. Even the issue of gender is quite strong in colouring the regional elections in Demak Regency. It is not uncommon to attack female candidates using religious arguments that seem to justify that women are not justified and unfit to be leaders. A number of attributes about women's characteristics such as feeling women, irrational, emotional, less assertive, become negative connotations that are widely echoed to bring down female candidates. However, in addition to a number of negative labels, there are also a number of traits attached to women which actually have positive connotations such as women being good listeners, women being good at building relationships, women being very interested in social issues, women being easy to empathize with, and the like. This is what female candidates must strengthen in an effort to break negative labelling so that they can be used to gain voter support. The identity of women with various attributes that have positive connotations is used as a way to convince voters that leaders not only need a firm character, but also need gentle and empathetic characters, and this is inherent in women. The strengthening of women's identities is considered very useful in attracting support, especially women voters through approaches with women-based communities and organizations. This strengthening of women's identities is considered by the Success Team to be quite effective in attracting voter support. Thus, strengthening women's identities indirectly actually deconstructs patriarchy and breaks the labelling of female candidates.
4 Conclusion

The election of female candidates in the regional elections is not an easy path because there are many factors that determine success. The first factor, of course, is financial support, which is actually a determining factor for female candidates, both in the nomination process and in the competition for voting support. Another factor that is no less important is the political network, because after all in the Pilkada, candidates need political support from various forces, both political parties and other interest groups. However, what is no less important is how female candidates deconstruct patriarchy and labelling that tends to harm and hinder female candidates by strengthening women's identities. Positive attributes as women are used as a theme in promoting female candidates with leadership qualities who can listen, have empathy and take sides with women and weak parties.

References

Capacity Advancement for Public Service Innovation Management Within Maneuvering Covid-19 in Banyumas Regency

R. Slamet Santoso¹, Hesti Lestari², Dewi Rostyaningsih³
{rssantoso@gmail.com⁴}

Universitas Diponegoro, Indonesia¹, ², ³

Abstract. Banyumas Regency is one of the regions that has succeeded in systematically developing public service innovations. Starting from the support of elite policy and commitment, incremental innovation of management institutions, improving the quality of breakthrough human resources, and so on. The Banyumas Regency Government also continues to try to overcome various obstacles to the development of regional innovation, such as in the relationship between innovation institutions, creating service, expanding human resources with inventive ideas. Furthermore, related to the current state of the Covid-19 pandemic, services and innovations are still not integrated and institutionalized, still partiality and lack of support for commitment, resources, and public guarantees. Therefore, the innovation management capacity of the authority needs to be maximized. The purpose of this research is to get an overview of the innovation management capacity of the Banyumas Regency Government in handling Covid-19. This research uses a qualitative approach, utilizing interviews and observations as a data collection technique and triangulation as an analysis technique. The results of this study confirm that the development of innovation management capacity is a determinant in improving public services. The most essential research recommendations relate to collaboration. Innovation must be carried out in a multi-sectoral manner, with more attention to the external side of each public service. So that there is an expansion of the network, so that it is qualified to collaborate in increasing the amount and quality of public service innovations in Banyumas Regency.

Keywords: Capacity Management, Innovation, Public Service, Institution, Covid-19

1 Introduction

The Covid-19 pandemic is a reality that does not only have a health dimension, but also has implications for our daily lives. A comprehensive, multidisciplinary and cross-sectoral approach is required. All actors and stakeholders must move in unison, work hand in hand and synergize in realizing a comprehensive pandemic response.

All parties seek to contribute to efforts to handle the Covid-19 pandemic, the Government (Central to Regional) in an integrated manner forms a special team or task force, provides social assistance, regulates population movement or mobility, and others accompanied by the provision of a large budget through reforms annual budget drastically. On the other hand, various non-government groups are also competing to be involved in handling the Covid-19 pandemic, volunteers are present to provide support and assistance, the community is involved in serving others who are sick due to Covid-19 where they live, and many more.
Various efforts have been made since the entry of Covid-19 at the end of 2019, then it was determined as a national emergency in March 2021, but there is no significant positive results visible until now. Similar conditions are also found in almost all parts of the world, to this day all are still battling the Covid-19 pandemic.

Banyumas Regency in Central Java has also felt the impact of the Covid-19 pandemic, the data shows from March 2020 to August 2021 that the number of patients confirmed positive for Covid-19 tends to increase, as shown in the table 1:

<table>
<thead>
<tr>
<th>No.</th>
<th>Year</th>
<th>Month</th>
<th>Number of Patient</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>2020</td>
<td>March - December</td>
<td>4,785</td>
</tr>
<tr>
<td>2.</td>
<td>2021</td>
<td>January - August</td>
<td>28,158</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Total</strong></td>
<td><strong>32,943</strong></td>
</tr>
</tbody>
</table>

(Banyumas District Health Office, 2021)

The data above shows that the number of Covid-19 patients is increasing, especially in June and July 2021, Banyumas experienced a very significant increase in the number of Covid-19 patients. This increase led to a high number of deaths in Covid-19 patients, the total number of patients dying was 1,993 people, while most of them recovered.

In line with the outbreak of Covid-19, the Banyumas Regency Government has also allocated a large budget, through refocusing on various other activities. This large budget is used to support the handling of the pandemic, especially from the medical side, including for non-medical activities such as social assistance to the community. The district level Covid-19 Task Force has also been established, accompanied by various collaborative steps involving many parties.

Banyumas Regency in an effort to deal with Covid-19 also has the following infrastructure resources: Referral Hospitals (lines 1 to 3) a total of 12 units, 2 Emergency Hospitals, then supported by capacity based on the number of beds, in the Home Isolation Room The hospital has 1,173 beds, in the ICU Hospital there are 109 beds, in 4 Quarantine Houses there are 332 beds, ambulances and services at the Puskesmas level are also available. The number of health workers: there are 529 doctors, 1,469 nurses, 282 people in the field, 2,286 other health workers, also supported by a team of experts from the Unsoed Faculty of Medicine, in the form of Lung Specialists, Internal Medicine, and Clinical Pathology.

One form of appreciation, especially innovation during the Covid-19 period, is to provide steps to prevent the transmission and spread of Covid-19 in shopping areas, especially traditional markets. The 1st Best Innovation Winner for the Covid-19 New Normal Order in the Market Category.

In addition to special awards related to this new normal order, Banyumas Regency has also received many awards in public service innovation competitions, such as from the Ministry of PAN and RB: In 2019 it received the Top 45 KIPP award through the innovation of the Sky Courier Partner Social Pattas, in 2020 it received the Top 99 KIPP award through the innovation of the Successful Gateway for Persons with Disabilities, and in 2021 the Top 45 KIPP award through the innovation of the Integrated Referral Application System, Health Information and Emergency Ambulance of Banyumas Regency. Then from the Ministry of Home Affairs, Banyumas Regency also received an award as a Regency area in the Very Innovative category.

Although it has received many innovation awards, it turns out that in the development of innovation, Banyumas Regency is still facing various innovation capacity management problems. In the implementation of innovation development, several problems were found,
practically several problems of regional government innovation development in Said [1], include: First, the main problems of local government innovation development in practice are often difficult to start from where, by whom, and when innovation is developed. Second, problems related to the low level of political, financial and technical support. Third, problems related to the lack of cooperation between one leader and another, leaders with the community (stakeholders) and other citizens. Fourth, another regional government innovation problem is the lack of orientation to the primacy of excellent service. Fifth, the problem of the condition of the administrative and staffing system that still does not support innovation. Said's statement above is also found in the development of innovation in Banyumas Regency.

According to Wilfredus and Purwanto [2], organizational innovation capacity can be traced based on matters relating to executives, namely: 1) Personal understanding of the innovation process for executives, can provide guidance and support for the development of innovation in organization; 2) Continuous learning and study, can make executives an important contributor in the development of organizational innovation; 3) Curiosity, can more easily build productive relationships and cooperation with organizational innovators; 4) Openness to criticism and suggestions from anyone; 5) Leadership, which places innovation as part of developing organizational capabilities; and 6) Pays greater attention to strategic matters than operational ones.

To discuss innovation capacity, the innovation capacity management development model of Seok Ueun Kim and Jung Wook Lee [3] is used, which states that government innovation is determined by innovation management capacity, which consists of innovative leadership factors, quality of workers, systems or structures, and lastly by the management of external influences. More details can be seen in the fig. 1.

![Fig. 1. Model of Management Capacity and Government Innovation.](image-url)

Seeing the seriousness of the support of resources, and efforts, as well as the achievements of the Banyumas Regency Government in dealing with the Covid-19 pandemic, all of them cannot be separated from the fast and responsive actions of various related parties. One of the determinants of this rapid movement is the capacity or ability to manage the situation and conditions of government administration. Innovation capacity is the focus in this paper, how to manage the innovation capacity of the Banyumas Regency Government, so as to produce
achievements in government administration, especially how to take steps to deal with Covid-19, with various examples of public service innovations, produced.

2 Method

The research method used is a qualitative method with the presentation of the results of field research through data collection by conducting in-depth interviews with people who are research subjects. The research subjects or informants of this research are all parties related to the development of innovation in the Banyumas Regency Government. The selection of informants used key informants that were selected purposively, then snowballed. The data used are primary data and secondary data, obtained by data collection techniques using interviews, observation, and documentation. The analysis technique uses data reduction, data presentation, and data verification [4].

3 Result and Discussion

The discussion of innovation capacity management owned by the Banyumas Regency Government uses the innovation capacity management development model from Seok Ueun Kim and Jung Wook Lee [3], covering 4 (four) dimensions, namely: 1) innovative leadership, 2) quality of workers, 3) system or structure, and 4) external influences. More details are presented as follows.

3.1 Innovation Capacity Management

In this section, the results and analysis of the theme of the superior ability or capacity of Banyumas Regency in handling Covid-19 are presented through several results of its public service innovations. Previously, it was conveyed the conditions of various factors or dimensions that determine the success of Banyumas Regency's innovation capacity management in handling Covid-19.

Innovative Leadership. Innovative leadership is action-oriented and makes a strong commitment to changing established routines and practices. Continuous communication with employees is very important to reduce inconvenience, because innovation tends to be faced with very high uncertain future returns. Innovative leaders are also entrepreneurs; they are willing to take risks and continually undermine the barriers that confront their innovation. This entrepreneurship, however, can be seen as a luxury in government where accountability pressures drive public officials to be cautious, rigid, and resistant to change [3].

The Regent and his staff have taken the right steps in dealing with the Covid-19 pandemic, using regional development planning and budgeting mechanisms (RKPD and APBD) to deal with the Covid-19 pandemic significantly, much of which has been done by refocusing budget allocations for activities and programs. development, diverted to efforts to overcome Covid-19. In this dimension, it is also found that the high commitment of the Regent and other regional elites, all parties care to participate in thinking and acting according to their fields in dealing with Covid-19. As the controller or person in charge of the Banyumas Regency Covid-19 Task Force, the Regent is supported by all his staff to work together and coordinate in an integrated way hard to deal with Covid-19, by continuing to follow and obey the centralized directives of the national controller in handling Covid-19. This commitment in terms of innovation has also
encouraged the Banyumas district health officials to compete to produce public service innovations, such as the PSC 119 Satria Banyumas innovation, which is very support the work of medical personnel in the field.

Finally, this dimension emphasizes the stability aspect of leadership in the development of innovation, especially in handling Covid-19. To ensure this side of stability, various relevant policies or regulations have been set. In dealing with Covid-19, there is a unified action based on policies and regulations from the center, from the law level to the technical level, the regions only need to carry out. In the context of innovation development, in addition to the central direction, the regions also produce various policy products, such as One Agency One Innovation, which requires every local government organization to make innovations, especially those related to public services. there is a Research and Development Master Plan, also supported by the SIAPPMAS innovation, an application that accommodates the stages of regional innovation development.

Worker Quality. It is difficult to implement innovation successfully without qualified employees who have a strong commitment to change, because employees are a source of information about administrative realities. Thus, many well-performing organizations encourage employee participation in the innovation process and support small study groups to build professional knowledge to generate creative ideas and implement adopting innovations. The ongoing professional commitment of the workforce is very important in the implementation of innovations because the innovations adopted may not be implemented as intended in the face of a wide variety of unexpected possibilities. Therefore, successful innovation may depend on the steady commitment of a qualified workforce who is willing to accept new realities and work together to complete new tasks successfully [3].

The first aspect as an indicator of professional workers is the commitment of workers. The strong commitment of workers to innovate in Banyumas Regency is shown by the many innovators from the state civil apparatus who have succeeded in making innovations, to those who have won various awards in public service innovation competitions. Through the SIAPPMAS application, it can be monitored that until 2021 there are 277 registered innovators, with 176 innovation proposals that have been born, some of which have received national and regional awards. All of these commitments finally also gave an award from the Ministry of Home Affairs for innovations in managing the new normal in the era of the Covid-19 pandemic for Banyumas Regency, especially in the market environment.

Next is the aspect of worker professionalism, which is seen from various sides of formal education, functional technical education, and others. There are 12,551 state civil servants in Banyumas Regency, most of whom have Bachelor's degrees (8,246 people) even though some have Masters and Doctoral degrees, as well as the condition of education and training (training) that quite a lot have passed PIM II, III and IV Education and Training. Based on this fact, it shows that the professionalism of the apparatus is good, so it is not too surprising or reasonable that many officials in Banyumas Regency stand as innovators who generate new ideas and creativity in solving task problems. In handling Covid-19, many health professionals, especially those on duty in Banyumas Regency, support each other in handling Covid-19, such as doctors and medical personnel from the Banyumas Regency Government (Health Department, Hospitals, and Health Centers), Universities (Faculty of Health), General Sudirman University of Medicine), or private (many private hospitals) and the community, not to mention professional staff from outside Banyumas Regency.

System and Structure. The quality of management systems and structures, along with innovative managerial behavior, can influence agency innovation. Team structures and team-based management have swept across many public bodies, emphasizing the importance of
communication with autonomy in decision-making. In teams, top managers often work directly with their employees and share substantial decision-making authority. The sharing of power and autonomy reduces bureaucracy, and encourages employees to develop and without proposing new ideas intervening organizational barriers [3].

The first aspect is related to the institutional structure, the institutional structure of innovation management is very decisive in the success of innovation development. The Banyumas Regency Government has assigned several work units to handle innovation, including: the Banyumas Regency Regional Secretariat Organization Section, the Banyumas Regency Regional Development Planning and Research and Development Agency (Bappedalitbang), the Banyumas Regency Regional Personnel Agency, the Banyumas Regency Communication and Information Office, still supported again by the existence of the Banyumas Regency Creativity and Innovation Development Coordination Team which is cross-sectoral. When it comes to dealing with Covid-19, various institutional structures have also been formed, especially the Banyumas Regency Covid-19 Handling Task Force, which is supported by institutional structure innovations to the lower levels of RT and RW (the "Jogo Tonggo" mechanism in Central Java, if in Banyumas it is called innovation "Jiwong Jiga", Siji Uwong Siji Jaga).

The second aspect is science and technology sharing, which is an effort to share information among regional innovation development actors. This section is very important in today's era, where all information is rapidly changing, including related to aspects of innovation and research and development. Banyumas Regency already has a good pattern of handling in sharing this innovation information, in addition to the clear work unit that handles the development of regional innovation, both formal and non-formal, it is also supported again by the SIAPMAS application (Banyumas Public Service Mainstay Innovation System). SIAPPMAS which was officially born in 2020, has become the main system for developing Banyumas innovation, this system was initiated in 2017 starting from the collaboration of the Banyumas Regency Government with the Indonesian State Administration Agency (LAN), through the Labinov system or Innovation Laboratory. This collaboration is still ongoing, this shows the strong aspect of sharing information in the development of innovation in Banyumas Regency. When it comes to handling Covid-19, the dimension of sharing information is very important, especially related to the development and validity of Covid-19 data, because it will be used as the basis for policy making, the central and regional governments must be synergistic, develop applications that can support data collection for Covid-19, namely the Peduli Protect application.

The third important aspect of the system and structure dimension is the reward system. Until now, the award has become a fairly effective employee development instrument in Banyumas Regency, especially for apparatus who have won various competitions bearing the name of Banyumas, including in the public service innovation competition, some of which have received promotions. This condition is certainly very helpful in developing the motivation of the apparatus to compete to produce creative ideas through various innovations for the implementation of tasks. In terms of appreciation for the "heroes" of Covid-19, the medical personnel have not yet seen the formulation, because all of them are still focused on fighting in the handling of Covid-19, many of them have died because of Covid-19 in carrying out their duties, should also get appreciation from various parties.

The last is the aspect of the monitoring and evaluation system, M&E for the organization is very important, aimed at evaluating the performance of innovation and improvement in the future. Banyumas Regency has local competitions, is also active in Central and National Java regional competitions. Competition is the most trusted form of monitoring and evaluation, because it is tested and judged by an independent party. Internally, Banyumas Regency also has
SIAPPMAS, as a versatile application that is also assigned to monitor innovation in Banyumas Regency. In dealing with Covid-19, the monitoring and evaluation aspect is also very important, as currently implemented the PPKM policy (Enforcement of Restrictions on Community Activities) which has several levels, has become a very effective evaluation instrument or tool in overcoming the spread of Covid-19.

External Influence. Government agencies cannot be run in a vacuum; they are heavily influenced by politics and the political process. Change in any large organization has boundaries that are defined by boundaries in its wider context. Political leadership must support the necessary reforms. This implies that successful innovation adoption and implementation depends on how agencies manage the external environment effectively to gain political support for the innovation. Since political support greatly influences government performance, it can be a source of institutional strength to initiate and implement new programs [3].

Budget politics, this aspect is very important in developing policy priorities, including the development of innovation, especially the handling of Covid-19. How the Banyumas Regency Regent and all his staff have partnered with the Banyumas Regency Regional House of Representatives (DPRD), especially in determining the direction of development and budgeting, is concrete examples of regional budget politics. Everyone has a commitment to deal with Covid-19, so the budget allocation for activities that are not important must be shifted to handling Covid-19. Innovations for handling Covid-19 must be supported by budget politics, the PSC 119 Satria Banyumas innovation has been born and is fully supported with an adequate budget, to support health services, especially during the Covid-19 pandemic. The priority of allocation is important, but accountability must not be released, because all use of resources must remain accountable to the public, with good results and performance. The public is also involved in monitoring the use of this budget, providing input to the various institutions that are responsible for discovering inappropriate budget use practices.

Network management, several previous aspects have mentioned a few parties who work together or collaborate in developing innovations for handling Covid-19 in Banyumas Regency. The model of cooperation involving elements of the Government, Private, Academic, Community, Media, and other parties has become a demand in the administration of government. Both the development of innovation and the development of handling Covid-19 have been developed, such as cooperation in the development of innovation between the Banyumas Regency Government and LAN RI, Central Java Provincial Government, Jenderal Sudirman University, Gadjah Mada University, Diponegoro University, and others. The Banyumas Regency Government has also implemented networking in the fight against Covid-19, not only at the central and regional institutional levels, but also involving universities, the private sector and the community actively.


In this section, an example of a technical strategy in public service innovation that is very relevant to support the handling of Covid-19 in Banyumas Regency, namely PSC 119 – SATRIA (Public Safety Center 119 – Integrated Application System for Referrals, Health Information and Emergency Ambulance in Banyumas Regency). This innovation is an innovation in the health sector that has won the 2021 National Top 45 KIPP award.

This innovation was born from the problem of the difficulty of the community in getting emergency services such as traffic accidents, heart attacks, strokes and others and the ineffectiveness of the referral system in Banyumas Regency forcing people to find their own
availability of beds in several hospitals (tour hospitals), will increase mortality and disability
due to slow emergency referral services.

From these problems, the Banyumas District Health Office developed an innovation in the
form of the PSC 119 - SATRIA application which originally came from a SIJARIEMAS referral
application where this application was initially only used as a referral application for mothers
and children into a referral application that includes all emergency services.

This application is in the form of an integrated web and android application in one integrated
referral system application. There is 1 web application and 2 android applications developed,
namely PSC SIGAP BANYUMAS and PSC SIGAP BANYUMAS OFFICER where this
application can provide information to hospitals about patient information to be referred and
hospitals can provide further instructions to referrer and hospital emergency room team to
prepare medical devices and officers and if the bed is full, the application will divert to a hospital
that still has a bed by giving notification to the referrer about the transfer so that the referrer can
go directly to the hospital (no more tour hospital).

This application provides information, PMI's daily blood availability, schedule of practice
for health workers and a panic button in the event of an emergency. In the application, officers
can also find out the closest position of health workers to the location of the incident so that
response times can be obtained. This system can be downloaded for free because it has been
accommodated by the Banyumas Regency Government. With this application, emergency
response time increases and mortality and disability rates can be reduced, which means people's
life expectancy increases.

PSC 119 – SATRIA has received the highest appreciation (Top 45) in the Public Service
Innovation Competition (KIPP) from the Ministry of PAN and RB in 2021. This proves that this
innovation is considered very well used in handling emergency problems and patient referrals.
This innovation deserves to be replicated in other areas because of its benefits. Especially during
the Covid-19 pandemic, this innovation plays a very important role, quickly helping various
parties in handling patients with Covid-19, a reliable application guaranteeing information on
the availability of referral places and the availability of medical personnel to other infrastructure
facilities. This innovation has helped a lot to save the lives of Covid-19 patients in Banyumas
Regency. Provide an increasing level of PPKM in Banyumas Regency.

An example of a relevant innovation is Jiwong Jiga (Siji Wong Siji Jaga), although its
meaning is almost the same as that proposed by the Governor of Central Java Province, Ganjar
Pranowo, Jogo Tonggo. This innovation was born as a response to the outbreak of the Covid-
19 pandemic in Banyumas Regency. This innovation was originally intended to protect the
elderly (elderly) who have congenital or comorbid diseases so that they are very vulnerable
when exposed to the Covid-19 virus. This group requires special or special protection during a
pandemic like this.

The implementation of this innovation has been supported by the Jiwong Jiga application,
both web and android based, making it very easy for the public to access. This program has been
implemented for approximately a year, and has been implemented in all villages, this program
has also been evaluated and monitored for its implementation properly.

The implementation of this policy is very helpful and is a complement to the Jogo Tonggoda
policy proclaimed by the Governor of Central Java Province to be implemented in all locations
in Central Java. Many local governments have effectively implemented this policy and the
results are very helpful for people who are sick, or are doing isoman (self-isolation) at home.
Residents of RT/RW, Dasa Wisma, Karang Taruna are vying for the success of Jogo Tonggo,
because mutual benefits are very high. This kind of program is also able to test the concern for
others (gotong royong) in the community which is thought to be fading.
The results of the evaluation of the success of the Jogo Tonggo and Jiwong Jiga programs in Banyumas Regency can be seen from the results of a survey by the Central Statistics Agency [5] of Banyumas Regency in 2021, especially related to compliance behavior in 5 M, as follows: 1) 91.7% adhere to wearing masks, 2) 77.7% obediently washing hands with soap/hand sanitizer, 3) 68.5% obediently maintaining a minimum distance of 2 meters, 4) 80.5% obediently avoiding crowds, and 5) 77.1% obediently reducing mobility, even expanded 6) 90.9% obedient to maintaining air circulation, 7) 79.1% obedient to maintaining cough etiquette, and 87.3% obedient to efforts to increase immunity.

4 Conclusion

The Banyumas Regency Government has had excellent public service innovation capacity management, both from the dimensions of innovative leadership, quality of workers, systems and structures, and external influences. This is evidenced by the emergence of various appreciations from the state civil apparatus in a massive and effective manner to overcome various community problems which are the task of regional officials.

Innovations for handling Covid-19 have also been successfully generated and utilized, greatly helping the smooth implementation of the duties of officers in the field, so that many community members have been helped and saved from Covid-19. The situation and condition of Banyumas Regency related to the Covid-19 pandemic is getting better, providing peace for the community to carry out their activities, back to normal.

There are still aspects that need to be improved, including: 1) community participation in supervising the duties of innovation-enabled regional apparatuses, particularly related to the accuracy of innovation according to community needs and problems, implementation, and evaluation, 2) effectiveness of the implementation of the innovation award system, regulations or policies need to be made to ensure the application of the award, 3) improvement types of innovations in handling the Covid-19 pandemic, both those directly related to medical and non-medical purposes, in addition to strategic tactical needs are also intended to meet future innovation competitions.

References

Electoral Politics Amidst Pandemic:  
The Challenges and Risks

Siti Fatimah¹, Kushandajani², Fitriyah³, Muhammad Adnan⁴  
{sitifatimahcantika67@gmail.com¹}  
Universitas Diponegoro, Indonesia¹²³⁴

Abstract. The Covid-19 crisis is unlikely to vanish in the near future, at least a couple of months to come. At the same time, Indonesia will hold Pemilu (general election) in 2024. This paper attempts to address to what extent does the pandemic affect the electoral politics? How the pandemic moment prior to general election could have some risks, especially the growing of money politics. To build the general argument of this paper, first, we elaborate literature works on the electoral politics during crisis. Second, we elaborate some cases associated with money politics in Indonesia. We conclude some challenges and risks, mainly money politics, that should be anticipated learned from the previous cases. This study would be a qualitative study conducted by a library research with secondary resources to gain the relevant data. The general idea that would be highlighted in this study is that the pandemic gives a chance for money politics in a disguise of social assistance or aids.

Keywords: Electoral Politics, Money Politics, Crisis, Covid-19

1 Introduction

The COVID-19 or coronavirus pandemic has generally been understood generating a series of socio-environmental and institutional health vulnerabilities [1]. It has caused infections and deaths of million lives across continents. Yet, with the current lingering pandemic, not only health systems, but also the economy, politics and social accounts have experience complex problems that had been dragging on for several decades. Some scholars review how and which political system works adequately in tackling the pandemic crises for their citizens [2][3]. In this case, democracy as the world-wide desirable political system since the end of Cold War is being questioned as the pandemic brings serious degree of uncertainties [4].

Many studies on the Covid-19 crisis have been attempting to be related to broader aspects beyond health-related issue. They are ranging – for example – from information system, tourism, gender, to education [5][6][7][8]. In the study of political science there are also some literatures discussing government responses [9], politicising people’s beliefs about the virus [10], and international cooperation frameworks [11].

Nevertheless, studies on the Covid-19 relating to democracy particularly electoral politics are still limited.¹ This meets its importance since electoral politics in some democratic states are affected by the pandemic. For example, some elections had to be postponed or conducted virtually due to the safety reasons [12][13][14]. In developing countries where economy are in

¹ We would like to stress distinctions between election and electoral politics. While election is the moment people votes, electoral politics more broadly is politics toward, prior to, and during the election.
growing [15] and democracy are still weak featured with poor social system [16], to what extent does the pandemic affect the electoral politics?

To make a focused discussion, this article will take evidence from Indonesia as one of the biggest democratic countries yet still in the category of developing one [17]. Similar to other democracy, Indonesia’s 2020 regional election had also been rescheduled [18]. Nevertheless, the postponed election is not the main case in this study. In 2024, the country will have another general election. Currently, the coronavirus crisis in the country has led to some social activities associated with money politics. In particular this study is prompted by the report that Bawaslu (the Election Supervisory Body) found as many as 37 cases of alleged money politics violations in 26 regencies/cities in the 2020 regional head election [19]. Moreover, amidst the crisis, politicians have been involved in distributing Covid-19 aids to increase their popularity [20]. This is not just coincidental as the country will have general election in the coming years. Henceforth, this study will focus on money politics as the risk arose from the pandemic crisis in Indonesia.

This article is structured as follows. Following this introduction, the second section is a brief review on the methods to explain how this study is technically conducted. The third section is elaboration of literature works on the electoral politics during crisis. Topic on crisis meets its relevance since the pandemic has led into crisis. Forth, we elaborate some recent cases in Indonesia linked to money politics. At the end of this article, we review money politics as the main risk and challenge of the pandemic.

2 Method

Prior to gaining the data, this study reviews some existing relevant literatures. Hence, the nature of this study is library-research. The library-research also help to obtain data. This study was conducted using secondary data sourced from online media, especially news reports released since 2020 when the Covid-19 pandemic started to emerge. The main resource is Kompas as a leading media in the country. Kompas has its own online platform so that news is reasonably accessible through the web. At the same time, some other online media are also used as complementary resources. Keywords used so search the relevant news are ‘politik uang covid/ covid money politics.’

From the web surfing though the mentioned media, we found relevant news articles related to electoral politics and money politics in the Covid-19 crisis. In this case, the content-analysis method is used to analyse them. In this case, qualitative methods are used to analyse the 'quality' of data that is noteworthy to be presented [21].

3 Electoral Politics During Crisis

Associating the pandemic with crisis is essential in the study of social and political sciences. We understand that the plague is initially of health study accounts. Yet, when the pandemic leads to uncertainty in society, questions like how the governments respond, how it affects political system, etc., are the domain of political science. Thus, new theoretical, epistemological and methodological frameworks must be developed to allow progress towards the resolution of context problems [22].
Since the Covid-19 pandemic has led to crisis globally, it is worth-noting to elaborate the context of crisis. There are many definitions about crisis. But to set the same page of understanding, this study uses a definition by Lipsy. He defines crisis as a pressured and uncertain situation that desperately affects the population of a country and stipulates political responses. It at least has three characteristics, namely threat, urgency, and uncertainty. Hence, crises can be in a form of “…financial hardship, energy and climate change, pandemics, natural disasters, and violent conflict”. At this point, the Covid-19 pandemic is certainly a pandemic disease and a crisis in all over the world caused. It threatens the people with dramatic cases of death and contagion globally, urges immediate and demanding solution with the expense of economic locked down, and hitherto causes uncertainty because no effective medication has so far been invented.

At the same time, elections are of important features of democracy. The lingering pandemic shall not affect the elections as periodical agenda in democratic states. Considering the pandemic as a crisis, let us overview what are the challenges and risks that could be when a democratic state is about to run elections in a crisis situation? Unfortunately, there have been limited study about electoral politics in the middle of crisis. Elections in a crisis moment did happen in some democracies. For instance, in the US 2008 presidential election, the downturn of global financial market leading to national economic decline had been used for the campaign rhetoric to gain popular votes. In Germany 2009, the economic crisis has contributed to the victory of bourgeoisie parties. From 1993 to 2015 in Italy, natural disasters had become advantages for incumbent to win elections by offering recovery programs that biased voters. Another scholarly work that could be learnt is the study by James and Alihodzic referring that election postponement during the pandemic like in the countries mentioned early could damage the important feature of democracy, and subsequently there should be some anticipation for democratic practice during emergency.

There are some relevant studies on election during crisis in developing countries particularly in Indonesia. For example, a study found that regional election during the pandemic in Central Kalimantan even increased more participants compared to elections before the pandemic. Another similar study proposes that the government should prepare a rigid health protocol for running elections to prevent the spread of virus. Following this case, it is studied that the government already set such regulation and arrangement.

As a main feature of democracy, elections are still held in democratic countries though crisis happens. The above-mentioned studies give us understanding how democracies run elections amidst crisis. Yet, there still a lack of explanation how the crisis challenges electoral politics, especially prior to elections.

4 Covid-19 Budgets and Money Politics

When the coronavirus outbreak occurred, Indonesia’s response was a bit slow. As a result, there have been too many cases of death and infection. Besides, the pandemic also harms the economy; Indonesia’s economic has slowdown of 0.4%. Some people live in uncertainty,
loss jobs, and get limited access to capital resources. To contain the virus spread and securing people needs, in terms of mitigating the spread and reducing social, economic, health and political impacts on the society [35]. The government sets some regulation to limit people mobilities, creates the Covid special task forces (Satgas covid), gives subsidies for basic needs, performs vaccination programs, and allocates aids. Most of these programs are spent from the state budget.

Prior to the 2020 regional elections, Bawaslu already warned that the pandemic could bring money politics. In the midst of the weakening economic conditions in Indonesia due to the Covid-19 pandemic, money politics has become a practice that is more prone to occur. In this condition the people need financial assistance so that there is a chance to give money or give goods but as an electoral political interest [36]. Subsequently right before the elections, Bawaslu found that there were politicizations of Covid-19 social aids by regional heads. The politicizations were done by attaching pictures of regional heads or symbols of political parties on the aid stuff. The provision of social assistance or aids spent from the state budget was given in the names of certain regional or political heads. This could be categorized as corruption of the Covid-19 social assistance budgets [37].

In June 2021, a case of misused of Covid-19 related-budget was found in Mamberamo Raya, Papua. The regional head corrupted 3 billion rupiah of the budget for his electoral interest [38]. That is just an example of several cases of money politics using the Covid-19 budgets. In this case, the central government in Jakarta suspects dozens of regional heads that do not allocate the budgets properly [39].

Many people in Indonesia live in hardships under the shadow of economic uncertainty. While millions of economically affected people depend on Covid-19 crisis social assistance, bureaucrats have taken opportunities in distributing the aid to increase their popularity [20].

In the 2020 regional elections, there were several (suspected) cases related to election fraud associated with Covid-19 aids. Some of them were in West Sumatra, South and Central Kalimantan, Yogyakarta [40, p. 6][41][42][43]. After all, there were 104 suspected cases in connection with money politics for election using the social assistance budget [44].

5 Conclusion: Challenges and Risks

The General Election Commissions announced that general elections 2024. In the pre-election time, politicians would begin to gain popularity. While coronavirus pandemic is still in existence leading to crisis, money politics could find its hole. There were many alleged cases of misusing Covid-19 budget by politicians for their electoral goals. Indeed, after the 2020 regional elections, there has been no report on such case so far. Yet, the previous regional election in 2020 gives us a lesson to learn and to anticipate. The worse things could happen in coming years toward the 2024 general election.

Hence, electoral politics during crisis of pandemic could bring risks of political fraud by politician. They use the state budget for their own. Indeed, money politics is a classic issue in elections, and is getting more complicated in today's context. Society is more permissive of this practice because we are currently in an economic crisis where people need social and economic assistance.

Bawaslu and other relevant bodies must be more observant in supervising the practice of money politics. They must be more active in tracing the origins of the Covid-19 social assistance budget. This is important because the capital spent by the candidates will probably be replaced when they are elected. In other words, it is prone to corruption. Thus, this pandemic challenges
the existence of democracy, a political system aspired to as an ideal model, including being free from corrupt practices.

References


Analysis of Investment Policy Formulation in Pekalongan Regency during Pandemic

Dyah Hariani¹, Herbasuki Nurcahyanto², Aufarul Marom³
{dyahhariani@gmail.com}¹
Universitas Diponegoro, Indonesia¹, ², ³

Abstract. The COVID-19 pandemic has had a major impact on the economy and the declining welfare of society. Therefore, stimuli are needed to maintain economic stability, notably from the investment sector. Pekalongan Regency is one of the regencies which are having the investment continuing downward levels problem and it exacerbated by the Covid-19. Accordingly, fact about the investment condition, this research aims to describe the policy formulation process related to the investment in Pekalongan Regency by analyzing the investment policy formulation process consists of processes initial appearance of policy issues, policy studies to the formulation and determination of investment policies using descriptive qualitative methods. As a result, there is a change in investment policy from the service side in the form of a change in the system used from offline-based services to online. The changes in question are realized in the form of the Via Super Oke program. The obstacle encountered in the process is that the community does not fully understand the investment policy in Pekalongan Regency so that more effort, commitment, and cooperation are needed so that investment can develop smoothly.

Keywords: Economy, Pandemic, Investment, Formulation, Commitment

1 Introduction

The Covid-19 pandemic that occurred during 2020 to date has affected various sectors of life and the economy, one of them is the investment sector [1]. Moreover, the Secretary General of the OECD (Organization for Economic Co-Operation and Development) in his research results explained that Governments around the world have serious problems related to investment charts in their respective countries where the investment chart worldwide has decreased by 30% in 2020 even in developing countries the percentage could be even higher [2]. It can take a long time if a solution is not immediately found through various policies. Specifically, investment conditions in Indonesia itself are currently in a bad condition and the Government needs IDR 5,800 – 5,900 Trillion Rupiah for recovering [3]. It is necessary to have the right policy formulation for all regions in Indonesia to overcome this.

Pekalongan Regency is one of the regions in Indonesia that has experienced an economy downturn since the COVID-19 pandemic hit. It is known that from 2016 to 2020, the realized value of the investment in Pekalongan Regency has decreased from year to year, this can be seen in table 1,

Table 1. Investment Realization Value of Pekalongan Regency in 2018-2020.
<table>
<thead>
<tr>
<th>Year</th>
<th>Investment</th>
<th>Investment Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>LKPM</td>
<td>1,265,951,636,002</td>
</tr>
<tr>
<td></td>
<td>Regional Permit</td>
<td>1,187,381,797,494</td>
</tr>
<tr>
<td></td>
<td>Amount</td>
<td>2,453,333,433,496</td>
</tr>
<tr>
<td>2019</td>
<td>LKPM</td>
<td>491,247,033,064</td>
</tr>
<tr>
<td></td>
<td>Regional Permit</td>
<td>1,213,014,916,182</td>
</tr>
<tr>
<td></td>
<td>Amount</td>
<td>1,704,261,949,246</td>
</tr>
<tr>
<td>2020</td>
<td>LKPM</td>
<td>602,543,782,421</td>
</tr>
<tr>
<td></td>
<td>OSS NON IUMK</td>
<td>635,402,720,021</td>
</tr>
<tr>
<td></td>
<td>OSS IUMK</td>
<td>367,679,378,878</td>
</tr>
<tr>
<td></td>
<td>Amount</td>
<td>1,605,625,881,320</td>
</tr>
</tbody>
</table>

Source: [4]

Based on table 1, the LKPM made the graphic decline in 2019 from the total investment realization value compared to 2018, (investment activity report) because it experienced a lot of downturns. Next, the investment still decreasing even though the LKPM value has increased, and it can be seen that it is still holding up relatively well due to the Corona pandemic. Meanwhile, seeing the condition of the realization of Pekalongan Regency's investment which tends to change, the Pekalongan Regency government should immediately reformulate its policies related to economic improvement through investments that have been made from before the pandemic to anticipate the worst scenario of the impact of the COVID-19 pandemic on the investment sector. Therefore, there needs to be more research related to the process of formulation of investment sector policy in Pekalongan regency during the COVID-19 pandemic and the obstacles.

2 Methodology

This research is a qualitative descriptive study that emphasizes the description of the existing facts so that the words in the description are more dominant in the resulting data. Additionally, the data collection method used is interview, observation, and literature study methods. Further, the analytical technique used in this study is dominant analytical techniques. It has been done out after going through the process of plunging into the object of research, which can be in the form of social situations (place, actor, activity) [5].

3 Discussion

3.1 Formulation of policy issues regarding investment in Pekalongan Regency

Economic growth is very important for a country. One of the proponents of economic growth in a region and country is an investment. The worsening condition of the COVID-19 pandemic has also endangered investment conditions in various regions in Indonesia, one of which is Pekalongan Regency. The formulation of the right policy is urgently needed in these conditions.
Brid Geman and Davis explain that an ideal public policy contains the objectives to be carried out, legal action as a concrete manifestation of public policy, and hypotheses as a reflection of public policy made from a problem to then get an answer solution by considering cause and effect [6]. Then, the policy formulation itself is related to the process of identifying problems at the agenda-setting stage which is then made into a program by the government. The formulation of this policy can be understood as a process of designing alternative policies by allocating existing resources, powers, interests where this formulation will affect the implementation of policies and the results obtained [7]. Furthermore, the policy formulation process can be carried out through several stages, namely problem formulation, forecasting, and policy recommendations [8].

The investment problem is one of the priority policy issues in Pekalongan Regency based on economic problems related to the impact of the Covid-19 pandemic, that causing several sectors to be temporarily suspended or unable to work as usual. It’s also strengthened by the investment trend in Pekalongan Regency from 2016 to 2020 which shows negative growth and has worsened since the Covid-19 pandemic as shown in the table 2:

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Investment in Pekalongan Regency</th>
<th>The Increase Decrease</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>2,343,469,061,092</td>
<td>-</td>
</tr>
<tr>
<td>2017</td>
<td>2,679,675,647,953</td>
<td>+14%</td>
</tr>
<tr>
<td>2018</td>
<td>2,453,333,433,496</td>
<td>- 8%</td>
</tr>
<tr>
<td>2019</td>
<td>1,704,261,949,246</td>
<td>- 31%</td>
</tr>
<tr>
<td>2020</td>
<td>1,605,625,954,712</td>
<td>- 5%</td>
</tr>
<tr>
<td>2016</td>
<td>2,343,469,061,092</td>
<td>-</td>
</tr>
<tr>
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<td>2019</td>
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<td>- 31%</td>
</tr>
<tr>
<td>2020</td>
<td>1,605,625,954,712</td>
<td>- 5%</td>
</tr>
</tbody>
</table>

Source: [9]

The investment downward trend shown in table 2, is a problem that has a higher level of importance than other problems because it is related to economic conditions that can have an impact on the welfare of the community, so it must be immediately addressed and made a policy issue that requires alternative solutions as soon as possible.

3.2 Making an agenda and compiling a study on investment issues in Pekalongan Regency

The next step is to make an agenda and prepare a study on investment problems found in Pekalongan Regency. DPMPTSPNAKER (One Door And Manpower Integrated Services And Investment Office Pekalongan Regency) based on Ministry of Home Affairs Regulation Number 138 of 2017 is known to be given the authority to administer integrated licensing administrative services [10]. Then, the Pekalongan Regent Regulation Number 46 of 2013 concerning the General Investment Plan of Pekalongan Regency in 2013-2025 also strengthen the authority of the Regency DPMPTSPNAKER (One Door And Manpower Integrated Services And Investment Office) Pekalongan to conduct a study on investment problems found in
Pekalongan Regency. Agenda setting or agenda making focuses on the problems faced on the formal policy agenda related to issues that stakeholders must address [11]. It is done with a poll with the community about what the community feels, especially those who are domestic investors in managing investment permits before the pandemic. In a word, the polling result showed the service is less effective and nonoptimal hence in the service taking a long time and the lack of use of electronic systems in this case also makes the service inaccessible quickly, especially with the pandemic that forces people to stay away from crowds and other restrictions make policy changes very necessary. The community also still has minimal knowledge of the required documents related to investment.

3.3 Legal Formulation, Public Testing and Establishment of Policies

DPMPTSPNAKER in response to the results obtained previously immediately made improvements and made innovations to create services that could make investments grow well. Policy formulation refers to how the problems identified in the agenda-setting phase turn into government programs, as the process of designing alternative policies by allocating power among different interests which can later affect implementation and the results obtained [7]. The policy formulated by the Pekalongan Regency DPMPTSPNAKER as the agency authorized to handle this investment problem is to propose programs that can be made to make changes so that investment in Pekalongan Regency can grow better.

Via Super Oke is a program formulated during this pandemic, which is face-to-face service through video-call assistance that is used to take care of business permits. This program is one of the innovations made by the Pekalongan Regency Government due to the lack of public knowledge regarding online licensing services through the website owned by the Pekalongan Regency DPMPTSPNAKER. With this program, the public can manage permits with face-to-face services virtually using the Whatsapp application which is more familiar among the public.

Furthermore, public testing of the program is carried out by implementing it slowly. The results obtained indicate that the community supports and accepts the change of face-to-face licensing services to online or virtually using the Whatsapp application. The next formulation stage is the establishment of the program through the Decree of the Head of the Pekalongan Regency DPMPTSPNAKER so that services can be carried out legally and support investments so that they can develop faster and socialization of banners and other online media is carried out so that people understand better and understand the changes in services that are now online.

Finally, we can conclude that the formulation of investment policies in Pekalongan Regency is known to have been going well, although on the other hand there is still a lack of public understanding of the service requirements needed to make an investment licensing document. At the beginning of the problem, it was known that the investment policy in Pekalongan Regency experienced problems from a bad economy due to restrictions related to the Covid-19 pandemic, then in terms of investment or investment trends from 2016 to 2020 it experienced a decline, and it is known that the public is still not familiar with it. with online licensing services through a site. In the review process in policy formulation, it is known that in this case the Pekalongan Regency Manpower Department responded to this and was studied until finally the necessity for service changes or innovations emerged. In the formulation, it is known that the Via Super Oke program was compiled to make investments grow better by utilizing the WhatsApp application. The results of the public testing of this program showed positive results so that the stages continued with the determination through the Decree of the Head of the Pekalongan Regency DPMPTSPNAKER.

In the whole word, the policy formulation in Pekalongan Regency is going well. However, there are several obstacles encountered in the policy formulation process consisted of people
who did not fully understand the investment licensing service, starting from the required documents, and the applicable requirements or SOPs. Furthermore, the existing facilities and infrastructure are still not supported. Then, the innovations that have been carried out have not been maximally funded by the APBD.

Recommendations that can be given based on the conclusions are:

a. It takes commitment and flexible work so that services can adapt to changes, especially changes from offline to online.

b. DPMPTSPNAKER Pekalongan Regency in this case must be more aggressive in socializing and providing education related to service problems so that there are no misunderstandings.

References


Self-Managing Procurement of CSR to Achieve Good Corporate Governance and Sustainable Development Goals: Case Study of Cash-Intensive Work Program

Indra Yudhistira1, Sudharto Prawoto Hadi2, Bulan Prabawani3
{indrayudhistira@students.undip.ac.id}1
Universitas Diponegoro, Indonesia1, 2, 3

Abstract. Procurement guidelines must be efficient and effective to provide goods/services that can be measured in terms of quality, quantity, time, cost from budget planning, and their realization. The current self-managed procurement guidelines are inadequate and generally simple in both Ministries/National Institutions/Local Governments/Companies/Organizations, therefore detailed guidelines need to be developed holistically and consistent with certain steps. This research is designed to build a technical guideline for the procurement of self-management to become a benchmark that can be used by various stakeholders, especially State-Owned Enterprises (BUMN) in the implementation of community empowerment. The methodology used is descriptive qualitative with a case study on Corporate Social Responsibility in the Cash-Intensive Work Program for infrastructure work with the focus of comparative case studies on self-managing procurement methods, especially type IV and direct appointment in organizing cash-intensive work activities as community empowerment program in order to produce the best technical work instructions in order to realize good governance avoids operational constraints. In order to understand in-depth analysis, comparisons are made with direct appointments procurement as procurement that is often used in CSR activities. In conclusion, The self-managing procurement recommendations are significantly increasing collaboration between stakeholders, synchronizing knowledge transfer for social capacity, creating job opportunities to reduce unemployment, and encouraging integration to develop local infrastructure as a shared responsibility to achieve SDGs with Good Governance.

Keywords: Procurement Self-Management, Community Empowerment, Cash-Intensive Program

1 Introduction

The emergence of the pandemic Corona Virus Disease (Covid-19) in Indonesia until now had a wide impact, with no exception in the field of employment nationally. This impact significantly increases the unemployment rate based on data reports of the Indonesian Ministry of Labour Republic of Indonesia [1]. Based on Indonesian Central Statistics Agency [2] data since the Covid-19 outbreak from March 2020 to March 2021, there are 29,120,440 people (14.28%) affected due to the Covid-19 form 203,972,460 total working-age population and may increase in the future (illustrated below). Many workers in the city both skilled and
semi-skilled lost jobs and migrate to their hometown because of delays and or stopped as a global effect of this phenomenon. These workers will be hopeful of accepting any halal work, even with lower-than-expected wages in order to survive.

Table 1. Covid-19 Impact on Citizen Working Age Population by Gender and Territory

<table>
<thead>
<tr>
<th>No</th>
<th>Description (Due to Covid-19 Situation)</th>
<th>Gender</th>
<th>Territory</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Male</td>
<td>Female</td>
</tr>
<tr>
<td>1</td>
<td>Impact on Unemployment</td>
<td>1,660.439</td>
<td>902.091</td>
</tr>
<tr>
<td>2</td>
<td>Impact on Working Generation Age</td>
<td>234.680</td>
<td>522.894</td>
</tr>
<tr>
<td>3</td>
<td>Impact on Not-Working in Temporary</td>
<td>1,094.545</td>
<td>678.215</td>
</tr>
<tr>
<td>4</td>
<td>Impact Working-hour Reduced</td>
<td>14,757.205</td>
<td>9,270.371</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>17,746.869</td>
<td>11,373.571</td>
</tr>
</tbody>
</table>

A synergy of governments, business actors, and philanthropies has to support them and put attention to involving a community empowering activities as a social safety net program. This action plan reflects the Sustainable Development Goals (SDGs) agenda of the 5Ps targets: People (Humans), Planet (Earth), Prosperity (Economy), Peace (Harmony), and Partnership (Alliance) which are interrelated with each other. One of the activities such as cash-intensive work programs that focus on developing public infrastructure or facilities with utilize of natural resources, labor, and local technology. It can be constructed with the purpose of accelerating the recovery of the economic life of people affected and increasing economic resilience by optimizing local potential to generate a productive activity. In accordance with Regulation Indonesia Ministry of State-Owned Enterprises Republic of Indonesia [3], State-Owned Enterprises can provide benefits for economic, social, and environmental development that contribute to the creation of shared value with the principles of integrated, directed, measurable, accountability in the form of Corporate Social Responsibility (CSR) to create self-reliance in the community.

Based on social mapping trends held by State-Owned Enterprise (BUMN) showed that CSR programs received much advice from the community to improve inadequate physical infrastructure such as repairing irrigation canals, supporting educational & sports facilities, accessing local village roads, and other public facilities with cash labor-intensive mechanism implementation. However, there are different views between companies and the community regarding the importance of CSR programs which are considered important by the community but are not necessarily considered important by the company. This implies that the community is not seen as an important and strong stakeholder by the company which can trigger conflicts in the future [4].

Therefore, the importance of the role of local governments as local regional authority institutions and companies carrying out Planning and Development Deliberations (Musrenbang) activities to carry out social mapping as steps for preparing CSR programs with bottom-up planning [5], supported by documentary evidence, and strengthened by data analysis can determine priority scales in order to determine community empowerment program arrangements aimed at increasing stakeholder participation and capacity in all steps:
starting from preparation, implementation, monitoring, reporting, to evaluation. In addition, the community as stakeholders hopes that all parties play a role in realizing their vision and mission in a sustainable manner in order to build trust in making and implementing community development policies in accordance with legal, public interests, and benefits to the community [6].

The State-Owned Enterprises and or Private Companies usually used Procurement to accomplish Corporate Social Responsibility. One of the procurement methods consider to be aligned with community empowerment is Self-Managing procurement. According to the National Public Procurement Agency's regulations [7], Self-Managing in particular type IV is procurement that is planned by the Ministries/National Institutions/Local Governments/Companies/Organizations in charge of the budget holder but suggestions, implementations, supervision held by Community itself. Self-managing procurement is independent in nature with direct participation by involving the community which is required in form of an agreement under cooperation between the stakeholder which has the capability and capacity.

Self-Managing Procurement can be used in facilitating cash-intensive work activities in order to build infrastructure needs that are efficient, effective, and useful to advance social conditions, strengthen economic competitiveness and create productivity. This activity can be promoted with the collaboration of practices so that the duplication transfer of knowledge increased between individuals to contribute to society. This is in line with the Sustainable Development Goals (SDGs) in Social Pillar which aims to strive to achieve basic human rights in the form of quality living standards in a fair and equal manner for the improving welfare, and Economic Pillars aim to achieve sustainability through inclusive job opportunities to supported by partnerships with creating shared values [8].

Unfortunately, the technical instructions of Self-Managing Procurement are not adequately explained specifically when implemented in organizations. Of course, this needs to be created to fulfill the SGDs Legal Pillars with showed certainty, effective, transparent, accountable, and participatory governance. Furthermore, an organization that has strong governance must have responsibilities and discipline principles that refer to fairness, social awareness, independence, transparency, and business implementation performance [9]. So that the technical guidelines from Self-Managing Procurement based on good governance are expected to provide a consistent, comprehensive, and easy implementation. Furthermore, the final plan of the exit strategy can be prepared to achieve its independence based on the background of this problem.

The author makes detailed technical instructions the implementation of self-managed procurement, especially for type IV which has cooperation in the form of a CSR program with community groups that can be a reference and used for various organizations, especially State-Owned Enterprises based on the elements of Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis between the implementation of Self-management and Direct Appointment procurement for comparative study.

2 Method

This research is descriptive qualitative with the focus of comparative case studies on self-managing procurement methods, especially type IV and direct appointment in organizing cash-intensive work activities as community empowerment program in order to produce the best technical work instructions in order to realize good governance avoids operational
constraints. Data collection from pre-interviews, pre-observations, and pre-review documents by authors who have been directly involved in the CSR handling program as a Public Relations Field in one of the State-Owned Enterprises located in Central Java with Conceptual framework fig. 1:

![Diagram of Logical Framework]

3 Result

Many institutions, especially State-Owned Enterprises commonly use methods of procurement to implement CSR programs with certain strategies and criteria predetermined prior to reaching an agreement on specifications, quantities, prices, and time. This is usually done to overcome operational problems due to limited personnel and time to carry out programs that have been prepared or to require urgently and specific needs. A direct appointment particularly was preferable because it is easier and faster without a tender process which takes a period of time and a long steps process considers technical negotiations and certain conditions.

However, this procurement activity must still be guided by the mandatory procurement procedures for goods/services that meet 7 (seven) basic principles; effective, efficient, transparent, openness, competitive, fair/ non-discriminatory, and accountability. Moreover, the aim of all activity must: 1) Producing appropriate goods/services from every money spent, measured in terms of quality, quantity, time, cost, location, and provider; 2) Increase the use of domestic products; 3) Increase the participation of Micro, Small, and Medium Enterprises; 4) Increasing the role of national business actors; 5) Support the implementation of research and utilization of research goods/services; 6) Increase the participation of creative industries; 7) Promote economic equity; 8) Encouraging Sustainable Procurement [10].

The direct appointment method is nowadays considered irrelevant if refers to State-Owned Enterprise regulations, that the institution should commit to the Sustainable Development Goals (SDGs) through CSR programs with systematically and integrated to promote excellence and local wisdom and stakeholder aspiration to ensure the successful implementation and focus on achievement according to priorities as considered. A few steps such as planning, implementation, supervision, monitoring, and evaluation must comply with
laws and governance applied besides a few guidance like ISO 31000 about Risk Management and ISO 26000 about Social Responsibility.

Focused on ISO 26000, guidelines explained how businesses must operate in a responsible, ethical and transparent manner in accordance with good governance that contributes to improving the quality of life and welfare of the community with the formulation of CSR principles contained in 4-frameworks, including: 1) Focus on social responsibilities ethics and principles, such as accountability, transparency, ethical behavior, stakeholder interests, rule of law, norms, and human rights; 2) Concentrate on core topic knowledge and social responsibility, such as organizational governance, human rights, labor practices, the environment, fair business practices, consumer issues, and community engagement; 3) Focus on stakeholders in building trust, partnership, participation, accountability and mutual benefit among stakeholders; 4) Focus on community targets who are actively involved in the planning process, who is involved, and how they are involved because the community knows about the conditions in their environment [5].

According to pre-observation and interview, the fundamental problems in the direct appointments procurement are the lack of involvement of external stakeholders representatives (local community) that sometimes presents many obstacles: direct point mechanism is disproportionate, the provider of goods & labor needed are not domiciled around the community, not in accordance with the aspirations/ needs of the government and the community, not well socialized related to the steps [11]. In order to avoid those problems and practice good procurement in CSR, self-managing procurement has been built as a solution to answer the stakeholder's demands related to being ethical, and deny unethical conduct that may occur in the direct appointments procurement [7].

A few actions are categorized as unethical conduct such as; corruptive behavior, conducting a tender conspiracy, providing incorrect information about raw materials characteristics and quality of a product, conducting unfair competition, hiding actual assets in order to avoid/ reduce taxes, paying wages of workers below the minimum standard [12]. In addition, typical corruptive behavior problems in a direct appointing process explicitly are the price preparation process ranging from OE (Owner Estimated) that does not match the market price, documentation absence, incomplete document requirements, and the indication of additional costs (mark-ups) that will become problems in the future [13]. While the cause of corruptive behavior in the procurement of goods/services, namely; authority abuse, bribery, embezzlement, forgery, extortion, nepotism, favoritism, self-ownership, commission acceptance, position/authority, illegal donations/contributions [14].

Compared to a direct appointment, self-managing procurement has a significant opposite groove. The CSR governance concept of self-managed also in line with the CSR objectives in realizing sustainable economic development in order to improve the quality of life and the environment in a way that benefits the business, the local community, and society in general, which relies on the following requirements: maintenance of the environment (ecological integrity), fulfillment of basic economic needs (human needs), social justice (social equity), and opportunities for self-determination. In other words, sustainable development requires protection and partiality for the poor/ vulnerable, including local communities, democratization, transparency, and protection of environmental functions.

Self-management procurement Type IV criteria in fulfilling the provision of goods/services, especially in State-owned enterprise for CSR activities has implementation based on a proposal, requiring the participation and supervision of the local community as a form of empowerment which is usually carried out in rural areas in the form of providing/building infrastructure for community needs which is supported by the company
itself with the following criteria: 1) Implementing self-management which is known and confirmed by officials carried out in the village/districts including the neighbors and or community committee (RT/RW), youth organizations (Karangtaruna), prosperous family trustees (PKK), village-owned enterprises (BUMDes), traditional cultural institutions, village community resilience institutions and or community empowerment (LKMD/ LPM ); 2) the implementer of self-management has a Secretariat Office with the correct address and clearly domiciled in the vicinity of the implementation of the activity; 3) Self-management implementers have the ability to implement or provide goods/services which are self-managed [15].

Furthermore, the procurement of self-management has steps that are structured, coherent, integrated with each plan to be agreed upon, and complied with by all parties involved in its implementation, both internal and external stakeholders. In addition, the cooperation built between participants in the procurement of self-management involves several teams, such as the Internal Team: The Public Relations Team carries out technical preparations, implementation of activities, and drafts contracts as well as daily monitoring plans; The Civil Engineering Team reviews the required specifications and conducts supervision based on quantity and quality, the Finance Team starts the availability of capital and oversees the budget and costs, the Internal Auditor conducts an audit as an independent supervisor to initiate risk management activities. In addition, the involvement of external teams includes the Independent Research Institute in conducting social mapping, local stakeholders/governments, and the community to carry out planning, determining organizers, implementation activity, and monitoring evaluation.

Fig. 2 and fig. 3 show a comparison of the implementation and monitoring procedures for Self-management procurement Type IV and direct appointment procurement to determine which method is optimal for achieving Good Corporate Governance and Sustainable Development Goals:
Fig. 2. Technical Implementation the Procurement of Self-Managing
Fig. 3. Technical Implementation the Procurement of Direct Appointment
Based on the impact analysis and outcome comparisons, the implementation of cash-incentives work with Self-Management Procurement, as opposed to direct appointing, is as follows:

1) **Strength**: The occurrence of collaboration, integration, synchronization, and synergy between stakeholders (government, companies, local community) in conducting community empowerment as evidence of shared responsibility and adherence to the laws and regulations in accordance with the obligations to create economic welfare and socio capacity of each participant. In this part, the necessary initial official agreement of stakeholders to present and explain detailed activities to reach consensus in Local Planning and Development Deliberation activity (*Musrenbang*). Stakeholders can provide aspirations about the requirements, technical problems, and implementation procedures, projected issues will appear when the further implementation, then priority solution can be considered and decided in participatory and representative.

2) **Weakness**: Fixed cost planning although it has been agreed, will be possible arise a variable cost (cannot be predicted because of inflation for ex.), or labor costs can increase due to the extension of time work caused by weather or beyond expectation such as Force Majeure condition. The solution is there must be an early agreement and must be carried out in accordance with the agreed time frame targets although it is carried out at different locations according to the physical needs of local infrastructure. The notify of limitations reporting period of financial liability realization in accordance with the output of the budget amount used. This reporting deadline shall be reported divided into 4-periods (quarterly) in the 1-year financial, if execute within 1 (one) year target settlement period. If any delays persuade punishment are given in the form of reporting to the highest stakeholders in the region, stopping or reducing assistance, and or even changing the instrument type of program.

3) **Opportunity**: The occurrence of the practice transfer knowledge, as well as the improvement of ability (upskilling) from unedible/unskilled to semi-skilled, then become skilled in the field of infrastructure among the community that can be the main or side livelihood job to improve the economic welfare of the family and economic independence that becomes an urgency because Indonesia will face the demographic increase in 2045 as well as an opportunity for beneficiaries in particular: a) Local stakeholders can build infrastructure independently with the results of quality and decent; b) Create jobs for the community affected to reduced open unemployment rate or potentially criminal behavior; c) The importance of developing labor capabilities to meet the competence and quality of infrastructure work and solution is need to be carried out Shortcourse or training certification about technical guidance for the construction of building infrastructure, roads, and bridges as the key to achieving independence as exit strategy CSR plan.

4) **Thread**: Conflict of Interest from stakeholders (government, companies, and local communities) involved in the implementation such as a) Dispute of provider selection of goods, and the priority solution the early agreement must be chosen the best provider with a comparison price quotation in 3-criteria: the cheapest price, nearest of provider closest to the project, available stock; b) Dispute of participants selection who will finish the project, and the priority solution the early agreement must be made be chosen during *Musrenbang* activities with 3-criteria: poor/ vulnerable families, individual with unemployment but have perseverance and uneducated but willingness to learn; c) Dispute of budget amount for cash-
intensive programs implemented between communities in different areas due to diverse needs, and the priority solution the early identification based on social mapping and necessity must be discussed during Musrenbang. d). If in the future any unethical behavior occurred and proven has caused financial losses, law enforcement will be conducted in the form of reporting to the inspectorate and the police as a repressive action that can escort to criminal or civil consequences.

4 Conclusion

Outcome impact and recommendations result for cash-intensive work program with self-managing procurement based on SWOT analysis and comparison are:

1) Self-managing procurement guidelines are proven to be effective and efficient in complying with the principles of procurement of goods/services that involve community participation and create good governance in order to avoid corrupt and unethical behavior. So that the technical guidelines in the results of this research can become a benchmark that consistently might be applied in organizations especially State-Owned Enterprise in implementing community empowerment while creating shared value alignment with good governance.

2) Self-managing procurement in the Cash-Intensive Work program becomes one of the solutions for community empowerment during the covid-19 pandemic that can create partnerships, increase collaboration between stakeholders, synchronize knowledge transfer for social capacity, create job opportunities to reduce unemployment, and encourage integration to develop quality infrastructure. Besides pursuing the economic welfare and social capacity by providing decent work to grow peace, justice, and strong institutions according to the SDGs.

3) Self-managing procurement needs to be clearly socialized to all staff to be easy to understand and become an option to implement (applicative) related to processes and procedures, especially for cash-intensive work. The improving standard competency/ability of human resources implementers must be required and the obligation to provide training/courses is needed to increase knowledge and readiness to avoid obstacles and avoid unethical behavior that will occur in the implementation.

4) Self-managing procurement procedure needs to be frequently evaluated after the project is finished. Furthermore, the CSR components of output (the given amount), outcome (the level of change), and impact (measurement of monetization) need to be calculated with Social Return on Investment (SROI) method to measure the targets and indicators through social, environmental, and economic values to decide further acceleration, prevention, or termination actions will be taken.

5) Self-managing has aimed to prevent unethical conduct in a curative way. If in the future any kind of fraud happened that proven cause of financial losses, administrative punishment or law enforcement needs to conduct that can escort to criminal or civil consequences with steps in the order given by persuasive, repressive, and coercive.
In essence, community empowerment programs must be able to realize sustainable strategic action decisions in the face of any situation with adopting the principle of sustainable development on policy strategies, programs, and activities to encourage the mindset of self-reliance (entrepreneurial) and all knowledge-based capital both internal and external. Strategic policies, programs, and activities must be guided by 6-principles of Good Governance according to Addink [16]: 1) Propriety, unwritten principles on the importance of aspects; equality, proportionality, prudence, reasoning, the principle of belief, legal certainty, prohibition of arbitrariness and abuse of power; 2) Participation, active involvement in the collective process; 3) Transparency, the disclosure of information aims to increase trust; 4). Accountability, the relationship between actors and forums that have an obligation to explain and justify their behavior; 5) Human rights, not only subjective rights of individuals but also obligations for all persons; 6). Effectiveness, appropriate policies, and timely that answer needs based on clear objectives, able to provide future projections through past experience in achieving the SDGs.

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China’s Model of Multilateralism: 
A Critical Discourse Analysis of Xi Jinping’s Speech on Asian Infrastructure Investment Bank

Emilia Kurniasari
{emilia.kurniasari01@ui.ac.id}
Universitas Indonesia, Indonesia

Abstract: In the last few decades, multilateralism has faced challenges due to various global crises, such as the current Covid-19 pandemic. One of the countries that considers multilateralism as a solution to global problems is China. China's growing multilateral activism was initially perceived as China's integration and support to the current dominant global multilateral order, but there is also another view that China's multilateral participation is a threat because of its different characteristics. In its narrative, the Chinese government often emphasizes the ineffective existing multilateral institutions and international system and both need to be improved. In 2013, China initiated a multilateral development bank called the Asian Infrastructure Investment Bank (AIIB) which is claimed as a solution to these problems. However, it is not a necessity to solve the ineffectiveness of multilateral institutions and the international system by establishing new institution. This makes the establishment of the AIIB can be seen as a social irregularity. This study aims to understand this social irregularity by analyzing President Xi Jinping's speech at the fifth annual AIIB meeting in 2020. The speech will be analyzed using the three dimensions of Norman Fairclough's Critical Discourse Analysis (CDA) method, the text dimension, the discursive process dimension, and the sociocultural dimension. This study argues that there is ideological aspect behind the establishment of AIIB. Although Xi claimed that AIIB is a fully international institution, Xi’s thought, which is “Socialism with Chinese Characteristics for the New Era”, is identified as the ideological aspect behind the speech.

Keywords: China, Multilateralism, AIIB, Critical Discourse Analysis

1 Introduction

Multilateralism is one of the most studied phenomena in the field of international relations. There have been multilateral institutions that have been established under the auspices of the United Nations (UN), the World Bank Group, Multilateral Development Banks (MDBs), vertical funding, etc since 1944 and has been useful in various fields, such as economics, social, education, and health [1]. In recent decades, multilateralism and global governance have been dealing with some pressures. Several events that marked challenges for multilateralism including the 1997-1998 Asian financial crisis, the 2008 global financial crisis, the "Brexit" in Europe, the US withdrawal from the Trans-Pacific Partnership (TPP) and the Paris Agreement, as well as the tariff war between the US and China which had an impact on the global economy on investment and regional trade (Prakash, 2019). To deal with these challenges, the leaders of countries at the G20 Summit in Hamburg in 2017 have made efforts
in the form of a joint commitment to foster self-confidence and achieve strong, sustainable, and balanced economic growth by increasing cooperation between multilateral institutions (Prakash, 2019).

According to Keohane [2], multilateralism is a practice of coordinating national policies in groups of three or more countries. Ruggie [3] argued that the peculiarity of multilateralism is the certain general principles agreed by the countries. Ruggie [3] added that there are two consequences arising from successful multilateralism, indivisibility and diffused reciprocity among members. Both definitions of multilateralism from Keohane and Ruggie complement each other. Keohane emphasized the quantitative aspect, while Ruggie added the qualitative aspect. In summary, multilateralism is the practice of coordinating three or more countries based on certain general principles in the relations between countries within them. In the practice of multilateralism, there are at least four underlying principles, namely inclusiveness and equality, non-intervention, collaboration, and upholding as well as respecting the international legal order.

One of the countries that strongly encourages multilateralism is China. China has often emphasized its commitment to multilateralism as an effective measure to maintain peace and promote world development. China, which in the 1950s and 1970s tended to be closed due to its Maoist-inclined ideology and disputes with bordering countries [4], started to open up and join various international institutions and regimes after the Reform and Openness (改革开放) policy in Deng Xiaoping era in the late of 1970s (Li, 2011). In the 1980s and 1990s, China's foreign policy began to change and its role in global governance increased, including cooperation with international institutions. At the regional level, for instance, China has been increasingly strengthening its multilateral relations with the Asian region as well as enhancing bilateral relations with ASEAN-led multilateral institutions. China, which was passive in multilateralism, has now become more active and plays a constructive role multilaterally.

However, China's participation in multilateralism is also much debated. On the one hand, Chinese activism is seen as positive because it shows China's attitude to integrate with the current dominant multilateral order, which is based on a rules-based order. On the other hand, China's practice in the multilateral mechanism as a whole does not represent full integration into the liberal multilateral order. China's involvement in global multilateralism is seen as guided by pragmatism to support its interests rather than a grand vision (Li, 2011)[5]. China is also anticipated as a revisionist power that wants to increase its leverage and adjust the rules of the current international system according to its wishes [6].

In World Economic Forum (WEF) 2017 and 2021, President Xi Jinping emphasized multilateralism is important as a solution to the current challenges of economic globalization. Because the world's problems are getting more complicated, Xi Jinping said that the only way to solve them is to encourage multilateralism and build a “community with a shared future for mankind” (人类命运共同体renlei mingyun gongtong ti). China's multilateralism discourse such as “community with shared future for mankind” has also been raised by Xi Jinping in his speech before the Indonesian parliament and at the 2013 Asia-Pacific Economic Cooperation (APEC) forum in Bali. On both occasions, Xi also conveyed his ideas on the initiative to establish a multilateral development bank called the Asian Infrastructure Investment Bank (AIIB). AIIB was established in order to encourage sustainable economic development by encouraging infrastructure development of poor and developing countries, especially in the Asian region [7]. The establishment of the AIIB became a new starting point for China's multilateral activism because it was the first multilateral development bank established by China as well as a non-Western developing country. In a speech on the first day of the
AIIB’s operation, Xi Jinping, on behalf of China, stated that the current global economic governance system needed to be changed. In another speech at the AIIB fifth annual meeting in 2020, Xi Jinping demonstrated China’s commitment to making the AIIB a qualified multilateral institution for world development. According to the statements by Chinese government officials, the AIIB is an important tool to realize “community with shared future for mankind”.

China seems to be trying to reshape multilateralism and challenge the post-Cold War multilateral order with liberal principles that have dominated the world [8]. The discourse of “community with shared future for mankind” often appears in tandem with China’s narrative of multilateralism, especially about the AIIB. This indicates that the AIIB is one of the important initial platforms for China in promoting its view on multilateralism. Meanwhile, there are still many multilateral institutions that have the similar concern on global economic challenges, such as International Monetary Fund (IMF) and other regional institution like Asian Development Bank (ADB). If China’s intention is only to improve the current global economic system, it is not a necessity to establish new institution, China could just encourage its perspective through existing multilateral institution. This study attempts to understand China’s view on multilateralism according to this social irregularity as well as to figure out whether this social irregularity is necessary or not.

2 Method

This study uses Norman Fairclough’s Critical Discourse Analysis (CDA) to analyze China’s view on multilateralism. Fairclough sees discourse as a social practice [9]. According to Fairclough, there are several reasons that make discourse analysis important. First, discourse shapes and is shaped by society. Second, discourse helps in shaping and transforming knowledge, social relations, and social identity. Third, discourse is related to ideology and is shaped by power relations. Fourth, discourse represents the condition of the tug-of-war for power.

CDA contains three dimensions, text dimension, discursive practice dimension, and sociocultural practice dimension [10]. Text dimension refers to speech, writing, graphics, and their combination or all of the linguistic forms of the text and considers several aspects including the meaning of words, terms, grammar, themes, and cohesion. Discursive practice dimension refers to the process of interpreting text by linking the production and consumption of texts. The discursive practice dimension aims to see the extent to which statements can encourage affirmative action or power. There have been attempts to interpret and figure out the intertextuality between texts in the discursive practice dimension. The last dimension is sociocultural practice. This stage indicates that the text is shaped by the social praxis behind it and the social praxis of the actor himself.
Using these three dimensions of CDA by Norman Fairclough, this study will analyze Xi Jinping's speech in 2020 at the fifth annual meeting of the AIIB. The speech in 2020 was chosen because after five years, China's multilateralism perspective through the AIIB should have been better formed and better prepared for further development. The year 2020 is also considered because in this year, Covid-19 pandemic, the current global challenge that also has an impact on global economy was at its peak in many countries. The effectiveness of multilateral institutions' existence can usually be seen when there are global problems, such as the Asian economic crisis and the previous global economic crisis. This period is the right time to prove whether AIIB can deal with the global situation and make the world better.

3 Discussion

3.1 Text Dimension

According to the first paragraph, Xi Jinping delivered this speech on behalf of People’s Republic of China and himself. Moreover, Xi highlighted the global economic problem as mentioned below:

解决经济全球化进程中出现的矛盾，各国应该努力形成更加包容的全球治理、更加有效的多边机制、更加积极的区域合作。

To address issues emerging in the course of economic globalization, countries should pursue more inclusive global governance, more effective multilateral institutions, and more robust regional cooperation.

According to the statement above, Xi emphasized that global governance, multilateral institutions, and regional cooperation need to be improved. Xi Jinping used the word 更加 geng jia which means “more” several times. At the same time, Xi also tried to convince participants, which are the AIIB members, by claiming that AIIB is in line with international standard of existing multilateral institution:
In the ensuing four years or more, the AIIB has followed the operating model and principles of multilateral development banks and acted as a truly international, rule-based and high-standard institution. Furthermore, Xi emphasized the high-quality of AIIB as a multilateral institution by stating the more friends and partners they gained.

To get a better analysis in the text dimension, NVivo software is used to categorize the words in the speech and understand the connections between them. In the context of multilateralism, there are two word mainly mentioned in this text, those are 发展 fazhan or “develop” and 造成 zaocheng or “create”. These two words indicates that China’s intention towards global multilateralism is to give some developments by establishing AIIB. According to the speech, Xi mainly highlighted the global economic problem which is the global economic problem caused by the Covid-19 pandemic. Xi also highlighted the importance of “community with shared future for mankind” spirit to solve global economic problem caused by the pandemic.

全球抗击新冠肺炎疫情的实践表明，人类是休戚与共、风雨同舟的命运共同体

The global response to COVID-19 has made it clear that mankind rise and fall together in a community with a shared future

Up to the text dimension, it can be concluded that China considers multilateralism as an important tool to solve global challenges. However, the existing multilateral institutions need to be improved. According to this speech, the problem highlighted is global economic problem caused by Covid-19 pandemic. The words that mainly used in the speech, such as “develop” and “create”, indicate that for China, improvement means to give something new to the international system which is realized by establishing AIIB.

3.2 Discursive Practice Dimension

According to text dimension, it is clear that the most two words appeared in the speech are “develop” and “create”. Both words indicates something new, whether to compliment or to change as a whole. Moreover, Xi Jinping emphasizes four points for the future AIIB:

1) 第一，聚焦共同发展，把亚投行打造成推动全球共同发展的新型多边开发银行。

   First, let us aim at development for all and make the AIIB a new type of multilateral development bank that promotes development across the world.

2) 第二，勇于开拓创新，把亚投行打造成与时俱进的新型发展实践平台。

   Second, let us keep breaking new ground and make the AIIB a new type of development platform progressing with the times.

3) 第三，创造最佳实践，把亚投行打造成高标准的新型国际合作机构。

   Third, let us create the best practice, and make the AIIB a new type of high-standard international cooperation institution.
Third, let us strive for excellence and make the AIIB a new type of high-performance institution for international cooperation.

Fourth, let us stay open and inclusive and make the AIIB a new paradigm of multilateral cooperation.

Each point contains the same word, 新xin or “new”. Considering that the speech is delivered by President Xi Jinping, which especially represented Chinese government, this word actually contains an ideological aspect. In 2017, Xi legalized his thought 新时代中国特色社会主义思想xinxidai zhongguo tese shehui zhuyi sixiang or “Socialism with Chinese Characteristics for the New Era” to be implemented together with Marxism-Leninism as well as China former leaders’ thoughts [11].

3.3 Sociocultural Practice Dimension

The last paragraph of Xi Jinping’s speech [12] is quite representing the sociocultural dimension of China’s multilateralism view. Xi emphasized China’s position as a supporter for AIIB according to global situations and challenges.

China always supports and adheres to multilateralism, and pursues development with the rest of the world in the spirit of openness and mutually-beneficial cooperation. China will continue working with other members to support the AIIB and make it a success, and contribute more to the global response to risks and challenges and the pursuit of shared development. I hope the AIIB will live up to its mission and our expectations and prove worthy of our times.

However, as mentioned in the discursive practice dimension, Xi Jinping tried to propose his thought in international system through AIIB. It is absolutely possible for Xi Jinping to bring his thought into AIIB since this multilateral institution was proposed by China. Moreover, China’s international power has been stronger considering its current global economic position.

4 Conclusion

According to the speech delivered by Xi Jinping, China actually wants to bring something new in global multilateralism because of the global challenges occurred such as Covid-19 pandemic. It is clear with the use of words such as “develop”, “create”, and “new”. Meanwhile, although Xi claims that the AIIB is fully international as a multilateral institution, the ideological aspect of his thought, which is Socialism with Chinese Characteristics do the New Era, remains inseparable. According to the CDA method, one of the important things is
intertextuality, which means more texts are needed. This study only analyzes one speech and is still in the initial stage of the whole research being carried out. This study will continue to develop until it can identify the intertextuality and present a more thorough interpretation.

Acknowledgement

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Cancelation of Saudi Aramco Investment in Cooperation to Develop the Oil Refinery in Cilacap

Fitrah Aisyah Adam
{fitrahaisyah80@gmail.com}
Universitas Indonesia, Indonesia

Abstract. Indonesia through PT Pertamina and Saudi Aramco in 2016 officially started the negotiation process to form a joint venture for developing the Cilacap Refinery in Central Java which is Pertamina's Refinery Development Master Plan (RDMP). However, results from the negotiation efforts are not as expected investment from Aramco was canceled. Author's initial identification apart from economic factors, there are non-economic factors that affect the process. Therefore, this paper aims to analyze the cancellation of Saudi Aramco's investment in a joint venture with Pertamina for developing the oil refinery in Cilacap using the Political Bargaining Models. Moreover, this analysis hoped to reveal non-economic factors that affected the cancellation of the cooperation.

Keywords: Joint Venture, PT Pertamina, Saudi Aramco, Political Bargaining Models

1 Introduction

Energy is one key to the economic development of a country. According to data from the International Energy Agency (IEA), global energy demand has exploded in recent decades. Estimated that from 2005 to 2030, global energy demand will increase by 55% (IEA, 2007). Unfortunately, the increasing demand has not been accompanied by an adequate supply of energy. Until now, oil, natural gas, and coal are still the primary sources of fossil energy in almost as many countries. Therefore, several countries have their policies in meeting their energy needs by cooperating, diplomacy, or relying on international oil companies or organizations for their energy needs.

Like other countries, Indonesia also still uses fossil energy sources as its main energy source. The development of the Indonesian oil and gas industry, which experienced peak oil production in 1977 and 1995, reached a total production of 1.68 million bpd and 1.62 million bpd, respectively [1]. This also makes Indonesia one of the oil-producing countries in OPEC (Organization of the Petroleum Exporting Countries). However, entering the year 2000 there was a decrease in average production of around 10-12% while the population of Indonesia was increasing and also increasing the oil demand. Referring to data from the Ministry of Energy and Mineral Resources, in 2014 Indonesia’s oil production was only around 789 barrels per day (bpd). From 2010-2014, the average production decreased by around 44%. This could not meet Indonesia’s oil demand in the same year as shown in the graph below.

The decrease in Indonesia’s oil production was because of the condition of oil refineries that were old and damaged a lot. Thus, the Indonesian government, through Pertamina, established the Refining Development Master Plan Program (RDMP). This program aims to
revitalize old oil refineries in Indonesia by estimating that Indonesia can reach 1.1 million bpd of oil production again [2].

The revitalization of oil refineries is quite expensive. Therefore, the Indonesian government needs foreign investment for implementing the RDMP project. After Indonesia improved regulations for oil and gas investment, several foreign National Oil Companies (NOCs) considered to Indonesia to cooperate through Pertamina, one of which was the NOC of Saudi Arabia (Saudi Aramco). From 2016 until the end of June 2019, they formed Joint Venture Development Agreement (JVDA) as the first step to establish a joint venture company. In 2016, the two agreed to manage the oil refinery in Cilacap with a 55% share of assets (Pertamina) and 45% (Saudi Aramco). Other agreements reached on JVDA included 70% oil supply from Aramco, management control, and oil lifting carried out (Pertamina, 2016).

In the JVDA process, they encountered many problems. One of them is the unfinished asset valuation with Saudi Aramco. Based on its value, Pertamina holds to the 2018 enterprise value from the Public Appraisal Service Office (KJPP) of 5.66 billion USD or equivalent to Rp. 79.95 trillion. Meanwhile, Saudi Aramco considers the enterprise value to be 2.8 billion USD [3].

To resolve these differences mentioned above, it negotiated the Indonesian government with The Kingdom of Saudi Arabia as the highest policymaker in Saudi Aramco. At least the President of the Republic of Indonesia, Joko Widodo, has held two special meetings with The Kingdom of Saudi Arabia to negotiate regarding the Saudi Aramco investment. As for the negotiations; (1) In April 2016, President Joko Widodo conducted the first negotiations by visiting Saudi Arabia, accompanied by the Indonesian Minister of Foreign Affairs (Sekertaris Kabinet, 2019). However, the meeting has not agreed. (2) In June 2019 in Japan, the Government of Indonesia took advantage of the G20 meeting to negotiate Saudi Aramco investment. President Joko Widodo and his ministers with the Crown Prince of the Kingdom of Saudi Arabia, Prince Mohammad Bin Salman, and related ministers, held a special meeting to discuss the continuation of the development of the oil refinery in Cilacap. The meeting resulted in a win-win solution for Pertamina and Saudi Aramco. Both agreed to hire a third party to be a valuator who can calculate the validation of the value in question. Based on these conditions, the two agreed to extend the JVDA for three months, which should have ended in June 2019 to determine the end of the agreement between the two countries (ESDM, 2019). But in the end result, the four-year JVDA negotiation process yielded no results at all. The fact in April 2020, Saudi Aramco decided not to invest in the plan to build a joint venture company with Pertamina to revitalize the refinery in Cilacap [4]. This study attempts to understand why did Saudi Aramco cancel its investment?

2 Method

This study focuses on the interactions built on the negotiation process in the JVDA between Saudi Aramco and Pertamina. Involves interactions and relationships between two or more actors so that it requires an analysis that can cover the various interests of these actors. The concept of negotiating power or bargaining power is an option because it can describe what each actor expects from the interactions and relationships they form. The Political Bargaining Model by Eden, Lenyaw, and Shculer [5] is the concept the author chose in analyzing the cases discussed above.
The PBM components are; 1) Objectives and relative circumstances. The goals of the MNE and the host country are different and are cooperative. In this relationship, there is positive-sum bargaining, meaning that it must do the bargaining process in order to achieve a positive sum. 2) Resources; MNE transfers of resources that are not site-bound on a property basis are long-term contracts that can be enforced to monopolize scarce factors of production. Host country offers location-bound (property-based) resources. 3) Constraints; Both have in common, economic, political, and institutional constraints. The inseparability of governance constraints international institutions and home country governments can influence the outcome of negotiations. 4) Bargain; MNEs and the government negotiate specific public policies in the industrial sector. 5) Strategy; MNEs use economic and political strategies, lobbying for legitimacy to meet foreign obligations. 6) The relationship between MNE and host country can be strengthened through organizational legitimacy, political accommodation, complementary resources, and personal relationships between the actors. 7). Outcomes; Benchmark results are determined by which party is closest to achieving its goals. Outcomes depend on the parties’ goals, resources, and relative constraints. The inseparability of governance, corporate competition, and foreign liability are key variables that affect bargaining outcomes [5].

3 Discussion

The interaction between the Indonesian government and Saudi Aramco is a manifestation of efforts to achieve goals. Each party cannot fulfill its goals without cooperation with external entities. Indonesian government, through PT. Pertamina’s desired goal, is to fulfill its oil resources. To fulfill this, the Indonesian government established the RDMP, which requires funding or investment sources from Saudi Aramco. Meanwhile, Saudi Aramco (MNE) has a goal to achieve its vision by 2030.

Saudi Aramco as an MNE offers funding sources and share technology needed by Indonesia as the host country that owns the resources. In the JVDA process, there are many contracts that both parties must evaluate, in this case evaluating the different perceptions of asset valuation, between Saudi Aramco and the Indonesian government. Likewise, the failed negotiation process was largely influenced by the unequal perspective of asset value valuations between Saudi Aramco and the Indonesian government. Other institutions have also been involved in resolving the problem of different perceptions of asset valuation, but the results are still to no avail.

The Indonesian government itself does not create a positive investment environment for foreign companies. The existing political conditions in Indonesia influence these matters. Problems that exist within the Pertamina itself make investors hesitate to invest. Then, the oil and gas mafia issues in Indonesia as stated by the Indonesian President Joko Widodo that the reason that always hinders Indonesia’s oil production is because of the oil and gas mafia that surrounds the Indonesian oil and gas industry by utilizing oil imports to get a lot of profit, while this is detrimental to the state

4 Conclusion

Based on the above, it illustrated the complex relationship between Indonesia and Saudi Aramco in the negotiation process between the two parties but did not reach an agreement.
Under the variables studied in the concept of political bargaining models, it shows that the bargaining process affects the cancellation of Saudi Aramco investments. In terms of objectives and resources, can fulfill both parties. However, in terms of obstacles, the Indonesian government is less able to handle the problems. Then, the thing that affects the most is the problem of an unhealthy investment environment in Indonesia, which makes investors less confident to invest. This also happens a lot in foreign investment cases that occur in Indonesia.

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References

The Effectiveness of Via Super Oke Policy in Increasing Investment during Pandemic Period in Pekalongan District

Herbasuki Nurcahyanto¹, Aufarul Marom², Dyah Hariani³
{herbasukinurcahyanto@lecturer.undip.ac.id¹}

Universitas Diponegoro, Indonesia¹, ², ³

Abstract. Pekalongan Regency launches a Video Call policy for Online Licensing Solutions during a Pandemic, abbreviated as “Via Super Oke” to increase investment during the Covid-19 pandemic situation. This study aims to analyze the effectiveness of the “Via Super Oke” policy by using descriptive research methods with a qualitative approach. The results of the study show that the policies taken by the Pekalongan district government are effective in helping entrepreneurs, especially Small, Medium and Micro Enterprises (SMEs/UMKM) take care of permits quickly. The obstacle that exists in the implementation of Via Super Oke is that there is only one call center number, causing a queue of business actors to conduct consultations through Via Super Oke. These obstacles can be overcome by adding a number of call centers as well as receiving operators, or by creating an application that can connect the WhatsApp application to a dashboard that can receive consultations simultaneously with different operators.

Keywords: Effectiveness, Investment Policy, Via Super Oke

1 Introduction

COVID-19 pandemic is a major obstacle to economic activity in Indonesia. The investment sector is also not spared from the adverse effects of a prolonged pandemic. The Investment Coordinating Board (BKPM) recorded investment realization throughout 2020 reaching 826.3 IDR trillion [1]. The achievement is higher than 1.1 percent of the investment target set at 817.2 IDR trillion. In detail, the realization of the investment is spread in two sub-investments. First, domestic investment (PMDN) amounted to 413.5 IDR trillion or equivalent to 50.1 percent of the total investment realization. Second, Foreign Direct Investment (FDI) worth 412.8 IDR trillion, equal to 49.9 percent of the investment achievement. Domestic investors are the support for investment in Indonesia, at a time when almost all of the world’s economies are weakening due to the impact of the coronavirus pandemic.

Central Java is one of the provinces that get the most Domestic Investment (PMDN) value in 2020, which is at 30.61 IDR trillion by being ranked 6th nationally. The value of Foreign Investment (PMA) in Central Java reached 19.63 IDR trillion and was ranked 9th nationally. The realization of investment in Central Java exceeded the target set by the Investment Coordinating Board (BKPM) of 24.89 IDR trillion. The One-Door Integrated Investment and Service Office (DPMPTSP) of Central Java Province recorded the realization of investment in Central Java throughout 2020 reaching 50.24 IDR trillion or 202 percent of the specified target [2].
Pekalongan District is one of the leading Districts of investment projects in Central Java Province. In the last five years, the achievement of investment realization of Pekalongan District can exceed the target of the Regional Medium Term Plan (RPJMD). However, when compared to the year before / after the number of increases / decreases is still fluctuating.

<table>
<thead>
<tr>
<th>Years</th>
<th>IDR Target RPJMD</th>
<th>IDR Achievement</th>
<th>Increasing (%)</th>
<th>IDR Project Amount</th>
<th>Target Project Amount</th>
<th>Increasing / Decreasing (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>389,099,210,000</td>
<td>2,243,469,061,092</td>
<td>-</td>
<td>667</td>
<td>602</td>
<td>-</td>
</tr>
<tr>
<td>2017</td>
<td>400,722,190,000</td>
<td>2,679,675,647,953</td>
<td>3</td>
<td>369</td>
<td>669</td>
<td>14</td>
</tr>
<tr>
<td>2018</td>
<td>412,795,450,000</td>
<td>2,453,333,433,496</td>
<td>3</td>
<td>587</td>
<td>594</td>
<td>-8</td>
</tr>
<tr>
<td>2019</td>
<td>425,179,210,000</td>
<td>1,704,261,949,246</td>
<td>3</td>
<td>902</td>
<td>401</td>
<td>-31</td>
</tr>
<tr>
<td>2020*</td>
<td>437,934,590,000</td>
<td>532,574,925,584</td>
<td>3</td>
<td>21</td>
<td>122</td>
<td>-</td>
</tr>
</tbody>
</table>

In addition to pandemic factors, several other factors that cause investment in Indonesia to be hampered include licensing issues to administrative problems. Similarly, the issue of procurement and land acquisition, as well as obtaining permits, especially before the pandemic. This is in line with Indonesia's Ease of Doing Business (EoDB) ranking currently ranked 73rd out of 190 countries in the world [3]. Indonesia is also listed as the fifth lowest in ASEAN in the Ease of Doing Business (EoDB) index with a score of 69.6.

In an effort to increase investment realization in Indonesia during the pandemic, one of the strategies implemented by the Investment Coordinating Board (BPKM) is ease of licensing such as an accelerated licensing process and available in an online system or Online Single Submission (OSS). In addition, the government's efforts in improving public services, cutting the bureaucracy of licensing and non-licensing services, one of which is with the establishment of One-Door Integrated Services (PTSP) [4]. Article 350 mandates that in order to provide regional licensing services form a one-door integrated service unit [5]. It is also to realize public services that are fast, easy, transparent, certain, and affordable, and in order to provide wider access to the community to get good public services.

In line with the efforts of the Central Government, Pekalongan District Government through One-Door Integrated Investment and Service Office and Manpower (DPM PTSP and Employment) launched a new breakthrough, namely the Pekalongan District Integrated Licensing Service Information System (SipTenan). To speed up and facilitate in the licensing service process, the licensing process is carried out online on the siptenan.pekalongankab.go.id website. This innovation can increase investment in Pekalongan District in a positive direction, both through the Investment Activity Report (LKPM), OSS Non Small Micro Enterprise Permit (IUMK), and OSS Small Micro Business License (IUMK).

<table>
<thead>
<tr>
<th>Years</th>
<th>Investment</th>
<th>Investment Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>LKPM</td>
<td>602,534,782.421</td>
</tr>
<tr>
<td></td>
<td>OSS NON IUMK</td>
<td>635,402,720.021</td>
</tr>
<tr>
<td></td>
<td>OSS IUMK</td>
<td>367,679,378.878</td>
</tr>
<tr>
<td>Amount</td>
<td></td>
<td>1,605,625,881.320</td>
</tr>
</tbody>
</table>
In order to prevent the spread of COVID-19 by reducing face-to-face services and limiting community mobilization, DPMPTSP and Employment of Pekalongan District launched an online service through video call assistance named "VIA SUPER OKE" Video Call Assistance Online Licensing Solution during Pandemic [6]. This service utilizes social media such as WhatsApp by the number of Call Centre in 082324422911. The community able to utilizes an assistance of permitting issue during COVID-19 pandemic without visiting to office DPMPTSP and Employment of Pekalongan District.

DPMPTSP and Employment of Pekalongan District issue a service policy named Via Super Oke as an adaptation form or new approach of giving service during the pandemic especially into permitting assistance. It is in line with statement conveyed by Anderson [7], mentioned that policy is an action steps who have certain goal followed and implemented by an actor or a group aiming to solve a certain problem [8]. Carl J Frederick also defined a policy as an action or execution steps conveyed by individual, group or government in a certain environment where there is a various obstacles (difficulties) and opportunities on the implementation of this policy suggestion in the course of certain goal [9].

Although it has only been running for two months, this policy needs to be evaluated because of the limited face-to-face services due to the pandemic so that licensing services are not constrained and can produce maximum investment value in Pekalongan District. According to Anderson, policy evaluation is "the appraisal or assessment of policy, including its content implementation and impact" [10]. Policy evaluation can be defined as an activity that concerns the assessment or testing of a policy including the content, implementation and impact of the policy.

According to Dunn [11], there are six criterions for policy evaluation. First, effectiveness, with regard to whether an alternative achieves the expected outcome, or achieves the goal of action. Second, efficiency, with regard to the amount of effort required to produce a certain level of effectiveness. Third, adequacy, with regard to how far a level of effectiveness satisfies a need, value, or opportunity that fosters a problem. Fourth, equality is closely related to legal and social rationality and refers to the distribution of consequences and efforts between different groups in society. Fifth, responsiveness, with regard to how far a policy can satisfy the needs, preferences, or values of certain groups of people. Sixth, accuracy, in this process the success of a policy can be seen from the policy objectives that are actually achieved usefully and valuable in the target group, having the impact of change in accordance with the mission of the policy.

Researchers are interested in analyzing the effectiveness of Via Super Oke policies in increasing pandemic investment using Dunn six evaluation criterions, namely effectiveness, efficiency, adequacy, alignment, responsiveness and accuracy. Evaluation results can be used as input in improving services in pandemic times.

2 Method

Researchers are interested in analyzing the effectiveness of Via Super Oke policies in increasing pandemic investment using Dunn six evaluation criterions, namely effectiveness, efficiency, adequacy, alignment, responsiveness and accuracy. Evaluation results can be used as input in improving services in pandemic times.
The location of this study was conducted at DPM PTSP and Employment of Pekalongan District using qualitative research methods with a case study approach. The data collection techniques used by researchers are interviews, observations and documentation. The types of data used by researchers are primary and secondary data. The informant selection technique used by the authors in the study was to establish a key informant. Data analysis used is a descriptive analysis technique.

3 Discussion

Video Call Assistance Online Licensing Solution during this Pandemic or "Via Super Oke" is a policy issued by the Office of Investment and Integrated Services One Door and Labor (DPM PTSP and Employment) of Pekalongan District. This policy is in order to provide and facilitate online licensing service assistance services during COVID-19 pandemic that requires minimizing face-to-face services. Evaluation of the policy Via Super Oke can be seen from several criterions according to Dunn, namely effectiveness, efficiency, adequacy, equality, responsiveness, and accuracy.

First, Effectiveness is related to whether the desired result has been achieved. Based on the research results, Via Super Oke service still achieves the purpose of the service, namely the assistance of licensing services, especially SMEs actors. The difference is that the provision of services is provided online due to the conditions of COVID-19 pandemic.

Second, Efficiency is concerned with how much effort is needed to achieve the desired results both in terms of users and providers. The existence Service Via Super Oke makes the permit applicant can assist in making permits without having to come to DPM PTSP and Employment office of Pekalongan District, simply using WhatsApp service. This can minimize the effort and time needed, and reduce transportation costs incurred by the community especially in times of pandemics that require reducing community mobilization. The provider does not require extra costs with the Service through Super Oke because it is the duty of the employee.

Third, Adequacy is related to how far achieving the desired result in solving this problem. The existence of Via Super Oke has not entirely targeted prospective licensing makers because while only serving micro small and medium enterprises (SMEs) because of the limited resources available. This is expected to continue to stimulate SMEs in increasing economic movement in Pekalongan District.

Fourth, Equalization relates to whether the cost of benefits is distributed evenly to different groups. The presence of the new Via Super Oke service targets SMEs as an initial target, while large business actors cannot be served. SMEs actors are expected to move the wheels of the community economy.

Fifth, Responsiveness is concerned with whether policy outcomes satisfy the needs, preferences, or values of certain groups. The presence of Via Super Oke makes the assistant process time can be faster which an average of 15 minutes. This acceleration can be realized because of the simplification services to facilitate the licensing process during the pandemic period. The limitation is that the operator's service and service number are only one.

Sixth, Accuracy relates to whether the desired result (goal) is really useful or valuable. The results showed that SMEs as service recipients felt helped by the existence of this service. The number of SMEs who use these service as many as 94 units (data up to July 15, 2021) that absorbs a workforce of about 300 people and this licensing service is very
helpful for SMEs in the midst of pandemic conditions as a result of the elimination of face-to-face services.

Based on the analysis results, via Super Oke services issued by DPM PTSP and Employment of Pekalongan District as a policy adjustment of the provision of licensing service assistance in the pandemic period can be said to be effective. There are several obstacles that must be evaluated and improved to support the services provided to improve the investment climate during this pandemic. The policy of DPM PTSP and Employment of Pekalongan District can be said to be an innovation, because this innovation does not have to be a new discovery, but also includes new approaches, expansion and quality improvement in existing public service innovations. This is also in line with one example in the application concept of Agile Government. Agile government is the application of agile and responsive management systems (typically owned by private companies) into government management through the creation of adaptive organizational structures, the utilization of information technology, and anticipatory disruptive environments [12]. It aims to improve the performance and productivity process of the organization [13].

4 Suggestion

Recommendations that can be submitted to overcome existing obstacles by adding a call center number that currently only has one number and also adding operators who receive. Or by creating an app that can connect WhatsApp to a dashboard that can receive simultaneous consultations with different operators. This is to support easy and fast public services in times of pandemics.

References

The Development of a Village Information System (SID) in Realizing a Developed and Independent Village Based on Information Technology and Communication (ICT) in Pemalang Regency

Nunik Retno Herawati\textsuperscript{1}, Muhammad Adnan\textsuperscript{2}, Yuwanto\textsuperscript{3}
\{nunikretno92@gmail.com\}\textsuperscript{1}

Universitas Diponegoro, Indonesia\textsuperscript{1,2,3}

\textbf{Abstract.} Since the emergence of Village Law No. 6 of 2014 concerning Villages, the village is seen as a government structure that plays an important role in realizing the prosperity and welfare of its people. Internet-based rural development paradigm is important to do in the middle of the development of information and communication technology. However, it is not easy to carry out the development of information and communication technology. Research have tried to describe how the Local government Pemalang district along the village government to develop and implement the development of System information village. The study also tried to describe the obstacles faced, strategic efforts that have been made and explain the perceived benefits of the village government since the development of information system for the village of governance early and public service for the village community. This study uses qualitative research methods to approach phenomenology locus of research in Pemalang district. The procedure is done through assessment theory and collecting data as well as secondary data. Data primary derived from in-depth interviews with the head and staff Bapermasdes and the Head and staff of the Department of Communications and Informatics as well as some of the village chief in the district of pemalang, while secondary data obtained from the regulations, reports, or from the Internet. The results of the study indicate that the development of a village information system in Pemalang Regency has not fully been able to reach all villages in Pemalang Regency. In addition to requiring a fairly high budget, limited human resources are an inhibiting factor for the development of ICT in villages in Pemalang Regency. Organizational culture and the mindset of the community and village apparatus also become one of the obstacles in the development of information systems in Pemalang Regency.

\textbf{Keywords:} Village Information System, Pemalang

\section{Introduction}

Since the emergence of the Village Law No. 6 of 2014 concerning Villages, the village is seen as a "government structure" that has an important role in realizing the prosperity and welfare of its people. With the emergence of "regulations that discuss more deeply about village regulations, it is hoped that the "welfare" of rural communities and the quality of human life and poverty alleviation will be created through "fulfillment of basic needs,
development of village facilities and infrastructure, development of local economic potential, and sustainable use of natural resources and the environment [1]. The paradigm of internet-based rural development is important in the midst of the development of information and communication technology. There are several stages of internet-based rural development that can be done including: Developing internet-based rural information networks by building websites villages with desa.id domain; Encouraging technology-independent villages by migrating to open source technology; Improving public services with the village partner application; Managing resources based on village profiles with surveys of resources and geospatial data; Building a village with interconnection of systems and regulations that support the village to take development initiatives [2].

SID is a village information system that has a legal basis, namely Article 86 of Law No. 6 of 2014 concerning Villages concerning Village Rights, Obligations and Authorities. It states that the obligation of the village government is to provide transparent and valid data to the community. In the Village Law Article 86 concerning the Village Development Information System and Rural Area Development which consists of 6 paragraphs as follows: Villages have the right to get access to information through the Village information system which is developed by the Regency/City Government. The Government and Regional Governments are required to develop a village information system and rural area development; The Village information system includes hardware and software facilities, networks, and human resources; The Village information system includes Village data, data of Village Development, Rural Areas, as well as other information related to Village Development and Rural Area development; The Village information system is managed by the Village Government and can be accessed by the Village community and all stakeholders; District/City Local Governments provide information on development planning for Kabupaten/City for Villages. The development of an Integrated Village Information System has been implemented by the Provincial Government of Central Java with the issuance of Governor Regulation no. 47 of 2016 concerning Guidelines for Development of Systems Village Information. The Governor's Regulation was issued on the basis that village data is an important aspect in planning, policy formulation, programs, and measurement of village development performance achievements as well as acceleration of poverty reduction in the regions. The Rural Information System is also expected to be able to synergize village data. In Article 4 of the Governor's Regulation No. 47 of 2016 it is explained that the policy and strategy for managing village data is one Village Data and Information System, in the form of integrated data from various data sources, through the Regional Apparatus in charge of Community Empowerment, Village, Population Administration and Civil Registration. The Pemalang Regency Government has issued a policy in the form of Pemalang Regent Regulation No. 89 of 2017 concerning the Implementation of a Village Information System and the Development of “Sidekem” Rural Areas in Pemalang Regency.

This paper tries to describe how the Pemalang Regency Government and the Village Government develop and implement the Village Information System development. This research also tries to describe the strategic efforts that have been carried out, identify the obstacles faced and explain the benefits felt by the village government since the development of the village information system for government governance and services for the village community.
2 Method

Qualitative research approach with a phenomenological approach. Informants were selected purposively, people who have experience and knowledge about the object of study, using the snowball technique. Techniques data collection using documentation study through document search and online media news, as well as interview method with four informants. Data analysis followed Creswell's steps [3].

3 Result and Discussion

3.1 The Important Role of Village Websites for Villagers

The availability of a website for villages can encourage rural communities to continue to innovate in various fields, so that later it will have an impact both from the economic side or from the community empowerment side. In a website for the village, various local information related to the village can be entered, so that residents can reach and find out the information at any time. At least there are four important roles for the village website for villagers, including the following: in a website for the village, various local information related to the village can be entered, so that citizens can reach out and find out information at any time; Websites for villages can also "play a role as a medium for coordinating village security, especially when there are more and more fake news or hoaxes" which are developing very rapidly. Hoaxes can have fatal consequences in a community, that's where the website for the village can show its role as the most accurate and reliable source of information; Websites for villages can also act as a medium of friendship carried out by village officials with citizens; The availability of a website for the village should indeed be used to better connect the village apparatus with the residents in the village.

The role of the website for other villages is as a tool to improve village human resources. In this case, the meaning is that with the existence of a village website, it can also be used to provide features that are in accordance with the characteristics of the villagers. The availability of a website for the village will be able to help the village community to be "more motivated" to be more enthusiastic about learning IT and the internet in the right way according to their limitations. Such a method is indirectly expected to develop more advanced and prosperous [4].

In addition to having four important roles for villagers, a village website also has benefits which have a very influence on villagers. These benefits include the following; Media Promotion and Village Development Not only that, with the village website, the village government can more easily increase the potential attractiveness of the village to people from outside the area [5]. Another benefit of a website for villages is that villagers can 'know' various development progress that is being and has been successfully carried out by the village government. In addition, villagers also need to know about the various activities that will be, are being and have been carried out by village officials who act as village government. A village website can also help improve village government services. This is because the village government will be clearer in providing a variety of information related to services carried out by village officials. Not only that, because with a website for villages, the village government can also open community services. by online. Things like that will definitely make it easier for villagers to get the best service from the village government.

As is known, public service is one of the functions that must be carried out by "a state government", including village governments. There are various kinds of public services
that can be provided on the website for villages, including: Administrative services which include managing data and documents related to population administration [6][7] Community complaints services, which include columns online forms, complaint services via SMS [8] and community media; Information management services; The community outreach service, a website for villages, is designed and created with the aim of serving the public and is managed by a team from the local village apparatus. The availability of websites for villages is expected to make public services to villagers can be carried out more easily and quickly [9]. With the village website, it is hoped that it will be easier to accommodate the aspirations and complaints of local villagers. Websites for villages can be used as a 'two-way communication tool that is increasingly able to bring the government closer to its citizens. The village data is needed for various needs of local residents. Availability of a website for villages will certainly make it easier for residents if they need the village data at any time if needed. related to the village [10].

3.2 Village Website Development in Pemalang Regency

Departing from ICT volunteers and PUSPINDes Pemalang Regency. As an organization in the field of informatics under the auspices of DINPERMASDES trying to introduce village information systems to government ranks in villages throughout Pemalang Regency. including Twitter as a social media reliable in terms of delivering various village information. Through various types of training, the IT KPMD, which has now turned into a Village Admin, has begun to innovate in terms of village information system management.

Since 2016, PUSPINDES has been assisting villages in Pemalang. Through the Village Law Number 6 of 2016 Article 86 paragraphs 1 to 6, PUSPINDES tries to make various breakthroughs with a focus on the Village Information System. From 211 villages, we have received an email with the address @desakupemalang.id the village website with the domain desakupemalang.id and twitter. Minister of Communication and Informatics Regulation number 5 of 2015 concerning Domain Name Registration of State Organizing Agencies. Referring to the regulation, it is hoped that villages will use the desa.id. desa cage.desa.id, gintung.desa.id, lowa.desa.id, ambokulon.desa.id and "there are many others." In principle, to register a desa.id domain, we must first register it. through the service.kominfo.go.id site, on the website we will get registration instructions. Some villages experience difficulties when registering the desa.id domain. Therefore, Puspindes tried to bridge to register the domain for Free.

3.3 The Success of SID Development in Pemalang Regency

Pasir Village, Bodeh Sub-district, Pemalang Regency, which was originally labeled as a remote village and left behind in terms of 'technological progress', is slowly starting to rise. Around 2015, the Village Website and Desa's Twitter account were active. Various village activities are packaged into news information that can be accessed through twitter and the website. The community can easily find information about village activities just by visiting the village website and village Twitter. Not only that, the public can also take advantage of their android phones by downloading the village website application on the playstore for free. Until 2017, for the second time, the Desa Pasir website has successfully entered the final stage again. Through relentless struggle, the 3rd place winner was brought home. Of course, the village information system is not only limited to the website and twitter. Other social media also take part. Until 2018, the youtube account of Desa Pasir was officially launched. Armed with the experience gained at the Puspindes, the Village Admin tried to document various
activities in the village in the form of videos. Youtube as a forum is expected to make it easier for people to find developments in the village.

But unfortunately, the limitations of the Village Admin in managing the website have an impact on the less than optimal use of the website. One of them is that the address of Pasir.desakupemalang has not changed to Pasir.desa.id. However, in the future, the Village Administration together with the village government will immediately 'change the 'domain'. All kinds of village activities are updated through twitter and the website. People can easily access it. And the form of service "like this is a form of openness to the public, especially the people of Pasir Village.

4 Conclusion

The development of the Village Information System has provided benefits to the village government. The availability of a website for villages can encourage rural communities to continue to innovate in various fields, so that later it will have an impact both in terms of economy and in terms of community empowerment. Even though the village website has been implemented in 211 villages in the Village District, however, the development of many village websites is not updated and the application on the village website has not been optimally utilized.

The development of a village information system in Pemalang Regency has not been able to fully reach all villages in Pemalang Regency. In addition to requiring a fairly high budget, limited human resources become an inhibiting factor for the development of ICT in villages in Pemalang Regency. Organizational culture and the mindset of the community and village apparatus also become one of the obstacles in the development of the information system in Pemalang Regency.

References


Measuring the Effectiveness of Community Development through Social Return on Investment (SROI) Method: Case Study of PT Bukit Asam Pelabuhan Tarahan, Lampung, Indonesia

Ilham Ainuddin¹, Sudharto P. Hadi², Sri Suryoko³, Ajis Purnomo⁴, Muharyo Ihsanto⁵
{ilham.ainuddin@gmail.com¹}
Universitas Diponegoro, Indonesia¹,²,³,⁵
PT. Bukit Asam Pelabuhan Tarahan, Indonesia⁴

Abstract. The purpose of this paper is to provide a comprehensive description of the Social Return on Investment (SROI) method in measuring social impact as a parameter of the effectiveness of community development in Corporate Social Responsibility (CSR) programs. SROI method is the most feasible and effective method to measure the social impact of community development in CSR programs. The measurement of the effectiveness of Comdev through SROI carried out at PTBA is focused on assessing and evaluating the implementation of the skewer program which has been running from 2019 to 2021 in Sidomulyo Village, Sidomulyo District, South Lampung Regency. Based on the results of the calculations shows that the SROI Ratio of the skewer program in Sidomulyo Village is 3.32, which means that every investment of Rp. 1, - made by PTBA is able to produce an impact or benefit of Rp. 3.32, -. If viewed from the socio-economic side, the skewer program can be said to be feasible and successful.

Keywords: SROI, CSR, Community Development

1 Introduction

The Indonesian government strongly supports the implementation of CSR programs for companies operating in Indonesia. This is mandated in Law Number 40 of 2007 concerning Limited Liability Companies Article 74 and Government Regulation Number 47 of 2021 concerning Social and Environmental Responsibility of Limited Liability Companies Article 2. In general, it is stated that the company is obliged to carry out social and environmental responsibilities. And this is a special thing because not many countries make CSR a mandatory social responsibility program [1]. In the research conducted by Apindo, CSR practices in Indonesia are still limited to the company's main business lines, not being part of a business model that integrates with the surrounding social conditions.

In fact, the CSR funds of the entire company are very large. In 2015 alone, according to the then Minister of Women's Empowerment and Child Protection (Yohana Yembise), the potential for corporate social responsibility (CSR) funds reached Rp 12 trillion a year. If Indonesia's GDP growth in 2015-2020 increases to 33.74% (BPS, 2015 and 2020), it can be assumed that there is an increase in the potential for corporate social responsibility (CSR) funds as well. This
potential increase could reach Rp 16 trillion per year. The very large funds are certainly expected to have a large and positive impact on the community. So the challenge is how the company is able to process CSR funds to develop several CSR programs that will provide maximum outcomes from the existing inputs. Therefore, it is necessary to have an appropriate method to evaluate a CSR program that has been implemented, and the results of the evaluation can be used for planning new CSR programs or updating existing CSR programs.

Most companies in Indonesia currently have not used the right method in planning and evaluating CSR programs, especially community development. Some companies only focus on the large amount of budget for community development programs, without taking into account the results quantitatively. The purpose of this paper is to provide a comprehensive description of the Social Return on Investment (SROI) method in measuring social impact as a parameter of the effectiveness of community development in Corporate Social Responsibility (CSR) programs.

This article has four parts: the first part will explain the various methods of measuring social impact; the second will explain the SROI method; the third will explain the strengths and weaknesses of the SROI method; and fourth will explain the application of the SROI method in PTBA Peltar.

2 Literature Review

2.1 Social Impact Measurement Method

In measuring social impact Clark, et al. [2] have categorized based on its function into three general categories, namely based on the process (Theories of Changes, Balanced Scorecard, Acumen Scorecard, Social Return Assessment, AtKisson Compass Assessment, Ongoing Assessment of Social Impact), the impact (Balanced Scorecard, AtKisson Compass Assessment, Ongoing Assessment of Social Impact, Social Return on Investment, Benefit-Cost Analysis, Poverty and Social Impact Analysis) and monetization (Social Return on Investment, Benefit-Cost Analysis, Poverty and Social Impact Analysis).

2.2 SROI

The SROI concept was first developed by the Roberts Enterprise Development Foundation (REDF) in 1996 in the USA and then further developed by the New Economics Foundation (NEF) in the UK [3]. SROI is a measurement approach developed from cost benefit analysis, social accounting, and social audit that captures social value by translating social objectives into financial and non-financial measures [4]. Meanwhile, according to Nicholls et al. [5] SROI is a framework for measuring and calculating a much broader concept of value including reducing inequality among stakeholders, environmental degradation, and increasing welfare by combining social, environmental, and economic benefits. The yield SROI ratio is the ratio between the value generated and the investment required to achieve an impact.

2.3 Application of SROI in PTBA Peltar
The SROI approach has advantages compared to other approaches, including that SROI is a comprehensive approach that includes social, economic, and environmental aspects (triple bottom line), accountability, change management, cost and time effectiveness, as well as the existence of simple and clear indicators through ratio results [4]. In addition, the application of the SROI method in measuring social impacts is very feasible and low-cost if the organization already has data on costs, revenues and desired results [6].

Fig 2. Stages of SROI Analysis [4]

The principles of the SROI approach according to them are 1) Stakeholder involvement, 2) Understanding of change, 3) Appreciating important things, 4) Focusing on including impact materiality, 5) Avoiding excessive claims, 6) Transparency, 7) Verification of results. According to Nicholls et al. [5] SROI analysis has six stages, namely 1) Establishing the scope and identifying key stakeholders, 2) Mapping impacts, 3) Proving and assessing impacts, 4) Building impacts, 5) Calculating SROI, 6) Reporting and implementation.

2.3 Advantages and Disadvantages of SROI

The SROI method of course has advantages and disadvantages (theoretically) in analysing social impacts [7]. The advantages include (1) a holistic approach based on the theory of change, (2) SROI is based on stakeholder involvement throughout the analysis process, (3) SROI is useful as a management tool, (4) There is accountability, transparency, and communication across stakeholder groups, (5) More appropriate for use on small projects, and (6) Beneficial to the wider community. While the weaknesses include (1) the resources needed to conduct an SROI study (time, money, information, and expertise), (2) the difficulty of measuring the value of benefits through financial indicators and proxies, (3) the difficulty of measuring dead weight, displacement and attribution, (4) Financial and accounting aspects (direct costs only, and not overhead), (5) Ratio and report legitimacy, (6) No comparability of projects based on ratios, and (7) Limitations on replication and improvement.

2.4 Application of SROI

In general, SROI analysis is used for evaluation purposes (evaluative), namely assessing an impact that has been generated. However, recent developments in the use of SROI have begun to be used to forecast (forecast) how much social value a project or organization can generate to achieve its intended goals. The results of the SROI forecast can be used for consideration in strategic planning and help show how an investment in CSR programs can produce the most
optimal social value. The application of corporate CSR, measuring social impact with the SROI method can provide benefits in the form of knowing the magnitude of the social impact of CSR programs that have been implemented, and being able to formulate appropriate policies related to their CSR programs [5].

2.5 SROI on Skewer Community Development at PTBA Peltar

The measurement of the effectiveness of Comdev through SROI carried out at PTBA Peltar is focused on assessing and evaluating the implementation of the skewer program which has been running from 2019 to 2021 in Sidomulyo Village, Sidomulyo District, South Lampung Regency. Efforts to measure effectiveness are carried out as a material for corporate communication and corporate responsibility to related stakeholders. This is in accordance with Santoso et al. [8] who revealed that in addition to legal permits from the government, there are permits that must be obeyed by companies in order to operate safely, namely through social permits from the community through corporate social responsibility or CSR activities.

<table>
<thead>
<tr>
<th>Nb.</th>
<th>Paguyuban Krajan</th>
<th>Calculation of Impact Events (Evidence)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Paguyuban Krajan</td>
<td><strong>Skewers</strong></td>
</tr>
<tr>
<td></td>
<td>Income increase</td>
<td>Since 2019 there have been 85 workers consisting of the elderly and disabled who are empowered to be involved in the production of skewers with an income of IDR 235,000 per month. Thus, the value of increasing income from skewers business actors is: 85 labour x IDR 235,000 x 32 months = <strong>IDR 639,200,000</strong></td>
</tr>
<tr>
<td></td>
<td>Improved skills and knowledge</td>
<td>There are 85 people from the community members who were originally a vulnerable group (elderly and disabled) who do not have the skills to feel an increase in skills and knowledge in producing skewers after the comdev program from PTBA Peltar. If it is compared to a skewer business training program organized by a professional training institution, the cost to be incurred is IDR 650,000 per person (source: <a href="http://www.tokomesin.com/training-usaha-tusuk-sate-21-oktober-2017.html">www.tokomesin.com/training-usaha-tusuk-sate-21-oktober-2017.html</a>). Thus, the value of increasing skills and knowledge of skewer production is equal to the cost of the skewer business training multiplied by the number of participants, namely: IDR 650,000 x 85 people = <strong>IDR 55,250,000</strong></td>
</tr>
<tr>
<td></td>
<td>K3 Skills and Knowledge</td>
<td>There were 85 people from the royal paguyuban members who felt an increase in skills and knowledge related to K3 using sharp tools in producing skewers after attending training organized by PTBA Peltar. If you take part in an K3 training program organized by a professional training institution, the cost to be paid is IDR 3,500,000 per person (source: <a href="http://www.lk3tranning.com/detailpost/training-dan-sertifikasi-ahli-muda-k3-umum-bnsp">www.lk3tranning.com/detailpost/training-dan-sertifikasi-ahli-muda-k3-umum-bnsp</a>).</td>
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</tbody>
</table>
Thus, the value of increasing skills and knowledge of skewer production is equal to the cost of the skewer business training multiplied by the number of participants, that is:
Rp. 3,500,000 x 85 orang = IDR 297,500,000

- Marketing Skills and Knowledge
A total of 10 people from the members of the krajan community felt an increase in skills and knowledge related to marketing after attending training organized by PTBA Peltar. If you take part in similar training activities organized by professional training institutions, the cost to be paid is IDR. 3,990,000 per special package for agencies with the number of participants in accordance with by request (source: www.lauwba.com/training-&-kursus-desain-grafis-&-video-editing.html).

2  TPQ (Taman Pendidikan Qur’an) Mutiara Ummat Insani
   - Increased access to free education
   Since 2019 there are 10 students from TPQ Mutiara Ummat Insani who feel that there is an increase in access to education through the goat livestock assistance program provided by PTBA Peltar to parents of students. If it is equated with the cost of education (SPP) local schools, the cost to be spent is IDR. 600,000 per month for one student. Thus, the value of increasing access to free education, that is: 10 students x Rp 600,000 x 32 month = IDR 192,000,000

3  Student Parents
   - Increased Income
   Since 2019 there are 4 widows who are members of micro/small business groups that produce various processed products snack (eggroll, singkong frozen, banana frozen, etc) with a salary of IDR 600,000 per month. Thus, the value of increasing income from various processed business actor’s snack:
   4 people x IDR 600,000 x 12 month = IDR 28,800,000

   - Increased Knowledge
   Since August 2020 there have been 4 members of the micro business group those who initially did not have the skills felt an increase in skills and knowledge in producing various processed snacks after the comdev program from PTBA Peltar. If it is compared to a business training program organized by a professional training institution, the cost to be incurred is IDR 250,000 per person (source: www.https://www.magfood.com/pelatihan-snack-dan-camilan/).
   Thus, the value of increasing skills and knowledge of skewer production is equal to the cost of the skewer business training multiplied by the number of participants,
   IDR. 250,000 x 4 people = IDR 1,000,000

(Processed primary data, 2021)

The next step is to calculate the impact value evaluatively on the skewer program in Sidomulyo Village as follows:

<table>
<thead>
<tr>
<th>Nb.</th>
<th>Impact</th>
<th>Calculation of Impact Events (Evidence)</th>
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<tbody>
<tr>
<td>2</td>
<td>TPQ (Taman Pendidikan Qur’an) Mutiara Ummat Insani</td>
<td>Increased access to free education: Since 2019 there are 10 students from TPQ Mutiara Ummat Insani who feel that there is an increase in access to education through the goat livestock assistance program provided by PTBA Peltar to parents of students. If it is equated with the cost of education (SPP) local schools, the cost to be spent is IDR. 600,000 per month for one student. Thus, the value of increasing access to free education, that is: 10 students x Rp 600,000 x 32 month = IDR 192,000,000</td>
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<td>3</td>
<td>Student Parents</td>
<td>Increased Income: Since 2019 there are 4 widows who are members of micro/small business groups that produce various processed products snack (eggroll, singkong frozen, banana frozen, etc) with a salary of IDR 600,000 per month. Thus, the value of increasing income from various processed business actor’s snack: 4 people x IDR 600,000 x 12 month = IDR 28,800,000</td>
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<td>Nb.</td>
<td>Description</td>
<td>Intensity</td>
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<tr>
<td>A</td>
<td><strong>INPUT</strong></td>
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<tr>
<td>1</td>
<td>1000 bamboo seeds help</td>
<td>3x</td>
</tr>
<tr>
<td>2</td>
<td>Machine procurement assistance cake bowl</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Assistance for the construction of SME production houses</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Business development assistance through sheep for free education</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>TPQ Mutiara Ummat Insani</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Machine procurement finishing skewers</td>
<td></td>
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<tr>
<td>6</td>
<td>Training assistance K3</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Training assistance marketing</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Production assets</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Comdev worker salary</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Total Input</strong></td>
<td></td>
</tr>
<tr>
<td>B</td>
<td><strong>OUTCOME</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Paguyuban Krajan</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Income Increase</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• skewers</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• K3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Marketing</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>TPQ (Taman Pendidikan Qur’an) Mutiara Ummat Insani</strong></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>increased access to free education</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Student Parents</strong></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Income Increase</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increase skills and knowledge</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Total Outcome</strong></td>
<td></td>
</tr>
</tbody>
</table>

**SROI Ratio** 3.32

(Processed primary data, 2021)

Based on the results of the calculations presented in table 2, it shows that the SROI Ratio of the skewer program in Sidomulyo Village is 3.32, which means that every investment of Rp. 1, - made by PTBA is able to produce an impact or benefit of Rp. 3.32, -. If viewed from the socio-economic side, the skewer program can be said to be feasible and successful because the calculation results show that the biggest benefit of the skewer program is an increase in income, which is 52.49% of the total outcome.
3 Conclusion

There are 3 monetization methods that are widely used to analyse the social impact on community development in current CSR programs. Among the 3 methods, only the SROI method is the most effective. The SROI method has many advantages that can be optimized as well as weaknesses that must be improved in being able to analyse the social impact of community development on CSR programs more effectively. Some experts argue that the SROI method in the future may have a negative connotation and its popularity will decline if its weaknesses are not corrected. However, for now, the SROI method is the most feasible and effective method to measure the social impact of community development in CSR programs. Based on the result of the calculations the SROI Ratio of the skewer program in Sidomulyo Village is 3.32. If viewed from the socio-economic side, the skewer program can be said to be feasible and successful.

References

Developing Economic and Environment on Innovation Practice of Sustainable Product in MSME Temanggung Arabica Coffee

Chusnu Syarifa Diah Kusuma¹, Ari Pradhanawati², Ngatno³, Reni Shinta Dewi⁴
{chusnu@uny.ac.id¹}

Universitas Diponegoro, Indonesia¹,²,³,⁴

Abstract: A target of the Sustainable Development Goals (SDGs) is economic growth and responsible production. To achieve the goal, it needs the support of the economic sector, including the Micro, Small, and Medium Enterprises (MSME). One of the MSMEs, which is the leading commodity in Temanggung Regency, is the MSME cluster of Arabica Temanggung Coffee. The limited land and production in the highlands make Arabica coffee agricultural products fluctuate. This study aimed to explore the process of economic and environmental development on the practice of sustainable product innovations in Arabica Temanggung coffee. The research type was analytical descriptive. Data collection techniques were observation, interviews, focus group discussions (FGD), and literature studies. The results showed that most MSMEs have implemented environmentally friendly production practices, such as energy efficiency, water efficiency, chemicals-free, and reusing waste of production. The practice is the result of sustainable innovation by MSMEs, which impacts on increasing profits, due to efficiency and increased sales. The study found evidences, which may be used in developing and testing hypotheses regarding the performance of sustainable product innovation. The article suggested an idea of more comprehensive environmentally friendly production practices sustainably at all production stages to achieve higher effectiveness and efficiency.

Keywords: Economic Development, Environment, Innovation Practice of Sustainable Product

1 Introduction

The targets for the Sustainable Development Goals (SDGs) are economic growth, reaching zero poverty, and responsible production [1]. To achieve the goal, it needs the support of economic sectors, including the Micro, Small, and Medium Enterprises (MSME) sector. The MSME sector has a major contribution to the sustainable growth of a country [2].

In Temanggung regency, data issued by the Office of Cooperatives and Trade in 2021 showed that they are assisted 202 MSMEs in the coffee sector. In table 1, the cluster of UMKM Temanggung Arabica Coffee has experienced the declining trend of selling market in the last two years as the impact of the covid-19 pandemic.

| Table 1. Average sales of Temanggung Arabica Coffee (kg) |
In terms of land use and production of Arabica coffee, it fluctuated itself, as shown in data reported by BPS (Central Bureau of Statistics). This fact is certainly a problem for MSMEs to increase the main and superior commodities in Temanggung Regency.

<table>
<thead>
<tr>
<th>Year</th>
<th>Arabica Coffee</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>63.132.000</td>
</tr>
<tr>
<td>2020</td>
<td>42.088.000</td>
</tr>
<tr>
<td>2021</td>
<td>20.623.000</td>
</tr>
</tbody>
</table>

(Processed primary data)

<table>
<thead>
<tr>
<th>Year</th>
<th>Arabica Coffee</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>1382.82</td>
</tr>
<tr>
<td>2020</td>
<td>1381.82</td>
</tr>
<tr>
<td>2021</td>
<td>1115.58</td>
</tr>
<tr>
<td>2019</td>
<td>1844.59</td>
</tr>
<tr>
<td>2020</td>
<td>1366.97</td>
</tr>
</tbody>
</table>

(BPS of Temanggung Regency)

<table>
<thead>
<tr>
<th>Year</th>
<th>Arabica Coffee</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>800.01</td>
</tr>
<tr>
<td>2017</td>
<td>731.81</td>
</tr>
<tr>
<td>2018</td>
<td>913.00</td>
</tr>
<tr>
<td>2019</td>
<td>964.87</td>
</tr>
<tr>
<td>2020</td>
<td>878.93</td>
</tr>
</tbody>
</table>

(BPS of Temanggung Regency)

Not only the economic side, but MSMEs also need to consider the environmental side, aiming to implement a sustainable business. Developing economies of the world today are having a greater percentage of the world environmental problems which can be largely attributed to the activities of profit driven entrepreneurs. In pursuit of profit, entrepreneurs have carried out activities that resulted in the turbulent nature of our business environment and the negative environmental externalities as well as the undervaluing natural resources, leading to their over-exploitation and depletion which constrains sustainable development and the performance of business organizations [3]. The positive ones include improving economic activities, which contributed to community welfare. Whereas, the negatives include air, water, and land pollution, which created inconvenience [4]. The findings from the study of Adomoko [5] show that environmental collaboration positively relates to sustainable innovation and this relationship is moderated by environmental commitment. The results also show that sustainable innovation is positively associated with SME growth. The results suggest that sustainable innovation mediates the environmental collaboration-SME growth relationship. The influence of Environmental Sustainability as a mediation variable can mediate between process and product innovations on SMEs' performance by 100% (full mediation) and 70% (partial mediation) between marketing innovations to the implementation of SMEs. Product innovation, process, and marketing are not necessarily for-profit purposes but must pay more attention to the environment in determining the innovation strategy implemented so that the development of SMEs in West Sumatra can be developed and sustainable [6]. The results from Tjahjadi [7] empirically support the theory of sustainability and entrepreneurship in the research setting of Indonesian MSMEs. The results also imply that the owners/managers of MSMEs need to balance economic, environmental, and social issues in their business. In the era of sustainable development and environmental awareness, manufacturing MSMEs need to adopt a green market orientation and carry out green innovation in their business processes to obtain a better business performance. This practice is very important, as the coffee industry could also affect the environment if it is not handled properly. The problems that often arise include; the production process is inefficient in using energy and water, chemicals-use in the production, the un-recycled coffee’s waste, and un-environmental friendly on the packaging.
Businesses should consider the environmental, social, and economic aspects (Triple Bottom Line) to achieve maximum and sustainable business performance. The increasing market and land-use for Arabica coffee cannot be utilized optimally by MSMEs in Temanggung regency as they are less of innovation through the development of the economy and environment. According to Schumpeter, the concept of innovation in the economy includes the process of introducing new products or qualities, and new production methods to customers, penetrating new markets, controlling new sources of raw materials, and running new organizations. In this case, innovation is an important thing for the MSMEs, especially MSMEs Temanggung Arabica Coffee to maintain a sustainable business [8]. From the previous description, it needs to conduct research, entitled "Developing Economic and Environment on Innovation Practice of Sustainable Product in MSME Temanggung Arabica Coffee". The study aimed to see the stages of economic and environmental development carried out by the MSMEs Temanggung Arabica coffee in improving the Innovation Practice of Sustainable Products.

2 Literature Review

2.1 Triple Bottom Line

The concept of the Triple Bottom Line was originally developed by John Elkington in 1999, known as the concept of "Cannibals with Forks: the Triple Bottom Line of 21st Century Business". The concept describes the importance of profit, the planet, and people [9]. A successful business can be seen from accounting information that reports its profits and fulfills responsibilities to the environment (planet) and social responsibilities (people). The Triple Bottom Line approach explains that the company is influenced by internal and external factor [10]. Companies must be able to balance the economy to give benefits to the community and preserve the environmental balance of each activity [11].

2.2 Economic Development

Economic development should become the priority dimension, related to the cash flow of money that involves reporting income or expenses, business climate factors, employment, and business diversity factors. Specific examples include personal income, human resource costs, change of establishment, job growth, percentage of firms in each sector, internationalization, and so on [2]. Meanwhile, the concept of economic development proposed by Schumpeter (The theory of economic development) is an increase in output caused by innovations created by business actors through creativity which includes the discovery of new products and markets with the aim of qualitative improvement of the economic system [8].

2.3 Environmental Development

Social development refers to the social dimension in several ways, including; company, community, or region, and may include measures of education, equity, and access to social resources, health and well-being, quality of life, and social capital. The participation rate of the female labor force, average income, relative poverty, percentage of employees with degrees or certificates of high school, organizational learning ability, knowledge sharing between organizations, and so on. Organizational Learning Capability is a relevant tool for MSMEs as it provides access to social resources. In this way, MSMEs with a High Level of
Organizational Learning Ability can collect and report information both inside and outside [2]. The adoption of environmentally friendly production practices is part of a broader strategy to improve overall business performance. The application of environmentally friendly innovation practices allows companies to overcome inefficiencies in each production line [12].

2.4 Innovation Practice of Sustainable Product

Innovation Practice of Sustainable Product is the result of new knowledge and sustainability. This process consists of the technical design, research and development, manufacturing, management, and commercial activities that constitute the marketing of a new (or improved) product. Innovation involves two dimensions: technical and non-technical. Product innovation practice involves two dimensions: efficiency and accuracy. The efficiency of innovation reflects the effort to achieve a certain level of success, while the accuracy of innovation reflects the success level of the innovation. The innovation process consists of stages, starting from discovery to implementation, which success depends on the efforts of the company. This process plays an important role in the success of innovation. MSMEs can achieve sustainable development through innovation if they consider the innovation development process [2]. Innovation Practice of Sustainable Product is a change to existing products and processes, to achieve better sustainability results through investments without creating additional costs or cost-savings. Innovation Process of Sustainable Product may define as new products, services, and processes through combining ideas, concerns, and knowledge from various stakeholders [13].

3 Method

The research was a qualitative descriptive study. The study aimed to understand the stages of economic and environmental development carried out by the MSMEs Temanggung Arabica coffee in improving the Innovation Practice of Sustainable Products. Second, the research intended to describe the current state of the subject or object of the survey, based on the facts obtained from the key information and participants, and the observed behavior. The research site was in the UMKM Temanggung Arabica Coffee. The source of information was the owner and/or the representative (trusted by the owner). The research scope was all activities related to economic and environmental development activities on the Innovation Practice of Sustainable Product. Data was collected through Focus Group Discussion (FGD), in-depth interviews, observation, and literature study. Key informants were the chairman of the Geographical Indication Protection Society (MPIG) Temanggung, the actors of the MSME Temanggung Arabica Coffee, Office of Trade Temanggung Regency, and Office of Agriculture Temanggung Regency.

Table 4. Framework Interview

<table>
<thead>
<tr>
<th>Variable</th>
<th>Questions</th>
<th>Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Development</td>
<td>Sales growth</td>
<td>Yuan et al. [14]</td>
</tr>
<tr>
<td></td>
<td>Net profit growth</td>
<td>Yuan et al. [14]</td>
</tr>
<tr>
<td></td>
<td>Labor/Employee training costs</td>
<td>Muñoz-Pascual et al. [15]</td>
</tr>
<tr>
<td></td>
<td>Facilities for labor/employee</td>
<td>Muñoz-Pascual et al. [15]</td>
</tr>
<tr>
<td>Environmental</td>
<td>Practice of energy-saving</td>
<td>Muñoz-Pascual et al. [2] and Chiuo et al. [16]</td>
</tr>
<tr>
<td>Development</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Table 1

<table>
<thead>
<tr>
<th>Variable</th>
<th>Questions</th>
<th>Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water-saving practices</td>
<td>Muñoz-Pascual et al. [2] and Chiuo et al. [16]</td>
<td></td>
</tr>
<tr>
<td>Waste segregation practices</td>
<td>Muñoz-Pascual et al. [2] and Chiuo et al. [16]</td>
<td></td>
</tr>
<tr>
<td>Use of chemical additives</td>
<td>Muñoz-Pascual et al. [2] and Chiuo et al. [16]</td>
<td></td>
</tr>
<tr>
<td>Strategy to minimize the waste</td>
<td>Muñoz-Pascual et al. [2]</td>
<td></td>
</tr>
<tr>
<td><strong>Product Innovation Practice</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Replacing products that do not sell well in the market</td>
<td>Tohidi and Jabbari [17]</td>
<td></td>
</tr>
<tr>
<td>Developing new product beyond the core product</td>
<td>Tohidi and Jabbari [17]</td>
<td></td>
</tr>
<tr>
<td>Developing new product in line with the core products</td>
<td>Tohidi and Jabbari [17]</td>
<td></td>
</tr>
<tr>
<td>Environmentally friendly product design &amp; development</td>
<td>Tohidi and Jabbari [17]</td>
<td></td>
</tr>
<tr>
<td>Average time for product innovation</td>
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<tr>
<td>Average cost for product innovation</td>
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<td></td>
</tr>
<tr>
<td>Increasing market share</td>
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<td></td>
</tr>
<tr>
<td>The level of consumer satisfaction toward the product innovation</td>
<td>Tohidi and Jabbari [17]</td>
<td></td>
</tr>
</tbody>
</table>

### 4 Finding and Discussion

This study interviewed 17 entrepreneurs of Arabica coffee in Temanggung, conducted several FGDs, and made observations. From the data collection process, several facts were obtained regarding the process of economic and environmental development on the Innovation Practice of Sustainable Product in MSME Temanggung Arabica coffee.

All of MSME had run the core business processes well, starting from purchasing raw materials, production processes to marketing. Raw materials were purchased from farmers around Temanggung Regency, especially land at the foothills of Mount Sindoro and Mount Sumbing (highland areas where arabica coffee grows). Some MSMEs bought coffee bean, and other bought roasted-coffee bean.

Most MSME bought the coffee bean, then continued to the sorting process. Coffee beans were sorted by quality. The stage also separated the coffee bean from dirt and poor quality, defective or damaged bean. The sorted coffee bean must be processed immediately because the long-stored bean will trigger a chemical reaction and reduce the quality of the coffee bean.

After the sorted stage, the coffee bean was then washed and dried. This process will affect the character and taste of the coffee, so it must be handled properly. This process is different for each MSME, depending on the target market. These processes include; full washed (this process uses water and the flavor tends to be fruity, more acidic, and mild), semi-washed (this process is almost the same as full washed but without removing sap), natural process (freshly harvested coffee bean is directly dried for about two weeks to produce natural fermentation. After dried, the skin and flesh will be easy to break and separate from the green bean. This process creates the complexity of the taste and flavors), honey process (is almost the same as
the natural process, but left the shell, to get a very high sweetness character with balanced acidity), and the natural wine process (similar to the natural process but with a period of 30-60 days, will produce a strong taste and wine sensation flavor in coffee). Environmentally-friendly production practices at this stage were a form of efficient use of water. The process uses well-water. And, efficient use will certainly affect the use of electricity (water pumps) to be low and the reduce the waste water. In addition, in this process, MSMEs no longer use chemicals to wash coffee beans. And the waste products (coffee bean-skin waste reused to make tea, animal feed, and fertilizer). This finding is in line with Hakimi [18], who stated that implementing clean production practices will help businesses in minimizing the costs of waste management activities to encourage higher business profits.

After producing green beans, the next process is the roasting process. This process will also greatly affect the characteristics and taste of the coffee product. The coffee roasting process has various ways, including; drying (remove the moisture), light roast (roasted at a temperature of 180 °C to 205 °C, to get a mild taste with a strong sour taste and high caffeine), a medium roast (roasted at a temperature of 210 °C to 220 °C, to get a sweet taste with lower caffeine), and dark roast (roasted at 240 °C, the natural oils contained in the bean will come out, thereby reducing or even eliminating the character of acidity, and the taste tends to be bitter). Environmentally-friendly production practices in this stage were efficient using electrical and gas energy. Efficiency in electrical energy use will certainly have an impact on PLN electricity bills. The efficiency of gas use will certainly have an impact on the purchasing of the gas.

The next process is the packaging process. This process is the final stage of the production process. The coffee grounds are wrapped in plastic or paper packaging, then tightly sealed and vacuumed. After the product was ready, it continued to the marketing process. The MSMEs run 2 marketing channels, namely online and offline. Each channel has advantages and disadvantages, usually following the target market. Most MSMEs that apply environmentally friendly production practices have an impact on sales and profits, although not much but quite significant. This strategy is proven to be able to face the price war because of their superior product quality. As stated by Porter [19] cost leadership is a strategy carried out by business actors by achieving the lowest production costs to create economies of scale advantages. The low production costs can also be an entry barrier for competitors to enter the business in the same field. Moreover, this competitive advantage grows from the benefits created by the MSMEs Temanggung Arabica coffee to its buyers where the more organic the processing and production of coffee, the more competitive advantage and impact to high demand.

A good company operational process, of course, is supported by good human resources. Most MSMEs scheduled employee training that has an impact on improving employee quality and performance. Then, it impacts production efficiency, product quality, and service to consumers. The costs incurred for employees were directly proportional to productivity and sales. Some (50%) MSMEs do product development to products other than coffee, for example, chocolate, coffee skin tea, coffee picking tours, pastries, and cakes. The product innovation is more motivated by economic factors, rather than the application of environmentally friendly practices.

Based on the description, the development of a triple bottom line [9] from the stage of raw material purchasing to marketing) at the MSME Temanggung Arabica Coffee influence the performance of sustainable product innovation. In line with the findings of Pascual et al. [2], social and environmental development are two important antecedents for the Innovation Practice of Sustainable Product. The practice is also in line with the theory of product development by Philip Kotler and Kevin Lane Keller [20] which explains the product...
development is a strategy in creating business or business growth by creating new product offerings as an extension of the core product or modification of previous products to current market segments and to enter new market segments. Through product innovation, the MSMEs of Temanggung Arabica Coffee hope this strategy can help to increase the marketing performance. Another research conducted by Nataya [21], that product innovation has a positive and significant effect on marketing performance. Companies that implement product innovation will have higher revenue growth and profitability. The application of product innovation can lead to an increase in the sales volume of the company's products. In contrast, the lack of product innovation can affect company profits and consumer dissatisfaction [22].

5 Conclusion and Suggestion

The MSME Temanggung Arabica coffee certainly has an economic orientation as a top priority, just like a business company. All these MSMEs run the company's operations at the most efficient cost possible, to obtain the maximum possible profit. Most MSMEs have implemented environmentally friendly production practices, such as energy and water efficiency, chemicals-free, and reusing production waste. This application is the result of sustainable innovation performed by MSMEs, which has an impact on increasing profits, due to efficiency and increased sales. The article suggests, for the future, the MSMEs need more comprehensive environmentally friendly production practices sustainably at all production stages to achieve higher effectiveness and efficiency.

This research is limited to a descriptive analysis of the stages of economic and environmental development on the Innovation Practice of Sustainable Product in MSME Temanggung Arabica Coffee, so it needs future research with a quantitative approach.

References


Agritourism Resilience during Covid 19: Building Awareness of Kandri Tourism Village through Digital Platforms

Nur Laili Mardhiyani¹, Liliek Budiastuti²
{nurlaili.dhiyan@gmail.com¹}

Universitas Diponegoro, Indonesia¹, ²

Abstract. The COVID-19 pandemic has caused a crisis in the tourism sector. The absence of travel and visitors makes tourist attractions do not get income. This paper focuses on agritourism in Kandri Tourism Village during Covid-19 to study how community-based tourism survived in the pandemic era to divert the crisis. Even though there are no tourism activities, but the public are aware of their existence. The aim of this paper is to find out how the strategy of Kandri Tourism Village in building public awareness about agritourism activities through digital platforms. This study uses a qualitative approach, using in-depth interviews, observation, and FGD. The results of the research are (1) Kandri Tourism Village segmentation consists of three groups, elementary school, youth, and adults. (2) The aim is to build awareness to the public about agricultural tourism activities in Kandri Tourism Village. (3) Messages are delivered in photos and videos using the visual storytelling method. (4) Kandri Tourism Village has 2 digital platforms for branding, such as YouTube and Instagram. This method is intended that the public will be interested in visiting or plans to spend holidays in Kandri if the covid pandemic has ended.

Keywords: Agritourism, Tourism Village, Digital Branding, Covid-19, Brand Awareness

1 Introduction

The Covid-19 pandemic that emerged in 2019 has caused a crisis in the tourism sector until 2021. The policies of each country regarding tourism travel both domestically and abroad are strictly limited. This has an impact on the tourism sector in terms of decreasing visitors and income. During the Covid-19 Pandemic, tourism sites were limited and not even operating due to the government's policy to limit the number of people in one space and keep their distance. Regulations regarding the temporary closure of tourist attractions during Covid-19 have made tourism sites unable to operate.

One of the most serious impacts due to regulations during a pandemic is community/community-based tourism, namely tourist villages. One of the tourism villages affected by the pandemic is Kandri Tourism Village in Gunungpati, Semarang. In 2020, Kandri Tourism Village experienced a significant decrease in income and the number of visits by local and foreign tourists. In 2019 there were 10,241 visitors and down in 2020 which was only 2,473 visitors.
<table>
<thead>
<tr>
<th>No</th>
<th>Year</th>
<th>Local</th>
<th>Foreign</th>
<th>Total</th>
<th>Income (Rp)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2014</td>
<td>1.270</td>
<td>25</td>
<td>1.295</td>
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</tr>
<tr>
<td>2</td>
<td>2015</td>
<td>3.392</td>
<td>36</td>
<td>3.428</td>
<td>257,100,000</td>
</tr>
<tr>
<td>3</td>
<td>2016</td>
<td>6.787</td>
<td>72</td>
<td>6.859</td>
<td>857,375,000</td>
</tr>
<tr>
<td>4</td>
<td>2017</td>
<td>8.767</td>
<td>96</td>
<td>8.873</td>
<td>1,067,160,000</td>
</tr>
<tr>
<td>5</td>
<td>2018</td>
<td>12.289</td>
<td>126</td>
<td>12.415</td>
<td>1,489,800,000</td>
</tr>
<tr>
<td>6</td>
<td>2019</td>
<td>10.241</td>
<td>87</td>
<td>10.328</td>
<td>1,239,360,000</td>
</tr>
<tr>
<td>7</td>
<td>2020</td>
<td>2.473</td>
<td>-</td>
<td>2.473</td>
<td>296,760,000</td>
</tr>
</tbody>
</table>

Kandri Tourism Village is one of the tourist villages that has natural and cultural potential to be used as a tourist attraction. Based on the table above, the decrease in the number of tourist visits in Kandri Tourism Village in 2020 has an impact on a decrease in income. If income decreases in the scope of community-based tourism such as tourist villages, then the most affected by the decline in the number of visits and income are the surrounding community who are also tourism actors in the area.

Limitations in tourism promotion during the pandemic made Kandri Tourism Village take advantage of their official accounts to share information. Branding through digital platforms is one of the most effective ways to re-promote tourist attractions during a pandemic. Kandri Tourism Village must have a communication strategy to attract local and foreign tourists to visit their place during the pandemic with strict health protocols and or after the pandemic later. The aim of this article is to find out how the communication strategy used by Kandri Tourism Village to stay afloat during the pandemic while still providing information about Kandri Tourism Village so that it can attract tourists and increase the number of visits after the pandemic.

2 Method

This research uses descriptive qualitative research methods. Descriptive research is to describe the quality of a symptom to make readers know what is happening in the related research. The researcher describes a symptom based on the indicators that he makes the basis of the presence or absence of the symptoms studied [1]. Qualitative methods were used in this study because data collection required interviews with informants. The type of data used in this study is qualitative data obtained from observations, interviews, Focus Group Discussions (FGD), and documentation. We conducted interviews with the Chair and Secretary of the Kandri Tourism Village Pokdarwis, the marketing department, tour guides, and one of the residents who own homestays in Kandri Tourism Village. FGDs were conducted twice together with Pokdarwis management and tour guides.

3 Result

Kandri Tourism Village is a community-based tourism that was formed in 2014 by carrying out geographical advantages which are dominated by agricultural and plantation land. Kandri Tourism Village is one of the agritourism that emphasizes the side of Edutourism,
nature, and culture. Kandri Tourism Village is located in Kandri Village, Gunungpati District, in Semarang with an area of 319,640 Ha. The area consists of 97,622 hectares of paddy land, 221,368 hectares of yards and buildings, and 650 hectares of land for public facilities. The largest livelihood is in Kandri Tourism Village, around 40% of the population of Kandri Village work as farmers, while the rest work as breeders and laborers. Judging from the land area and livelihoods that are the majority in the region, Kandri Tourism Village has advantages and opportunities in terms of agriculture. The positioning of Kandri Tourism Village is in an area surrounded by agricultural land, and is supported by the majority of the population who daily cultivate agriculture.

3.1 Agritourism

Agritourism is a form of tourism spent in agricultural areas. Agritourism means familiarization with agricultural production or recreation in a farm environment and the opportunity to assist with agricultural tasks during visits. Agritourism can also be interpreted as part of various forms of the accommodation industry [2]. There are three characteristics of agrotourism, namely visits that allow practical participation in the food production process, in rural family life and in rural communities. Second, the fulfillment of human cognitive needs in agricultural production or ethnography. Third, agritourism is the possibility to satisfy emotional needs, namely the willingness to deal directly with domestic animals, plant and animal products, and the need to experience the beautiful countryside associated with a rural atmosphere [2]. The type of agritourism is how to function agricultural land in an area to be used as a tourist spot. Agritourism is related to therapeutic (care farms), educational (educational farms), recreational, etc. There are also facilities in which the traditions and values of the village are involved [3]. One of the possibilities for regional development is to promote specific fields of tourism, e.g., rural tourism and agrotourism [4]. Based on the area and potential of Kandri Tourism Village, agritourism is a big concept that is presented from this tourist spot. Utilization of agricultural land, the life of rural communities, the majority of the population who work as farmers and ranchers, as well as the cultural traditions of Kandri Village. The theme raised by Kandri Tourism Village is Eduwisata which includes elements of learning, playing, and traveling (about agriculture and community traditions).

3.2 Communication Strategy

The strategic communication related to digital platforms is based on the understanding that digital strategy stemmed from the rapid increase in digital communication tools, platforms and opportunities. Digital strategy is defined as a portion of an organization's overall communication strategy that includes digital and traditional strategies that serve to meet organizational goals through marketing, advertising, or public relations [5]. Branding is the process of designing, planning and communicating a name and identity to build or manage a reputation [6]. The four strategic steps to build a good image are establishing an appropriate image identity (building deep and broad image awareness), creating appropriate image meanings (unique image association), and generating appropriate image responses (positive reactions), and acceptable) and form good relationships with customers (strong and active loyalty).

3.3 Segmentation

The segmentation of visitors to Kandri Tourism Village can be seen through the potential and advantages of each of these potentials. Kandri Tourism Village has three potentials,
namely in terms of geography, demography, and arts and culture. Each of these potentials has its own advantages that can be used as part of agritourism. Based on the potential and advantages in it, it can be obtained segmentation of visitors to Kandri Tourism Village which carries the theme of Edu tourism (Eduwisata).

<table>
<thead>
<tr>
<th>Potency</th>
<th>Content</th>
<th>Segmentation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Geography</td>
<td>The beauty of nature, rice fields, spring, wells.</td>
<td>“Eduwisata” that explore the potential of the target area with tourists aged 4-30 years from local and/or foreign in a group or team who want live in the village and gain experience and knowledge in the field of agriculture, arts and culture.</td>
</tr>
<tr>
<td>Demographics</td>
<td>farmer, cattle raiser, labor</td>
<td></td>
</tr>
<tr>
<td>Arts and culture</td>
<td>Music, Gamelan, traditional dance</td>
<td></td>
</tr>
</tbody>
</table>

The segmentation targeted by Kandri Tourism Village can be divided into three age groups. The first group is early childhood who are in elementary school (including elementary school teachers). Group 2 is a group of teenagers who like nature and culture. The third group is teenagers and adults who like nature, rural life, and culture. Visitors to Kandri Tourism Village are usually in groups.

<table>
<thead>
<tr>
<th>Segmentation</th>
<th>Group</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Eduwisata” that explore the potential of the target area with tourists aged 4-30 years from local and/or foreign in a group or team who want live in the village and gain experience and knowledge in the field of agriculture, arts and culture.</td>
<td>Junior – Elementary</td>
<td>Outbound – play in the field – feeding and play with a cow</td>
</tr>
<tr>
<td>Youth</td>
<td></td>
<td>Outbound – love with the nature – adventure – learn about culture</td>
</tr>
<tr>
<td>Adult</td>
<td></td>
<td>Outbound – love with the nature – adventure – learn about culture – live in (rural)</td>
</tr>
</tbody>
</table>

3.4 Objectives

The purpose of the communication strategy carried out by the Kandri Tourism Village is to brand all tourism activities that can be carried out in the Kandri Tourism Village. What may happen when there are no tourist activities during the pandemic (2020-2021) is the loss of the name of Kandri Tourism Village in the community as an agritourism and edutourism-based tourist spot in Semarang. The communication carried out by the Kandri Tourism Village is to reintroduce what activities tourists can do when visiting the Kandri Tourism Village. The goal is to build public knowledge about the existence of Kandri Tourism Village in the tourism sector. In implementing the communication strategy, the communicator must determine what goals will be achieved in the delivery of information or messages. The communication objectives [7] are to change the attitude, to change the opinion, to change behavior, to change the society. People tend to feel better given the information they need or who will be given access to that information which is part of a sense of trust and security. This step aims to determine the focus of the communication strategy that will be used. The purpose of the
Kandri Tourism Village communication through a digital platform is to provide information to change people's behavior so that they have an interest in visiting Kandri.

### 3.5 Messages

The message is conveyed about tourist activities or activities can be done in Kandri Tourism Village. This activity can be analyzed based on the potential of the Kandri Tourism Village. There are two models in compiling messages are, messages that are informative and messages that are persuasive. Informative arrangement models are distributed with the aim of broadening the horizons and also awareness of the audience. While messages are persuasive with the aim of to change public perceptions, attitudes, and opinions.

#### Table 4. Messages about Activities in Kandri

<table>
<thead>
<tr>
<th>Potency</th>
<th>Content</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Geography</td>
<td>The beauty of nature, rice fields, spring, wells.</td>
<td>Outbound Photography</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Adventure</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Live in (homestay)</td>
</tr>
<tr>
<td>Demography</td>
<td>farmer, cattle raiser, labour, entrepreneur</td>
<td>Farming in the field</td>
</tr>
<tr>
<td></td>
<td></td>
<td>learn to raise cows</td>
</tr>
<tr>
<td></td>
<td></td>
<td>learn to process crops into a product</td>
</tr>
<tr>
<td>Arts and culture</td>
<td>Music, Gamelan, traditional dance</td>
<td>Learn to play gamelan, traditional dance</td>
</tr>
<tr>
<td></td>
<td></td>
<td>painting and sculpt</td>
</tr>
</tbody>
</table>

The message tells about what activities are offered and can be enjoyed by visitors while in the Kandri Tourism Village. The message includes outbound activities, photography, adventure, live in programs (homestay), farming in the field, learn to raise a cows and processing crops into product, play a gamelan, traditional dance, panting and sculpting. This message is to provide information on activities in Kandri Tourism Village at the same time persuades the public to visit. Companies can cast a wide net to let potential customers know about products, services, and values and address customer pain points and help them improve their lives through informative digital content.

### 3.6 Media and Method

The digital media used to increase awareness about Kandri Tourism Village are YouTube Kandri Official and Instagram account @desawisatakandri. Why use digital platforms?. The first reason is government regulations that reduce physical contact during the pandemic, so we cannot communicate and promote face-to-face. Second, the digital platform is a place with a large public reach and has an impact on promotional activities. Business may launch digital communication campaigns for a variety of reasons, including building a brand, generating awareness, driving conversions, creating customer experiences, delivering customer service, managing risk, providing entertainment, educating consumers [8]. Agrotourism firm brand characteristics appear more important in their impact on a visitor’s confidence in a brand. It was also established that confidence in a brand is positively influencing loyalty [9].

These two accounts are two digital platforms that are actively sharing tourism activities in Kandri during the pandemic. The use of these platforms takes into account what platforms are popular and most accessed during the pandemic. Instagram currently reaches 300 million
users above Twitter users whose focus is on visuals (images, photos, and videos). This proves that social media platforms tend to develop in a visual direction, because through pictures and photos, we can see the real situation [10]. This opportunity was exploited by some brands by creating accounts in the initial phase and tasted the success of new digital marketing platform in very early stage [11]. It is worthwhile to mention that approximately 80% of the world's leading brands are registered on Instagram by visual brand communication of their products and services.

Likewise with YouTube which currently has reached 2 billion users. YT brand channels have become cost-effective conduits, since commercials can be uploaded at no cost, and could potentially be viewed by millions of young consumers if they are entertaining to go viral [12]. YouTube is the choice because it is free at no cost, people can post and download videos for free too, and can be watched by many people from all over the world, especially young people, according to the targets desired by the Kandri Tourism Village.

The use of these two platforms indicates that Kandri Tourism Village is branding with a visual storytelling method that prioritizes visuals rather than text. Visual storytelling is a method in which images, videos, infographics, presentations, and other visuals on social media platforms are used to describe a product by compiling a graphic story around the value and offering of the product [13]. Visual storytelling is a method for promoting through social media platforms by using visualization through still or moving images. The images presented do not only focus on the product that is highlighted but also the story behind the product. Consumer interest in visual content is easier and faster for humans to accept. The right image can be more than just telling a story visually, where humans can feel emotions, generate memories, and even make changes in human attitudes.

Then, is it the same visual storytelling method used on YouTube and Instagram?. Certainly not. If Instagram can upload images, photos and videos, then YouTube can only upload videos. Types of Images used for Visual Storytelling are photography, graphics and pictures, User-Generated Images, Photo Collage, Images with Text (Captions, Quotes, Statistical data), Postcards and E-cards, Word Photos, memes, cartoons, GIFs, infographics, videos, and presentations.

On Instagram, we can use all these types of images. But on YouTube. We can only use video. The strategy carried out by Kandri Tourism Village is to upload photos of activities that focus on three potential areas of focus, namely geography, demographics, and arts and culture. Photos related to geography are photos of outbound activities that have been carried out before the pandemic (aimed at remembering the excitement of traveling in rural areas), photos of cultural activities - annual traditions that are still carried out during the pandemic, photos of gamelan training by local teenagers, and photos of awards achieved by Kandri Tourism Village. Photography every spot and activity can be a photo opportunity. Photos shared on social media platforms show what matters to you and what you believe is worth sharing. A good, well-crafted photo can encourage an immediate response from followers. In addition, photos can be designed using photo collages, namely multiple images collated in one frame can sometimes tell a story better than a single image. Multiple still images in one frame offer creative products by highlighting various attributes of a company, product or event. This photo collage can then tell a storyline in itself.

How about videos? Will one video be uploaded on the two platforms?. The videos uploaded on the YouTube are long videos (more than 1 minute). While Instagram only contains video teasers. The communication strategy used is to direct Instagram followers to also access other platforms, so that the viewer on YouTube will increase. The teaser can be uploaded via the Instagram feed or story which will then be directed to access other digital
platforms (YouTube) so that you can watch it in its entirety. Video helps companies and products to reach consumers in ways that other visual media cannot. Videos can tell a funny, inspiring, personal, moving visual story, and also highlight the product, idea, or image of the product itself.

4 Conclusion

The communication strategy carried out by Kandri Tourism Village to survive during this pandemic is to introduce and promote Agritourism activities in Kandri Tourism Village through digital platforms. The strategy taken is to use the visual storytelling method on two official accounts belonging to Kandri Tourism Village on the Youtube and Instagram platforms. The target of Kandri Tourism Village is aged 3-40 years old who like the potential of the area in terms of geography (about nature and rural), demographics (adventurers), and also arts and culture (gamelan, traditional dance, tradition). The purpose of this communication strategy is to provide information about tourism activities in Kandri Tourism Village and change people's behaviour so that they are interested in visiting after the pandemic ends. The selection of the visual storytelling method is to describe the conditions, activities, and processes that we can get when we learn and play in the Kandri Tourism Village. The images presented do not only focus on Desa Wisata Kandri that is highlighted but also the story behind it. Followers interest in visual content is easier and faster for humans to accept. The right image can be more than just telling a story visually, where we can feel emotions, generate memories, and even make changes in human attitudes.

References


Individual Investors Trading Behavior in Indonesia Stock Exchange and the Covid-19

Novia Budi Santoso¹, Naili Farida², Andi Wijayanto³
{noviabudisantoso@students.undip.ac.id¹}

Universitas Diponegoro, Indonesia¹, ², ³

Abstract. This research aims to determine how individual investors' behavior on the Indonesian stock exchange affects their decision to invest in stocks during the Covid-19 pandemic. The sample in this study amounted to 210 individual investors who made transactions on the Indonesia Stock Exchange during the Covid-19 pandemic. The sample selection technique used in this study is non-probability sampling. The sampling method used is purposive sampling. Data were analyzed using multiple regression. This study will result in the level of investment decision-making on individual investors on the Indonesia Stock Exchange and the effects of herding behavior, overconfidence bias, and representative bias.

Keywords: Pandemic Covid-19, Herding Behavior, Overconfidence Bias, Representative Bias, Investment Decision Making

1 Introduction

The Indonesian Stock Exchange has recorded an increase in the number of stock investors, and it is increasing every year. IDX pointed out that in 2020, the number of investors in the capital market increased from 2.48 million at the end of 2019 to 3.88 million, with an average annual growth rate of 56.21%. For the whole year of 2019, the number of investors was 3.88 million. The turnover in 2019 also increased by 53.41% from 1.61 million at the end of 2018 [1]. Data from the Indonesian Central Securities Depository (KSEI) as of the end of April 2021 noted that the number of single investor identification (SID) in the capital market reached 5,088,093 investors. This realization increased by 31.11 percent from the position at the end of 2020. This data proves that during the first months of 2021, 1,207,340 new investors entered the Indonesia Stock Exchange [2].

The Covid-19 pandemic has become something that we never imagined would happen before because this kind of outbreak has never happened and will continue to persist in the future [3]. The spread of the Covid-19 virus is rapidly spreading worldwide, posing a worrying threat to the economy and uncontrollable deaths [4]. Stock markets around the world are highly unpredictable and volatile from February 2020 to March 2020, which increases the risk for investors by 26.6% [5].

The COVID-19 pandemic has affected various sectors, one of which is the Indonesia Stock Exchange. Besides the role of source financing and investment in an economy, the stock market also functions as a mechanism for signal investment decisions to managers and a catalyst for corporate governance [6]. Due to this Pandemic Issue, many local and foreign investors quit the capital market. Investors sold their stock and then gave the impact on the
decreasing of the stock price. Throughout 2020, affected by the market response to the Covid-19 pandemic, the performance of the composite stock index fell by 18.3%, which has occurred in most of the world's stock exchanges [7]. At the beginning of the spread of the coronavirus in Indonesia around March 2020, the JCI experienced a significant decline. JCI's lowest point occurred on March 24, 2020, which closed at 3,937. The index recorded a decline of 37.49% compared to the end of 2019. This level was the lowest since June 28, 2012 at the level of 3,887. JCI's decline during the Covid-19 pandemic has also repeatedly occurred when the index fell to 5%. The Indonesian Stock Exchange (IDX) was forced to implement a 30-minute suspension rule (trading interruption) this year [8]. The epidemic's impact has caused share prices to fall, especially for cyclical stocks or issuers that are susceptible to economic cycles and closely related to economic conditions [9].

Stock trading is not an easy thing to do—uncertainty in investing in the stock market results in various behavior of investors. Investors can make mistakes in investing systematically and in the way of thinking, for example, because they are too confident in their abilities [10]. So, they tend to make decisions without prior consideration. In addition, investors also tend to make decisions based on experience without first analyzing the current reality.

It is essential to know how the attitude of individual investors regarding their decision to invest, especially when the Covid-19 Pandemic has created widespread uncertainty and panic around the world [11]. Examining the behavior of individual investors in investment related to Covid-19 is very important because there has not been a documented viral infection that has had this level of impact on financial markets [3]. The rapid and unprecedented spread of the COVID-19 outbreak has sent the market extremely volatile, leaving investors with heavy losses in a short period [4].

The traditional financial theory focuses on the rational and efficient behavior of investors in the capital market. Meanwhile, in uncertain times like today, many investors are irrational in making investment decisions. Behavioral biases and heuristics influence investors' decisions in the stock market. They are interconnected and work simultaneously in the human brain to make decisions. The representativeness heuristic, anchor heuristic, overconfidence bias, and disposition effects follow dual-process and prospect theories [12]. The heuristic follows the logical and emotional aspects of human thought and concludes the different available alternatives. The outlook theory covers the divestiture effect and shows the tendency of investors to sell shares to avoid losses.

It is necessary to understand the psychological factors that influence individual investors to invest during this Covid-19 pandemic. Researchers believe that the Covid-19 pandemic can provide a unique opportunity to understand how individual investors behave in investing. Currently, there is minimal research to investigate how COVID-19 affects financial markets, especially in developing countries. This study aims to close the gap in previous research on investor behavior, especially on the Indonesia Stock Exchange, by considering the influence of herding behavior, overconfidence bias, and representative bias on individual investors' decision-making during the Covid-19 pandemic. Based on the information above, we want to investigate how the behavior of individual investors on the Indonesia Stock Exchange affects decision-making in investing in stocks during the Covid-19 pandemic, especially by considering herding behavior, overconfidence bias, representative bias towards investment decision making.
1.1 Corona Virus Disease (Covid-19)

Covid-19 attracted worldwide attention in January 2020. The rapid spread of the virus and the increasing number of 4,444 confirmed cases prompted the Chinese government to respond quickly. On January 23, 2020, the lockdown of Wuhan shocked the world, which later proved to be a very effective political intervention by the Chinese government. A week later, WHO declared the outbreak in China as a Public Health Emergency of International Concern (ESPII). At that time, the total number of 4,444 confirmed cases was 7,711, and there were only 83 cases in 18 countries outside of China. On March 11, 2020, the World Health Organization (WHO) officially announced the coronavirus Covid-19 outbreak as a global pandemic. As of March 27, 2020, the number of confirmed cases exceeded 500,000 and continues to rise [13]. More than 170 countries have been affected, of which the United States has the majority of confirmed cases. The epidemic has had a significant and noticeable impact on the economy.

1.2 Investment Decision Making

According to Bodie et al. [14], Investment is a kind of agreement produced in the present, especially money or other resources, to obtain benefits in the future. Therefore, investment decisions are decisions or policies taken or taken by investors to invest their funds in one or more assets to obtain the maximum return on investment in the future [14]. Investment is a commitment to many funds carried out at this time to obtain several benefits in the future [15]. Investing is an activity that delays consumption for a while to gain profits in the future [16]. The selling pressure can first drive down the stock price and then generate higher returns. Conversely, if shareholders lose money, they can only decide to sell when the expected price occurs. In this case, prices may increase initially, leading to lower returns later on. [17] provides some insight into the preferred stocks that individual investors want to buy. As mentioned above, sales decisions mainly prioritize winning actions; purchase decisions are related to the previous winning or losing behaviors and pointed out that purchase decisions may result from the attention effect. Every investor in investment activities has a different plan but with the same goal of making a profit. In investing, there are conditions of uncertainty. As investors, we must understand investing in order to make the right investment decisions to achieve profitability. Investment decisions are influenced by investors' experience and rational and irrational behaviors. Rational decision-making is affected by information, and psychological factors affect investment.

1.3 Herding Behavior

Herding behavior is an action taken by investors by imitating what other people do [18]. Herding behavior occurs when investors in the same market ignore their personal information and act according to the behavior of other investors and incur losses [19][20][21]. Herding behavior can influence investment decision-making on the Indonesia Stock Exchange [22]. Several studies have shown herding behavior significantly affect investment decision making [23][24][25][26].

H1: Herding Behavior has a significant influence on Investment Decision Making

1.4 Overconfidence Bias

Overconfidence can be explained as the ability of a person to overestimate their knowledge and skills to predict the future and make decisions. Overconfident investors overestimate the information they have and think they are better than ordinary people [17]. They
underestimated the knowledge of others and tried to decide by obtaining more information for
themselves. Several studies have shown that overconfidence significantly affect investment
decision making [27][28][29][24][30][31].

**H2: Overconfidence Bias has a significant influence on investment decision-making.**

**1.5 Representative Bias**

Representative bias is decision-making based on stereotypical thinking or analogy. It will
influence investors in making investment decisions by looking at the company's past
performance, the phenomenon of the company, the type of management, and its popularity to
generate more profits. Investors believe that their decisions and previous primarily correct
experiences will make them make the right investment decisions in the future [32]. Several
studies have shown representative bias significantly affect investment decision making
[28][33][34][35][31].

**H3: Representative Bias has a significant influence on investment decision-making.**

**H4: There is a significant effect of Herding Behavior, Overconfidence Bias, and
Representative Bias on investment decision making.**

**2 Method**

This study uses SPSS 23 statistical tools for multiple regression analysis. Data were
obtained by using non-probability sampling technique or not randomly. The data collection
method used is purposive sampling, and the data collection technology is an online
questionnaire (Google Forms); the distribution of this questionnaire is shared on various social
media platforms to obtain potential interviewees more quickly. The population is the
individual stock investors in Indonesia who have ever made Investment during the Covid-19
Pandemic. From July 29th, 2021, to August 29th, 2021, 250 people completed the
questionnaire, but only 210 were selected.

**2.1 Questionnaire Design and Measure**

The use of questionnaires in this research aims to determine the respondent's responses to
phenomena related to the research variables. This questionnaire contains three parts. The first
part contains data surveyed (age, gender, occupation, educational history). The second part
contains statements about the knowledge of the respondent over the Indonesia Stock
Exchange. The third section has questions related to the research variables. The representative
bias indicators [36][37], Herding behavior [20][23], Overconfidence bias [37][38], Investment
decision making [24][39]. The sample for this study amounts to 210 people, including people
of different ages, occupations, and social statuses. All statements use a Likert scale with five
response options (1 means "totally disagree," and five means "totally agree"). Respondents
took 4-5 minutes to complete this questionnaire.

**3 Result**

**3.1 Respondent Profile**

Table 1 shows that from 210 respondents are investor in Indonesia Stock Exchange during
this Covid-19 Pandemic, there were 84 (40%) female and 126 (60%) male. The age of the
respondents are 118 (56.2%) < 30 years old; 52 (24.8%) 31-40 years old; 40 (19%) > 41 years old. And 95 (45.2%) respondents had a high school education, 24 (11.5%) a diploma degree, 81 (38.5%) a bachelor's degree, 10 (4.8%) a master's degree. And 68 (32.4%) people work as private employees; 63 (30%) people work as entrepreneur; 43 (20.5%) people are students; and 36 (17.1%) work as officer.

<table>
<thead>
<tr>
<th>Feature</th>
<th>Category</th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sex</td>
<td>Male</td>
<td>84</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>126</td>
<td>60</td>
</tr>
<tr>
<td>Age</td>
<td>&lt; 30</td>
<td>118</td>
<td>56.2</td>
</tr>
<tr>
<td></td>
<td>31-40</td>
<td>52</td>
<td>24.8</td>
</tr>
<tr>
<td></td>
<td>&gt;41</td>
<td>40</td>
<td>19</td>
</tr>
<tr>
<td>Education</td>
<td>High school</td>
<td>95</td>
<td>45.2</td>
</tr>
<tr>
<td></td>
<td>Diploma</td>
<td>24</td>
<td>11.5</td>
</tr>
<tr>
<td></td>
<td>Bachelor</td>
<td>81</td>
<td>38.5</td>
</tr>
<tr>
<td></td>
<td>Master Degree</td>
<td>10</td>
<td>4.8</td>
</tr>
<tr>
<td></td>
<td>Private Employees</td>
<td>68</td>
<td>32.4</td>
</tr>
<tr>
<td></td>
<td>Entrepreneur</td>
<td>63</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>Students</td>
<td>43</td>
<td>20.5</td>
</tr>
<tr>
<td></td>
<td>Officer</td>
<td>36</td>
<td>17.1</td>
</tr>
</tbody>
</table>

3.2 Classic Assumption Test Result
3.2.1 Normality Test Result

![P-P Plot](image)

From Fig. 1, it can be seen that the points are approaching or in the direction of the diagonal line. Based on the data above, it can be concluded that the data is normally distributed.
3.2.2 Heteroscedasticity Test Results

Based on Fig. 2, it can be seen that the points spread with an indeterminate pattern and are above and below the number 0 on the Y axis, so it can be concluded that there is no variance and residual inequality in an observation.

3.2.3 Multicollinearity Test Results

<table>
<thead>
<tr>
<th>Model</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Tolerance</td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>.991</td>
</tr>
<tr>
<td>Herding Behavior</td>
<td>.985</td>
</tr>
<tr>
<td>Overconfidence Bias</td>
<td>.977</td>
</tr>
<tr>
<td>Representative Bias</td>
<td>.985</td>
</tr>
</tbody>
</table>

Based on table 2, it can be seen that the tolerance value for the Herding variable (X1) is 0.985 > 0.1, the Overconfidence variable (X2) is 0.991 > 0.1 and the Representative Bias variable is 0.977 > 0.1, which means that there is no multicollinearity. Meanwhile, the value of VIF (Variance Inflation Factor) for the Herding variable (X1) is 1.015 < 10, the overconfidence variable (X2) is 1.009 < 10, the representative bias variable (X3) is 1.024 < 10, which means that there is no multicollinearity. So based on the table above, it can be concluded that there is no multicollinearity between variables.

3.3 T-Test

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>3.263</td>
<td>1.495</td>
</tr>
<tr>
<td>Herding Behavior</td>
<td>.059</td>
<td>.051</td>
</tr>
</tbody>
</table>

Table 3, T-Test Result
**Coefficients**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
<th>Supported</th>
</tr>
</thead>
<tbody>
<tr>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overconfidence Bias</td>
<td>.374</td>
<td>.043</td>
<td>.442</td>
<td>8.720</td>
<td>.000</td>
</tr>
<tr>
<td>Representative Bias</td>
<td>.410</td>
<td>.044</td>
<td>.472</td>
<td>9.275</td>
<td>.000</td>
</tr>
</tbody>
</table>

3.4 F Test

**Table 4. F Test Result**

<table>
<thead>
<tr>
<th>ANOVAa</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Model</td>
<td>Sum of Squares</td>
<td>df</td>
<td>Mean Square</td>
<td>F</td>
<td>Sig.</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>1</td>
<td>272.171</td>
<td>3</td>
<td>90.724</td>
<td>63.085</td>
<td>.000b</td>
<td></td>
</tr>
<tr>
<td></td>
<td>296.253</td>
<td>206</td>
<td>1.438</td>
<td>1.438</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>568.424</td>
<td>209</td>
<td></td>
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</tbody>
</table>

Based on the table 4, it is known that the F-count (63.085) > F-Table (3.30) and Significant (0.000) < 0.05. So it can be concluded that herding behavior, overconfidence bias, and representative bias have a simultaneous and significant influence on Investment Decision Making.

**Table 5. R Square Result**

<table>
<thead>
<tr>
<th>Model Summaryb</th>
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<tbody>
<tr>
<td>Model</td>
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<tr>
<td>----------------</td>
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<tr>
<td>1</td>
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</table>

Based on the table 5, the value of R Square from the coefficient of determination of herding behavior (X1), overconfidence bias (X2), representative bias (X3), and investment decision making (Y) is 0.479. So it can be concluded that the investment decision-making variable is influenced by herding behavior, overconfidence bias, and representative bias variables by 47.9%, while other variables influence the remaining 52.1%.
4 Discussion

This research aims to show the level of investment decision-making in individual investors and examine the factors that influence the behavior of individual investors in investing in the Indonesia Stock Exchange. The results showed that herding behavior had no significant effect on investment decision-making. These results suggest that individual investors are less likely to follow the behavior of other investors themselves in making decisions in investing. The results of this study are in line with the findings [40][29]. While in the results of testing the influence of overconfidence bias on investment decision-making shows there is a significant influence. These results show that investors have high confidence in making investment decisions, especially in uncertain times such as today. The results of this study are in line with the findings [12][41][42][43]. The results of representative bias influence testing showed a significant influence. These results show that investors make decisions based on their experience without further analysis, and investors are likely to invest in companies that perform well. The results of this study are in line with the findings [29][31][34].

5 Conclusion dan Implication

This research aims to determine how the influence of individual investor behavior on the Indonesia Stock Exchange influences decision-making in investing stocks in the Covid-19 pandemic through herding behavior, bias overconfidence, and representative bias. In this study, questionnaires were used to determine the factors that influence investor behavior in investing in stocks. A total of 250 questionnaires have been disseminated, but only 210 questionnaires are valid for analysis. The results of this study showed that herding behavior had no significant effect on investment decision-making. In contrast, overconfidence bias and representative bias significantly affect the investment decision-making of individual investors on the Indonesia Stock Exchange.

5.1 Theoretical Implication

By examining the effect of herding behavior, overconfidence bias, and representative bias, to help investors make investment decisions, this study has shown the pattern of influence of each of these variables based on the community's perspective during a pandemic. This research contributes to behavioral finance theory, which can be a source of reference in developing countries as it has revealed the impact of COVID-19 on the emerging stock market like Indonesia. This research is useful for investors who want to increase their knowledge of psychological factors on investors' investment decisions. This study can be a source of reference and inspire other researchers to examine how individual investors behave by considering the same variables or other variables in the pandemic covid-19.

5.2 Practical Implication

The results of this research test contribute to the implementation of investors' activities during the pandemic. This research is useful for investors to understand the impact of their decision-making on the stock market to take appropriate steps to prevent irrational decision-making. First, by not having herding behavior, investors can make their own choices in investing and not be affected by the behavior of other investors. Second, investors must believe in their abilities and be rational in investing. Third, investors must be careful in
looking at market conditions before determining the choice to invest. Fourth, investors must first analyze the company to be selected in investing by considering the company's experience and performance to minimize the losses that may be obtained.

6 Limitation and Future Research

This research has limitations that can be considered for future research materials. First, this research is cross-sectional, where the data in the study is only observed once and simultaneously (during the pandemic situation in Indonesia). So that further research is recommended to use longitudinal research so that research results can be generalized. Second, this study is only located in a region (Indonesia Stock Exchange). Future research can be done in different places. The same model can compare other developing markets to find similarities and differences in research studies' findings. Third, this study does not cover all the behavioral biases, heuristics, and market anomalies [40]. Future research attempts to use other variables related to investor behavior such as available bias, conservatism, economic expectations, disposition effect [33][41]. Fourth, further research may consider using mediation variables such as market anomalies, gender, income, and financial literacy to obtain detailed results. [41][44]. Fifth, future research can be considered the effects of demographic characteristics such as age, level of education, experience, gender in investors in determining investment decisions [45].

References


Developing Social Innovation for Corporate Sustainability: Case Studies of Gold Proper Candidate in Indonesia

Sudharto P. Hadi¹, Bulan Prabawani², Ijai Pratama³, Muharyo Ihsanto⁴
{sudhartophadi@yahoo.co.id¹}

Universitas Diponegoro, Indonesia¹, ², ³, ⁴

Abstract. Corporate Social Responsibility (CSR) has been practiced by corporates pursuing green and gold ranks of Proper (business performance rating on environmental management) promoted by the Ministry of Environment and Forestry. Aligned with a new concept of CSR called corporate social innovation (CSI) the corporates categorized as Gold Proper candidates are obliged to adopt CSI. CSI is essentially to integrate social problems encountered by a community into the program and activities of the corporate. Consequently, the program/project initiated to deal with community problems is related to the core of business or core of competency of the corporate. CSI creates shared value for the community and the corporates and contributes to the corporate’s sustainability. This paper reviews CSI projects done by corporates participating Proper. The research method employed is desk study relies on secondary data provided by corporates, webinars, and an online interview with persons in charge of relevant corporates. The study found that it is not easy to relate corporates’ core competence/business with the problems faced by the community. The corporates modify their current community development as a form of CSR to meet the indicators of CSI. Detail and comprehensive social mapping are required to initiate proper CSI.

Keywords: CSR, CSI, Shared Value, Corporate Sustainability

1 Introduction

According to Lord and Home as quoted by Aggraval [1] CSR is a sustainability commitment of business to behave ethically and to contribute economic development and to improve the quality life of employee, local community and community at large. CSR is enabled companies to integrate social and environmental concerns in their business operations and their interaction with their stakeholders voluntarily [2]. Under Act 40 of 2007, in Indonesia, corporate social responsibility (CSR) is mandatory to be implemented by corporates conducting their activities on and related to natural resources. CSR has been widely implemented by corporates to create a good image, keeping good relations with stakeholders, and fulfilling the regulation.

CSR is mandatory for corporates in pursuing beyond compliance (green and gold) ranks of Proper (business performance rating on environmental management). Based on Proper, CSR consist of charity, infrastructure, capacity building, and community development. The benefit gained by corporate includes good image, good relation with stakeholder, good access to a financial institution, the improvement of their share at the stock market. However, CSR
orientation is short-term, focusing on risk reduction to obtain corporate reputation. It is not related to the core of business and competency, considered as a cost, to meet an administrative requirement to be labeled of socially responsible corporate, and characterized as top-down [3].

CSR is considered insufficient to encourage the solution of a variety of community social problems [4], meanwhile social problems are increasingly complex and require the involvement of various parties through innovative approaches. In addition, CSR actually grows the community's dependence on companies, while CSR should encourage people to be independent, especially socially and economically. Hence, the weaknesses of CSR encourage a new concept called corporate social innovation (CSI), that to obtain a Gold Rank status, companies must run social innovation. In the perspective of CSR, social funds are cost while CSI places it as an investment [5]. CSI can grow social or shared value [6] through co-creation [7].

In short, the differences between CSR and CSI are described as CSR is initiated from philanthropy intention, funded and managed based on the function of community and corporate relation while CSI is strategically intention of corporate, funded, and managed as an investment. CSR involves a contribution in the form of money and workforce while CSI involves Research and Development and other relevant units to deal with the crucial problems faced by community and corporate. CSR involves employees specifically deal with CSR while CSI involves all relevant employees from various units dealing with the program initiated. CSR may have a contract with NGOs or community groups providing service for the community but CSI involves partners of corporates, NGOs, government institutions dealing with programs initiated. CSR provides social and environmental service for those require help while CSI has partners (usually recipient) to create innovation and to provide a sustainable solution to deal with urgent need. CSR has funding to support social activities while CSI frequently places partners in business to create sustainable social change [5]. According to the Ministerial Decree of Environment and Forestry no 1 of 2021, the indicators of social innovation follow. (a) novelty in terms of product, process and distribution, and also unique and original (b) address the community need: poverty, unemployment, slum, stunting etc. (c) improve the social competency. By having social innovation, people are competence in operationalizing the project and running the business. (d) the social innovation implemented has been scaling, replicating and showing sustainability. (e) the effectiveness of the program is measured by Social Return of Investment (SROI) meaning that the benefit gained by the stakeholders is larger that the investment allocated by the company.

This paper observes three companies categorized as beyond compliance implementing corporate social innovation (CSI), they are Pertamina, PLTGU, and Sido Muncul. These three companies in 2021 received the Gold Proper Award from the Ministry of Environment and Forestry. This means that the companies are considered to have successfully adopted the community development as CSI, not merely as a CSR. This study formulates lesson learned on the implementation of CSI of Gold Proper Companies because the recent and common social responsibility regulation in Indonesia are limited to regulate company’s obligation to deliver CSR program. In addition, social innovation as an element of assessment in Gold Proper was just started to be implemented in 2021. In the long term, solution for social problems even could help contribute the company’s profit. Therefore, CSI study is important to ensure social problems encountered by community could be dealt by company’s contribution through their core business or competency. In addition, prior studies showed that there was no agreement on the application of social innovation, although CSR as embryo of CSI [4], the CSI is still developing [5] as the previous studies merely formulate element that
distinguish CSR from CSR [8], also CSI has not been widely implemented by companies, hence more revelations from various types of industries are needed [7].

This paper addresses the following research questions. How the companies integrate their core business/ competency with problems encountered by communities. How creating shared value obtained by companies and by communities? What problems encountered by companies in adopting social innovation? By utilizing these questions, it will be shown that practicing social innovation has more beneficial for companies than adopting conventional CSR.

2 Method

This is a descriptive analysis research taking three beyond compliance corporates as case studies. The data was gathered through secondary data provided by the Secretariat of Proper, webinar on proper, and informal interviews with relevant persons of corporates, also the Corporates’s Sustainability Reports. The webinars are organized by PLN (electricity state-owned company) on March 18 and August 24, 2021, and webinars on Proper and SDGs organized by SDGs Centre Diponegoro University on March 4, 2021.

3 Finding and Discussion

The following is a description of the corporate social innovation carried out by Pertamina (Oil and gas state-owned company) TBBM (Fuel Oil Terminal) at West Bandung, PLTGU (Steam and Gas power plant), unit of Indonesia Power in Pesanggaran, Denpasar, Bali and Herbal Company Sidomuncul, Semarang Regency, Central Java.

Based on the social mapping, Pertamina West Bandung found that many young people surrounding Pertamina site, Babakan Village are unemployed and they involve in motorcycle gang frequently make trouble to community. Pertamina then collaborate with Karang Taruna (Young Development Group) and Training Centre of the City of Bandung Regency (BLK) to conduct automotive training for 40 young people. After finishing training, they were facilitated by Pertamina to build and operate automotive workshop for repair and shop of motorcycle. Pertamina place its product such as spare part and lubricant. Pertamina also obtain a good image and consumer loyalty. Young people benefit having jobs and income above the minimum wage of West Java Province. They take aside part of their income to support greening program at their village. Automotive skill is a competency of Pertamina employee. In addition, selling lubricant and spare part is core business of Pertamina. So automotive training to empower young people is considered an investment of Pertamina, not a cost.

PT Sido Muncul has had a Desa Rempah (Spice Village) Program and Mitra Tani (Farmers as the partners) as CSI activities in 6 villages in Ungaran Regency since 2014. This program has even been expanded to outside areas of the Regency, they are Boyolali, Wonogiri, and Banyumas. This program provides an opportunity for the community to fill their vacant land to plant various spice plants such as ginger, curcumin, and cardamom as herbs material for Sido Muncul producing variety of herbal products. In this program, Sido Muncul provides seeds as well as training in processing harvests into herbal raw materials (simplicia). Even in its development, the Spice Village has also become a Spice and Fruit Edutourism Village as one of the community's additional income. Sido Muncul's CSI has provided benefits to farmers to produce good quality spice and to supply the spice to PT Sido
Muncul. Farmers have a permanent market which is Sido Muncul buying their products with good price. Sido Muncul also benefits from having a good quality spice as the raw material of herbs. As an example, Sambirata Village in Cilongok, which is a 4-hour drive from Sido Muncul, was able to produce a total of 18,378 kg of wet and dry cardamom worth IDR775 million in 2020 [8].

Steam and Gas Power Plant (PLTGU) in Pesanggrahan, Denpasar Bali facilitates local people in Klungkung Bali to overcome waste overload in the area since Indonesia is second top contributors of waste [9]. The facility processes solid waste to be briquettes through TOSS (Tempat Olah Sampah Setempat or a Place for Processing solid waste) as a research and development resulted from STT PLN (PLN College of Technology). TOSS which is also called Listrik Kerakyatan (People's Electricity) is affordable, easy and flexible to utilize, suitable for rural areas with high waste generation, small-scale plants, and self-sufficient that the TOSS management is the local community to meet the local electrification needs also [10]. The success of TOSS Klungkung is a form of ABG partnership, namely Academic, Business, and Government [9] that in addition to the role of STT PLN, the local community uses village funding for its management, PLTGU act as a provider of tools and facilitation as well as users and distribution of electricity for the community, and the Government as the regulator guarantees the participation of all villages in the program. TOSS has connecting research and innovation with economic and social benefits. Local people collect their domestic waste and delivered it to TOSS. As compensation, they are given briquettes for their energy household. The briquettes also are sold to the company (PLTGU) for co-firing reducing the volume of coal as raw material.

The community development activities of the three companies show the existence of social innovation, that companies are directly involved in solving community problems such as unemployment, low income, and poverty, and even waste generation [4]. In addition, there is an integration of community economic and business activities with the core business of the Proper company so that the company is no longer assumed to be the society as a social burden but becomes long-term business partner [5]. The three companies that implement CSI have proven to be able to create co-creation [7] through the acquisition of tacit knowledge from the community as a result of the company's interactions with local communities [5].

The transformation of the company's CSR program into the CSI program of the three companies above reveals that the program integration process has taken place as formulated by Herrera [7], where the community development program carried out by the companies begins with social problems that exist in the community, namely unemployment which then caused unrest and social disturbances, suboptimal land use, as well as increasingly significant piles of waste that were not handled properly. This is called an assessment stage that the social problems were identified through social mapping. These problems were then identified in greater depth in order to find solutions by involving community leaders, non-government organizations, and local government. Here, the company played an active role by involving its R&D center. This brainstorming process was directed to formulate the initial design for social innovation. The involvement of various parties was intended to obtain a comprehensive perspective in formulating various alternative solutions while at the same time ensuring the suitability between alternative solutions and the core competencies of the company, as well as its internal and external resources. The next stage was a development that the company built a prototype for a social solution. In the three companies, the prototypes were in the form of a motorcycle workshop unit, a waste processing unit into briquettes and a village for the farmer partner program.
The final stage of the CSI program was systematization in corporates' business operations as well as scaling-up or expansion of social coverage. In this stage, Pertamina has provided a number of workshops and motorcycle shops as well as supplies of parts and lubricants. The communities that originally depended on the company have become a consumer partner for Pertamina's products and this has significantly reduced unemployment. Sido Muncul has collaborated with farming partners not only locally, but even across districts so that there were more domestic suppliers that match the qualifications of Sido Muncul materials. This has made the farmer have higher land utility and finally provides optimal results. These shared-value practices are also a form of sharing economy that Sido Muncul gets guaranteed quality materials from farmers without investing in high assets. PLTGU has made the waste processing community a partner in providing briquettes for co-firing in the company's energy supply process while creating non-fuel alternative energy.

The three lessons learned above show that there are similarities between innovation and CSI in which both the innovation process comes from corporate research and development [11], but at the same time, this also reveals that CSI is able to improve the traditional innovation concept that merely places innovation as a process that starts from the company's internal capabilities or a backward corporate chain process to create a value and merely focus on increasing competitiveness [7][12]. If innovation was previously never a part of CSR [11], then in CSI, innovation is created through a forward potential chain, namely the communities that were previously affected by the company's business operations. This study also shows that corporate investment in the form of tangible facilities such as equipment assistance (such as workshops and waste processing), materials (such as lubricants and seeds), and even soft skills (in the form of various training) have provided a social return on investment (SROI). This enriches the evidence that the triple bottom line balance is evident not only in the form of a corporate image but also in economical benefits. CSI has created win-win benefits for corporates and the communities.

In the business context, CSI at the Gold Proper company is not in an effort to reduce the footprint by making changes to internal business operations. However, the company has repositioned the community, which was previously one of the parties to whom the company is socially responsible, into partners with whom the company generates economic benefits and this has become the company's strategic intent. Organizationally, the Gold Proper companies have introduced a culture of innovation to the community as well as strengthened the internal innovation culture.

The findings also align with Phillips et al. [13] concept that if manager of organizations (companies) are to deliver more value from CSR, they need to understand how they can better incorporate social innovations into their CSR agenda. Both Phillips et al concept and our findings encourage the business policy to integrate social problems such as poverty, flood, slum, stunting etc to the program and activity of the company so that helping people is not considered a cost but an investment. In addition, community development in the form of social innovation is more sustained.

The observation from the three companies says that they started from the projects they have (TOSS, automotive training, herb village) and to be implemented to the community rather than starting from social mapping (waste, unemployment, waste) to be connected to core business or core competency. Consequently not all indicators of social innovation meet with the social innovation initiated.
4 Conclusion

Lesson learned from three companies adopted corporate social innovation show that both sides: company and community share their value meaning that both side benefit simultaneously. Social innovation has been internalized on the policy, strategy and operation of the company. It ensures the sustainability of the program because the companies do not consider the community development in the form of social innovation as a cost but as an investment. The more developed the social innovation the more benefit obtained by the companies. In addition, the benefit gained by the companies also help them achieving corporate sustainability. Another lessons taken from these three cases are the involvement of stakeholder and many units at the company involved at CSI. The involvement of stakeholders ensure the sustainability of CSI. There are many parties take care of CSI based on their scope of works from management, training, production, marketing. The involvement of other relevant unit in the company, beyond CSR’s unit create sense of ownership among employee regarding their CSI. The three companies are naturally easy to relate their core business and core competence to the need of community. Many other companies categorized as Gold Proper candidate such as Pertamina upstream, refinery, manufacture industries are more complicated to relate their core business and competence with community problem. What they have done are to frame the existing community developments submitted through green document with the indicators of social innovation. Given this experiences, detail and comprehensive social mapping and assessing the LCA (life cycle assessment) are required to initiate comprehensive corporate social innovation done by corporate and community. LCA is to assess life cycle of product from raw material, production, distribution, utilization, and waste. From each line of production is assessed whether any action can be taken to help people solving their problems.

References


Regio Centric Capability Model, Innovation, Co-Creation and Customer Sensing to Marketing Performance (Study of Batik SMEs during Era Pandemic of Covid-19)

Naili Farida\(^1\), Sari Listyorini\(^2\)
{faridanaili@ymail.com\(^1\)}
Universitas Diponegoro, Indonesia\(^1,2\)

Abstract. The industrial revolution 4.0 requires Small and Medium Enterprises (SMEs) to follow developments, the products produced can follow the competitive market. Innovation is an important factor to compete with similar products. This competition encourages SMEs to follow developments and customer tastes. Innovative products require Regio centric, co-creation and customer sensing capabilities to improve marketing performance. Objective of research is the population owner of batik producers in Pati and Semarang city. The number of samples used was 55 people, the sampling technique used was purposive sampling technique and the analysis technique used Phase II Regression Analysis and Chow Test. The results of the research before and during the pandemic showed that the Co-Creation variable had a significant effect on marketing performance through innovation and Regio centric had no significant effect on marketing performance. Customer sensing and innovation have a significant effect before the pandemic and during the pandemic is not significant. The results of the Chow test show that there is a structural difference in influence. The implications of this research for SMEs need to increase Co-creation and Innovation in order to improve marketing performance.

Keyword: Regio Centric Capabilities, Innovation, Co-Creation, Customer Sensing and Marketing Performance

1 Introduction

Innovation becomes one of the key words of company successful, innovation capability becomes one of the attractions to be able to compete with similar products in the market. Innovation capabilities include product innovation, process innovation, administrative innovation and marketing innovation and service innovation that has a relationship as well as relationships that synergize with Customer Relationship Marketing or CRM consisting of various information, customer engagement, long-term partnerships and technology-based problem solving in creating business performance [1]. In addition Collinson and Wang [2] explained that innovation capability is the company’s ability and subsidiary components in conducting design innovation, marketing innovation as well as production innovation carried out by the company continuously in accordance with the advantages of resources owned by the company to access external sources for performance improvement. The phenomenon of Semarang City also has a distinctive batik with the design or motifs of Semarang classified into
as follows: Kotalama, Lawang sewu, Tugu muda, Blenduk Church and others, showing that Semarang batik has characteristics that are not owned by other regions.

The development of craftsmen also increased based on data from Central Java Cooperative and SMEs Office in 2018 consist of 89 batik craftsmen scattered in Pati Regency and Semarang City. Based on data from Regional National Craft Council abbreviated as Dekranasda, Semarang City shows rapid growth by sheltering 603 craftsmen consisting of SMEs, Small and Medium Micro Enterprises, and Small and Medium Industries (IKM). The amount of turnover also increased to 809 billion Rupiah until June 2018 and generated assets of 302.3 billion Rupiah. This progress cannot be separated from the various programs and innovations carried out by Regional National Craft Council of Semarang City in facilitating artisans, namely mentoring, training, marketing and financing (Kompas.com).

Furthermore, in February 2020 there was a coronavirus pandemic called Covid 19 that hit the whole world so that the performance of Batik SMEs in Semarang City was also affected by that condition which resulted in the number of sales decreased dramatically by up to 70 percent. During the Covid-19 Pandemic, Batik Business Actors Experienced Decrease in Turnover Up to 70%, April 07, 2020, as stated by Vedyana Ardyansah as Batik craftsmen, Zalzilah showed a collection of batik made with the original natural color of Kampung Malon Motif Myth (Vedyana Ardyansah / Ayosemarang.com).

Covid-19 pandemic caused a number of sectors to decline including Small and Medium Enterprises (SMEs). The decrease in sales turnover is one that is faced by SMEs actors. Based on this phenomenon, the problem will be examined "Why there is a continuous decline from February 2020 to now early 2021 related to the marketing performance of batik SMEs in Central Java which impacted during the Covid 19 pandemic".

2 Literature Review

The theory used is View Resource Based View or RBV, this theory explains from the internal aspects of the company that relates to the resources owned by the company [3]. According to Grant [4] explained that every company has the company's resources and capabilities. Furthermore, having an important role resource based view mentions resources to be determinants of advantage and the company able to take a benefit from superior success owned compared to competitors so that the company able to gain a significant advantage over competitors [5].

Innovation capability according to Kavanagh [6] was a Product innovation, process innovation, administrative innovation, marketing innovation and service innovation that has relevance and synergy with Customer Relationship Marketing or CRM includes information, customer engagement, long-term partnerships and customer-based problem solving to improve business performance. Furthermore, Collinson and Wang [2] explained that Innovation capacity is the company's ability and company components in design innovation, marketing innovation, and production innovation continuously in accordance with the resources advantages owned by company itself. In addition, Aryanto et al. [7] mentioned the company will maintain and manage the innovation process ranging from generating ideas to commercialization, a key factor in the innovation process is resources.

2.1 Co-creation into Innovation Capability

Prahalad and Ramaswamy [9] explained that the product concept that is currently transformed into the concept of co-creation has a high addition compared to the product. This
is reflected in the value of the product concept created by the company, while in the concept of product co-creation created between the company and the customer. According to the research Findings from Farida [10] explained that co-creation has significant effect into innovation.

2.2 Customer Sensing Relationship to Innovation Capabilities

The customer’s role has important benefits for the company, one of the important factors is customer orientation as a competitive strategy that can increase the value of the product for consumers and provide guarantees in the long term [11]. Moreover, Weick et al. [12] explained that Sensing is a number of organizational mechanisms to be able to get in touch and act on events in the company environment. In line with Zhang and Wu [13] mentioned Customer Sensing is a unique ability that is essential to transforming potential benefits through access to information and a secure environment to be able to generate new product development. In addition, based on the research result from Töytäri and Rajala [14] stated by Creating superior customer value is the company's ability to manage resources in order to be superior as well as to survive in a competitive market. According to Tsai et al. [15] the company should be able to understand what the customer needs so that it can be fulfill through the innovation process that is the product design innovation produced and obtain the design essentials according to the customer's wishes by using extensive analysis and extension transformation to be able to produce new products.

2.3 Relationship of Innovation Capability to Marketing Performance

Innovation capability according to Lawson and Samson [16] was the ability to make changes and ideas about new products, processes and systems for the benefit of companies and stakeholders, in addition innovation according to Cleff and Rennings [17]. Product innovation has an impact on the environment by considering market interests and adjusting to the market segment of the product innovation offered. Marketing performance according to O’Sullivan and Abela [18] was a marketing performance that is influenced by the thoughts, knowledge and consumer behavior of customers so that it can affect the company's performance can be concluded that the higher the quality of innovation will be followed by the higher the marketing performance of the company.

2.4 Products that are able to compete are products

That have a differentiator or differentiation that is a design able to distinguish from competing products [19]. Furthermore, Bharadwaj et al. [20] stated that product differentiation will be able to affect competitive advantage. It is supported by Colgate [21] that the organization's resources and capital are able to create competitive advantages. According to Smith and Wright [22] stated that customer loyalty can give rise to a strong advantage that can improve performance as a Regio centric company's excellence.

The hypotheses are as follows:
H1: There is Co-Creation influence on innovation capabilities
H2: There is an effect of Customer Sensing on Innovation Capabilities
H3: There is an influence of Innovation Capability on Marketing Performance
H4: Regio centric Product Excellence affects Marketing Performance
H5: There are differences in regression model influence patterns before and during pandemics
3 Method

This research uses a quantitative approach using survey methods with the population is all SMEs Actors in Pati Regency and Semarang City. The sampling technique used is purposive sampling which is sampling as many as 55 SMEs actors with certain criteria, namely: 1) owners of SMEs and BATIK SMEs; 2) at least have 3 workers 3) have been producing for 3 years, the number of samples as many people and willing to do an interview. The measurement scale using 5 is strongly agree (5), Agree (4), Neutral (3), Disagreement (2), disagree (1). The analysis techniques used are Regression Analysis II and CHOW TEST to compare Regression Results Before and During the Covid 19 Pandemic.

4 Result and Discussion

The number of respondents as many as 55 people based on gender, as many as 39 people are women and 16 people are men, the age of the respondent’s majority as many as 33 people aged between 46 to 50 years old and 25 years to 40 years old as many as 22 people. Based on the education level of the majority educated from Senior High School as many as 25 people, educated Junior High School as many as 11 people and Elementary School as many as 7 people, Diploma as many as 3 people and 9 people educated from Bachelor Degree. Respondents' income per month amounted from 5,000,000 to 10,000,000 million Rupiah, as many as 30 people and less than 5,000,000 million Rupiah as many as 5 people and income from 11,000,000 to 15,000,000 million Rupiah as many as 20 people.

Descriptive research results on respondents' answers related to Co-creation variables shows that the indicator that had the highest score above average is that SMEs owners have ties with customers such as providing examples of design and color choices from customers and special services for customers with a score of 4.29, while the score is below average on indicators of SMEs owners not experienced in collaborating with customers well with scores. 4.16. This shows that co-creation of cooperation and collaboration from SMEs owners has not been optimal.

Customer Sensing variables show that the indicator of SMEs owners has the ability to monitor the rise or fall of market demand with a score of 4.36, the indicator of SMEs owners has the ability to adjust to changes and market tastes of 4.31 and the ability to use information from customers with a score of 4.29, with an average score of 4.29. Furthermore, the score below the average value there are 2 indicators, namely SMEs owners have not been able to observe the market with a score of 4.25 and have not been able to share experiences with customers with a score of 4.24.

The Innovation Capability Variable has an average score initiator of 4.17, the highest indicator is that SMEs Owners have an ability to design Batik products that are difficult to imitate competitors with a score of 4.33 and indicators of SMEs owners can adjust themselves to market conditions, with an average score of 4.27., while 2 other indicators are SMEs Owners who do not yet have the ability to produce Batik products that are difficult to imitate by competitor with a score of 4.13 SMEs owners have not been able to perform the ability to produce for different raw materials with a score of 3.96.

Regio centric Product Superiority Capability Variable based on respondents' answers showed the highest score above the average of 4.49, indicators related to SMEs Owners have a way to promote Batik products, have a way to guarantee quality with a score of 4.51 has a way
to maintain the reputation of Batik products with a score of 4.29. Furthermore, there is one initiator who has a value below the average score, namely SMEs owners do not yet have a way or strategy to raise the image of Batik products produced with a score of 4.42.

Marketing Performance Variables based on the study results shows that 3 indicators had a score average above, namely the indicator of SMEs owners having sales volume growth although unlike under normal conditions or before the pandemic condition with a score of 3.71, having the number of customers of Batik products within one year there was an increase although a bit with a score of 3.73 and an increase in profitability was also smaller than a pandemic era with a score, 3.69 and indicators with values below the average score of 3.60 conclude that there is no market expansion for batik products.

4.1 The Research Result Before Covid-19 Pandemic

Hypotheses show that H1b Co-creation has a significant effect on Innovation Capabilities; H2b Customer Sensing to Innovation Capabilities is insignificant. H3b Innovation Capability has a significant effect on Marketing Performance and H4b Regiocentric Capability has no effect on Marketing Performance.

H1b hypothesis that Co-Creation (CC) positively affects the Innovation Capability (KI) is accepted because the t calculated value = 5.582 is greater than the table t = 1.671 and probability = 0.000 is smaller than α = 0.05. H2b hypothesis that Customer Sensing (PP) has a positive effect on The Innovation Capability (KI) is not accepted because the value of t calculates = 1.472 Smaller than t table = 1.671 and probability = 0.147 smaller than α = 0.05. H3b hypothesis that The Innovation Capability (KI) positively affects Marketing Performance (KP) is accepted because the value of t calculates = 2.855 is greater than the table t = 1.671 and probability = 0.006 is smaller than α = 0.05. Hypothesis H4b that Regiocentric Excellence (KR) positively affects Marketing Performance (KP) is not accepted because the value t calculates = -0.139 is smaller than the table t = 1.671 and probability = 0.890 is smaller than α = 0.05.

4.2 The Research Result After Covid-19 Pandemic

The results show that H1a Co-creation has a significant effect on Innovation Performance; H2a Customer sensing has no significant effect on Innovation Capabilities. H3a Innovation Capability has a significant effect on Marketing Performance and Regiocentric Capability does not have a significant effect on Marketing Performance.

a. The stage I regression model has an adjusted $R^2$ value of 0.532. This suggests that CC and PP variables can explain the variation of bound variables (KI) amount 52.3% while those 47.7% are described factors outside the model. This model has a calculated F value of 31,701 greater than the table F value of 3,070 and a probability of 0.000 smaller than α = 0.05 so as significant.

b. The phase II regression model has an adjusted $R^2$ value of 0.207. This suggests that the KI and KR variables can explain the variation of the bound variable (KP) amount 20.7% while the 79.3% described factor outside the model. This model has a calculated F value of 8.052 greater than the table F value of 3,070 and a probability of 0.000 less than α = 0.05. Based on the above explanation it can be said that the regression model of stage I and Regression Phase II in this study is feasible so that it can be further analyzed. H1b hypothesis that Co-Creation (CC) positively affects the Innovation Capabilities (KI) is accepted because the t calculated value = 5.582 is greater than the table t = 1.671 and probability = 0.000 is smaller than α = 0.05.
c. H2b hypothesis that Customer Sensing (PP) has a positive effect on The Innovation Capabilities (KI) is not accepted because the value of t calculates = 1.472 smaller than t table = 1.671 and probability = 0.147 smaller than α = 0.05.

d. H3b hypothesis that The Innovation Capabilities (KI) positively affects Marketing Performance (KP) is accepted because the value of t calculates = 2.855 is greater than the table t = 1.671 and probability = 0.006 is smaller than α = 0.05.

e. H4b hypothesis that Regiocentric Excellence (KR) has no effect on Marketing Performance (KP) is not accepted because the value t calculates = -0.139 is smaller than the table t = 1.671 and probability = 0.890 is smaller than α = 0.05.

4.3 The results calculation Test in contrast to the Chow Test

Above show that the value of F for the regression equation stage I is 5.288 > F table = 3.000. Likewise, the value F for the stage II regression equation is 8.145 > F table = 3.000. This suggests a structural difference in the pattern of influence of variables – free variables to variables bound in the period before and during the Covid-19 pandemic. The results of H5a hypothesis processing that there are differences in the influence patterns of stage I regression models before and during Covid-19 pandemic are accepted. H5b hypothesis is that there are differences in the influence patterns of phase II regression models before and during Covid-19 pandemic accepted.

5 Conclusion

The research results related to co-creation variables, customer sensing, innovation capabilities, and capabilities of regiocentric product excellence to marketing performance in the pandemic era have an impact on the performance of Batik product distribution. There is an insignificant hypothesis of customer sensing to Innovation Capability conditions and regiocentric advantages at market performance before and during pandemics, Hypothesis there are structural differences in the pattern of influence of Regression Model I and Model II before and during pandemics. The limitations of this research on the objects of SMEs owners only in 2 regencies namely Pati Regency and Semarang City so that the number of respondents is limited, the object of Batik Tulis Furthermore needs to be done research that in the current pandemic era is still ongoing to find out the impact on the marketing performance of other SMEs such as fashion by using more comprehensive analysis techniques and structural equation modeling SEM PLS analysis techniques.

References


Abstract. The COVID-19 pandemic which has lasted for more than one year to date has had a significant impact on the sustainability of the company's business. This study aimed to explore how the influence of Corporate Social Responsibility (CSR) on stakeholders in dealing with the COVID-19 pandemic crisis on Corporate Sustainability (CS). Quantitative research was conducted with a component-based approach to structural equation modeling using Web-based GeSCA's generalized structured component analysis. Questionnaires were distributed online for the period November 2020 to January 2021 to the companies listed on the Indonesia Stock Exchange (IDX), and 27 companies responded. From a stakeholder management perspective, this study reveals that the effect of CSR on primary and secondary stakeholders on CS was not significant, but has a positive and significant effect on the Quality of Stakeholder Relations (QSR). Furthermore, QSR has a positive and significant effect on CS and QSR mediates the relationship between CSR to primary stakeholders and secondary stakeholders with CS. This research has a contribution of the important role of QSR as mediation of the relationship between CSR and CS. In this research, the CS variable is only limited to the financial context of the company and its customers. Therefore, further study is suggested to explore the relationship of CSR, QSR, and CS, with broader context such as ESG, SDGs metrics for different industries in different countries.

Keywords: CSR, Covid-19, Quality Stakeholder Relations, Corporate Sustainability

1 Introduction

The COVID-19 pandemic has been seriously affecting on people's lives, both individuals and companies. In addition to the health problems, the pandemic also has an impact on economic and social dimensions. The financial performance of companies in several industries has decreased in almost all countries due to social restrictions and community mobility as an indirect impact [1] as well as a direct impact of the COVID-19 pandemic [2]. In Indonesia, this indicator can be seen from the stock index of public companies on the Indonesia Stock Exchange (IDX) as shown in Fig. 1.
In Fig. 1, the graph shows a significant decline in the stock price index as low as 3,900 at the beginning of the COVID-19 pandemic in Indonesia in March 2020, although the index gradually began to return to 6,400 equal to the position before the COVID-19 pandemic in February 2021. The impact is significantly different in each industry. And, the industrial recovery seems to follow the K-Shaped pattern, in which some industries recover faster, such as banking, FMCG retail and health, and technology companies. Meanwhile, other industries, such as the hotel, transportation, logistics, and property industries [3][4][5] takes longer time to recover, even during the period of this particular research, they are still affected by the pandemic.

In addition to the industrial factors, companies that carry out corporate social responsibility (CSR) to stakeholders both in times of crisis and without a crisis, can survive, recover and sustain their business [6][7]. In contrast, studies show that CSR does not affect the company's performance during a crisis [8]. Several studies were conducted on CSR during the COVID-19 pandemic, including social action and philanthropy in providing food, health, social and technological support to affected communities [9][10], protection of employees and work environment [10], supply chain, product, and customer service [11] and emergency and rehabilitation activities as well as the production of products needed during the COVID-19 pandemic [12]. However, the company's efficiency measures such as the tight budget control policy taken by the company during the COVID-19 pandemic also affect how quickly the company can recover its performance [13]. The company that carries out CSR would increase costs but the company would also make efficient and cost saving during the COVID-19 pandemic. Hence, the company needs to implement the right CSR to maintain sustainability.

Likewise, from a stakeholder perspective, the efforts made by the company become a trigger for cooperation in efforts to prevent, respond and adapt stakeholders in times of the COVID-19 pandemic, such as collaboration with hospitals in fulfilling social health responsibilities as well as getting support from the community and society, providing entertainment during lockdown period, education and training, government services and programs in the face of the COVID-19 pandemic [14]. There are research gaps on the effect of CSR on company performance during the COVID-19 pandemic crisis. Previously, no research explains how the quality of stakeholder relationships built by companies through CSR has an impact on the company's business sustainability.

This study aimed to explore how social responsibility affects stakeholders in dealing with the COVID-19 pandemic crisis and its effect on the quality of stakeholder relationships and
business sustainability. The study was conducted on public companies listed on the Indonesia Stock Exchange (IDX) during the COVID-19 pandemic crisis and the CSR carried out by companies to stakeholders.

2 Literature Review and Hypothesis Development
2.1 Corporate Social Responsibility (CSR)

CSR has become a topic that has been widely researched in the last decades with various definitions, theories, methodologies, and variables used to describe and relate corporate social and environmental responsibility to the company's competitive advantage strategy and company performance. In the perspective of stakeholder theory [15], CSR includes social responsibility to primary stakeholders. They are customers, employees, and suppliers who are directly involved in creating corporate value and social responsibility to secondary stakeholders who are not directly involved but affect the company's business such as government, non-governmental organizations, media and communities, also the community where the company runs its business [16][17][18].

Employees are one of the primary stakeholders who can become recipients of the company's CSR as well as creators of the company's shared value [19]. In a crisis, the company tries to protect the safety and health of its employees [20], maintain work morale and employee loyalty by providing outplacement as an alternative to termination of employment [21], provide training and professional development, and communicate and involve employees in the company's CSR activities with non-governmental organizations to help communities affected by the crisis [22][23]. As with employees, the company also shows an increase in social and environmental responsibility in a crisis to customers and the community, including by utilizing the company's capacity to produce necessities or cash donation social assistance needed in times of crisis [24][12], make it easier to provide services and entertainment online [23][25][24], as well as financial, operational and corporate support that provided to business partners, merchants, and suppliers [24]. These finding of relationship between CSR to stakeholders and its impact to company’s business sustainability from previous research can be summarized in Table-1.

<table>
<thead>
<tr>
<th>No</th>
<th>Research</th>
<th>Methods, Sample or Respondent</th>
<th>Research Findings</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Bolton et al. [19]</td>
<td>Qualitative, Multinational Energy Company, May 2005 to July 2007</td>
<td>CSR as a fluid and dynamic process approach to the demands of external stakeholders. CSR and employees show how companies can become dynamic communities with a shared vision.</td>
</tr>
<tr>
<td>2</td>
<td>Manuel and Herron [20]</td>
<td>Qualitative, Review recent business actions taken in response to the pandemic.</td>
<td>Businesses are increasingly moving beyond corporate goals and managers’ vested interests to increase the priority of stakeholder concerns, place employee safety above profits and use their resources to assist stakeholders with challenges arising from the pandemic.</td>
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<td>3</td>
<td>Kaźmierc</td>
<td>Empirical research</td>
<td>Outplacement has advantages for</td>
</tr>
<tr>
<td>No</td>
<td>Research</td>
<td>Methods, Sample or Respondent</td>
<td>Research Findings</td>
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</tr>
<tr>
<td>1</td>
<td>zyk et al. [21]</td>
<td>carried out on a sample of 2324 bank employees in Poland and in the Russian Federation</td>
<td>organizations and employees in preventing a sharp decline in labor productivity among workers, maintaining good morale, in preventing negative reputation of the bank, which is very important for sustainable development.</td>
</tr>
<tr>
<td>4</td>
<td>Koch et al. [22]</td>
<td>Qualitative, Semi-structured interviews were conducted with employees of a large international telecommunication provider with a staff of approximately 2,000 employees at its German headquarters</td>
<td>Participatory CSR activities can increase employee awareness of social and environmental issues and have the potential to cause changes in both attitudes and behavior, promoting sustainability within the company</td>
</tr>
<tr>
<td>6</td>
<td>Mahmud et al. [26]</td>
<td>Mixed Methods: Secondary Data, FGD, Survey, randomly selected five scheduled banks and five NBFIs</td>
<td>By implementing proper CSR policies corporations for sustainability companies must study their business environment and communities to be the best neighbors with government and NGOs, build a culturally advanced society, ethical issues and profit potential and generate business reputation in society, create various opportunities to fulfill their business motives and social welfare.</td>
</tr>
<tr>
<td>7</td>
<td>Hadi et al. [27]</td>
<td>Qualitative, Case study taken is P.T PKT Bontang, East Kalimantan</td>
<td>Community development as part of CSR that is carried out creates additional employment opportunities and household income, contributes to environmental sustainability.</td>
</tr>
</tbody>
</table>

Therefore, from the finding of the previous research, the hypothesis of the study regarding the relationship between CSR to stakeholders during the COVID-19 pandemic crisis is proposed as follows:
Primary Stakeholder CSR has a positive and significant effect on the Company’s Business Sustainability.
Secondary Stakeholder CSR has a positive and significant impact on the Company’s Business Sustainability.

2.2 Quality of Stakeholder Relations (QSR)

Relationship quality is a fundamental building block in the success of a company. Likewise, the quality of the company’s relationship with stakeholders is a reciprocal relationship that will provide competitive advantage and company sustainability [28]. The quality of stakeholder relations is affected by the quality of communication, positive company interactions, and trust-building of stakeholders to the company [29]. Companies that continuously build communication and gain the trust from stakeholders through CSR have a positive and significant effect on reducing the company’s risk when experiencing environmental disturbances or facing a crisis [28][30]. These finding of CSR to stakeholders and Quality of Stakeholder Relations (QSR) from previous research can be summarized in Table 2.

<table>
<thead>
<tr>
<th>No.</th>
<th>Researcher</th>
<th>Methods, Sample or Respondent</th>
<th>Research Findings</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Skudiene et al. [28]</td>
<td>Quantitative, 123 respondents in the Lithuanian hotel, restaurant, and café market.</td>
<td>Higher levels of relationship quality (communication and relationship longevity) and quality of relationships with customers, suppliers, and employees with stakeholders have a more positive effect on competitive advantage in terms of competitive advantage, performance risk, and expansion into emerging markets.</td>
</tr>
<tr>
<td>2</td>
<td>Giacomini et al. [29]</td>
<td>Sentiment analysis, Twitter by Italian news agencies</td>
<td>Real-time feedback via social media on production conversion CSR actions to cover pandemic needs and support for workers has the potential to engage in meaningful conversations and companies can more easily engage with their majority of stakeholders and gain</td>
</tr>
<tr>
<td>3</td>
<td>Huang et al. [30]</td>
<td>Quantitative, 1604 companies publicly listed in China from the Shenzhen Stock Exchange and Shanghai Stock Exchange</td>
<td>Fulfillment of CSR in the past can help companies maintain stability to adapt and react flexibly to recover from stakeholder-related crises generated by CSR engagement and emphasize its meaning values as the company's competitive advantage, companies with stronger financial capacity, less exposure to global supply chains</td>
</tr>
<tr>
<td>4</td>
<td>Yoestini et al. [31]</td>
<td>Quantitative, 450 large-scale enterprises in Indonesia.</td>
<td>The superiority of top management's support for CSR implementation has a positive effect on green business performance.</td>
</tr>
<tr>
<td>5</td>
<td>Anis [32]</td>
<td>Quantitative,</td>
<td>CSR programs that considered important by</td>
</tr>
</tbody>
</table>
In this study, from the above finding, the hypothesis of the effect of the company's CSR to primary and secondary stakeholders on QSR is proposed as follows:

H3: CSR Primary Stakeholder has a positive and significant effect on QSR
H4: CSR Secondary Stakeholder has a positive and significant effect on QSR

2.3 Corporate Sustainability (CS)

Much research on corporate sustainability has been carried out both from sustainability variables, sustainability periods, and measurements made on sustainability [33]. Stakeholders are one of the variables that affect the company's sustainability both in the short term during a crisis [34][6], or long-term with multiple crises and company lifetime [35][36]. Furthermore, another research shows that the quality of stakeholder relationships, the company builds through engagement with direct communication, the breadth of stakeholder inclusiveness, and the use of stakeholders for learning [37], constructive relationships to build quality business transactions as well as harmonious and secure relationships with stakeholders [38] and trust in the company [39] affects the sustainability of the company. The impact of the Quality of Stakeholder Relationship to Business Sustainability from previous research can be summarized in Table 3.

Tabel 3. Finding Previous Research on Quality of Stakeholder Relationship and Business Sustainability

<table>
<thead>
<tr>
<th>No.</th>
<th>Researcher</th>
<th>Methods, Sample or Respondent</th>
<th>Research Findings</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Cardoni et al. [33]</td>
<td>Qualitative, Literature review on sustainability</td>
<td>More business takes advantage of upcoming opportunities by focusing on external stakeholders and a long-term perspective as opposed to focusing on short-term value creation</td>
</tr>
<tr>
<td>2</td>
<td>Djoutsa et al. [40]</td>
<td>Quantitative, 133 companies listed in the S&amp;P100 index at least once between January 2005 and December 2014</td>
<td>Higher corporate social performance through CSR protects companies from negative effects of the crisis, increase their attractiveness and attract profit-ability</td>
</tr>
<tr>
<td>No.</td>
<td>Researcher</td>
<td>Methods, Sample or Respondent</td>
<td>Research Findings</td>
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<tr>
<td>3</td>
<td>Dal Maso et al. [35]</td>
<td>Quantitative, Stakeholder engagement information in Thomson Reuters Asset47 during the period 2002-2014</td>
<td>Priority and stakeholder engagement positively moderate the relationship between environmental and financial performance and a positive and significant relationship between Env Score and company financial performance. Research also shows that community characteristics play an important role in moderating this relationship.</td>
</tr>
<tr>
<td>4</td>
<td>Diez-Cañamero et al. [36]</td>
<td>Qualitative, 15 global companies’s sustainability reports and annual reports (period of 2010–2018) in telecommunication, utilities, wind turbine manufacturer</td>
<td>CSR has two main paths: integration of stakeholder interests in the definition of corporate strategy, and proper management of ESG criteria to apply the Triple Bottom Line philosophy to the core of the company and can be held accountable to stakeholders with satisfaction interests, needs and expectations of all stakeholders.</td>
</tr>
<tr>
<td>5</td>
<td>Herremans et al. [41]</td>
<td>Qualitative, multiple case study, Canada, stratified all major oil and gas companies.</td>
<td>Corporate stakeholder engagement options explain diversity in sustainability based on specific characteristics and relationships used to engage less studied stakeholders.</td>
</tr>
<tr>
<td>6</td>
<td>Potdar et al. [38]</td>
<td>Qualitative, case study private security firms, agents, retail associations, and legal consultants.</td>
<td>Improve the quality of stakeholder relationships ensure support for retailers to secure the business environment</td>
</tr>
</tbody>
</table>

Based on the above finding, in this study, the hypothesis of the quality of stakeholder relations with company sustainability is proposed as follows:

H5: QSR has a positive and significant effect on the Company's Business Sustainability

### 3 Method

This study used a quantitative approach with two independent variables: CSR Primary Stakeholder, CSR Secondary Stakeholder, one mediation variable Quality Stakeholder Relationship (QSR), and one dependent variable, Corporate Sustainability. The measurement of these variables using definitions and items based on previous research adapted to the conditions of the COVID-19 pandemic as on Table-4. Measurements were carried out using a questionnaire consist of measurement items, as shown in Table-4 with a scale of 1 (if the activity was not carried out at all) - 10 (if the activity was always carried out) by the company for CSR Pri and CSR Sec variables, scale 1 (if the quality of the relationship was very bad) - 10.
(if the quality of the relationship is very good) for the QSR variable, and scale 1 (if there is a significant decrease) - 10 (if there is a significant increase) for corporate sustainability.

<table>
<thead>
<tr>
<th>Variable, Definition and Reference</th>
<th>Measurement Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSR Primary Stakeholder (CSR Pri): is a corporate social responsibility activity to employees, customers, and suppliers affected by the COVID-19 pandemic [6]</td>
<td>CSRPri1: The company provides health protection assistance to employees and their families</td>
</tr>
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<td></td>
<td>CSRPri2: The company deducts the salary of the CEO/ Director and one echelon below if there is a crisis in the company</td>
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<tr>
<td></td>
<td>CSRPri3: The company shares information on the company’s condition to employees regularly and transparently</td>
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<tr>
<td></td>
<td>CSRPri4: Companies avoid layoffs</td>
</tr>
<tr>
<td></td>
<td>CSRPri5: The company pays the supplier promptly after the supplier has completed his obligations under the contract even though there is a crisis in the company</td>
</tr>
<tr>
<td></td>
<td>CSRPri6: The company provides leniency in terms of payment to customers who are experiencing a crisis while continuing to provide full service to customers until the customer comes out of the crisis</td>
</tr>
<tr>
<td>CSR Secondary Stakeholder (CSR Sec): is a corporate social responsibility activity in the form of social contributions to communities affected by the COVID-19 pandemic [6]</td>
<td>CSRSec1: The company provides social assistance in the form of necessities of life, for example in the form of necessities, clean water needs, health facilities to people who need assistance</td>
</tr>
<tr>
<td></td>
<td>CSRSec2: The company provides social assistance in the form of products or services produced and sold by the company itself to people who need assistance</td>
</tr>
<tr>
<td></td>
<td>CSRSec3: The company includes stakeholders in the decision-making process through representatives (employees, communities, associations, etc.)</td>
</tr>
<tr>
<td></td>
<td>CSRSec4: The company provides services in the poorest, outermost, lagging areas in the company's operational areas</td>
</tr>
<tr>
<td>Quality of Stakeholder Relationship (QSRel) during the COVID-19 pandemic: the quality of company social relation and trust in the company [26]</td>
<td>QSRel1: The quality of the company's social relations with employees</td>
</tr>
<tr>
<td></td>
<td>QSRel2: The quality of the company's social relationships with customers</td>
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<tr>
<td></td>
<td>QSRel3: Quality of the company's social relations with suppliers</td>
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<td></td>
<td>QSRel4: The quality of the company's social relations with the surrounding community</td>
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<tr>
<td></td>
<td>QSRel5: Quality of corporate social relations with government</td>
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<tr>
<td></td>
<td>QSRel6: Trust in the company</td>
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<tr>
<td>Corporate Business Sustainability (CSust), namely financial and</td>
<td>CSust1: Company income</td>
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<tr>
<td></td>
<td>CSust2: Company profit</td>
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<td></td>
<td>CSust3: Company customers</td>
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</table>
This study applied convenience purposive sampling and respondents were selected from companies listed on the Indonesian Stock Exchange (IDX) that responded to the questionnaire in a predetermined period (November 2020 – January 2021). Of the twenty-seven companies that returned the company demographic questionnaire were 51.9% have been operating for more than 30 years, 55.6% companies with more than 300 employees. The respondent was the industry in 8 financial, 6 manufacture, 3 constructions, 3 gas and energy, and the rest from agriculture, logistic, transportation, automotive, IT and media, and health industries. In terms of the respondent position in the company: 11% CEO and C Levels, 37% SVP, VP and Head of Department, and 52% Senior Manager. It used a Component-based Structural Equation Modeling (SEM) approach with web-based GESCA-analysis tools for the data analysis. This method can perform analysis with a small number of respondents, overcome the problem of singularity, and can be used to explore the conceptual model.

4 Result and Discussion

There were several steps of testing the hypothesis and model as the following:

4.1 Indicator Validity Test

Of all the indicators used in the measurement, there were two indicators with a loading factor below 0.5, the primary stakeholder CSR indicator (CSRPri2) and the secondary stakeholder CSR (CSRSec3) which was invalid. The rest of the indicators of all variables can be seen from the value of AVE (above 0.5) and Co-branch alpha (above 0.6), therefore the validity of all indicators and variables used can be fulfilled.

<table>
<thead>
<tr>
<th>Variable, Definition and Reference</th>
<th>Measurement Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>customer performance during the COVID-19 pandemic.</td>
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<table>
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<tr>
<th>Table 5. Indicator Validity Test</th>
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<tbody>
<tr>
<td><strong>Estimate</strong></td>
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<tr>
<td>CSR Pri</td>
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<td>CSRPri1</td>
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<td>CSRPri3</td>
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<td>CSRPri4</td>
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<td>CSRPri5</td>
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<tr>
<td>CSRPri6</td>
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<tr>
<td>CSRSec</td>
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<tr>
<td>CSRSec1</td>
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<tr>
<td>CSRSec2</td>
</tr>
<tr>
<td>CSRSec4</td>
</tr>
<tr>
<td>QSRel</td>
</tr>
<tr>
<td>Measure</td>
</tr>
<tr>
<td>----------</td>
</tr>
<tr>
<td>QSRel1</td>
</tr>
<tr>
<td>QSRel2</td>
</tr>
<tr>
<td>QSRel3</td>
</tr>
<tr>
<td>QSRel4</td>
</tr>
<tr>
<td>QSRel5</td>
</tr>
<tr>
<td>QSRel6</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Measure</th>
<th>Estimate</th>
<th>Std Error</th>
<th>CR*</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSust</td>
<td>0.9841</td>
<td>0.0099</td>
<td>99.40</td>
</tr>
<tr>
<td>CSust2</td>
<td>0.9118</td>
<td>0.0477</td>
<td>19.12</td>
</tr>
<tr>
<td>CSust3</td>
<td>0.871</td>
<td>0.0603</td>
<td>14.44</td>
</tr>
</tbody>
</table>

CSust Cronbach's alpha = 0.9036  AVE = 0.9084

**4.2 Test Model Fits**

The empirical model test carried out on all variables, the FIT value was 0.5813, which means 58.13% of the CSRPri, CSRSec, QSRel, and CSust variables can be "explained" by the model in this study. Meanwhile, the remaining 41.87% by other variables, were not included in the research model. The analysis results also show the GFI value of 0.9945 or almost close to 1, and the SRMR value of 0.1623. Then, it means the model was meet good fits model validity.

<table>
<thead>
<tr>
<th>Measure</th>
<th>Estimate</th>
<th>Std Error</th>
<th>CR*</th>
</tr>
</thead>
<tbody>
<tr>
<td>FIT</td>
<td>0.5813</td>
<td>0.0323</td>
<td>18.00</td>
</tr>
<tr>
<td>Adjusted FIT (AFIT)</td>
<td>0.5413</td>
<td>0.0354</td>
<td>15.29</td>
</tr>
<tr>
<td>GFI</td>
<td>0.9945</td>
<td>0.0012</td>
<td>828.75</td>
</tr>
<tr>
<td>SRMR</td>
<td>0.1623</td>
<td>0.0226</td>
<td>7.18</td>
</tr>
<tr>
<td>FIT_M</td>
<td>0.6609</td>
<td>0.0304</td>
<td>21.74</td>
</tr>
<tr>
<td>FIT_S</td>
<td>0.243</td>
<td>0.063</td>
<td>3.86</td>
</tr>
</tbody>
</table>

**4.3 Path Analysis**

Path analysis was used to determine the relationship between variables in the empirical model of the structural model. The result shows that the company's CSR to primary stakeholders (CSRPri) and secondary stakeholders (CSRSec) has a positive and significant effect on the quality of stakeholder relationships (QSRel) but was not significant to the sustainability of the company. However, the quality of stakeholder relations (QSRel) has a positive and significant effect on corporate sustainability (CSust).

<table>
<thead>
<tr>
<th>Measure</th>
<th>Estimate</th>
<th>Std Error</th>
<th>CR*</th>
</tr>
</thead>
<tbody>
<tr>
<td>QSRel~CSRPri</td>
<td>0.6138</td>
<td>0.1969</td>
<td>3.12*</td>
</tr>
<tr>
<td>CSust~CSRPri</td>
<td>-0.0209</td>
<td>0.199</td>
<td>-0.11</td>
</tr>
<tr>
<td>QSRel~CSRSec</td>
<td>0.3408</td>
<td>0.1344</td>
<td>2.54*</td>
</tr>
<tr>
<td>CSust~CSRSec</td>
<td>0.2686</td>
<td>0.2491</td>
<td>1.08</td>
</tr>
<tr>
<td>CSust~QSRel</td>
<td>0.6091</td>
<td>0.2622</td>
<td>2.32*</td>
</tr>
</tbody>
</table>
From the data analysis table 7, the relationship between variables can be explained by the empirical model as follows:

![Empirical Model of Relationship between Variables](image)

The study shows that the relationship between CSR, both to primary and secondary stakeholders, was not significant to the sustainability of the company. Therefore, hypotheses H1 and H2 were rejected. This result is consistent with previous research that CSR does not significantly affect the company's business sustainability [8]. Although CSR generally affects the sustainability of the company, it might also determine by another variable, especially in the COVID-19 crisis period which lasted almost a year. The possible variable is the efficiency carried out by the company, so there is a trade-off between CSR and the efficiency carried out by the company in dealing with the COVID-19 pandemic [13]. Furthermore, this study shows that CSR, both to primary and secondary stakeholders has a positive and significant effect on improving QSR. QSR also has a positive and significant effect on the sustainability of the company's business performance, which is supported by previous research [29][30][28]. Therefore, the hypotheses H3, H4, and H5 accepted and concluded that CSR has an indirect effect on the company's business sustainability as research has also shown by previous research [1].

The Sobel test of mediation [42] aimed to test whether the variable quality of relationship with stakeholders (QSRel) mediates the relationship between CSR to stakeholders (CSRPrimary and CSRSecondary) and company sustainability. The test was presented as follows:

<table>
<thead>
<tr>
<th>Table 8. Mediation Sobel Test</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSRPrimary-QSRel-CompanySustain</td>
</tr>
<tr>
<td>A</td>
</tr>
<tr>
<td>B</td>
</tr>
<tr>
<td>SEa</td>
</tr>
<tr>
<td>SEb</td>
</tr>
<tr>
<td>t calculation</td>
</tr>
<tr>
<td>t table</td>
</tr>
</tbody>
</table>

* significant at 0.1
The Sobel test found out that the QSRel variable fully mediates the relationship between CSR primary stakeholder and CSR secondary stakeholder with the company's sustainability variable at 0.1 significant level. This lower level of significance also shows that there are variations in the relationship between CSR and sustainability in which the relationship from previous studies has positive and significant results. And other studies found out not-significant effect and indirect relationship between CSR and Company Sustainability.

This study also shows that the influence of primary stakeholder CSR on the company's sustainability was negative. It means that this is a trade-off of CSR to employees, such as avoiding layoffs that means, in the short term, will also increase the company's burden [21][20]. CSR to customers and suppliers by delaying payments [24], will also reduce the company's cash flow which, at the same time, must make efficient to maintain the company's business sustainability [13]. This CSR trade-off strategy needs further research to determine its effect on the company in the short term facing a crisis, such as the COVID-19 pandemic, or sustainability of the company in the long term. Likewise, there is also a possible reason as the company's sustainability variable in this study has limitations that are only measured the company's revenue, profit, and customer growth.

5 Conclusion

The pandemic COVID-19 has made the company's performance decline and its recovery follows the K-Shaped pattern. Some companies can quickly recover but some companies are slow and have not recovered and even went bankrupt. Research shows that CSR activities during the COVID-19 pandemic improve the quality of company relationships with stakeholders. Furthermore, the improvement in the Quality of Stakeholder Relations has a positive and significant impact on the sustainability of the company.

Companies need to build positive communication, to have active and sustainable roles, and focus their CSR activities on paying attention to health, safety, and job security for employees, providing convenience to customers and suppliers, as well as assistance to communities and communities affected by the crisis to build quality relationships with good stakeholders and trust in the company which will indirectly have a positive and significant impact on the company's sustainability.

This research has contributed to CSR research, especially the significant and positive effect of the quality of relationships with stakeholders as the answers in part to the variations in the effect of CSR on company business sustainability in previous research studies. The limitation of the study was the company's business sustainability variables which are only measured by revenue, profit, and customers during the COVID-19 pandemic crisis period, so it needs further analysis of the effect on each industry grouped by the form of K-Shaped recovery, and also by other sustainability variables with broader issues, such as ESG and SDGs.

References


Implementation of Investment Policy in Pekalongan Regency through “Via Super OK” during the Pandemic

Aufarul Marom¹, Dyah Hariani², Herbasuki Nurcahyanto³
{maromsemarang@gmail.com¹}
Universitas Diponegoro, Indonesia¹, ²

Abstract. The COVID-19 pandemic has not only disrupted the foundation of life in the health sector but has also penetrated the economic sector. The Pekalongan Regency Government in an effort to keep moving the wheels of the economy tries to innovate policies so that investment continues to run well. One of the policies to expedite this investment process is through “Via Super OK” (Video Call assistance for Online Licensing Solutions during a pandemic). This study aims to analyze the implementation of the Via Super OK policy with a qualitative descriptive research method. The results of this study indicate that the target of Via Super OK is licensing that has minimal requirements such as the UMKM group (Small and Micro Enterprises). The resources involved to support the implementation of Via Super OK are also still very limited, both in terms of implementing personnel and facilities and infrastructure. In its implementation, the Via Super OK policy received support from the environment. The attitude shown by the implementers is always guided by the Smile, Greet, Greeting, Polite and Courteous. The obstacles faced were mainly related to the limited implementers and the available infrastructure.

Keywords: Policy Implementation, Investment Policy, Via Super OK

1 Introduction

Investment can be seen as a root is from its role that can make the economy recover and grow, this is because investment is related to making the business sector more fertile with investment which has an impact on the production process in business to be higher, then also makes home consumption increase. In the process of economic recovery, it can be seen that investment has a positive correlation with the infrastructure development of the country, this is due to the investment that invests so that national income / GDP increases and from this the government will build infrastructure to support and attract investors. Previous investment will also encourage the growth of emerging new businesses such as UMKM (Small and Micro Enterprises) or in the property business sector. The impact of other investments is to encourage the creation of new job opportunities so as to support the growth of household consumption (BKPM, 2020).

Policies taken by the Indonesian government to make incoming investments include the construction of the Trans Java toll road and toll roads outside Java, providing incentives, ratification of the Job Creation Law (Omnibus Law), facilitating the application of business and investment permits by BKPM and forming a special task force for foreign investment. These
various policies are expected to make the economy recover and grow, so that the government's target can be achieved well.

The government continues to coordinate and strive to make the economy grow, in this case continue to coordinate between the centre and the regions so that there is a continuity of policies and investments that are expected to continue so that the economy can recover and grow. One of the local governments in Central Java that is quite attentive in increasing investment in its area is the Pekalongan Regency Government.

The Government of Pekalongan Regency in its policy to make investment continue to grow is by preparing the Siwalan Industrial area of 1,500 hectares which is near toll roads, double-track railways and near the sea. The existence of the industrial area is expected to attract investors to develop their industry in Pekalongan Regency. Pekalongan Regency is known to be one of the regencies that has the potential to be developed because from a geographical point of view it is on the North Coast route and in terms of land prices it is still affordable and the Regency Minimum Wage (UMK) is still standard invest in Pekalongan Regency so that the economy can progress and grow [1].

Pekalongan Regency in its investment realization is known to have developed quite well, although in 2020 it experienced economic turmoil caused by the Corona pandemic but did not experience too much decline from 2019. The complete realization of the investment value can be seen in Table 1.

Table 1. Investment Realization Value of Pekalongan Regency in 2018-2020

<table>
<thead>
<tr>
<th>Year</th>
<th>Investment</th>
<th>Investment Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>LKPM</td>
<td>1.265,951,636,002</td>
</tr>
<tr>
<td></td>
<td>Local Permit</td>
<td>1,187,381,797,494</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>2,453,333,433,496</td>
</tr>
<tr>
<td>2019</td>
<td>LKPM</td>
<td>491,247,033,064</td>
</tr>
<tr>
<td></td>
<td>Local Permit</td>
<td>1,213,014,916,182</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>1,704,261,949,246</td>
</tr>
<tr>
<td>2020</td>
<td>LKPM</td>
<td>602,543,782,421</td>
</tr>
<tr>
<td>OSS NON</td>
<td>635,402,720,021</td>
<td></td>
</tr>
<tr>
<td>IUMK</td>
<td>367,679,378,878</td>
<td></td>
</tr>
<tr>
<td>OSS IUMK</td>
<td>1,605,625,881,320</td>
<td></td>
</tr>
</tbody>
</table>

(DPM PTSP dan Naker Kabupaten Pekalongan 2020)

Table 1 shows that in its realization in 2019 the number of realized investment values decreased compared to 2018, this was caused by the LKPM (Laporan Kegiatan Penanaman Modal = Investment Activity Report) which experienced a lot of decline, then in 2020 it was found that the investment value decreased again even though in this case The value of LKPM has increased and it can be seen that it is still holding up relatively well due to the Corona pandemic. Looking at the data in Table 1 which has undergone many changes and the current Corona pandemic, investment policy in Pekalongan Regency is very important to be explored more deeply because it involves increasing the economy during the pandemic which involves many people.

One-Stop Integrated Service Investment Office and Manpower (Dinas Penanaman Modal Pelayanan Terpadu Satu Pintu dan Tenaga Kerja = DPM PTSP dan Naker) Pekalongan
Regency which handles investment problems is known to have several movements to make existing investments in Pekalongan Regency grow even more.

One of the policies to expedite this investment process related to this pandemic is through “Via Super OK” (Video Call Asistensi Solusi Perizinan Online Kala Pandemi) Video Call Assistance for Online Licensing Solutions During a Pandemic. This study aims to analyze the implementation of the Via Super OK policy.

2 Method

The type of research used in this research is a qualitative descriptive research type, which is to describe and analyze the implementation of the Via Super OK (Video Call Assistance for Online Licensing Solutions during a pandemic) policy carried out by the One Stop Integrated Service and Manpower Investment Service (DPMPTSP and Naker) Pekalongan Regency. The subjects of the research or as resource persons and also referred to as informants in the research entitled Implementation of Investment Policy in Pekalongan Regency through “Via Super OK” during the Pandemic at the Investment and One Stop Service and Manpower Office of Pekalongan Regency, are some of the officers and officials who implement the Via Super OK Policy in the DPMPTS and Naker Pekalongan Regency.

3 Result and Discussion

3.1 Public Policy

Public policy is an effort made to make changes in the system or specified goals (Amirullah, 2001). According to Bridgman and Davis [2], public policy contains 3 things, namely goals, which in this case are several things that will be done to achieve something that has been previously determined. Legal action is the first thing that is a manifestation of the making of public policy by the authorized government agency, then the hypothesis which is a reflection of public policy because in making public policy it is made from a problem that is given a solution or answer by taking into account cause and effect [3].

Public policy according to Mac Rae and Wilde explains that public policy is a series of actions that are chosen by the government and have an important influence on a large number of people. This statement brings an understanding that in existing public policy concerns the interests of the people who are affected in the regulatory process so that in public policy it must take into account the interests of the relevant stakeholders to be able to make policies that tend to the interests of the community and have a lasting impact to support a better life. This is due to the nature of the policy that is binding, has certain goals and most importantly the fulfillment of the public interest.
Fig. 1 explains that the public policy process has a cycle, namely from policy formulation, policy implementation and policy evaluation. Policy formulation is the process by which existing policies are formulated by the legislature and executive as well as the public. Policy formulation is carried out by finding out how the problems to be regulated are related to the substance of the understanding of the problem, who is affected, what is regulated, and how it is implemented to the evaluation to be carried out and formulated in regulatory documents.

3.2 Policy Implementation

Policy implementation is an important stage in the public policy process. A program must be implemented in order to have an impact or achieve the desired goal. Winarno [5] argue that implementation is what happens after a law is enacted that gives authority to programs, policies, benefits, or a type of tangible output. Mazmanian and Sabatier [6] give their opinion on policy implementation as follows: Implementation is the carrying out of a basic policy decision, usually incorporated in a statute but which can also take the form of important executive orders or court decisions. Ideally, that decision identifies the problems to be addressed, stipulates the objective to be pursued and in a variety of ways structures the implementation process.

As for O’Toole [7] defines policy implementation as:
What’s develops between the establishment of an apparent intention on the part of government to do something, or stop doing something and the ultimate impact in the world of action.

Furthermore, Winarno [5] limit policy implementation as actions taken by government and private individuals (or groups) directed to achieve the goals set in the decisions. previous policy decisions.

The model of policy implementation according to Winarno [5] there are seven variables that affect the success of policy implementation. The seven variables are:

a. Policy standards and objectives are things to be achieved from a policy/program. Policy objectives must be clear so that they can be seen specifically so that at the end of the program it can be known whether the program is successful or failed.

b. Policy performance is an assessment of the achievement of established policy standards and targets.
c. Resources, refers to how much financial support and human resources to implement policies / programs.

d. Communication between implementing agencies, leads to procedural mechanisms that are announced in order to achieve the goals and objectives of the program.

e. The characteristics of the implementing agency, refer to how much the carrying capacity of the organizational structure, developing values, relationships and communication occur in the internal bureaucracy.

f. The social, economic and political environment implies that the environment in the realm of implementation can influence the success of policy implementation. These variables include environmental economic resources that can support the success of policy implementation; the extent to which interest groups support policy implementation; the characteristics of the participants, namely supporting or rejecting; how is the public opinion in the environment; and whether the political elite provides support for policy implementation.

g. The attitude of the implementer is an important variable in policy implementation. The attitude of the implementer that should be possessed is such as a democratic attitude, enthusiasm and responsiveness to the target group and the environment.

The van Meter and van Horn models can be seen in Fig. 2:

![Policy Implementation Model – Van Meter and Van Horn](Van Meter and Horn [8])

### 3.3 Investment in Pekalongan Regency

In the RUPM (*Rencana Umum Penanaman Modal* = General Investment Plan) of Pekalongan Regency, it is stipulated that the direction of investment development policy must be towards a green economy development program. In this case, the target of economic growth must be in line with the issues and objectives of environmental development, which include: climate change, controlling damage to biodiversity, and environmental pollution, as well as the use of new and renewable energy and oriented towards developing strategic areas for productive, efficient regional economic development and able to compete with the support of a network of transportation infrastructure, telecommunications, water resources, energy and industrial designation areas.

Investment also requires regulatory support that guarantees legal certainty and security guarantees as well as ease of doing business, incentives to stimulate investment interest and pro-investment social culture, support for the availability of labor, and natural resources. In line with
the need for regulatory support, the Pekalongan Regency Government has stipulated Pekalongan Regency Regional Regulation Number 3 of 2010 concerning Providing Incentives and Providing Ease of Investment in the Regions.

Furthermore, the provision of facilities and/or incentives as well as the promotion and control of investment are also important aspects in building a competitive investment climate. The provision of facilities and/or incentives is aimed at not only encouraging competitiveness, but also promoting strategic and quality investment activities, with an emphasis on increasing added value, increasing investment activities in certain priority sectors or regional development. Meanwhile, the dissemination of information on investment potential and opportunities in a focused, integrated and sustainable manner is important and requires adequate and proportional control.

In order to implement the entire direction of the investment policy mentioned above, the RUPM of Pekalongan Regency also sets out the stages of implementation that can be a direction in setting priorities for implementing investment policies in accordance with the potential and conditions of regional economic progress. The implementation stages need to be followed up by the Regional Apparatus within the scope of the Pekalongan Regency Government consistently with a high and sustainable commitment. The RUPM of Pekalongan Regency is needed so that the implementation of investment in Pekalongan Regency is in accordance with the investment policy of the Pekalongan Regency Government so that the objectives of economic development to realize community welfare as stated in the Regional RPJP (Rencana Pembangunan Jangka Panjang = Long Term Development Plan) of Pekalongan Regency can be achieved.

The direction of the UMKM empowerment policy is carried out based on 2 (two) strategies, namely:

a. Upgrading strategy, which is a strategy to encourage businesses that are on a certain scale to become larger scale businesses, micro businesses develop into small businesses, then become medium businesses, and in the end become large scale businesses.

b. Strategic alliance strategy, namely a partnership strategy in the form of a relationship (cooperation) between two or more business actors, based on equality, openness and mutual benefit (providing benefits) so as to strengthen the relationship between business actors in various business scales. The alliance is built so that entrepreneurs with smaller business scales are able to penetrate the market and production cooperation networks on a larger scale. The alliance was built based on business considerations and mutually beneficial cooperation. This kind of alliance pattern will create business linkages between micro, small, medium enterprises, cooperatives, and large businesses.

4 Result

The results of research conducted in the field indicate that the implementation of investment policies in Pekalongan Regency in implementing the Via Super OK program shows that the target of this program is licensing with minimal requirements, one of which is UMKMs. The target in the form of UMKM is because it is very limited to meet face to face, only via mobile phones. With this UMKM target, not many requirements are needed. If it is to serve those who require a lot of requirements, then the HP capacity does not meet the requirements/inadequate. Likewise, the existing holders are still limited. They convey requirements or upload requirements via WA (WhatsApp), including through video calls.

The public met face-to-face with the officers via video calls, what they asked for, then the officers entered on the computer for the requirements that they could upload via WA, then WA
would upload it to the system. This Via Super OK policy only handles small and micro entrepreneurs, if for medium and large entrepreneurs still use the Sip TENAN and SINTA SAH BU Policies. The resources used are from the licensing section staff, the main ones are OSS assistants. The facilities and infrastructure needed to support the Via Super OK Policy also take advantage of the facilities and infrastructure that have been available at the office for the equipment/device.

The communication that exists is communication between policy implementers and the community, namely at the time of socialization or the introduction of the Via Super OK program to the community. Besides that, communication also takes place intensively between the implementers of the policy itself, namely internal communication.

The characteristics of the Implementing Body are shown by the carrying capacity of the Via Super OK program implementers in the form of bureaucratic ranks and the organizational structure that exists in DPMPTSP in implementing this program, as well as the support for values that have been developed in the agency that are able to support the smooth running of the Via Super OK program through communication and intensive coordination.

The support of the Community Environment in carrying out the Via Super OK program is very encouraging. Evidence of the community's support for this program is that they take care of permits in droves when there is government assistance for micro-enterprises affected by the Corona pandemic.

The attitude shown by the implementers of this policy is always guided by service ethics, that public servants must always be able to serve the community. The jargon developed in serving the community is in the form of 5 S (Senyum, Sapa, Salam, Sopan dan Santun = Smile, Greet, Greeting, Polite and Courteous) Public service officers are always reminded to always be patient in serving the community, not easily angry or emotional. The obstacle faced in the implementation of the Via Super OK program is a matter of infrastructure which is still very limited.

5 Conclusion

Based on the description above, it can be concluded that the target of Via Super OK is licensing that has minimal requirements, such as the UMKM group (Small and Micro Enterprises). The resources involved to support the implementation of Via Super OK are also still very limited, both in terms of implementing personnel and facilities and infrastructure. In its implementation, the Via Super OK policy received support from the environment. The attitude shown by the implementers is always guided by the 5 S (Senyum, Sapa, Salam, Sopan dan Santun = Smile, Greet, Greeting, Polite and Courteous). The obstacle faced in the implementation of the Via Super OK program is a matter of infrastructure which is still very limited.

References


Online Trial, Between the Rights of Security Protection during the Covid-19 Pandemic and Access of A Fair Trial in the Case of Muhammad Rizieq Shibab

Henry Yoseph Kindangen¹, FX. Joko Priyono², R.B. Sularto³
{henrydinasigi@yahoo.co.id¹, Fransiskusjoko893@gmail.com², Sulartorb@gmail.com³}

Universitas Diponegoro, Indonesia¹, ², ³

Abstract. The using of teleconference in criminal case trials (also known as online trials) in Indonesia was first established based on the Cooperation Agreement dated April 13, 2021 between the Supreme Court, the Attorney General's Office and the Ministry of Law and Human Rights to accommodate the continuance of the criminal justice system in the midst of the COVID-19 pandemic. Until June 2021, there were 859,659 trials held via teleconference throughout Indonesia. Apart from its usefulness, the existence of online trials still leaves a number of problems, namely the legal basis, effectiveness and rights of defendants to a fair trial. Those issues are embedded in the trial of Muhammad Rizieq Shibab (MRS) who refused to have his case tried online and later it was approved by the East Jakarta District Court Judge. This paper will focus on the aspect of a fair trial access for the defendant and on the other hand the right of community to security and order, as well as the judge's considerations in granting the defendant Muhammad Rizieq Shibab's request that the trial be held offline in the midst of the high number of Covid-19 transmissions in Jakarta.

Keywords: Frail Trial, Teleconference, Cross Examination, Security, Covid-19

1 Introduction

The Covid-19 pandemic that hit the world and Indonesia in early 2020 has changed the pattern of social interaction at all levels of society. Since the announcement of the first case in Indonesia on March 2, 2020, the spread of Covid-19 has grown rapidly with the number of transmissions continuing to increase, including the number of patients who died. The conditions of such rapid spread and limited knowledge about this pandemic have caused confusion and panic through the society. The Indonesian criminal justice system is without exception.

On March 23, 2020, the Chief Justice of the Supreme Court issued Circular Letter Number 1 of 2020 which contains restrictions on activities in preventing the spread of Covid-19 within the Supreme Court and its judicial body, including adjournment of criminal proceeding against defendants whose their detention still can be extended until the end of Covid-19 prevention period. A day after, Minister of Law and Human Rights through his letter dated March 24, 2020 officially stated that starting March 18, 2020, the admission of new prisoners and trial activities adjourned until further notification. The letter also request police offices and prosecutors to postpone sending detainees to detention facilities and correctional institutions on the grounds that detainees are consider as a vulnerable group.
exposed to the Covid-19 pandemic. It was then followed by the Attorney General's Office which through the letter dated March 24, 2020 instructed Heads of Prosecutors throughout Indonesia to postpone handover of suspects and evidence from the Police. To the due of detention period, the detainee can be handed over provided that the detainee is temporarily deposited at the Police detention.

It is clear that during the early days of Covid-19 in Indonesia, each law enforcement agency partially implement its own policies in preventing the spread of Covid-19 in their institutions. It was then on April 13, 2020 the three institutions namely the Supreme Court, the Attorney General's Office and the Ministry of Law and Human Rights signed a Cooperation Agreement between to carry out criminal trials by teleconference in ensuring the maintenance of criminal justice system during the Covid-19 pandemic. The implementation of criminal trials via teleconference was later confirmed by the issuance of Supreme Court Regulation No. 4 of 2020 on The Administration and Trial of Criminal Cases in Courts through Electronic Means.

Until June 2021, there were 859,659 trials held online throughout Indonesia. Apart from its usefulness, the existence of online trials still leaves a number of problems, namely the legal basis, effectiveness and rights of defendants to a fair trial. Those issues are imbedded in the trial of Muhammad Rizieq Shibab (MRS) who refused to have his case tried online and later it was approved by the East Jakarta District Court Judge. This paper will focus on the aspect of a fair trial access for the defendant and on the other hand the right of community to security and order, as well as the judge's considerations in granting the defendant Muhammad Rizieq Shibab's request that the trial be held offline in the midst of the high number of Covid-19 transmissions in Jakarta.

2 Method

This paper is normative legal research with legislation approach, case approach, and conceptual approach to legal material collected through literature study and then analyzed using grammatical, systematic, and extensive interpretation methods [1]. As a qualitative research, this paper focus on deep analysis of fact and phenomena rather than scientific measurement of the phenomena and appropriate generalization based on data analysis [2].

3 Finding and Discussion

3.1 The principle of Face to Face Confrontation

The illustration of Solomon's sword from the Bible has told us how about the wisdom of a judge in finding the truth that lies deeply beneath the witnesses testimonies which sometimes can be deceitful. In solving the dispute between the two harlots over a child, He test the mothers by a sword that he intend to use to split the living child in two half and give to each their part. Salomon saw the truth not by believing in one woman that says, "Split it, that'd be fair" but by the other who says, "No, give it to the other". In the theater of the courtroom, Solomon’s sword illustrated the core algorithm of the trial process. Judges sometimes find the truth not in the saying but in the eyes and expression of the person who say the word [3].
In the trial for his life, Socrates imply that peoples tends to believe in false speech by the accusers when presented to them in persuasive ways. Ironically, his said, that the audiences can be moved by a false argument an in the same way they fail to be moved by a true one. True arguments are not necessarily effective and effective arguments not necessarily true [4]. From his word we learn that the art of trials is based on how the accuser or the defendant can convince the judge with their argument rather than the truth itself.

It is believed that a way to convincing the court cannot be better achieved unless the accused and his or her accuser confront directly in the courtroom. The injustice of Sir Walter Raleigh trial who put to dead only by a piece of paper of confession wrote by lord Cobham echo through the centuries until the time of the adoption of the Bill of Rights. In 1603 Sir Walter Raleigh who are being accused of high treason demand his prosecutor sir Edward coke to face him with Lord Cobham whom his written testimony is being used to prove Raleigh’s guilt. Cobham was nearby locked in the tower of London, but the prosecutor refused to call him to appear. The Court find Sir Walter Raleigh guilty and sentenced him to death [5].

The right of the accused to appear before the trial in person is consider as a fundamental foundation in criminal procedural law which aims to serve a fair trial principle. The right of confrontation was born from a belief that justice requires that accused and accuser meet face to face in the courtroom. Without a chance for the defendant or his lawyer to confront and cross examine the witnesses, a criminal trial is nothing more than formality to justify the prosecutor’s case against the defendant.

Face-to-face confrontation at least serves two objectives in criminal trial. First, it provide a tool for the court to more properly assess credibility by observing the behavior of the witness and of the defendant directly when they tell their part of the story. It is more difficult to tell lies when you looking directly in to the eyes of the person that you may harm by making distorted or mistaken facts. Even when the witness tell lies, it will delivered in less convincing way if they being confront face to face with the defendant. Second, it allows the defendant or his lawyer to cross examined of the witnesses. The story that the witnesses has told may not have been the whole story because it sometime mix with their subjectivity. Cross examination is also very useful to challenge the witness’s credibility, knowledge, or recollection of the story by testing their consistency or lack of qualifications or by introducing additional evidence to help the court understanding of the case [6].

Based on the above mention description, the right of the defendant to confront directly with his accuser or witnesses is seems to be inseparable with the principle of cross examination. But in 1990 the view of Supreme Court of the United States on the use of one way closed-circuit television to capture testimony of a child witness in a child abuse case has changed that perception. Confrontation clause and cross examination can be seen as two separate principles.

In Maryland v. Craig, a school teacher who was charged with sexual abuse of a six year-old child, the Court allow the child witness to testify in a separate room with only the attorneys present while the judge, jury, and defendant remained in the courtroom and can only view the examination through one way closed-circuit television. According to the Supreme Court, the main concern of the Confrontation Clause is not solely lies on face-to face confrontation, but rather to ensure the reliability of the evidence against a criminal defendant. Reliability of the evidence is assured by providing the defendant with not only a personal examination but also the right of cross-examination, the giving of statements under oath and an opportunity to assess demeanor and, hence, credibility [7].
Based on the description above, it is clear that although the face to face confrontation clause is considered to be the basic foundation of the fair trial, there are exceptions to this principle in the name of greater concern of the public. But while the face to face confrontation can be overridden in such reasonable conditions, the assurance of the testimony reliability that uphold the fair trial cannot. In Coy v. Iowa, the United States Supreme Court added that exceptions to physical confrontation only can be permitted if it does not impermissibly impinge upon the defendant's right to a fair trial and that a finding must be made to assure that the alterations is needed to advances an important public policy [8].

3.2 Trial by Teleconference in the Perspective of Indonesian Law

The principle of face-to-face confrontation is embedded in criminal procedural law in Indonesia. Article 154 paragraph (4) of the Criminal Procedure Code stipulates that the defendant must be present in the courtroom for the judge to commence a proceeding. Without the presence of the defendant, the examination of the case cannot be carried out. Article 185 paragraph (1) further stipulates that witness’s testimony shall only have evidentiary value if submitted directly in court. The right of the defendant or his legal adviser to ask questions to the witness through the intermediary of the judge is stipulate in Article 165 paragraph (2).

According to Article 162 of the Criminal Procedure Code, the face to face confrontation can only be deviated if the witness after giving testimony during an investigation dies or due to reasonable obstacles cannot attend the trial namely because the place of residence of the witness is far from the place of trial or for other reasons related to the interests of the state. Under these conditions, his testimony can be read before a trial and if the testimony has previously been given under oath, then it shall have the same value as if the testimony given at the trial. Exception to the provision that witness’s testimony must be heard before the defendant is also regulated in Article 173 which stipulates that the court can hear witness’s statements regarding certain matters without the presence of the defendant. However, the examination of the case may not be continued until the defendant has been informed of all matters in his absence.

The exceptions to the principle of direct confrontation stipulated in Article 162 and in Article 173 mention above were then reaffirmed by the issuance of Law Number 13 of 2006 on the Protection of Witnesses and Victims as amended by Law Number 31 of 2014. Article 9 of the Law stipulates that with the approval of the judge, witnesses can give testimony without being present in person at the court when it will place him in a serious threat. In that condition the witness either can write a sworn testimony or his testimony can be heard directly through electronic means accompanied by an authorized official. A similar exceptions is also stipulated in separate laws regarding special cases such as terrorism and concerning child witnesses based on Law No. 15 of 2003 on Combating Terrorism and law number 11 of 2012 on the juvenile criminal justice system. Examples of the use of teleconference in criminal cases is among others former president Habibie testimony in 2002 in Bulog's non-budgetary fund deviations case, terrorism cases on behalf of Defendants Abu Bakar Ba'asyir and Defendant Ali Guftron in 2003 and 2011, examinations of cases of gross human rights violations at the Central Jakarta Ad Hoc Human Rights Court in 2002 and 2003, as well as the Jakarta International School case in 2010 [9].
3.3 Trial via Teleconferencing during the Covid-19 Pandemic, between fair trial and emergency measure

The impact of Covid-19 on the functioning of justice systems globally has drawn UNODC attention. In May 2020 UNODC published the Guidance Note Ensuring Access to Justice in the Context of COVID-19 which state the office’s concerns on how the justice systems around the world respond to the pandemic. If courts are closing or reducing their operations, then it will contribute to increased case backlogs, and lead to increased length of judicial and administrative proceedings. Finally, persons detained awaiting trials may not be brought before a judge in a timely manner [10]. On the other hand, UNODC also concerned on how the adoption of emergency measures can cause the derogation of the rule of law and due process. It was not clear on how UNODC position to the use of videoconference trial at that time. It just say that a review should be undertaken of the types of cases that could be dealt with remotely (via teleconferencing for example) without compromising due process rights [10].

In November 2020, International Commission of Jurists (ICJ) with the support of UNODC published a book with the title Videoconferencing, Courts and COVID-19. In its recommendation, ICJ urge that the trial by means of a video link or similar technology shall not be proceed without the accused freely given and fully informed consent, ICJ also stated that any time that videoconferencing are used, authorities must ensure that the accused are able to effectively participate in the proceedings, including by ensuring: (i) the accused can see witnesses providing testimony and can cross-examine and otherwise respond to them (ii) the accused can inspect and submit evidence during proceedings (iii) proceedings are suspended when interruptions in video-communications occur and until they are resolved; and (iv) technical support is available at the court and detention facilities [11].

The description above tell us about the dilemma on the use of teleconference as an alternative to face to face confrontation trials during the Covid-19 pandemic. Despite of its great concern on how the judicial system can operate in the emergency condition such as Covid-19 pandemic, UNODC support the ICJ view that the teleconference trial shall not be conducted without the consent of the defendant. It is clear that such recommendation cannot be implemented without causing a pile of cases that cannot be tried in the absence of consent from the defendants. It will then make the overcapacity in detention even worst and paving the way for the spread of Covid-19 between detainees and prisoners.

Based on Supreme Court Regulation No. 4 of 2020, the authority to determine that trials are held by teleconference di Indonesia is entirely left to the judge's decision either because of his position or at the request of the prosecutor and/or defendant. Thus, the consent of the defendant is not a requirement for the trial by teleconference. Although the defendant can still express his objections, the final decision is belong to the judge to decide.

According to Article 2 paragraph (3), if the trial is held by teleconference, in all session the participants must be seen on the monitor screen with a bright and clear voice. According to Article 17, in the event that there are obstacles due to technological interference used during the trial, by law the trial is suspended and will be reopened after the disturbance ends. In the event that the technological disruption does not solved in 60 (sixty) minutes, by law the trial is postponed and will be resumed according to the trial schedule.
3.4 The Muhammad Rizieq Shihab Cases

Habib Rizieq Shibab (MRS) was brought before the East Jakarta District Court in three cases at once with a total of 18 indictment related to violations of the Covid-19 health protocol at Petamburan, Ummi Hospital-Bogor and Mega Mendung. If he is found guilty in all three cases, he can be sentenced to up to 10 years in prison [12].

As a leader of big mass organization Front Pembela Islam (the Islamic Defenders Front), MRS has many followers and sympathizers who are follows him anywhere he goes. MRS's return to Indonesia on November 10, 2020 after spending a while in Saudi Arabia was greeted by thousands of followers, causing paralysis of access to Soekarno Hatta Airport and delaying the departure of more than 100 flights. Various activities that Rizieq attended or carried out caused mass crowds, including in Petamburan and Mega Mendung which violated health protocols and caused clusters of Covid-19 transmission, even including HRS himself who was treated at the Ummi Hospital in Bandung [13].

On March 16, 2021, the first trial of MRS cases was postponed due to technical problems with the sound system and unclear images. MRS who attended the trial from a room at the Indonesian Police Headquarters protested and requested that his case be heard in person. He argue that the teleconference trial violated his right to a fair trial considering that he could not follow the examination process clearly because of the unclear sound and picture [14].

On March 19, 2021, the reading of indictment by prosecutor was marked by a protest by MRS refusing to enter the courtroom at the Indonesian National Police Headquarters, although in the end MRS was able to be brought into the room accompanied by a number of police officers but refused to give any statement regarding the charges. Finally, at the trial on March 23, 2021, the judge granted MRS's request that the trial of the case be held face-to-face, after previously the trial was colored by debates between the public prosecutor and the defendant's counsel [15].

The MRS trial reaffirmed the difficulties as illustrated by the UN's views on minimum standards of judicial administration during the Covid-19 pandemic. The boundaries between the protection of individual rights to a fair trial and the interests of the wider community sometimes have unfavorable consequences. In order to preserve safety and the law, the judicial system need to find alternative mechanism such as trial by teleconference for the criminal justice system to work in emergency condition. Surely it has the risk in derogating the quality of certain right of the defendant especially the face to face confrontation. But like the nature of all coercion known to the criminal law, we must place this deviation from face to face confrontation principle as the necessary evil to serve the greater good of the society.

It was in such condition that Machiavelli wrote that sometime decisive act must be taken by the Prince if it deemed to be necessary to create a strong government and preserve order which enable the state to perform it duties effectively in protection its people [16]. Thus, leaving choices in each individual on the basis of the protection of human rights as recommended by UNODC and ICJ is not the most appropriate step in this emergency condition. One can imagine the over capacity of police station’s detention cells which are not designed to accommodate large numbers of detainees when the court stop to commencing trials or if the choices to go to trials is put in the hand of the defendant. In the end police officers will hesitate to take action in handling public complaints especially when it comes to arresting suspects regarding those suspects cannot be tried by the prosecutors and courts.
As a tool of social control, the judicial system are aimed to control the level of crimes within reasonable limits and provide security in society. Crimes never sleep or stop to move even in the state of worst pandemic. Thus, if the criminal justice systems stop working, this will lead to a chaos an panic in society as if the state gives permissions for future offenders to commit crimes without punishment or in other word gives tolerances to the community to put judgement in their own hands against the perpetrators of crimes.

4 Conclusion

It is clear that a trial via teleconference does not necessarily violate the principle of fair trial. The main concern of the Confrontation Clause is not solely lies on face-to face confrontation, but rather to ensure the reliability of the evidence against a criminal defendant. Reliability of the evidence is assured by providing the defendant with not only a personal examination but also the right of cross-examination, the giving of statements under oath and an opportunity to assess demeanor and, hence, credibility. Such protection can still be provided even though the trial is conducted by teleconference.

Leaving choices in each individual on the basis of the protection of human rights as recommended by UNODC and ICJ is not the most appropriate step in this emergency condition. It was in such condition that sometime decisive act must be taken by the state if it deemed to be necessary to create a strong government and preserve order which enable the state to perform it duties effectively in protection its people. In that regard like the nature of all coercion known to the criminal law, we must place the using of teleconference on criminal trial in the emergency condition such as Covid-19 pandemic as the necessary evil to serve the greater good of the society.

References

Service Mechanism and Participation Level of Public Information Application at the Communication and Information Department of Pekalongan City

Muchammad Yuliyanto¹, Agus Naryoso², Adi Nugroho³, Arifa Rahma Febriyani⁴
{muchamadyuli@lecturer.undip.ac.id}¹
Universitas Diponegoro, Indonesia¹ ² ³

Abstract. Public Information Disclosure is one of the important elements that the government needs to take seriously. Not only as a form of implementing public information transparency, but also as a form of public participation and evaluation of government performance. This study aims to describe the service mechanism and participation in the application of public information at the Communication and Information Office of Pekalongan City with a qualitative descriptive method through in-depth interviews with the Communication and Information Office of Pekalongan City and PPID Diskominfo of Pekalongan City. The results of this study indicate that the level of participation indicates that access to information in Pekalongan City can be monitored on the statistical features provided on the PPID website of the Communication and Information Office of Pekalongan City which can be identified based on the categorization of gender, type of request, request status, and origin of the requester. Based on these data, it was found that the demand for public information services was dominated by students for both assignments and research. Unfortunately PPID Diskominfo Pekalongan City is still limited to using its official website platform https://ppid.pekalongankota.go.id and has not utilized social media optimally.

Keywords: Diskominfo, Public Information Openness, Service Mechanism

1 Introduction

Openness of public information stands on the free flow of information, meaning that all processes, institutions, and public information must be accessible easily and directly by interested parties, including all levels of society. This is part of an effort to promote openness of government action, decision-making processes and consultative processes among the public sector and all stakeholders [1].

Therefore, public information must be provided, meaning that the government must have provided the information it has even though it is not requested by the public. With the openness and transparency of public information, the aspirations and inputs given by the community in policy formulation can be more substantial.

Not only beneficial for the community, this information disclosure also has a positive influence on the government. In this case, the public will be involved, either directly or indirectly, in monitoring the performance of public bodies through published information. Through transparent public information, the public has the opportunity to participate, provide assessments, and evaluate related services and inputs if the services provided do not meet the
established standards. With the existence of community participation in policy making or decision making, the community is taught to be more responsible in building the country as well as a form of implementation of good governance and democracy [2].

The creation of good governance is a real demand faced by democratic countries. One indicator of the realization of good governance is marked by the success of the government in enforcing transparency in state administration. In this case, the state is obliged to fulfill the public's right to know as one of the human rights protected by the constitution.

The issuance of Undang-Undang Number 14 of 2008 concerning Openness of Public Information is a breath of fresh air for the community because of the legal certainty that guarantees their right to obtain public information. This is also in line with Asshidiqi's statement in Nurdiansyah's research that the disclosure of public information in a democratic country is the foundation in building good, transparent, open, and participatory governance. The implementation of a democratic legal state is based on the mandate of the people, so it is only natural that the public has the right to know information about government performance. In addition to aiming to enforce transparency, Undang-Undang Number 14 Tahun2008 also encourages the active participation of the public in supervising the administration of the state [3].

With the issuance of these regulations, every public agency is obliged to open communication channels for the public. So that the public can easily access the public information they need, as long as the information does not include excluded information. In this case, government public relations plays an important role in supporting the success of the organization to provide public information services that are able to meet the expectations of the community, so that it is hoped that the organization's reputation can increase.

However, in reality, the implementation of public services is often a problem. This is because the availability and accessibility provided are sometimes not in accordance with the needs and changes in social life. Among these problems are public service facilities and infrastructure, human resources, quality and service systems and so on, which need to be reflected in services that provide legal certainty, are affordable, and easy [4]. The next challenge that needs to be faced is the presentation of quality, accurate, and attractive service systems and information management. If the disclosure of public information presented is able to meet the expectations and needs of the community, the credibility of government institutions will also increase [5]. Challenges faced by these public bodies one of which can be seen from the research of Agus Setiaman et al. [6] which reveals that some people in Bandung do not understand the disclosure of public information. This could be due to the lack of socialization of the Bandung City Government regarding the disclosure of public information.

In line with Undang-Undang No. 14 Tahun2008, the Central Java Provincial Government issued Central Java Provincial Regulation Number 6 of 2012 concerning Public Information Services for the Implementation of Central Java Provincial Government. This regional regulation mandates that public information services are based on the principles of equality, rationality, efficiency and effectiveness. Thus, applicants can obtain public information quickly and on time, at low cost, and in a simple way (article 2).

In addition to the regional regulation, Central Java Governor Regulation Number 12 of 2015 concerning Amendments to Central Java Governor Regulation Number 47 of 2012 concerning Instructions for Implementation of Central Java Province Regional Regulation Number 6 of 2012 concerning Public Information Services for the Implementation of Central Java Provincial Government was issued. One of these regulations contains the main duties and functions of the Main Information and Documentation Management Officer (PPID) and the Assistant PPID within the Central Java Provincial Government which plays a central role in
providing excellent service in the field of public information to applicants. In the regulation, it is explained that the main PPID task held by the Head of the Regional Apparatus Work Unit (SKPD) in the field of communication and information technology is not only to store, document, provide, and provide information services to the public. However, it also conducts an inventory of excluded information for consequence testing, and coordinates and oversees the process of testing the consequences of exempted information with the relevant agencies.

In 2018 there was a decrease in the budget, from a total in 2017 of Rp. 18,023,154,000, - then to Rp. 16,750,702,000, - in 2018. This indicates that there is no increase in the target set by the Central Information Commission. The Main Performance Indicators of Central IP agreed with BAPPENAS are: i) Percentage of Public Information Dispute Settlement, and ii) Percentage of Public Bodies that implement Provisions on Public Information Disclosure. If in 2017, the percentage indicator of information dispute resolution is 65%, in 2018 it is still with the same target, which is still at 65%. Likewise with the indicators of Public Bodies that implement the provisions on public information disclosure, in 2017 the target is 70% for Public Bodies, so in 2018 it also has the same target of 70%.

The Central Java Provincial Government continues to forge itself to provide quality public information services for the community. Based on the Report on the Implementation of the Public Agency Information Disclosure Awarding Activities conducted by the Indonesian Central Information Commission during 2015 to 2020, the Central Java Provincial Government was designated as one of the provincial government public bodies that succeeded in making satisfactory achievements in the field of public information disclosure. During the last six years, the value of public information disclosure of the Central Java Provincial Government tends to increase, as shown in the table 1:

<table>
<thead>
<tr>
<th>Year</th>
<th>Rank</th>
<th>Value of Public Information Disclosure</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>5</td>
<td>74,861</td>
</tr>
<tr>
<td>2016</td>
<td>8</td>
<td>84,00</td>
</tr>
<tr>
<td>2017</td>
<td>2</td>
<td>92,13</td>
</tr>
<tr>
<td>2018</td>
<td>1</td>
<td>96,95</td>
</tr>
<tr>
<td>2019</td>
<td>1</td>
<td>97,00</td>
</tr>
<tr>
<td>2020</td>
<td>1</td>
<td>99,15</td>
</tr>
</tbody>
</table>

(Processed from the official website of the Indonesian Central Information Commission [7])

The Central Information Commission of the Republic of Indonesia periodically monitors and evaluates public information services organized by every public agency, both at the central and local government levels, universities, and other public bodies. The results of the monitoring and evaluation are reported transparently through the Public Agency Information Disclosure Awarding Activities every year and the reports can be accessed on the official website of the Indonesian Central Information Commission. In addition, a categorization of public bodies was established based on the value of public information disclosure achieved into five groups (table 2).
When viewed from the scores in table 1, it appears that the Central Java Provincial Government has shown positive developments in providing public information services. Initially in 2015, the Central Java Provincial Government was included in the fairly informative category, then became a category towards informative in 2016, and succeeded in becoming an informative public body from 2017 to 2020.

Based on the facts above, this study intends to reveal the service mechanism and the level of participation in the application of public information in the Communication and Information Office of Pekalongan City.

### 2 Method

This research was conducted with descriptive qualitative method. Erickson in Susan Stainback in Sugiyono [8] explains that qualitative research methods are carried out in depth, where researchers involve themselves in the field and record what they find carefully, conduct theoretical studies on documents obtained during research, then make detailed research report.

Data was collected through interviews with reference to the interview guide that had been prepared. In addition, empirical data is also collected through observation and documentation. The empirical data obtained was then carried out by the coding process for analysis.

### 3 Result

In general, policy implementation can be interpreted as a legal administration tool in which various roles, organizations, and procedures work together in implementing policies to achieve the planned goals and impacts. However, in practice there is often a possibility that the plans and expectations that have been prepared are different from the results that occur in the field. This is then referred to as the implementation gap [9].

Entering the digital era, people are often thirsty for a variety of transparency that comes from the government, one of which wants public information disclosure, KIP or public information disclosure is felt to be a breath of fresh air for the community because the community is given guarantees for good governance of government information. One of them is access to public information disclosure in Pekalongan City, which in this case is under the auspices of the Pekalongan City Communication and Information Office. Based on research through in-depth interviews (Depth Interview) with the Office of Communication and Informatics of Pekalongan City and PPID Diskominfo of Pekalongan City, it shows one fact that further clarifies the mechanism of service and public participation in submitting requests for information.

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**Table 2. Qualifications of Public Bodies Based on the Value of Public Information Disclosure**

<table>
<thead>
<tr>
<th>Category</th>
<th>Value Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Informative</td>
<td>90 - 100</td>
</tr>
<tr>
<td>Towards informative</td>
<td>80 – 89,9</td>
</tr>
<tr>
<td>Quite informative</td>
<td>60 – 79,9</td>
</tr>
<tr>
<td>Less informative</td>
<td>40 – 59,9</td>
</tr>
<tr>
<td>Not informative</td>
<td>&lt; 39,9</td>
</tr>
</tbody>
</table>

(Processed from the official website of the Indonesian Central Information Commission [7])
Disclosure of information is one of the things that the Diskominfo of the city of Pekalongan pays attention to, while in practice the legal basis used by the Department of Communication and Information of the City of Pekalongan related to guaranteeing public information disclosure is hierarchically centered on UU No. 14 of 2008, this regulation become an umbrella in implementing public information disclosure. In addition to reflecting on Law Number 14 of 2008, as other legal umbrellas are the issuance of Information Commission Regulation Number 1 of 2010 concerning standards for public information services, Governor Regulation (Pergub) Number 56 of 2019 concerning Implementation Guidelines, Perda Number 6 of 2012 concerning Information Services, Public Administration of Regional Government of Central Java Province, Pergub Number 12 of 2015 concerning Amendments to the Regulation of the Governor of Central Java, Number 47 of 2012 concerning Instructions for the Implementation of Regional Regulation of Central Java Province Number 6 of 2012, as well as regional regulations for the local level or the Pekalongan City area (Perwal) Number 69 of 2013 concerning guidelines for public information services within the Pekalongan City government.

The legal umbrella that is so strong as a provision in ensuring the disclosure of public information is the basis for the Pekalongan City Communication and Information Office, in this case, PPID to display its best performance in serving the community. Therefore, PPID Diskominfo Pekalongan City, serious efforts are needed in understanding the meaning of public information disclosure, this can be seen from the process of drafting regulations at the city level, PPID really pays serious attention to basic substances and covers the interests of the wider community if there is no visible regulation. If there is it will be proposed to be appointed, of course as an effort to improve the quality of public information disclosure services.

In the formulation of regulations before they are passed into regulations, various elements are involved, both from academics to examine academic values in them, members of the council who are sheltered in the Special Committee (Pansus), and so on. PPID Diskominfo Pekalongan city as an executive body first forms a kind of small committee, prepares a TOR (Term Of Reference) in formulating and raising issues that will be proposed in the regulation, starting from the background, objectives, academic studies and so on. Terms of Reference that have been prepared previously, then the manuscript is submitted to the academic element, to be studied carefully from the academic side. In his journey, talking about public information disclosure in Pekalongan City was interesting, it can be seen that during the leadership era of dr. H. M. Basyir Ahmad Syawie, the issue of public information disclosure does not seem to be something that is taken seriously. It was only in the current era of the leadership of the Mayor of Pekalongan, H. Achmad Afzan Arslan Djunaid, that this issue was looked at and taken seriously.

Previously, the public could only submit and/or complain about problems offline (coming to an authorized work unit), then since 2016 the performance of public information disclosure services that were more effective and easier for the public to access. One of them is the existence of the Pekalongan City PPID website https://ppid.pekalongankota.go.id, which is one of the pages that are sought to cover the needs of the community regarding public information. The following is the appearance of the Pekalongan City PPID Website page when accessed:
On the PPID website page, there are several menus available and accessible to the public when they need data or information related to things that are happening in the Pekalongan city area. Referring to the legal basis of Information Commission Regulation No. 1 of 2010 Article 7 paragraph 2 which explains that every public agency needs to coordinate the physical collection of all public information from each unit/work unit with the type of information periodically, at any time, and other information requested by the public information requester. In response to these regulations, in serving the participation of requests and services for public information disclosure, this PPID website contains types of information, whether information periodically, at any time, immediately, and except for the feature, a feature is also provided for submitting objections to openness services. public information.

Still referring to the Information Commission Regulation Number 1 of 2010 CHAPTER III explains what information must be provided and announced in the first part, namely information on a regular basis, Article 11 paragraph 1 letter a explains that every public body is obliged to publish information periodically at least consisting of: If we look at the PPID Diskominfo website for the city of Pekalongan, this element has been fulfilled, the profile contains the PPID structure, duties and authorities, service announcements, regulations, and PPID Assistant. Then, in Article 11 paragraph 1 letters c, d, and e it is stated that one of the information that must be included in the information category on a regular basis is the realization of the budget and the realization of activities, as well as data on requests for information by the applicant whether it is accepted, rejected, or is being processed. This has been fulfilled on the PPID Diskominfo website of Pekalongan city, in the section on data types and statistics to be able to see the number of interactions between applicants and the processing of incoming information requests.

Then, in serving further public information disclosure, the PPID Diskominfo Pekalongan City also pays attention to Article 12 regarding the types of information immediately, further explained in Article 12 paragraphs 1 and 2 that information that can threaten the lives of many people and public order, such as natural disasters and Non-natural disasters, one of the non-natural disaster information provided on the PPID Diskominfo Pekalongan City website is information about Covid-19, so this element can be said to have been fulfilled. One form of readiness of the PPID Diskominfo Pekalongan City in order to maintain the performance of access to public information disclosure there are also regulations or information regarding regulations that have been ratified/applicable within the Pekalongan city government, of course this is in line with the obligation of a public body to provide information at all times in accordance with article 13 regarding information at any time, which is stated in the information commission regulation No. 1 of 2010.

As a public body, the Pekalongan City Communications and Information Office through the Information Management and Documentation Officer (PPID) who has the authority to
guarantee access to public information disclosure continues to pay attention to exempted information, referring to the information commission regulation No. 1 of 2010 article 15 explaining the exclusion of public information. In simple terms, the exception of public information is information that is excluded from being informed to the public, it does not mean that it does not guarantee access to information disclosure and transparency, but the exclusion of such information is carried out through consideration, especially the consequences if the information is disseminated. In this article it is emphasized that closing Public Information can protect a greater interest than opening it or vice versa. Of course, with the exception of public information, it doesn't just happen, there is still a process that complies with regulations and standard operating procedures. In the information commission regulation, it has also been explained how public bodies are, in this context it means PPID of the Communication and Information Office of Pekalongan city regarding procedures for exempting public information.

Talking about the service mechanism for access to public information disclosure at the PPID of the Communication and Information Office of the city of Pekalongan, the residents or people of the city of Batik can take advantage of the existing media, no longer need to visit offline, can use the PPID website Diskominfo Pekalongan City, as already explained above, that there are several features that residents can use in order to find out or find the information they need within the scope of the Pekalongan city area.

Interestingly, residents can easily access any information they need through this website, because filters and clustering of issues/problems and the agency that oversees them are also provided. For example, when you want to find information about the condition of poverty in the city of Pekalongan, it is enough to visit the PPID Diskominfo website of Pekalongan City, click on the “Data Information” feature, write in the search column regarding the information keyword that we will access, for example “Poverty”, then click on section “Search Based on Work Units/SKPD”, this section contains several public bodies within the Pekalongan city government. Because our keyword is about poverty, of course the appropriate work unit is the social service, not only making it easier in this context, residents can also take advantage of the information filter feature, what type of information to look for, if you are looking for information on a regular basis, then you can choose by clicking on writing. periodically/periodic information, then click the words “Search for Information”. So, the system on the PPID Diskominfo website of Pekalongan City will process and filter, how much information is there that matches the keywords we input. If it is finished processing, it will be seen how much information we can access, as shown on fig. 2:

![Fig. 2. Results of Public Information Search for Social Service, Population Control, and Family Planning](image-url)
From the fig. 2, it can be seen that there is 128 information that can be accessed on a regular basis about poverty in the Social Service work unit, we just have to choose according to the information needed. If this is still not effective, the public can also take advantage of the information search feature based on the time range, input keywords and the same steps as before, then on the calendar icon, information can be selected from the time range since when. For example, periodic information regarding poverty conditions from March 1, 2020 - September 8, 2021 in the city of Pekalongan, will be filtered even more narrowly, from 128 information to 83 information.

Then, if it is felt that all the information provided has not answered the existing problems, or is still not satisfied with the information provided, the public does not need to worry, PPID Diskominfo Pekalongan City on its website also provides an objection submission feature, if indeed the information sought / submitted is not appropriate, or you can also ask when the submitted information request has not been processed or has been rejected.

Then, what about public participation in accessing public information in Pekalongan City? Based on the research conducted, the PPID of the Communication and Information Office of Pekalongan City admits that there are still people who apply for information, using the PPID Diskominfo website of Pekalongan City, but indeed the majority are dominated by young people, such as college students or students for the purpose of assignments or research. Data on how the level of participation in access to public information disclosure in the city of Pekalongan can be monitored in the statistical feature provided on the PPID website page of the Communication and Information Office of the city of Pekalongan. This participation rate
can also be known based on gender, type of application, application status, origin of the applicant. For example in the fig. 5.

![Figure 5](image)

**Fig. 5.** Public Information Recap of Pekalongan City as of September 9, 2021

Based on the fig. 5, it can be seen that throughout 2021, starting from January 1, 2021 - September 8, 2021, the participation of requests for public information recorded in the PPID of the Communication and Information Office of Pekalongan City was recorded as having 16 applications, with details on the status of applications 6 received, 8 rejected and most of them applicants are women. Unfortunately, the optimization of the use of social media has not been optimally carried out by the Pekalongan City Communication and Information Office, it can be seen that the only social media used are Instagram and Facebook. In addition, the obstacles that still exist are the limited human resources who work at the PPID Diskominfo Pekalongan City, most of whom are not from scientific backgrounds according to their fields. The novelty element that appears or is owned by PPID Pekalongan City is being able to understand the obstacles or problems that occur in the community related to access to public information disclosure, namely the low digital literacy of the community, therefore PPID Diskominfo Pekalongan City before the pandemic period held an exhibition for means of communication and socialization regarding the disclosure of public information, this is a differentiator from other cities.

If it is associated with a study of existing theories, then the relationship between government public relations performance in this case the PPID Diskominfo Pekalongan City can be explained by the Excellence Theory. Basically, this excellence theory explains how organizations that implement excellence communication manage to reach their point of success. In implementing Excellence Communication, a public relations officer is required to have knowledge of strategic management and two-way communication. A public relations officer must be able to carry out management functions such as designing communication programs that meet the wishes of leaders and the public. Public relations must also carry out its function as two-way communication, where a public relations officer must be able to establish communication with the public and obtain information about the wishes and public opinion of the organization. The information and data are submitted to the leadership as consideration in making decisions and policies. Then after decisions and policies are made, public relations communicates them back to the public and looks at the public opinion. Likewise, the flow of two-way communication carried out by a public relations officer to the organization and the public.
4 Conclusion

Entering the digital era, people are often thirsty for a variety of transparency that comes from the government, one of which wants public information disclosure, KIP or public information disclosure is felt to be a breath of fresh air for the community because the community is given guarantees for good governance of government information. One of them is access to public information disclosure in Pekalongan City, which in this case is under the auspices of the Pekalongan City Communication and Information Office. PPID Diskominfo Pekalongan city has met the standards of public information services as mandated in the information commission regulation No. 1 of 2010. Responding to this, since 2016 the performance of public information disclosure services has been built that is more effective and makes it easier for the public to access it. One of them is the existence of the Pekalongan City PPID website https://ppid.pekalongankota.go.id, which is one of the pages that are sought to cover the needs of the community regarding public information. One of the novelty elements, the PPID of Pekalongan City has been alert to the fact that the digital media literacy of the community is still low, therefore it packs a socialization regarding the disclosure of public information in exhibition activities conducted before the pandemic period, this is what makes it different from other cities. Unfortunately, limited human resources who do not have a scientific background in public relations are an obstacle for PPID Diskominfo Pekalongan City.

References

Radiation Worker Protection Policy Against Radiation Exposure in Carrying

Edy Susanto\textsuperscript{1}, Endang Larasati\textsuperscript{2}, Hardi Warsono\textsuperscript{3}, Tri Yuniningsih\textsuperscript{4}  
{edy.jrr@gmail.com\textsuperscript{1}}

Universitas Diponegoro, Indonesia\textsuperscript{1,2,3,4}

Abstract. Policy of radiation use procedures carried out by medical personnel or radiation workers has a potential risk, namely exposure to radiation when carrying out their work. The increase in medical measures in the use of radiation will of course have an impact or implications for radiation workers. The impact of the policy on increasing radiation use cannot be viewed only in terms of the workload problem for radiation workers but also related to the impact of the challenge of ensuring an appropriate radiation worker protection policy. This review literature study aims to determine how the radiation worker protection policies include radiation worker protection regulations and radiation worker protection forms. The method used is literature review, namely by examining data sources in the form of articles in research journal databases both from within and outside the country through searching for e-journals, government regulations, and reliable sources of internet articles. The results showed that there was an enlargement of the thyroid in radiation workers in the radiology unit, the patient died due to an overdose in radiation therapy, many of the equipment did not meet safety requirements. In carrying out their work, health workers in the radiation sector are protected as regulated in policy, namely a set of regulations in the form of laws, government regulations, ministerial decrees and regulations as well as Bapeten decrees and regulations. Forms of protection for radiation workers include monitoring and examination of dose limit values (NBD) for radiation safety, requirements for the provision of radiology services according to specified regulations, compliance with radiation workers must use personal protective equipment, and radiology units in health facilities must meet maximum protection standards. The government's attention is needed in order to guarantee the safety protection policy for radiation workers that are scattered throughout the country.

Keyword: Radiation Worker Protection, Radiation Exposure

1 Introduction

Management radiology services in general and diagnostic radiology in particular have been carried out in various health service facilities. With the development of science and technology that has occurred today, it has enabled various diseases to be detected using diagnostic radiology facilities, namely services that use ionizing and non-ionizing radiation. With the development of time, diagnostic radiology has also progressed quite rapidly, both in terms of equipment and methods [1].

The use of radiation in medical procedures continues and is increasing worldwide. UNSCEAR (United Nations Scientific Committee on the Effects of Atomic Radiation) estimates indicate that there are about 4 billion X-ray examinations per year, worldwide [2].
All radiation use procedures performed by medical personnel or radiation workers have a potential risk, namely exposure to radiation when carrying out their work. The increase in medical measures in the use of radiation will of course have an impact or implications for radiation workers. The impact of increased radiation use cannot be viewed only in terms of workload problems for radiation workers but also related to the impact of the challenge of ensuring appropriate radiation protection [3]. Within the hospital, radiologists, radiology and nuclear medicine technicians, and others involved in performing X-ray examinations and computed tomography (CT), have an increased risk of exposure to radiation than other hospital healthcare professionals [4].

2 Method

Research with literature review is research with the same preparation with other research but the sources and methods of collecting data by taking data from the library, reading, taking notes, and processing research materials. The method used is literature review, namely by examining data sources in the form of articles in research journal databases both from within and outside the country through searching for e-journals, government regulations, and reliable sources of internet articles. The keywords used in the search for articles were Radiation Worker Protection, radiation protection regulations, due to radiation exposure, forms of radiation worker protection. Data obtained from various references as well as from primary sources of journals obtained were subjected to in-depth review by the author. The data obtained is used to answer the problems of this research.

3 Result and Discussion

3.1 Radiation Worker Protection Policy

One of the applications of nuclear technology in the health or medical sector is radiology services. The Radiology Service Unit is one of the medical support installations, using ionizing radiation sources (X-rays) to diagnose the presence of a disease in the form of an anatomical picture of the body that is displayed on a radiographic film [5]. Risk assessments need to be carried out in hospitals that have ionizing radiation facilities considering that this will have the potential to produce considerable radiation exposure if not properly managed [6].

The challenges faced in the health sector are the increase in Ionizing Radiation Sources (SRP), technological developments and SRP safety standards which must be anticipated by updating policies in the form of regulations, radiation safety permit requirements that cannot be met by health facilities, increasing patient demands for the quality of health services radiology, as well as the number of radiotherapy facilities that are aging but still in use considering the long queues and waiting lists for radiation therapy for cancer patients, as well as the inadequate national infrastructure for compliance with radiation safety regulations in the health sector. The facts show that there is an enlarged thyroid in radiation workers in the radiology unit, patients die of overdose in radiation therapy, many of the equipment does not meet safety requirements. The government's attention is needed in order to guarantee the protection of radiology patient safety which is spread throughout the country. In accordance with the provisions of international radiation safety, BAPETEN has imposed radiation safety provisions through the X-ray aircraft suitability test for licensing requirements. The accuracy
of the operation of the X-ray aircraft is very important for the protection of patients, to get the accuracy required a conformance test. Data from the conformity test results showed that 42% of the X-ray aircraft tested were unreliable, meaning they were not suitable for use and were not allowed to operate. In addition, the lengthy process of obtaining a certificate of conformity test results is not smooth enough so that SRP supervision is less effective due to: Increased use of X-ray aircraft in the field of health facilities, lack of experts, lack of qualified testing institutes / testers conducting tests for testing, the suitability of X-ray aircraft, the lack of training institutions for the suitability test of X-ray aircraft; and the conformity test implementation scheme is less effective [7].

Health examination is an important thing to do to monitor the health condition of radiation workers, health examination / monitoring of radiation workers at the RSK Lung radiology installation has not been carried out optimally. Radiation workers already have civil servant health cards and have had check-ups, but the hospital has never conducted special examinations for radiation workers, so health monitoring has not been optimal [8]. In the research of Nabilah et al. [9], there were hospitals that had no initial examination before carrying out activities as radiation workers organized by the hospital but radiation workers had carried out individual health checks, then periodic medical check-ups were carried out routinely once a year. Examinations carried out include blood laboratory tests, clinical chemistry, complete urine and physical tests. The main tests are blood and urine tests, for blood tests, blood tests including hemoglobin, red blood cell count, white blood cell count, differential count and platelet count. Any abnormality or excess number of young (immature) blood cells should be noted. Leukemia may begin with anemia, neutropenia and thrombocytopenia. It should also be noted that blood cell counts vary greatly either by physiological conditions, presence of disease or by laboratory processes [9].

The components of implementing optimization of radiation protection and safety (2 points) of 2 points (100%) are not fulfilled by the radiology installation according to BAPETEN Regulation Number 8 of 2011 Article 36 paragraph 3a and 3b, namely (1) Implementation of optimization of radiation protection and safety for workers and members of the public has not been implemented so that it is not possible to know the dose received by radiation workers from radiation exposure whether it has exceeded the set dose limit, which is 20 mSv per year or 0.2 mSv per week and for community members it is 0.5 mSv per year or 0.01 mSv per week; and (2) The implementation of optimization of radiation protection and safety for patients has not been carried out so that they cannot know the radiation dose received by the patient, whether it has exceeded the set dose limit, but using the ALARA principle (As Low As Reasonably Achieve), namely with the shortest time possible to obtain a radiograph that is qualified and patients received the lowest possible radiation exposure [10].

From the results of calculations carried out at Hospital X1, the greatest result of environmental radiation exposure was $5.06 \times 10^{-5}$ mSv / year and Hospital X2 obtained $1.45 \times 10^{-4}$ mSv / year. Judging from these results, the environmental radiation exposure of the two hospitals is still below 0.5 mSv / year so it is declared safe. From the results of the analysis of environmental radiation exposure in the X1 Hospital Radiography Room and X2 Hospital Radiography Room, the radiology room of the two hospitals is safe because it is still below 0.5 mSv / year. The structural radiation barriers of the two hospitals are also safe because the existing wall thickness in Hospital Radiography Room X1 and Hospital Radiography Room X2 has exceeded theoretical calculations [11]. Based on the results of the study, the availability of facilities at Type B Hospital in Central Jakarta, the frequency was adequate and inadequate, on an average as much as 50%. The results of the analysis of the relationship between the availability of facilities and work behavior showed that there were 11 (55%)
radiation workers with adequate facilities that had unsafe work behavior, while 12 (60%) of radiation workers with inadequate facilities had unsafe work behavior. The results of statistical tests, it was found that the value of $p>0.05$, this proved that there was no significant relationship between the availability of facilities and the work behavior of the radiographer. According to the assumptions of researchers, there are still many radiation workers who do not use radiation protection equipment due to the lack of supervisory roles to supervise radiation workers in Type B Hospital [12].

Based on the results of observations, interviews and documentation studies that have been carried out by researchers regarding the components of management requirements in terms of health monitoring, 2 points of health monitoring components (4 points) are fulfilled and according to standards (Government Regulation Number 33 of 2007 article 9) namely initial health checks and periodic health checks during work. A total of 1 point (25%) is fulfilled but not in accordance with the standard (Perka BAPETEN Number 6 of 2010 article 4), namely the health monitoring component which includes: health checks, counseling and health management of workers who have received excessive radiation exposure for medical examinations in the form of counseling has not been carried out. A number of 1 point (25%) is not fulfilled by the installation according to Government Regulation Number 33 Year 2007 article 9, namely medical examinations for radiation workers who will terminate work relations because no personnel have retired or have terminated employment ties [13]. In the study of Suryawati et al. [14] the effect of radiation in the Radiotherapy Installation at the Hospital was determined from the value of the radiation dose rate obtained with TLD-100. The radiation dose rate outside the irradiation room ranged from 0.21 to 1.20 mSv per year. The radiation dose rate obtained is still below the deterministic effect threshold, namely 3000 mSv - 6000 mSv and NBD set by Perka BAPETEN No. 3 of 2013. So it can be estimated that the radiation effect received by radiation workers and the community is a stochastic effect [14].

3.2 Radiation Worker Protection Regulations

Radiation workers in carrying out their duties as health workers in the field of diagnostic radiology are protected by a set of legal rules consisting of: Law Number 36 of 2009 concerning Health, Law Number 44 of 2009 concerning Hospitals, Law of the Republic of Indonesia Number 10 years 1997 concerning Nuclear Energy, Law Number 36 of 2014 concerning Health Workers, Government Regulation of the Republic of Indonesia Number 33 of 2007 concerning Safety of Ionizing Radiation and Security of Radioactive Sources, Government Regulation of the Republic of Indonesia Number 29 of 2008 concerning Licensing for Utilization of Ionizing Radiation Sources and Nuclear Materials, Regulation of the Minister of Health of the Republic of Indonesia Number 363 of 1998 concerning Testing and Calibration of Medical Devices at Health Service Facilities, Regulation of the Minister of Health of the Republic of Indonesia Number 780 of 2008 concerning Implementation of Radiology Services, Decree of the Minister of Health of the Republic of Indonesia number 1014 of 2008 concerning ng standard diagnostic radiology services in health care facilities. Based on Article 1 Number (1) PP No. 29 of 2008 concerning Licensing and Utilization of Ionizing Radiation Sources and Nuclear Materials (hereinafter referred to as PP Permit and Utilization of Radiation), what is meant by utilization is activities related to nuclear power which include research, development, mining, manufacturing, production, transportation, storage, transfer, export, import, use, decommissioning and management of radioactive waste to improve people's welfare.
Based on Article 4 of the Regulation of the Minister of Health Number 780 of 2008 concerning the Implementation of Radiological Services, it is determined that one of the requirements for obtaining a license for the provision of diagnostic radiology services is if it meets the equipment requirements in accordance with the classification of health service facilities, which consists of: a. Plan data, size, construction and room protection; b. Diagnostic radiology equipment data and technical specifications; c. Minutes of tool function test; and D. Equipment importer license from BAPETEN (for tools using ionizing radiation / X-rays). Regulation of the Minister of Health of the Republic of Indonesia Number 363 of 1998 concerning Testing and Calibration of Medical Devices, requires that every medical device used in Health Service Facilities be tested and calibrated periodically at least 1 (once) a year by the Testing institution, to ensure accuracy and accuracy. as well as the safety of using medical devices.

Based on the Regulation of the Head of BAPETEN Number 15 of 2014 concerning Radiation Safety in the Production of Diagnostic and Interventional Radiology X-Ray Aircraft, the hospital is obliged to ensure that the Dose Limit Value (NBD) is not exceeded in two ways, namely monitoring radiation exposure and monitoring the dose received by radiation workers. As for the maintenance and maintenance of the radiological equipment, it must refer to the manufacturer's guidelines which are carried out periodically and continuously by radiographers, medical physicists, electromedical technicians and manufacturing technicians to ensure the quality of the equipment used so that health services to the public are not disturbed. This is as stipulated in the Regulation of the Minister of Health Number 780 of 2008 concerning the Implementation of Radiology Services and the Decree of the Minister of Health Number 1014 of 2008 concerning Diagnostic Radiology Service Standards in Health Service Facilities. The use of nuclear energy must be carried out by taking into account the safety and security aspects to protect workers, community members and the environment. Regulations regarding the Safety of Ionizing Radiation are stipulated by Government Regulation Number 33 of 2007 concerning Safety of Ionizing Radiation and Security of Radioactive Sources. This provision stipulates several safety requirements which include: (1) Radiation Protection requirements; (2) Dosage limitation; (3) verification of safety and technical requirements; (4) more detailed monitoring of worker health; and (5) intervention in chronic and emergency situations.

3.3 Form of Radiation Worker Protection

Radiology Installation is a health service provider that utilizes ionizing and non-ionizing radiation in an effort to improve the degree of public health towards a healthy community. In radiology installations, both those that have simple and modern facilities are organizations that meet science and technology, fulfill the profession, meet quality and are full of risks, so it is not surprising that Unwanted Events (KTD) may occur, ranging from mild to fatal consequences for officers. Unwanted events can occur starting from pre-radiation, during radiation exposure and after radiation exposure. The Nuclear Energy Regulatory Agency (Bapeten) has set a dose limit value (NBD) for radiation safety. NBD is stipulated in the Regulation of the Head of BAPETEN Number 8 of 2011 concerning Radiation Safety in the Use of Diagnostic and Interventional Radiology X-ray Aircraft. The NBD for the effective dose of radiation workers should not exceed 20 mSv in 1 year, the NBD for the effective dose of community members should not exceed 1 mSv in 1 year. One of the efforts that can be made to ensure the safety and health of radiation workers and the public is to control the receiving of external radiation doses on a regular basis. Methods that can be done to control the external radiation dose received by radiation workers and the public include monitoring
radiation doses with individual dosimeters, monitoring radiation in the work area, and mapping radiation in the work area [15].

The percentage of radiation workers who have unsafe work behavior is more than those who behave safely. This is in accordance with the results of research conducted by Ilham (2013) that there are 52.2% of workers who behave unsafe when using radiation protection devices while working compared to workers who behave safely when using radiation protection devices while working, there are 47.8%. Thus, it can be seen that there are more radiographers who do not have safe behavior in their work. Based on the results of the study, the number of radiation workers who had attended training was 19 (47.5%) and those who had never attended training were used to train certain knowledge and skills. According to Geller [16] about 50 safety principles, one of which focuses on training. The training is intended to increase workers' understanding of hazards and risks. According to the assumptions of researchers, the lack of radiation workers who attended radiation protection training held by BAPETEN (Nuclear Energy Supervisory Agency) was due to the high cost of training so that the hospital only included a few radiographers so that many radiographers behaved unsafe [12].

It is recommended for the Radiology Installation to increase the provision of radiation protection training for radiation workers, increase safety verification reporting for radiation exposure monitoring and identification of potential exposures and procurement of surveillance equipment to measure radiation exposure, the results of TLD are collected by radiation workers to radiation protection officers and sent on time so that the dose acceptable readability, improve the maintenance of medical examination records of workers who will terminate employment for approximately 30 years because of the possibility that over long periods of time there will be radiation effects on radiation workers [13]. Radiation workers are required to use personal protective equipment when the radiation exposure conditions generated by X-ray aircraft are high enough. One of the checks that requires radiation workers to use personal protective equipment is a special examination, in which radiation workers are close to the radiation source [17].

According to the Government Regulation of the Republic of Indonesia Number 33 of 2007 concerning safety of ionizing radiation and safety of radioactive sources article 31 states that license holders are required to provide radiation protection equipment and every worker, patient, patient companion and / or other person related to radiation is required to wear radiation protection equipment. While the examination room is in accordance with the standard, namely the wall of the examination room must be 20 cm thick concrete or 25 cm red brick with a density of 2.2 gr / cm3 or equivalent to 2 mm Pb so that it is safe from radiation hazards (BAPETEN, 2005). Radiation barriers, aprons, Pb glasses, shielding, gonad shields are in accordance with the standard, namely the protective apron has a thickness equivalent to 0.25 mm Pb and the size / design must cover parts of the body that are exposed to direct radiation, protective gloves must have a thickness equivalent to 0.25 mm Pb and its design should provide adequate protection from direct radiation hitting the hands and wrists and facilitate movement, the gonad shield must have a minimum thickness equivalent to 0.5 mm Pb (BAPETEN, 2005). In the Radiology Laboratory of 'Aisyiyah University, Yogyakarta, there is only 1 radiation sign with a new symbol and a red light above the entrance to the X-ray aircraft room as a sign of radiation hazards in the room. The Radiology Unit in the hospital requires several main rooms, namely the radiation room, operator's room, dark room, sanitation room, film reading room and dose planning room. In addition to the main room, an administrative room is also needed which includes, among others, an administration room, a patient's waiting room, a doctor's office, and so on [18].
Decree of the Minister of Health Number 1014 of 2008 concerning Diagnostic Radiology Service Standards in Health Service Facilities explains that diagnostic radiology services are an integral part of medical services that need special attention because besides being useful in establishing diagnoses, they are also very dangerous for patients, officers and the surrounding environment. If not properly organized. In an effort to achieve quality and safe radiology services, excellent management and technical management are needed, supported by good facilities / infrastructure, human resources and equipment.

4 Conclusion

1) Of Radiation Worker Protection Policy must be of concern to the Government and Health Service Providers because radiation has a huge potential risk to the health and survival of radiation workers.
2) Policies in the form of regulations on the protection of radiation workers are regulated by a set of legal rules consisting of laws, government regulations, regulations of the minister of health, decree of the minister of health, Regulation of the Head of Bapeten which regulates the use and operation of radiation services.
3) The form of a radiation worker protection policy can be carried out through a Health Monitoring policy and examination of the dose limit value (NBD) for radiation safety, requirements for Radiology Service Implementation according to specified regulations, compliance with radiation workers must use personal protective equipment, and the Radiology Unit in the hospital must meet the maximum protection standards.

References


Optimization of The Performance of RT/RW in Breaking the Chain of The Spread of Covid-19 in Tembalang District, Semarang City

Nina Widowati¹, Maesaroh²
{ninawidowati.fisip@gmail.com¹, maesarohundip@yahoo.co.id²}
Universitas Diponegoro, Indonesia¹, ²

Abstract. The spread of the covid-19 virus has not stopped yet, in fact there has been an increase in the last weeks. The family cluster dominates in the spread of the virus through the closest family members. The number of patients without symptoms to those who have severe symptoms often occurs in the community. The role of RT/RW as a neighbourhood institution in providing education to the community is very necessary. The purpose of this study was to describe the role of RT/RW in breaking the chain of the spread of COVID-19 in Tembalang District, Semarang City, as well as to identify the obstacles faced. The method used in this research is descriptive qualitative. The informants were the head of RT/RW of Tembalang District and their apparatus. The results showed that the performance of RT/RW in breaking the chain had been carried out optimally. This is evidenced that the RT/RW has fulfilled several aspects of performance appraisal, namely funding, impact, reaction, and time.

Keywords: Performance, The Role of Institutions, Education in the Community

1 Introduction

The city of Semarang is one of the areas with a high level of exposure to Covid-19. Until January 2021, the City of Semarang recorded 26,262 people who were positively exposed to Covid-19, with 176 deaths [1]. Of the 16 sub-districts in Semarang City, as of the end of January 2021, Tembalang District is recorded as occupying the top spot, as is the case in Pedurungan District and North Semarang District [1]. Tembalang Sub-district is one of the areas in Semarang City which often ranks first to third highest in this Covid-19 case. This can be seen from table 1.

Table 1. Data on Positive Covid-19 Cases in Semarang City [1]

<table>
<thead>
<tr>
<th>No</th>
<th>Name of Sub-Districts</th>
<th>Positive</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Semarang Utara</td>
<td>24</td>
</tr>
<tr>
<td>2.</td>
<td>Gayamsari</td>
<td>06</td>
</tr>
<tr>
<td>3.</td>
<td>Tembalang</td>
<td>34</td>
</tr>
<tr>
<td>4.</td>
<td>Tugu</td>
<td>02</td>
</tr>
<tr>
<td>5.</td>
<td>Semarang Timur</td>
<td>09</td>
</tr>
<tr>
<td>6.</td>
<td>Candisari</td>
<td>19</td>
</tr>
<tr>
<td>7.</td>
<td>Gajahmungkur</td>
<td>14</td>
</tr>
<tr>
<td>8.</td>
<td>Mijen</td>
<td>07</td>
</tr>
<tr>
<td>No</td>
<td>Name of Sub-Districts</td>
<td>Positive</td>
</tr>
<tr>
<td>----</td>
<td>-----------------------</td>
<td>----------</td>
</tr>
<tr>
<td>9.</td>
<td>Semarang Selatan</td>
<td>16</td>
</tr>
<tr>
<td>10.</td>
<td>Ngalian</td>
<td>22</td>
</tr>
<tr>
<td>11.</td>
<td>Pedurungan</td>
<td>23</td>
</tr>
<tr>
<td>12.</td>
<td>Semarang Tengah</td>
<td>08</td>
</tr>
<tr>
<td>13.</td>
<td>Banyumanik</td>
<td>20</td>
</tr>
<tr>
<td>14.</td>
<td>Gunungpati</td>
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</tr>
<tr>
<td>15.</td>
<td>Semarang Barat</td>
<td>20</td>
</tr>
<tr>
<td>16.</td>
<td>Genuk</td>
<td>19</td>
</tr>
</tbody>
</table>

From the results of monitoring in several mass media, it turns out that family clusters make a major contribution to the increase in patients exposed to Covid-19. The family is the smallest unit of a society consisting of the head of the family with several family members. This family resides in an area which is generally included in the territory of a certain RT and RW. RT/RW has the task of assisting the Village Government in carrying out government affairs. The duties and functions of RT/RW include:

a) performing population data collection and administrative services;
b) maintaining security, order and harmony among citizens;
c) designing development implementation ideas by developing community aspirations and self-help;
d) mobilizing self-help mutual assistance and community participation in the region.

Tembalang District is one of 16 sub-districts in Semarang City which has 12 Kelurahan, 150 RW and 1139 RT. From the results of an initial interview with one of the RTs in the Kedungmundu Village, Tembalang District, it could be identified that so far there had been no specific technical guidance from the sub-district for handling people exposed to Covid-19, because there was already a guidebook in preventing Covid-19 at the RT/RW.

The research was carried out until June 2021, at which time, positive cases of COVID-19 in Semarang City were confirmed to reach 53,789 [2]. Meanwhile, data was released by Instagram @dkksemarang on Monday, June 28, 2021 at 16.00 Western Indonesia time, the highest case was in Tembalang District. This shows that the Tembalang District is still classified as less than optimal in handling the Covid-19 Virus. Various efforts have been made, this is evidenced by the readiness and resilience in controlling this pandemic which continues to be improved, up to the level closest to the community, namely RT/RW in all Tembalang District. The role of the district in coordinating with RT/RW includes [3]:

a) Coordinating population data collection.
b) Coordinating location and place data collection.
c) Facilitating the formation of village task forces
d) Facilitating the socialization of religious and community leaders
e) Conducting outreach and education to the community
f) Providing official information and guidance
g) Clarifying information
h) Supporting 3ts, namely testing, tracing and treatment
i) Coordinating self-isolation
j) Carrying out socialization and education on funeral protocols
k) Coordinating through social media
l) Forming a task force
m) Coordinating the adaptation of new habits
The performance of the RT/RW is at stake for the handling and prevention of Covid-19 for the local residents. Many cases in the community can be controlled properly, because of the participation of citizens in mutual cooperation, helping each other in the form of "Jogo Tonggo". Residents who are exposed are required to report their health condition, by providing a photocopy of the laboratory results, which are submitted to the Rukun Tetangga (RT) which will be reported to the Rukun Warga (RW) level to the district level.

A number of experts predict the pandemic will last a long time, so people have to live with new habits. The role of RT/RW is increasingly needed to help the community, in providing peace and comfort in dealing with this pandemic. We know that many efforts have been made by the government, but the results have not been seen. For this reason, this study examines the optimization of RT/RW performance in breaking the chain of the spread of COVID-19 in Tembalang District, Semarang City.

In the RW area, a Jogo Tonggo Task Force or Task Force for Keeping Neighbours Safe has also been formed which has the role of providing supervision and ensuring whether the residents have been working together to fight Covid-19 in their area, as well as providing support if needed for residents who are being exposed to COVID-19.

Although the duties and roles of the RT/RW administrators are clear, in reality, the exposed community from Tembalang District is still high and difficult to control. The performance of the RT/RW management which has not been optimal is of course the focus of many parties and needs to be questioned. This is very interesting for the author to conduct research on optimizing the performance of RT/RW in breaking the chain of people exposed to Covid-19 in Tembalang District.

1.1 Previous Research

This research is in line with research conducted by Juaningsih [4], in the Social and Cultural Journal Syar-I vol 7 which wrote about optimizing government policies in handling Covid-19 for the Indonesian people. In the results of his research, it was said that, in responding to the Covid-19 pandemic, there was a lack of optimization of coordination between the center and the regions in performance, so that it increasingly had an impact on the spread of the Covid-19 virus.

Burhanuddin Muhtadi, in a survey to assess the government’s performance in overcoming Covid-19, explained that the effect of leadership and institutions in dealing with Covid-19 was only around 36% or below 50%. Elite assessment that the central government is performing well. While the general public who assess the government's performance is very good only about 36.8%. Judging from the performance of the provincial government, the public (54.3%) considered the performance of the provincial government to be good, while the elite assessed that 49.1% of the provincial government was performing well.

I Wayan Wirjawan from IKIP Tabanan conducted research on government policies in handling the Covid-19 pandemic in Indonesia. The approach used is normative law. The results of the research explained that the Government had taken several policies, including relief in paying electricity costs, credit relief and disbursing a budget of Rp. 405.1 trillion to tackle the Covid-19 outbreak through the 2020 State Budget as a form of assistance to the community.

From several previous studies in looking at the handling of Covid-19, they saw the results achieved for the policies carried out. In this study, the authors looked at the attitude of the RT/RW in the form of their performance in an effort to break the Covid-19 chain, especially in residential areas in Tembalang District, Semarang City. It is hoped that with the involvement
of the RT/RW in the Tembalang neighbourhood, it can minimize residents who are exposed to Covid-19.

The term of performance is not new to us. Many studies on performance in several journals. In the current reform era, individuals are required to perform at high levels in order to create the expected work productivity. Performance is often interpreted as a result of work achieved by a person or group of people in the organization. A group of people will have a sense of responsibility and can be held accountable for all their behavior, which is influenced by knowledge, abilities, skills and expectations [5]. Masana [6] describes the performance as the level of achievement of the implementation of an activity or program in realizing the goals, objectives, mission and vision of the organization. Sinambela [7] suggested that performance is defined as an individual's ability to perform a particular skill. He also formulated that performance is the implementation of a job and the completion of the work in accordance with its responsibilities, so that it can achieve the expected results. Based on the understanding of performance that has been conveyed by experts, it can be concluded that performance is an achievement of an activity or a program by using a number of resources in an effort to achieve predetermined goals.

Performance can be optimized through clear and measurable job descriptions for each official, so that the official understands what his/her functions and responsibilities are. The existence of this job description will be the basis for:
1) Determining how much salary will be given
2) Employee selection
3) Orientation
4) Performance appraisal
5) Training and development
6) Organizational description and planning
7) Description of responsibilities.

The goals and objectives of performance are sourced from the vision and mission as well as the strategic plan of an organization. It is said by Wibowo [8] that the purpose of the performance is to adjust individual performance to organizational goals. To assess the success of performance can be seen from several aspects put forward by many experts from several points of view. According to Salim and Woodward [9] there are five aspects of performance, which include:
a) Service, which shows how much service is provided.
b) Economics, which shows whether the costs used are cheaper than planned.
c) Efficiency, which shows the comparison between the results achieved and the output.
d) Effectiveness, shows the results that should be achieved.

2 Method

This research is a qualitative descriptive study, which describes the performance of the Rukun Tetangga/Rukun Warga (RT/RW) in dealing with Covid-19 in the Tembalang District area. The informants were the RT/RW, who were selected using the accidental sampling technique, which was the technique of determining the informants selected by chance to meet, where the informants were considered to have the required data. The data collection techniques were carried out both offline and online. This was done in connection with the pandemic period, with there were still restrictions on visiting or conducting direct interviews with respondents.
3 Result and Discussion

In this ongoing pandemic, behaviour in interacting was very limited. Adherence to health protocols should not be neglected. The existence of a family cluster that was currently rife, of course, worries us all. Almost in every area there were always families who are exposed to Covid-19. In Tembalang District, until July 2021 it still occupied the highest area. In these circumstances, community leaders were needed who could provide peace and comfort to people who were worried about tackling the Covid-19 pandemic. The Rukun Tetangga (RT) and Rukun Warga (RW) apparatus activate coordination channels, both online and offline, to monitor the situation of residents. If a family member was exposed and infected with COVID-19, they were required to provide evidence of laboratory test results.

To find out the performance of RT/RW apparatus, it is described below:

3.1 The role of RT/RW apparatus in Tembalang District

In carrying out preventive efforts against the increasing pandemic in the Tembalang District area, the apparatus had taken several steps, including by providing preventive education so that the public understands what to do, so that they could avoid the Covid-19 virus that had entered the family cluster. This was done to minimize hoax news that had been spread in the mass media in the Tembalang District community. In fact, many of the residents were not aware of wearing masks, washing their hands or even cleaning their clothes and bodies after meeting with many people or traveling.

Some of the things that were done included:

1) RT/RW apparatus communicated with residents online at any time as a form of coordination without having to meet face-to-face. In this way, people felt cared for. The apparatus also monitors the health of residents, especially for residents who were self-isolating. Coordination was also carried out between apparatus in one Kelurahan area. By providing information to each other, it was hoped that the community will be more careful in protecting the environment from the outbreak. The public was also always given information about residents who were exposed or infected, so that they could better take care of their own health and the environment.

2) The RT/RW apparatus also identified, lists the infected residents and reports the residents to the village office online, which was then forwarded to higher parties, namely the sub-district and the health center. In particular, residents who were exposed were asked to provide photocopies of laboratory results both when they were in a positive condition and after being healthy and declared negative.

3) RT/RW apparatus also reported residents who were at high risk through the Epidemic Survey Application. The aim was to carry out early detection of cases, especially in vulnerable populations. Epidemiological Surveillance activities included sorting out the status of residents who were exposed and infected and taking the necessary actions. The surveyor visited the family by asking several questions, such as the identity of the exposed and infected residents, identification of close contacts with anyone, providing information on self-isolation procedures, explaining if the patient feels short of breath and had decreased consciousness.

4) RT/RW apparatus reported to the health Office hotline at 112 and 081 112 112 112 if they knew of residents who had COVID-19 symptoms.

5) Provide education on how to self-isolate at home. There were instructions for isolation and self-quarantine, namely:
a. Isolation was carried out for 14 days from the first symptoms appear. The end of the isolation period was consulted with local authorities.

b. Stop contact with people around

c. Not leave the house

d. Live in separate rooms and sleeping separately

e. Always wear a medical mask

f. Maintain a minimum distance of one meter from other people

g. Always wash your hands with soap and water or use a hand sanitizer that contains alcohol

h. Use separate eating, drinking and bathing utensils

i. Routinely clean all surfaces with soap or disinfectant

j. Separate laundry from other family members

k. Handle waste carefully separately

l. Educate family members about the importance of isolation and how to support these efforts

m. Provide a report if symptoms worsen by calling a telephone that can be contacted

6) The RT/RW apparatus provides education to those who have had close contact with the exposed residents to immediately self-isolate or carry out tests at the local laboratory or health center.

7) Providing and informing the right steps of transmission to local residents, especially for the elderly who are susceptible to disease.

8) Providing education to local residents so as not to give a bad stigma to other residents who are exposed to COVID, let alone being ostracized and shunned.

9) Providing protection and supervision to residents who are symptomatic or are undergoing independent isolation at home.

10) Involving residents in making contributions to meet the needs of handling outbreaks in the environment together, with the term "Jogo Tonggo". Jogo tonggo is carried out for residents who are being exposed by providing cooked food, which has been arranged by the head of the PKK and carried out by each Dasa Wisma. Not only in the form of food, but also in the form of needed goods and vitamins.

11) Reporting to the Kelurahan task force, if there are residents who do not allow self-isolation at home, this will be coordinated with the Puskesmas as well.

3.2 RT/TW information and how to convey it to the public about Covid-19, consists of:

1) Clinical symptoms experienced include: fever more than 38 C, cough - runny nose, fatigue, sore throat and respiratory problems (shortness of breath).

2) Information on how to transmit can be through droplets or liquids that come from coughing or sneezing, making personal contact, for example touching and shaking hands, touching an object or surface that is contaminated with the virus, and then touching the mouth, nose or eyes before washing hands.

3) Prevention methods for individual level, include: House hygiene, namely by washing hands more often with running water or using hand sanitizers, avoiding touching nose, eyes and mouth before washing hands, do not approach people who have flu symptoms, apply etiquette for sneezing and coughing in public. To increase self-immunity, it is endeavoured to consume lots of nutritious foods in a balanced manner, do light exercise, sunbathe for 15 minutes, get enough rest and don't smoke.
4) Anyone who belongs to the high-risk group, which consists of: the elderly, pregnant women, breastfeeding mothers, productive age with comorbidities.

5) What the elderly should do, include: staying at home, continuing to do routine activities, getting enough rest between 6-8 hours per day, drinking multi vitamins, washing hands frequently with soap, keeping the environment clean

3.3 Other RT/RW information include:
Conducting deliberations to seek resources to support residents who are self-isolating at home, appoint community representatives to help distribute prepared food/logistics, coordinate with related health centre regarding the condition of residents and always remind residents to always maintain health.

The optimization of RT/RW performance is also measured from the following indicators:

3.3.1 Service, which shows how much service is provided to residents
Since the pandemic has become a family cluster, which is almost evenly distributed in all circles of society, the task force and officials on all lines are working hard to tackle the Covid-19 pandemic. RT/RW apparatus perform services by holding deliberation, seeking resources to support residents who are quarantined at home. In addition, appoint volunteers or cadres from the local environment to prepare for the needs of sick residents. Healthy families provide assistance to families who are exposed. With the coordination of the PKK mover, a schedule was made for each Dasa Wisma to provide the needs of the residents who were being exposed, either in the form of basic necessities or ready-to-eat food. The RT explained that they were ready to serve 24 hours a day if needed by the residents, both in relation to moral and material assistance in preventing and overcoming this Covid-19. It can be concluded that RT/RW services to residents are carried out very well and provide a sense of comfort for residents.

3.3.2 Economics, which shows whether the costs used are cheaper than planned for handling Covid-19

The pandemic period is a difficult time for everyone. The implementation of Community Activity Restrictions (PPKM) throughout Indonesia, especially in the city of Semarang, has a huge impact on the community's economy. The declining purchasing power of the people is very difficult, especially for people affected by Covid-19. In handling Covid-19, RT Devices use social money, as well as RT/RW intensive money to help relieve affected residents. In addition, fundraising from the community was also carried out. Some residents who recovered from illness there were some who donated money to help carry out logistics for exposed residents. It can be concluded that the funds used to deal with Covid-19 in Tembalang District can be managed properly, because all participating parties support each other.

3.3.3 Efficiency, which shows the comparison of the results achieved with those issued

Semarang City is one of the cities with a high level of exposure. Likewise, Tembalang District still occupies the highest place in the number of exposed residents compared to other Districts. From the results of the implementation of handling funds for Covid-19 in RT/RW, data is obtained that the level of performance efficiency can be categorized as good. This can be proven by the results of high citizen participation in “Jogo Tonggo” which is very good, although the number of residents exposed is quite high, logistics and vitamins can be distributed as needed.
3.3.4 Effectiveness, which shows the results that should be achieved

From the interview results obtained information, that the effectiveness of the performance of RT/RW can also be categorized as very good. This can be seen from the way the exposed residents were handled properly. The RT/RW also always directs residents not to give bad stigma to Close Contact Cases, Suspected Cases and Asymptomatic Confirmation Cases, so that cases of exposed families are not afraid to inform the RT/RW. RT apparatus protect and supervise residents who are undergoing self-isolation. Adhering to the RT/RW Performance Manual, all countermeasures can be done wisely.

4 Conclusion

The pandemic, which has been running for almost two years, has brought about a new behavior in society. The increasing number of infected people is very worrying for all parties. The most prominent family clusters have caused the regional apparatus closest to the community, namely the Rukun Tetangga (RT) and the Rukun Warga (RW) to work extra hard in tackling the pandemic in their area. Tembalang District, which is among the highest in the number of exposed among other sub-districts. In the countermeasures carried out by the RT/RW apparatus, it has been carried out optimally. The performance of the RT/RW was very good in tackling the Covid-19 pandemic in their area. This is evidenced by the hard work carried out by local officials, giving each other empathy and attention, so that currently many residents have recovered from being exposed to COVID-19. Judging from the services provided, the level of fundraising, the level of efficiency and effectiveness has been running as expected, referring to the existing Covid-19 Handling Handbook.

5 Suggestion

In an effort to further optimize the performance of RT/RW apparatus in Tembalang District, the supervision of the entry and exit of residents must be tightened. In addition, socialization of new behaviours must always be encouraged until the pandemic can really be controlled. Preventive measures in carrying out Covid-19 prevention education must always be carried out, in addition to checking facts and information to minimize and avoid hoax news.

References

Coordination Between Actors in Handling Stunting in Pemalang District

Maesaroh¹, Dyah Lituhayu², Ida Hayu Dwimawanti³
{maesarohundip@yahoo.co.id³}

Universitas Diponegoro, Indonesia¹, ², ³

Abstract. Public health is something that is very important to be considered by the government. The existence of problems in the health sector will affect the growth and development of children, the quality of life of human resources and the competitiveness of the nation. One of the health problems is the high prevalence of stunting. Pemalang Regency is 11th in Central Java in terms of stunting and 6th in poverty. This study aims to analyze how coordination is carried out between stakeholders in dealing with stunting. The two institutions studied were Bappeda as the coordinating agency and the Health Service as the leading sector. This study uses a qualitative descriptive method with informants from the Bappeda and the helth office. The results showed that the coordination carried out by the Bappeda as the institution that carried out the monitoring and evaluation of the implementation of the program handling had been carried out well because the Health Service always reported on the progress of the program once a month and when a problem occurred, it was immediately resolved. The low level of understanding, the level of public knowledge about the importance of good nutrition is an obstacle in handling stunting and the role of the private sector which has not taken part in this program is also something that needs to be considered, because so far only the government has handled the APBN, APBD and APBDes funds.

Keyword: Coordination, Actors, Stunting.

1 Introduction

Stunting is one of the serious threats to the quality of human resources and the competitiveness of the nation, this is because the impact of toddlers suffering from stunting is not only physically disturbed, namely short/short stature, but stunting sufferers will also be susceptible to disease due to the development of the system, inadequate immunity. In addition, stunting sufferers will also have impaired brain development where this will affect the child's intelligence. The level of intelligence of children who are below the average can affect the level of achievement in school, as well as the productivity and creativity of children in productive age.

Stunting is caused by several factors, namely a lack of understanding of diet so that balanced nutrition is not met, poor parenting due to limited understanding and difficulty in accessing clean water and poor sanitation. However, the root cause of stunting itself is more to non-health factors such as economic, political, socio-cultural factors, and the lack of women's empowerment. The factor of low economic income and the limitations and low quality of human resources cause a person to be unable to fulfill a nutritious diet, good parenting and limited access to clean water which causes stunting problems.
Pemalang Regency is one of the regencies in Central Java Province which is included in the 11 priority regencies/cities in stunting prevention in Central Java and is included in the 100 priority regencies/cities at the national level.

Various efforts have been made by the Pemalang Regency Government, including the Pemalang Regency Regional Regulation Number 12 of 2016 [1] concerning the 2016-2021 Regional Medium-Term Development Plan (RPJMD).

The Pemalang Regent also issued a Regent's Decree No. 188.4/9611/2019 [2] concerning the Formation of the Team for the Acceleration of Stunting Prevention and Control in Pemalang Regency. Where there are 14 local government agencies involved in the prevention of stunting in Pemalang Regency.

In addition to the RPJMD and the Regent's Decree, the Pemalang Regent also ratified a regulation in the form of the Pemalang Regent Regulation Number 84 of 2019 [3] concerning the Regional Action Plan for the Acceleration of Stunting Prevention and Control.

With the involvement of various agencies, coordination needs to be carried out so that the action plan in dealing with stunting can be directed, there is a unity of motion and does not overlap. In this study, we want to see how the coordination is carried out by the actors in their actions.

2 Literature Review

Coordination is the process of integrating goals and activities in separate units (departments or functional areas) of an organization to achieve organizational goals efficiently.”

According to Hasibuan [4], "Coordination is balancing and moving the team by providing a suitable location for work activities for each and keeping those activities carried out in proper harmony among the members themselves.

Even though coordination is generally recognized as important in the administration/management process of government, in practice it is not uncommon to find various problems that lead to ineffective implementation of the required coordination, so that the achievement of goals/objectives does not always run as expected. Handayaningrat [5] factors that can hinder the achievement of coordination is as an obstacle in vertical (structural) coordination. In vertical (structural) coordination, obstacles often occur because the formulation of tasks, authorities and responsibilities of each work unit (work unit) is not clear. Besides that, the relationship and work procedures and procedures are not understood by the parties concerned and sometimes doubts arise between them.

If the organization is coordinated effectively, there are several benefits, namely:
a) To prevent confusion, bickering and twinning or job vacancies.
b) So that people and their work are aligned and directed towards the achievement of organizational goals.
c) So that the facilities and infrastructure are used to achieve the objectives.
d) So that all tasks, activities and work are integrated into the desired goals.

For the principle of strategic coordination, according to Sugandha [6], the principles of coordination are: 1) There is agreement and a unified understanding of the goals that must be achieved as a direction of joint activities. 2) There is an agreement regarding the activities or actions that must be carried out by each party, including the targets and schedule. 3) The existence of obedience or loyalty from each party to the respective duties and schedules that have been set. 4) There is an exchange of information from all parties who work together
regarding the activities and results at a certain time, including the problems faced by each. 5) There is a coordinator who can lead and mobilize and monitor the cooperation, as well as lead joint problem solving. 6) The existence of information from various parties that flows to the coordinator can monitor the entire implementation of cooperation and understand the problems that are being faced by all parties. 7) There is mutual respect for the functional authority of each party so as to create a spirit to help each other

Indicators of coordination Handayaningrat [5], coordination in the management process can be measured through indicators:

a) Communication
b) Awareness of the Importance of Coordination
c) Competence
d) Coordination Agreements, Commitments and Incentives
e) Continuity of Planning

3 Method

This study uses a qualitative descriptive research method to examine how the coordination is carried out by the actors in dealing with stunting in Pemalang Regency, where there are 14 agencies involved in it. For this reason, the informants also come from representatives of agencies who are members of the stunting management team and also Bappeda as the coordinator and the Health Office as the leading sector. Data collection is carried out online and offline by means of FGD (Focus Group Discussion).

4 Results

4.1 Communication

In terms of communication, the handling of stunting has already occurred, because the information provided is hierarchical, starting with information from PKK cadres (via posyandu) that there are cases of stunting in the area. This information is then reported to the RW level, then discussed at the next level at the kelurahan level. After that, it was analyzed and identified villages that were red/food insecure. From there, collaboration between OPD and community elements was carried out and communication was carried out intensely to take action and determine target villages, because almost all villages had stunting cases. With the discussion through the Musrenbang, a priority scale is set for handling it. The leading sector in the handling of stunting is the Health Service, however, technically it is carried out through the local Puskesmas with the help of PKK cadres and groups of under-five family development. Socialization so that the stunting rate does not increase has also been carried out by the Health Service through the Toddler Family Development group, however, the stunting rate is still high, due to a lack of public awareness and understanding in community prevention and management. Besides, it is also because of the conditions of poverty that are behind it. As we know that Pemalang Regency ranks 6th out of 15 Regencies in Central Java.

Since 2019 it has been determined that villages are handled in tackling stunting, monitoring and evaluation are periodically carried out to see the progress. Every year 10 villages are set, because they are adjusted to the existing budget, and if the results of the monev are villages
whose progress is not yet good, in the following year they will become target villages again in the handling of stunting.

4.2 Awareness of the Importance of Coordination

The stakeholders/actors in handling stunting recognize that it is very important to coordinate, because it involves 14 agencies involved in stunting prevention. In its implementation, there is a specific intervention team, namely Bappeda and the Health Service who directly come into contact with the community while the other 12 agencies are: the housing and residential area office, the village community empowerment office, the PUPR service, the fisheries service, the social service, the agriculture office, the environment service, the environmental service, Education and culture, Disdukapil, Diskominfo, Pemalang District Secretariat, Health Service and Pemalang District Ministry of Religion are involved in sensitive interventions.

Although each agency has its own main tupoksi which are support programs for specific intervention teams, coordination still needs to be done and in this case, Bappeda is coordinating centrally. This means that all the results of actions taken by each agency are reported to Bappeda. However, because the level of knowledge of the implementers on the importance of coordination has not been fully understood, their coordination has not been / less than optimal, for example that the role of the housing office to monitor the availability of clean water and sanitation has not been integrated with the village community empowerment office. So that what should be done by the community has not been informed and finally the public knows that the government is authorized to do it.

4.3 Competency of Participants

From the community itself, participation is still very limited as program recipients, so they do not understand and are still minimally involved in overcoming their own problems. There is still a lack of awareness and understanding of the community in preventing and handling stunting, causing efforts to increase and prevent it from being maximized, such as many pregnant women who do not do prenatal care, many toddlers who do not weigh in at the posyandu, many families who do not understand the importance of balanced nutrition, husband's awareness to take classes for pregnant women and other indicators. The results of sensitive handling are also still not maximized, namely the coverage of households using proper sanitation, only reaching 53.64% and the number of healthy houses only reaching 52.16%, a lot of land is not used for growing vegetables or aquaculture. This indicates that the community has not been fully involved in overcoming their own problems.

4.4 Coordination Agreements, Commitments and Incentives

The form of agreement that occurred was from the OPD, but with the community it had not been established, so it was the OPD who had to work hard to always socialize and take action by activating PKK cadres or stunting working groups to always provide assistance and monitoring activities. For technical monitoring, it is reported to the local health center related to monitoring exclusive breastfeeding, monitoring pregnant women and providing additional food (PMT) for toddlers.

4.5 Continuity Planning related to the results

Continuity Planning related to the results of monitoring will always be reported in stages starting from the stunting cadres/working groups forwarded to the Puskesmas and then to the Health Service as the leading sector. When viewed at a macro level, each OPD has carried out
their respective programs/tasks in preventing and dealing with stunting. However, the coordination is not optimal. However, the continuity of the implementation of stunting management continues to this day, as can be seen from the stunting village location target that has been planned until 2022.

5 Conclusion

Coordination in the handling of stunting in Pemalang Regency can be categorized as still not optimal. This is because each of the regional apparatus organizations (OPD) involved operate independently in accordance with their respective tupoksi. There are specific intervention teams and sensitive intervention teams. The specific intervention team, namely Bappeda, acts as the coordinator and the Health Office as the leading sector, while the sensitive intervention team, namely the OPD, who carries out tasks according to their capacity, assists the Health Office for action in the field, which consists of 12 agencies, namely the housing and residential area service, and the community empowerment office, village, PUPR service, fishery office, social service, agriculture office, environment service, education and culture office, disdukcapil, diskominfo, Pemalang district secretariat, health service and ministry of religion Pemalang district. These agencies carry out sensitive activities/programs to support the main program. However, in its implementation, it does not continuously report to the coordinator so that many programs that are not running are not covered by Bappeda.

6 Suggestion

Regular coordination is needed once a month to report the progress of the program, even though the program is not optimal. An increasingly intense socialization is needed through various forums to increase public awareness of the importance of handling and the dangers of stunting for the community such as youth organizations, community leaders and youth.

References

Religious Diversity and Social Prejudice

Turnomo Rahardjo¹, Hapsari Dwiningtyas Sulistyani², Lintang Ratri Rahmiaji³
{turnomorahardjo@gmail.com¹}

Universitas Diponegoro, Indonesia¹, ², ³

Abstract. Society’s diversity, including religious diversity, can be a valuable source of social capital for human development. However, this diversity is often seen from social prejudice point of view. Social prejudice against people of different religions can be a latent danger that can hinder human development. This research looks into how social prejudices against people of different religions arise. The theory applied in this research is Social Prejudice Theory. Prejudice is a negative attitude towards a particular group that is not based on sufficient evidence. In the context of prejudices, negative feelings are expressed through negative labels and superior feelings toward people from different groups. Tensions between religious groups, as well as previous negative interactions, can lead to prejudice. This study used a survey method with 81 respondents. The results showed that 13.6 per cent of respondents spoke negatively towards people of different religions and 9.9 percent of respondents gave negative labels to people of different religions. Because all of the study’s participants are high school students, it means that many of the digital natives still lack religious tolerance literacy. The findings also show that unfavorable social prejudices towards various religious groups still exist. This prejudice demonstrates the importance of human development in the direction of tolerance literacy so that differences can be turned into social capital for human development.

Keywords: The People Development, Social Prejudice, Religious Groups, Diversity

1 Introduction

Elie Wiesel, a Romanian-born American writer, academic, political activist, and Nobel Peace Prize awardee, stated that hatred against different cultural, racial, political, and ideological groups was the major source of problems in the twentieth century. Meanwhile, Barack Hussein Obama, the 44th US President, emphasized that “No one is born hating another person because of the colour of his skin or his background or his religion ……….

Hatred against people from groups with different cultural backgrounds exists in different regions of the world. National conflicts in the former Soviet Union, ethnic conflicts in the former Yugoslavia, conflicts between Palestine and Israel, conflicts between Shi’a and Sunni in Iraq, ethnic cases of Rohingya in Myanmar and Oghurs in China are examples of conflict in the world. There’s also the racist behavior of (Caucasian) football fans in the UK, Italy, and Spain directed against black and coloured players, as well as the massacre of 51 attendees at two mosques in Christchurch, New Zealand. The gunman, Australian citizen Brenton Harrison Tarrant, is accused of someone who is a white supremacist.

Conflicts between groups based on identity (religion) also occur in Indonesia. Conflicts in Ambon, Poso, Tolikara Papua, Aceh Singkil, Banten (case of Jamaah Ahmadiyah), and Madura (Sunni and Shi’a followers). The “minority” religion adherents, such as Christians,
can not carry out their religious activities properly because their places of worship are challenged and destroyed, as in Bekasi, Bogor, and Sleman (Yogyakarta). One group’s displeasure also occurred in Surakarta. They physically attacked Habib Umar Assegaf and his family while preparing to celebrate his son’s wedding. Habib Umar Assegaf was “accused” by the attacker of being an adherent of a particular school or sect (Shi’a). The most recent case of hatred against a group was the destruction of the Ahmadiyya mosque in Balai Harapan Village, Temunak Sub-district, Sintang Regency, West Kalimantan, on 3 September 2021. The destruction and burning of the mosque were triggered by provocations delivered through Friday sermons. After performing Friday prayers, residents gathered to hold a rally. While chanting Takbir, they together moved towards the Ahmadiyya mosque to carry out destruction and burning.

Indonesia is the epitome of a diverse culture. Cultural variety is one of its aspects, as seen by variances in traditions, ethnicity, local dialect, religious beliefs, and other cultural practices. Pluralism, often known as cultural pluralism, is a perspective and mentality that stresses cultural variety in everyday practices. Cultural variety, according to Fay in Lubis [1] is not a hazard, a misfortune, or an impediment, but rather a source of riches, a mosaic that enhances society. Despite their differences, each race, culture, faith, or way of life is equal and has equal opportunities in expressing and making their voices heard.

Indonesia is the largest archipelagic country globally, has more than 13,000 islands, 300 ethnic groups consisting of 1340 sub-ethnic groups. Javanese is the largest ethnic group, about 41% of the total population. Indonesia has 742 local languages. The second largest after Papua New Guinea, which has 867 local languages. In addition, Indonesia is also known as a multi-religious country: Islam, Christianity, Catholicism, Hinduism, Buddhism, Confucianism, and local religions (Belief in One God). Beliefs such as Sapta Darma and Kawruh Jiwa in Central and East Java; Sunda Wiwitan in Banten and West Java; Parmalim in North Sumatra; and Kaharingan in East Kalimantan/Central Kalimantan.

According to Martin and Nakayama [2], arise when two or more interdependent persons or groups’ expectations differ from reality in terms of objectives, norms, aspirations, procedures, or achievements. In a narrower scope, identity-based (religion) conflict occurs when the identity of one party is “disrupted” by another party with a different identity. In historical records, Indonesia does not or has never experienced a long and bloody religious conflict. However, recently, several signs of religious conflict, both in the intra-religious and inter-religious spheres, are increasingly visible.

In interreligious conflicts, Mohammad Bisri, through his writings “Kesulitan Merawat Keberagaman”, stated that the source of conflict is the truth claims among each religion’s adherents who assume that their religion is the only truth. He further noted that religion has two faces. On the one hand, religion is unifying, gentle, and peaceful. On the other hand, religion can be a divisive, cruel, and violent factor. Religion becomes a unifier because, through religion, social solidarity will be formed. On the other hand, religion is an instrument of divisiveness. In the name of religion, people can be hostile and suspicious of other people of different religions (Suara Merdeka, 2 November 2015).

In a society with multi-religious characteristics such as Indonesia, religion is positioned as a reference for identification. Such a society does have not only cultural diversity but also belief diversity. Moreover, when the multi-religious community has such an overpowering belief in their religion, religion is a neutral belief system and an absolute guideline for daily behaviour. That is what is called religion as a distinctive system of norms among various groups in society. Religion can equal certain groups, and at the same time, religion can differ from other groups [3].
In a heterogeneous culture like Indonesia, there is the possibility of friction that leads to violence. The fact that society is divided into groups based on their cultural identities is one of the fundamental explanations. Cultural identity, according to Lustig and Koester, is a personal sense of belonging to a certain culture. Cultural identification, according to Ting-Toomey and Chung, is the emotional sensation of a person joining a broader culture. Cultural identity, according to Klyukanov, can be defined as a sense of belonging to a community in which everyone shares the very same symbolic meaning. According to Dervin, cultural identity is formed when individuals interact with each other, regardless of whether they originate from the same “context” or not [4][5]. People who are separated into groups based on their cultural identity subsequently identify and establish themselves as cultural representatives. As a result of this cultural identity, they will be classified as ingroups or outgroups. Individual behavior is influenced in part by whether or not they belong to a certain culture.

Personal identity, relational identity, and community identity are the three types of identity (culture) that could be conceptualized [5]. Personal identity is what distinguishes one individual from another. Relational identity is shaped through one's interactions with others, such as as a husband/wife, professor/students, or CEO/director. Nationality, race, religion, gender, and political allegiance are all examples of communal identity on a wide scale. Identity is a socially defined term that is abstract, complicated, and changing [4]. Identity acts as a link between communication and culture. Identity is important because it allows us to communicate who and what we are to others.

Identity can often lead to prejudice, an irrational understanding or hatred of a particular group, race, religion, or sexual orientation. Prejudice is a (usually profoundly negative) feeling and attitude toward a cultural group based on little or no experience or evidence. These sentiments take the form of anger, fear, hatred, and anxiety [2][5]. Religion as a communal identity is essential to express people’s spiritual values. However, religious identity also allows a person to convey hatred or hostility to others of different beliefs. Eventually, conflict is a manifestation of the “dark side” of identity.

This study attempts to assess particular high school students' social biases/prejudices in Semarang City. based on gender in the scope of social interaction with people of different religions. In these interactions, whether they are talking about negative matters, giving nicknames to people of different religions, persuading people of different religions to convert, agreeing to social and physical sanctions for people of different religions, or even avoiding interactions with people of different religions or not, needs to be researched.

2 Method

Martin and Nakayama [2] mentioned 3 (three) contemporary approaches in studying intercultural communication, namely The Social Science/Functionalist, Interpretive, and Critical. The three approaches are based on different ontological, epistemological, axiological, and methodological assumptions.

<table>
<thead>
<tr>
<th>Table 1. Three Approaches in the Study of Intercultural Communication</th>
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</thead>
<tbody>
<tr>
<td><strong>Research objectives</strong></td>
</tr>
<tr>
<td>To explain and predict behaviour</td>
</tr>
<tr>
<td>Assumptions of</td>
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</tbody>
</table>
This study used the positivist paradigm, often known as the social science paradigm in the study of intercultural communication. External reality can be described, and people’s behaviour may be anticipated, according to the social science paradigm. The goal of the study is to explain and anticipate behavior, as well as to explain culture as a quantifiable component that influences communication. The social science paradigm is utilized at the operational level to describe and forecast the behavior of high school students in Semarang City of various genders in forming social relationships with people of various religions. A survey was employed as the approach. A total of 81 high schoolers from Semarang City participated in the survey on social prejudice.

### 3 Result and Discussion

The participants in this survey inquiry are 81 high school students from Semarang. Female students account for 81.48 percent of all pupils, while male students account for 18.52 percent. In carrying out their daily activities, they do not sort out the interactions. In a sense, they can get along with anyone without being limited by cultural identity barriers, religion and ethnicity. This finding showed that the sampled high school students do not have social distance from the individuals of different beliefs.

In social interaction, whether the sampled high school students talk negatively about people of different religions or not is questioned. Male (80%) and female (87.88%) respondents are confirmed for never doing it. Even though the contrary percentage figures are relatively small (20% and 12.12%), there is still a negative talk about and prejudices against people of different religions. Conceptually, a negative and stereotypical talk about people of different religions/beliefs is called antilocution.

<table>
<thead>
<tr>
<th>Negative Talking about People of Different Religions</th>
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</thead>
<tbody>
<tr>
<td>No</td>
</tr>
<tr>
<td>Yes</td>
</tr>
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</table>

The same situation happened when the sampled high school students asked whether they give nicknames to people of different religions, such as infidels, misguided people, etc., or not. Male students (86.67%) and female students (90.91%) do not give labels to people of different religions. Although the contrary percentage rate is relatively small (13.33% male
students and 9.9% female students), this finding indicates that they still have prejudice against people of different religions. In communication, the negative expressions of prejudiced people are giving nicknames to people of different religions, using group labels or utterances emphasizing the superiority of one group over another. It's a negative attitude about a group that isn't supported by enough data.

**Table 3. Giving Nicknames to People of Different Religions**

<table>
<thead>
<tr>
<th>Giving Nicknames</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>No</td>
<td>86.67</td>
<td>90.91</td>
</tr>
<tr>
<td>Yes</td>
<td>13.33</td>
<td>9.9</td>
</tr>
</tbody>
</table>

In carrying out their daily activities, do the sampled high school students avoid contact with people of different religions? Almost all respondents, both male students (100%) and female students (98.48%), did not try to avoid communicating with people of different religions. This finding means that they can interact with anyone regardless of one’s cultural background. Although the contrary percentage figure is petite (1.52%), there are still prejudiced individuals who avoid contact or interaction with unwelcome groups.

**Table 4. Avoiding Contact with People of Different Religions**

<table>
<thead>
<tr>
<th>Avoiding Contact</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>No</td>
<td>100.00</td>
<td>98.48</td>
</tr>
<tr>
<td>Yes</td>
<td>0.00</td>
<td>1.52</td>
</tr>
</tbody>
</table>

Individuals who do not have a tight network system with a certain culture are more biased towards persons from that culture, according to Goldon Allport's "Contact" Theory of Prejudice [6].

When interacting, do the sampled high school students persuade people of different religions to convert? All male students and most female students (98.48) respondents did not persuade people of different religions to convert. However, the contrary percentage of 1.52% of female students may have something to do with labelling people of different religions as infidels, misguided or other negative labels.

**Table 5. Persuasion to Convert**

<table>
<thead>
<tr>
<th>Persuasion to Convert</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>No</td>
<td>100.00</td>
<td>98.48</td>
</tr>
<tr>
<td>Yes</td>
<td>0.00</td>
<td>1.52</td>
</tr>
</tbody>
</table>

The sampled high school students were asked whether they agreed with the social sanctions given to people of different religions or not. The sampled high school students confirmed that they disagreed with the social sanctions of exclusion or discrimination against people of different religions.
Table 6. Social Sanctions to People of Different Religions

<table>
<thead>
<tr>
<th>Social Sanction</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>100.00</td>
<td>100.00</td>
</tr>
<tr>
<td>Yes</td>
<td>0.00</td>
<td>0.00</td>
</tr>
</tbody>
</table>

The same attitude can also be seen in the sampled high school students’ disapproval when people of different religions are given physical sanctions. They assert that there is no reason to impose social or physical sanctions on others just because they have different beliefs.

Table 7. Physical Sanctions to People of Different Religions

<table>
<thead>
<tr>
<th>Physical Sanction</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>100.00</td>
<td>100.00</td>
</tr>
<tr>
<td>Yes</td>
<td>0.00</td>
<td>0.00</td>
</tr>
</tbody>
</table>

This study findings indicate that the sampled high school students do not behave and act discriminatory towards people of different religions. They believed that people of different beliefs have the same rights and opportunities in carrying out their daily activities. There are no religious barriers or other barriers, for example, in terms of housing, education, and work. Prejudiced persons will attempt to deny all members of other groups equal access to jobs, housing, democratic rights, access to education, religious sites, hospitals, and other sorts of societal structures.

This study finds that although in a relatively small percentage, prejudiced people (sampled high school students) talk negatively about people of different religions (antilocution), give nicknames to people of different religions (labeling), and avoid contact with people of different religions (avoidance). Conceptually, it can be understood that prejudice can be expressed in several ways, whether it is vague or indirect or directly stated [5]. Prejudice, like stereotypes, is learned early on and reinforced through continued exposure. Stereotypes are all over us. Stereotypes are taught in a number of ways, including culture, and we are not born with them. Stereotypes are the result of a socialization process that begins in our most intimate context, the home. When a person joins multiple social and religious groups, the process of socialization continues. These organizations teach preconceptions, whether purposefully or accidentally. Stereotypes will obstruct continued cross-cultural dialogue because they are overly simple, exaggerated, and generalized [4]. Since stereotypes are built on incorrect premises and preconceptions, they will distort reality. Furthermore, stereotypes are tough to alter since they are formed early in life and are reinforced and affirmed in groups.

Intercultural communication will be hampered by stereotypes and prejudices since people try to avoid interaction with persons from groups they detest. When preconceptions and stereotypes are strong, the prejudiced individual will engage in active and discriminating antilocution. Confrontation and outright conflict will result in such circumstances.

4 Conclusion

This study aims to measure the social prejudices of individual students in Semarang in terms of interaction with people of different religions based on gender. In the interactions with
people of different religions, students, even with a small percentage, still have prejudice in antilocution, labelling, and communication avoidance. However, the findings of this study also emphasized that the respondent high school students did not have social distance from other people of different beliefs. Conceptually, the sampled high school students have good intercultural communication competence, being proactive rather than reactive. Intercultural communication competence in its simplest form is appropriate and effective behaviour in a particular context [5]. Intercultural communication competency is the capacity to manage the major characteristics of intercultural communication, such as cultural differences and foreign topics, intergroup attitudes, and experiences with the challenges that come with them. To be a good communicator, one must be able to deal with people from various cultural backgrounds properly and respectfully. People that are interculturally competent will be able to alter their verbal and nonverbal communications to fit into other cultural situations.

Jandt [7] explained intercultural communication competence as the development of skills that change a person from a monocultural individual to a multicultural individual who respects other cultures and is tolerant of differences. In the Identity Negotiation Theory [8], Ting-Toomey described how individuals manage or negotiate pressures between the “personal self” and the “cultural self” in ways that increase respect for other cultural groups. Functional biculturalism occurs when a person has maintained a strong sense of self. At the same time, consider, understand, appreciate the identity of others. Meanwhile, cultural transformers occur when a person can move from one cultural context to another mindfully and quickly. The key to achieving this functional biculturalism and cultural transformer is intercultural competence.

The perspectives, attitudes, and behaviours of the sampled high school students in interacting with people of different religions show that they can achieve functional biculturalism. They may form positive relationships regardless of their ethnic or religious background. Different beliefs will not affect the credibility of the social network. Diversity, according to them, should not be used as an excuse for not living in harmony and mutual respect. Living in harmony and peace has become a universal principle taught by all religions.

References

Former Beggar's Survival Strategy
during Covid-19 Pandemic in Kampung Topeng,
Malang City, Indonesia

Atik Rahmawati¹, Zaki Mubarak², Azlinda Azman³, Syazwani Drani⁴
{rahmawati.atik@student.usm.my¹}

Universiti Sains Malaysia, Malaysia¹, ², ³, ⁴

Abstract. The COVID-19 pandemic brought rapid change and adversely affected the economy. The vulnerable poor are among the most affected communities. Kampung Topeng is a portrait of economically vulnerable people. As a community-based social rehabilitation area for beggars, its implementation is from November 2016 to the present. The program was designated as a successful national empowerment pilot project because they turned beggars into no longer doing begging activities. The COVID-19 pandemic has changed the direction of government social policy to focus on health. This reality changes the life activities of the beneficiaries. On the other hand, it is still economically dependent on the program. This condition certainly requires extraordinary effort, and a strategy is needed to meet the needs of family life. The results are based on in-depth interviews with 30 family heads. The survival strategies are by the informant's mindset about income in meeting the needs of family life. This strategy is also back grounded experience before occupying a social rehabilitation zone. The study's findings could provide a valuable basis for formulating the implementation of social services for the vulnerable poor, particularly beggars during pandemic times.

Keyword: Survival Strategies, Covid-19 Pandemic, Vulnerable Poor, Beggars, Kampung Topeng

1 Introduction

Kampung Topeng is located in the hamlet of Baran, Tlogowaru Subdistrict, Kedung Kandang Regency, Malang City, East Java Province. This area is a social rehabilitation zone for social tuna (beggars) from the Ministry of Social Affairs (Kemensos) RI. Social services are carried out in synergy with the Social Service (Dinsos) of the Malang City Government, as well as the Social Welfare Institute (LKS) of The Prosperous People of Malang City [1]. This area has initially been uninhabited land with an area of 9,000 m².

Through the program "Desaku Menanti" and "Kampung Topeng tourist destination". The government transformed the region into an empowerment zone and a malangan mask tourist destination. The government builds houses, road infrastructure, places of worship, school buildings, and the development of small and medium enterprises (MSMEs). Beneficiaries get a livable home, social assistance for life security, skills training, and social guidance.

Social Rehabilitation in Kampung Topeng is a success of empowerment efforts and national pilot projects empowerment programs for the vulnerable poor, or in the Ministry of Social Affairs terminology referred to as the Social Welfare Service (PPKS) Government. In the
previous nomenclature, the nomenclature of PPKS refers to as People with Social Welfare Problems (PMKS). The success program is by changes in the lifestyle of beneficiaries who previously did begging activities to meet the needs of life turned into more productive activities [1][2][3]. The program began in August 2016 with the replacement of 40 Family Heads in the rehabilitation zone.

The COVID-19 outbreak infects millions of people around the world. COVID-19 has a harmful economic impact on the world that can cause a global recession. This pandemic can make millions of people poor. For Indonesia, COVID-19 can cause financial instability and contribute to an increase in poverty [4].

The Indonesian Institute of Sciences (LIPI) noted that economic growth slowed in the second quarter of 2020 and contracted to minus 5.32% on an annual basis. The deepest contraction by the household consumption sector. This condition is affected by job cuts, salary reductions, and decreased operating profit during the pandemic, in addition to restrictions on people's mobility [5][6]. Poor, vulnerable poor (in the perspective of social services referred to as PPKS), and those working in the informal sector are the most affected by the outbreak of the COVID-19 pandemic.

Residents in The Kampung Topeng are experiencing the same conditions. As a tourist destination, citizens' income depends on tourists [7]. The pandemic caused restrictions on community movement, including activities in Kampung Topeng. Thus resulting in the cessation of all supporting activities, including tourist visit activities, souvenir production, and art activities.

Community empowerment programs conducted by the Malang city Social Service and LKS Insan Sejahtera Malang city have not been able to anticipate and provide solutions in the fulfillment of the welfare of citizens during the COVID-19 pandemic. The implementation of social services by the State has its main limitations in terms of funding. The COVID-19 pandemic has led the government to change the focus of budget allocation—this condition by the Social Service of Malang city. The Head of The Social Service of Malang city revealed that after five years of empowerment program in Kampung Topeng, the citizens would be independent. People are no longer dependent on social assistance from the government. Social service financing can burden the Regional Revenue and Spending Budget (APBD) of Malang city [8].

This reality requires extraordinary efforts from citizens, and it takes strategies on how to survive to meet the needs of family life. Based on the above phenomenon, the purpose of this study is to describe coping strategies through family and community as an effort to survive former beggars during the COVID-19 pandemic in Kampung Topeng, Malang City.

2 Method

This research has as qualitative research [9][10] following the purpose of the study, namely describing social phenomena in detail about a social situation, social setting, or social relationship. This study aims to describe the survival strategies of former beggars in Kampung Topeng, Malang City. Informants are selected using nonprobability techniques with purposive or judgmental sampling types. To get complete and in-depth information, conducted in-depth interviews with 30 Family Heads willing to work the interview process. Primary data is obtained by interview techniques using face-to-face conversations based on established guidelines. In-depth interviews will encourage informants to be actively involved in sharing information by
giving informants the freedom to state their knowledge and experience of survival strategies in the time of the covid-19 pandemic.

Qualitative data analysis is used to give the meaning of a true description of the study question. Analyze the qualitative study data done with three analytical measures namely; data condensation, data presentation (data display), and conclusion drawing/verification. The results of data analysis using the help of the NVivo 12plus software. The NVivo device will separate data from informants, researchers, and secondary data. The research results can be considered to reach high validity [11].

3 Result and discussion

Kampung Topeng tourist village is developing a community-based social rehabilitation zone in the form of a beneficiary resettlement program through the “Desaku Menanti” program from the Indonesian Ministry of Social Affairs in synergy with the Malang City Government through the Malang City Government Social Service. Malang as a dense city of Indonesians. The population of Malang city in 2019 was 927,285 people, with a population density of 8,718 people/km2 and population growth of 1.23 percent/year. The main contributor to the development and population density in Malang town is migration compared to population growth from birth factor. The consequences of a city's progress are increasing its leading investment in the city center and the natural shift of residents from the center to the suburbs. A large population of limited occupancy and a weak economy pose social problems: beggars. They strive to survive with limited living conditions.

The beggar population in Malang shows that in 2017 the number of beggars rose to 56.45% or 186. Whereas in 2018, the number of beggars remains as it was in 2017. And in 2019, the number of beggars dropped by 81.18%, or to 35 beggars. Despite the number of beggars in Malang in 2019, efforts to resolve the problem still need to be made. Since this group is difficult to record due to their high mobility, the data has not shown the exact number of beggars.

The village-based integrated social program, as stated in the social rehabilitation "Desaku Menanti" from the social ministry that social rehabilitation includes a series of activities handling homeless and beggars is preventive, rehabilitative, empowerment, security, and social protection in the handling of homeless and beggars. By making communities and villages potential and sources of social welfare. The activities of citizens in earning income before occupying the empowerment zone can show the characteristics of the citizens.

Activities carried out by informants to earn family income before living in Kampung Topeng are as beggars. Data supported from the report on the implementation of social rehabilitation programs from the Institute of Social Welfare as the implementation of the program, shows that 100% of families depend on income as beggars. Other activities undertaken to earn income are carried out by; Washing workers (1.89%), Cleaning service (1.89%), Selling drinks wedang ronde (1.89%), Stone worker (5.66%), Making furniture (1.89%), Selling bread (5.66%), Heavy equipment operator (1.89%), Scavenger (30.19%), Busker (41.62%), Tailor (1.89%), Singer (1.89%), Scales Service (1.89%), Masseur (1.89%).

The data showed that informants worked in informal sectors with uncertain incomes and no guarantees for the future. Begging becomes an option to earn income that informants do before settling in Kampung Topeng. This activity tends to be done because it does not require special skills and level of education. One head of the family can do three work activities to meet the needs of family life. The data also showed that beneficiaries had skills including making
traditional drinks, bread, furniture, tailors, and masseurs. The decision to do begging activities is due to limited capital, sales, and opinions that cannot be enough to meet the basic needs of the family (food, home, education, health). As revealed by the informant; “Is not certain of begging, scavenging”. Another informant also said “Stone porter, begging. Not necessarily the important thing to be able to support the family, scavenging and busking”.

Kampung Topeng is a successful empowerment effort as well as a national pilot project of empowerment program for PPKS (beggars). This service was started in 2015 by the Malang city government through the Malang City Social Service, namely by planning an empowerment program for PPKS. In 2016, the Malang city government in collaboration with the Ministry of Social Affairs planned a program for beggars in the form of the "Desaku Menanti" program. This location was later known as "Kampung Kesetiakawanan Sosial Margo Mulyo” or "Kampung Topeng" or "1000 Topeng Rural Tourism Destination".

The results of study showed that the strategy carried out by former beggars during the pandemic was influenced by three things, namely; Personal and family assets, access, and accumulation of assets. Personal and family assets are the ability of individuals and family members to earn income. Access Refers to aspects of social services that can be utilized in improving family welfare. The accumulation of assets in this study means that the collected resources become beneficiaries of the social rehabilitation program in Kampung Topeng.

Every person has some skill, ability or experience at doing something productive. Family units almost always serve as one of the most important networks in a community. This informal network represents potential energy as an important energy source for improving family well-being. Family units almost always serve as one of the most important networks in a community. This informal network represents potential energy as an important energy source for improving family well-being [14]. Informants who had skills before they lived in Kampung Topeng's social
rehabilitation zone were less likely to do begging activities and would retain the skills they had as a source of income when the pandemic hit.

The involvement of family members during the Covid-19 pandemic became a support system that strengthened families to survive the pandemic. Strong bonding between family members to jointly compete shoulder to shoulder together becomes a strategy that can be done to improve family welfare [15]. As the Informant revealed: "Always grateful to God for sewing cleverness, being able to live in a pandemic like now". "I'm only good at making traditional drinks, if begging is no longer because there is shame." "I'm not good at making bread, I'm just good at selling. From before I was here I bought bread in the factory and sold it. Now I sell bread made by my son who works in a bakery. Because of the pandemic, he had a lot of time at home."

Social service programs by the government in Kampung Topeng positively impact citizens' access to employment opportunities. This social service is evident from citizens who get the chance to work in the government. Three citizens work in the government, namely; one citizen working as an employee in the Cooperative, Trade, and Industry Office of Malang City, and two residents working as employees in the Social Service of the Malang City Government. The social services program also provides space for citizens to open new jobs by providing capital, skills training.

Skills training provided by the government to beneficiaries namely; making meatballs, making batik crafts, making cardboard crafts for wedding proposals, making chips, making cakes, making crafts paying out of bamboo, making snacks, making tofu, making salty egg, making mask crafts, breeding worms, and salons. Information provided by informants in line with data from program implementers. beneficiaries will get social assistance including; Training and provision of Productive Economic Business in the form of business capital to each family amounting to Rp. 5 million, Guarantee of life for four months to individuals amounting to Rp. 20,000 domestic assistance, building materials of Rp. 30 million each, food assistance for three months, guest seat, and bed assistance.

Social services also focus on children's special access to children admitted to a village close to the empowerment zone. Some of the informant's activities during their stay in the empowerment zone include, namely; Workshop (5.80%), Farm workers (4.35%), Selling Clothes, Bags (2.90%), Selling Ice Cream (4.35%), Selling Drinks (5.80%), Selling Bread (4.35%), Selling groceries (2.90%), Selling Mask (1.45%), Selling Meatballs (2.90%), Selling Mobile Clothes (2.90%), Selling Food (2.90%), Factory Work (11.59%), Building Porters (7.25%), Making Curtains (8.70%), Making Furniture (1.45%), Making and Selling Salted Eggs (1.45%), Ojek online (4.35%), Employees at the Department of Cooperatives, Trade, and Industry of Malang City (1.45%), Employee at Malang City Government Social Service (2.40%), Scavenger (4.35%), Busker (5.80%), Tailor (1.45%), Schoolboy shuttle Driver (1.45%), Masseuse (1.45%).

Access to work has an impact on changing the main set of citizens to no longer do accrual on the streets. As the informant said; "Yes, there is a lot of income in Kampung Topeng, there is a monthly salary (government officials) right now. If we don't get out, we don't get money. The important thing is not to go down the road anymore."

Residents who have not been able to take advantage and create access from job opportunities provided by program implementers are more likely to do their original activities before resettlement in Kampung Topeng. Income that cannot be ascertained provides a different perspective related to how to survive in the Covid-19 pandemic.

The accumulation of assets is closely related to the social services received by beneficiaries during the implementation of social rehabilitation programs. Strategy is best identified as the
means used by social actors to transform into accumulated assets. The accumulation of assets derived from home social assistance, health insurance, educational social assistance, cash direct assistance, skills training, business capital assistance becomes capital that strengthens beneficiaries in the face of the COVID-19 pandemic.

In general, physical capital assets associated with land and housing as well as health-related human capital assets can be considered "protective" or "preventive" social services, protecting against shocks that cause households to fall into poverty. In contrast, financial capital, educational human capital, and even political capital can be identified as social services "promotional assets" that actively provide opportunities to escape poverty sustainably. Lastly, social capital acts as the "glue" that holds it all together [16].

The strategies carried out by residents during a pandemic can be described in the fig. 2:

![Fig. 2. Former Beggar's Survival Strategy During Covid-19 Pandemic](image)

The strategies used tend to be businesses that do not require skills, knowledge, and level of education—this strategy is based on experience before occupying the social rehabilitation zone. As stated by the informant; “The pandemic has caused me to sing again because my income is only 70 percent left. Busking is I cannot eliminate the only one activity in this situation. My parents say that singing is a versatile science. When we migrate to other areas, we can use it if our conditions are neglect there. For example, the project leader foreman runs away, we have no money. busking is the main way to find Food, make a living.”

Scavengers, buskers, beggars, and the Cepek Police have become activities that residents mostly carry out during the Covid-19 pandemic. What the informants did during the pandemic as their survival strategy were as follows; Save Money (7.14%), Owe (5.36%), Pawn of Goods (5.36%), Selling Food (3.57%), Selling Drinks Online (1.79%), Work in Cleaning Service (1.79%), Building Porters (5.36%), Busking (19.64%), Beggar (12.50%), Changing Marketing with a Consumer Pick-Up (5.36%), Changing Marketing by Lowering Prices (1.79%), Selling coffee (1.79%), Selling rice (1.79%), Scavenger (12.50%), Cepek Police (14.29%).
The strategy chosen by the residents is also influenced by the attitude of the residents' dependence on social service programs and implementers in Kampung Topeng. As revealed by the informant, as follows: “Developing tourism here will not work. It can't. Depending on the community, if the residents are willing to be involved, it will be effortless for changes to occur. But it seems that the people have not been able to change. Previously, given any amount of capital. Hard to be empowered because they already felt that they could have much money from the streets was earned without needing capital, no need to go into debt,” Discussions if you only come, but there is no money will be a waste of time. If there is social assistance, it helps the family finances. The pandemic has made activities in the Kampung Topeng stop; there is no income if the government does not help.”

Restrictions on the mobility of residents during the pandemic have been one of the reasons tourism in the Kampung Topeng has stopped. This condition has also resulted in a decrease in income for those who rely on tourism objects. In addition, the home school learning model requires children to use mobile devices as a learning tool, so there is an additional expense to buy mobile phones.

Programs tend to be incidental or one-shot programs so that the impact of the training cannot be felt, especially in the effort to fulfill the needs of daily life. Skills training had not based on an assessment based on the beneficiaries’ skills, talents, knowledge, and activities before they lived in Kampung Topeng. The training program followed because there tended to be monetary rewards. This condition was conveyed by the informant as follows; “Just training continues the term there is no order. There is only an order that there is Mrs. Nurul. Make the box good. Only Mrs. Nurul can. But that was then, and now there's no more.” Yes, ever, meatball training program, chips, that I do not sell meatballs, wong usually I sell bread, so given capital yes not for the bread of sale, right people selling it suitable. If it doesn't fit the stuff.” Yes, it's been training, make it only one day and two days. That's nothing.” Who is training cakes? I am not talented make a cake, and I just participated, so I cannot if you make cakes.”

Another social service from the government is in the form of social assistance. Social assistance can ease the burden on residents, one of which is free social housing. The house is crucial for the family to be able to improve their quality of life. The data shows that the informants did not have a place to live before occupying the rehabilitation Zone so that the cost of renting a house became a heavy burden. As disclosed by the informant as follows; “Yes, it used to be less. At most, we are 50 or 70,000 a day. That makes the children, at least a day 20 thousand, continue to buy rice to buy this. Yes, it is enough, but to save or buy what we want, it is still not able to eat is enough. If I think we thank God I occupy the house in Kampung Topeng; it's like a blessing. From the age of 1 year to 5 years, my son was sickly; every year must be in the hospital. Since living there until now, Alhamdulillah is not in the piece, but it has been pneumonia never relapsed again small. Even now fat, living here two years that fat healthy son. It is possible because the weather or the air is also good if here if there is the environment, now fat my son, even though it used to be poor nutrition, I am a cadre, but my son is malnourished.” In the past in Muharto village, where the previous residence was a lot of debt, the house did not have. So the work is paying debts, eating sometimes eating, sometimes not.”

Direct Cash Assistance (BLT) and PKH (Hope Family Program) are social assistance from the government that can ease the burden on citizens in fulfilling their daily needs, especially during the Covid-19 pandemic. BLT is a priority for government programs during the Covid-19 pandemic based on Government Regulation instead of Law (Perpu) No. 1 of 2020 concerning the use of Village Funds in the 2020 fiscal year for the poor and efforts to deal with the pandemic. PKH is a program that providing conditional social assistance to low-income families as beneficiary families. This program is specifically for pregnant women and children to take
advantage of health care facilities and educational services, including access to complementary social protection programs in a sustainable manner.

4 Conclusion

Covid-19 has made it increasingly difficult for economically vulnerable groups of people to meet their daily needs. Working in the informal sector with precarious work before the pandemic occurred was the cause of this condition. Social policies that take sides and give special rights (privilege) to them are needed to provide a social safety net for them in meeting the necessities of life.

“Kampung Topeng” or "Kampung Desaku Menanti" or “Kampung Kesetiakawanan Margo Mulyo” or “Kampung 1000 Topeng” is a social rehabilitation zone for beggars. It is a synergy of the Ministry of Social Affairs, East Java Province through the East Java Provincial Social Services, Malang City Government through the Malang City Social Services, and the Social Welfare Institution (LKS) "Mutia Insani" or currently named "LKS Insan Sejahtera". The program has succeeded in placing beneficiaries in social rehabilitation zones and transforming the activities of citizens who were previously beggars to more productive activities, stop begging activities. Nevertheless, the COVID-19 pandemic has forced the implementation of the program to change some social services and stop tourism activities in the rehabilitation zone. This condition affects the lives of beneficiaries in the zone.

The strategy carried out by former beggars during the COVID-19 pandemic was influenced by three things, namely; Personal and family assets, access, and asset accumulation. Personal and family assets are the ability of individuals and family members to earn income. Access refers to aspects of social services that can be utilized in improving family welfare. The accumulation of assets in this study means that the collected resources become beneficiaries of the social rehabilitation program in Kampung Topeng.

In addition, there need to be social services that lead to skills, knowledge, and talents owned by individuals. Social services that are incidental and are to complete the program will be more likely to cause beneficiaries to become dependent on social assistance. Therefore, active involvement of beneficiaries from planning process, assessment, implementation, evaluation, and termination is needed.

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Analysis of Community's Role in Implementation of Stunting Policy in Pemalang District

Dyah Lituhayu¹, Ida Hayu Dwimawanti², Maesaroh³
{lialituhayu@gmail.com}¹

Universitas Diponegoro, Indonesia¹,²,³

Abstract. Stunting is still a problem, especially in Pemalang District, Central Java. Based on the data in May 2019, the number of stunting children under five in Pemalang Regency reached 107 children in 10 sub-districts. In order to accelerate the handling of stunting, the Pemalang Regent issued a Regent's Decree Number 188.4/9611/2019 Regarding to the Formation of the Team for the Acceleration of Stunting Prevention and Control which involves 14 Regional Apparatus Organizations in stunting prevention. The researchers used a qualitative descriptive method in this study. The results of the field finding indicate that the implementation of stunting management in Pemalang Regency has not fully involved the community. The implementation of stunting management only involves two related agencies, namely the Health Office and the Regional Planning Agency. Therefore, in implementing policies in the current era of good governance, the principle of participation is seriously needed. It is in line with the three pillars of good governance: government, private and community. Without public participation, it can be said that policy implementation will not be carried out optimally.

Keywords: Community, Role, Stunting

1 Introduction

The stunting rate in Indonesia is ranked 4th in the world and 2nd in Southeast Asia. Based on data from Riskesdas (Basic Health Research) of the Indonesian Ministry of Health in 2019, before the pandemic, there were 6.3 million stunting children under five from 23 million population of under-five children in Indonesia. Therefore, the government needs to make extra efforts to reduce the stunting rate.

The high rate of stunting cannot be separated from the rapid rate of population development in Indonesia, which has an impact on the level of community welfare. Community welfare is one of the goals of the Indonesian state which is still being pursued to these days. Various efforts have been made by the government to improve the quality of human resources in order to improve the economy and the pace of national development. The efforts that have been made by the government so far have not given maximum results. There are various obstacles faced by the government in an effort to improve the welfare of the community. This can be seen through the high poverty rate in Indonesia.

Based on data from the Central Statistics Agency (Badan Pusat Statistik) in September 2019, the percentage of poor people in Indonesia reached 9.22% or 24.79 million people, and in 2020, the percentage of poor people in Indonesia increased to 9.78% or 26.42 million people.
The high poverty rate in Indonesia is influenced by the low quality of human resources in Indonesia. The quality of human resources in Indonesia is still left behind, if it is compared to other countries. It can be proven in the Human Development Index (HDI) reported from UNDP in 2020 that Indonesia ranked 111 out of 189 countries.

One cause of the low quality in human resources and the level of poverty is health problems. Health problem is the government’s main concern because of their enormous influence on the pace of national development. Health problem is also increasingly feared by the government since the Covid-19 pandemic occurred in the beginning of 2020 in Indonesia. The Covid-19 pandemic has caused limitations in community activities which resulted in the higher number of unemployment and poverty in Indonesia.

Unemployment and poverty have caused the difficulty for people to meet their daily needs, especially food need. Food need which is not fulfilled properly can cause various health problems, one of those is nutritional problem. Various nutritional problems are malnutrition and stunting. The government need to be able to fulfill one of the citizens’ basic rights, that is the health aspect. The main focus of nutrition problem for Indonesian government at this time is stunting prevention. Stunting is a chronic malnutrition problem caused by a lack of nutritional intake for a long time, resulting in children growth disorders, that the child's height is shorter than the standard age (P2PTM Ministry of Health Indonesian Republic).

Indonesian Government continues to be overcome stunting. The government issued the Presidential Regulation of the Indonesian Republic Number 42 in 2013 concerning the National Movement for the Acceleration of Nutrition Improvement. President Joko Widodo emphasized the joint efforts between the government and the community to be able to participate and increase the awareness of stakeholders in a planned and coordinated manner to accelerate the improvement of priority community nutrition during the first 1000 days of life (HPK).

Pemalang Regency is one of the regencies in Central Java Province which is included in the 11 priority regencies/cities in stunting prevention in Central Java and is included in the 100 priority regencies/cities at the national level. The Head of the Pemalang District Health Office, Erna Nuraini explained that the number of stunting children under five in Pemalang Regency reached 107 spread across 10 sub-districts in Pemalang Regency in March 2019.

The regent was alarmed by this high stunting rate and he formed a team to accelerate stunting prevention and control based on Pemalang Regent Decree No. 188.4/9611 of 2019. The following is the number of stunting toddlers.

<table>
<thead>
<tr>
<th>No.</th>
<th>Sub-district</th>
<th>Village</th>
<th>Number of Stunting</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Moga</td>
<td>Mandiraja</td>
<td>9</td>
</tr>
<tr>
<td>2</td>
<td>Wangkelang</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Longkeyang</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Bodeh</td>
<td>Parunggalih</td>
<td>10</td>
</tr>
<tr>
<td>5</td>
<td>Kebandungan</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Purana</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Tambakrejo</td>
<td>16</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Kalirandu</td>
<td>35</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Losari</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Tumbal</td>
<td>25</td>
<td></td>
</tr>
</tbody>
</table>

| Total | 126 |

(Health Office of Pemalang Regency (2019))
Based on table 1, it is known that there are 3 villages with the highest number of stunting sufferers in Pemalang Regency, namely Kalirandu Village, Tumbal Village, and Tambakrejo Village. Based on the explanation from the Head of the Pemalang Regency Health Office, it is said that the number of stunting toddlers was 107 toddlers in March 2019, while there were 126 stunting toddlers in May 2019. There was an increase of 19 stunting toddlers in a period of 3 months in Pemalang Regency.

The implementation of stunting prevention in Pemalang Regency consists of a steering team and a technical team with different functions. The technical team is divided into specific intervention areas; sensitive intervention areas; and data assessment and analysis areas. The researchers focused on the role of the technical team in specific fields in stunting prevention, because the functions possessed by teams in specific fields are in direct contact with the community in stunting prevention. Because this team has direct contact with the community, this study is aimed to see how the community plays a role in preventing stunting.

2 Methodology

This research is a type of descriptive research, applying a qualitative approach. Data collection techniques were done through observation, in-depth interviews, focus group discussions and secondary data.

3 Discussion

The policy implementation is certainly involved many parties, so that the policy objectives can be implemented properly and achieve maximum results. Policy implementation is part of the public policy process, and policy implementation is the ability to form further relationships in a causal chain that connects action to goals Suparno [1].

One of the implementation models used in this research is the Mazmanian and Sabatier Implementation Model, defining implementation as the run of basic policy decisions. It is usually in the form of legislation and it can take the form of orders or important executive decisions or decisions of the judiciary. Generally, the decree must consist of the problem to be solved, explicitly state the goals or objectives to be achieved, and various ways to structure or regulate the implementation process Suparno [1].

Basically, there are "five points" which need to be done in policy effectiveness [2], namely:

3.1 Policy Accuracy

The policy accuracy is evaluated by the extent to which existing policies cover things that actually overcome the problem to be solved. The consideration is how excellent is the policy. The other point of view regarding to the policy is whether the policy has been formulated in accordance with the character of the problem to be solved. The next point is whether the policy is made by an institution which has the authority (institutional mission) in line with the character of the policy.

3.2 Implementation Accuracy

The actor in implementing the policy is not only the government. There are three institutions that can be the implementation agencies. Those are the government; cooperation
between the government and the public/private sector; or the private agents (privatization or contracting out). Monopoly policies, such as resident identity cards, or policies which have a high degree of political security, such as defense and security, should be implemented by the government. Policies which are empowering the community, such as poverty alleviation, should be implemented by the government together with the community. Policies which aim to regulate community activities should be tackled by the community, such as how companies should be managed or how is the development of medium and small scale industries which are not strategic. For those, the government is ineffective in implementing the policies.

3.3 Target Accuracy
Accuracy relates to three things. The first is whether the targeted intervention has been right with the plan, whether there is no overlap with other interventions, or no conflict with other policy interventions. The second is whether the target is ready for intervention or not. The third is whether the policy implementation intervention is new or updating the previous policy implementation.

3.4 Environmental Accuracy
There are two environments that are most decisive, namely the policy environment and the external policy environment. The policy environment is the interaction between policy-making institutions and policy implementers with other related institutions. The second environment is the external policy environment called Calista exogenous variables, which consist of public opinion. Those variables are about public perceptions of policies and policy implementation, interpretive institutions relating to the interpretation of strategic institutions in society. The strategic institutions are the mass media, pressure groups, and interest groups. They are truly strategic institutions in interpreting policies and implementing policies. Certain individuals who are able to play an important role in interpreting policies and implementing policies can also be one of the strategic ways.

3.5 Process Accuracy
In general, the implementation of public policy consists of three processes, namely:

3.5.1 Policy Acceptance
It is that the public understands the policy as a "rules of the game" needed for the future. On the other hand, the government understands the policy as a task that must be carried out.

3.5.2 Policy Adoption
It is that the public accepts the policy as a "rules of the game" that are needed for the future. On the other hand, the government accepts the policy as a task that must be implemented.

3.5.3 Strategic Readiness
It is that the public is ready to implement or be part of the policy. On the other hand, the bureaucrats are ready to become policy implementers as their responsibility is to carry out the policy.

Based on the accuracy of the above process, it appears that strategic readiness must also involve the public community. In this context, it is important to involve community in successfully implementing the policy. The role of the community is able to influence the success of a policy. In this case, it is the stunting treatment program.
Role is a social interaction in society that describes the expectations that guide individuals to behave in everyday life. In the dimension of public policy, actors are required to behave which is suitable to their roles.

In the implementation stage, there are various actors involved. They come from the government and the community, and are identified from the bureaucracy, legislature, judiciary, pressure groups and community organizations [3][4].

Iqbal [5] describes implementation actors as the people who have an impact and/or who are affected by the development policies, programs and activities. They can be men or women, communities, socio-economic groups, or institutions in various dimensions at every level of society.

In general, the actors involved in the implementation of public policies are state actors, private actors, and civil society. These three actors have very important roles in policy implementation. It is obviously in line with the concept of good governance. The basic principles in the provision and implementation of public services must involve 3 (three) stakeholders, namely the government, the private sector and the community. In providing public need of goods and services, it must not be carried out only by the government. This is to emphasize the implementation of government functions, which is the cooperation between the government, the private sector and the community.

Research by Robertson et al. (2013) in Dwiyanto proves that the government through public policy can manage private and public awareness to empower (CSR). Therefore, it is important to analyze the role of the community in the implementation of stunting management.

In line with the releasing of this stunting management policy, it is an effort to improve public health, both for stunting children and pregnant women. Giving vitamins or additional food to pregnant women is one form of empowering pregnant women to be healthy so that adequate nutrition will have an effect on the fetus which in turn gives birth to healthy children.

From the field finding, it is shown that the role of the community in dealing with stunting has involved only one community or religious organization, namely Muslim women who helped providing additional food for stunting children. Meanwhile, the community has involved through CSR and the private sector has involved and only Pertamina carried out it for public.

However, the pregnant women who has the role as the target group cannot be covered 100% for the provision of blood-added vitamins by this program due to the refusal reasons. It is because the effects of these vitamins are nausea and dizziness. To encourage the willingness of those pregnant women in taking blood-boosting vitamins, the government also involves, families, husbands to pay attention to their wives to take vitamins that have been given by the government.

In addition, due to the impact of covid, the participation of the community, especially pregnant women, to check their pregnancy at the Public Health Center is decreasing. The role of the family also greatly determines the success of this stunting treatment, because the parenting obtained from the family greatly affects the health of children and pregnant women. The parenting pattern obtained is related to nutritional intake which is considered a taboo for a child or pregnant woman to consume. In field, it was also found that the government’s support in form of food assistance that should have been consumed by stunting children, was actually used for family consumption. Sometimes it was also given to neighbors who do not receive the government support because they did not have stunting children or pregnant women. It is their cultural concept that fortune must be shared to neighbors.
Besides, the community also involves the member of PKK organization. However, the company through its Social Corporate Responsibility (CSR) still has problems to run the role as private sector to support government policy. It is because the location of the company is not in the village dominated by stunting children. Therefore, it is difficult to support this stunting management program. That is challenges of government to handle this problem, how to increase the role of company through CSR.

4 Conclusion

The success of implementing stunting handling policies is determined not only by the actors involved in implementing the policy, but also by the community and the private sector support. It is based on the concept of good governance that there are three main pillars, namely the government, the private sector and the community. All of those three pillars have a role to play in the successful implementation of a policy. In the implementation of stunting handling, the role of the community is still not maximized. It is proven that there are still pregnant women who do not support the provision of blood-added vitamins due to the fear of the impact, namely dizziness. The support from the government for stunting children and pregnant women was consumed by all family members and even distributed to neighbors who should not be the target group of the policy.

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Seeing the Issue of the Climate Crisis from the Lens of an Indonesian Documentary Video

Yanuar Luqman
{yanuar.luqman@live.undip.ac.id}
Universitas Diponegoro, Indonesia

Abstract. The documentary is one of the efforts of environmental activists in addressing the message of environmental conservation, especially about the climate crisis. As a medium of communication, film has the advantage of being complete audio, visually delivered verbally and non-verbally. The message of environmental conservation through documentary videos becomes important to be delivered sustainably. It becomes important because, environmental damage is increasingly widespread along with daily human activities. Data shows that the main factor causing the climate crisis is human behavior. Serious and massive action is needed to avoid the worst effects of the climate crisis. Environmental communication with documentary video media aims to try to awaken the audience to the importance of environmental sustainability by doing development in a sustainable manner. Theories about environmental communication, naturalizing culture and the concept of environmental literacy are references in this study. The research analysis unit is a video entitled "Deforestasi Tanpa Henti ", "Mutualisme", "Sesak" and "Muara Gembong". This research aims to find out the message of environmental concern contained in selected documentary videos by looking at: choice of themes, selection of sources, characterization and other technical matters. It was found that the four documentaries had different themes, variations of the theme: "it’s how the west was won”, “boundaries between animals and humans are important and should be enforced” and "humans as both destroyers and saviors of nature". Documentary storylines are not docudrama. Only 1 documentary funded independently by the community, namely Muara Gembong: Sebatang Pohon Untuk Kehidupan. Only 1 documentary was found with a focus on NGO sources: "Deforestasi Tanpa Henti" while the other documentaries built a narrative with fairly complete sources.

Keywords: Video, Environment, Climate Crisis

1 Introduction

The central aspect of environmental themed documentaries is the environmental subject from various aspects. In the study of documentary films, the documentary is understood not only as a tool for disseminating knowledge but as a response to ideas, beliefs and emotions that arise in the process of audio-visual research into the environment. This process, like many themes of social documentaries, involves the filmmaker who understands that he is not only engaged but also involved [1].

Film is a medium that intersects with the modernity it critiques, and thus filmmakers must acknowledge involvement in the theme of environmental change on both a professional and personal level. Therefore, filmmakers should try to limit and justify the role of filmmaking in
environmental degradation through what the film has to offer about the global spread of environmental awareness. Documentary films with environmental themes can be distinguished according to the tone of response that the makers represent. In the discussion of genre and fashion, environmental themed documentaries are defined through aesthetic categories and engagement strategies with the subject. However, the documentary might be more defined as a communicative response in a dialogue with many debates taking place in the fields of environmental communication, environmental education and environmental psychology. In this case, the documentary can be understood as an ambivalent or contemplative, ironic or argumentative response in responding to awareness of the complexity of the issue [1]. Documentary films with environmental themes that are able to encourage social movements provide access to realistic changes and provide access to solutions in different contexts [2].

Documentary films are understood as one of the choices of communication media. Talking about the media does not escape talking about exposure as one of the expected goals in media. Media exposure (documentary films) has been shown to be a strong determinant of social behavior. This can effectively induce positive outcomes, such as prosocial behavior, but it can also lead to negative outcomes, such as aggression or risk-taking behavior [3]. In terms of environmental concerns, the available evidence suggests that the media are part of the problem, but may not easily be used to become part of the solution. Communicating through documentaries with environmental themes can arouse attention and desire to take action [4].

Environmental communication (campaign) with film medium and social media distribution platform is actually nothing new. Environmental campaigns have often been carried out by various parties with the same goal of trying to make the public aware of the importance of environmental sustainability by carrying out sustainable development. The different ways of communicating and interpreting messages about environmental conservation and sustainable development are always interesting to study. Film is a powerful medium for evoking emotions and transporting people across places and times. Information and education are also the communicative goals of film media. Environmental messages spread through videos and films can be reached by organizations, activists, and artists with only simple tools [5].

Environmental themes that often appears in art product is created as a response of the filmmaker to social, economic, political, and cultural situation [6]. According to Corbett [7], Films with the theme of environment and sustainable development consist of various themes as follows:

a) Humans as both destroyers and saviors of nature.
b) Science can solve and can save.
c) Nature as a human test.
d) Natural events as demonic other.
e) Boundaries between Animals and humans are important and should be enforced.
f) Nature battles as allegories of progress.
g) It’s how the west was won.
h) The tribal is synonymous with the natural.
i) Animals starring as humans.

Film is one of the communication media to convey the message of environmental conservation and sustainable development. Environmental communication means pragmatic and constitutive modes of expression — naming, shaping, orienting, and negotiating — our ecological relationships in the world, including those that have nonhuman systems, elements, and species. Environmental communication has two distinct functions: First, environmental communication is pragmatic: It consists of verbal and nonverbal modes of interaction that convey instrumental goals. Pragmatic communication greets, informs, demands, promises,
asks, educates, reminds, persuades, refuses, and more. Second, environmental communication is constitutive: It requires verbal and nonverbal modes of interaction that shape, direct, and negotiate meanings, values, and relationships. Constitutive communication invites certain perspectives, evokes certain beliefs and feelings (and not others), fosters certain ways of relating to others, and thereby creates vivid feelings that may move us [8].

Film is one of the cultural artifacts, environmental communication is also inseparable from culture as its context. Donald Carbaugh put forward the Naturalizing Culture theory of how language shapes meaning about the universe. The starting point is that communication, as traditionally conceptualized, forms a binary. Carbaugh argues that natural and cultural systems help shape each other and radically influence each other. Environmental communication is not just one type of communication that is occasionally generated — rather, it is a dimension in all systems of communication practice [9].

Documentary, in the opinion of Bill Nichols in his book Representing Reality (1991), as quoted by Chandra et al. [10] is an attempt to retell an event or reality, using facts and data. Events or reality, in this case, are seen by filmmakers so that they form opinions that are packaged in the film medium by storytelling. Expository documentary, displays messages to the audience directly, through a presenter or narration in the form of text or sound. The narrator speaks in the third person to the audience, who explains what happened in the scene by giving context to the visual and sound texts that are displayed so that they don't get separated and remain intertwined in a complete storytelling stitch that is continuous with each other. Expository documentaries do not interweave images based on time continuity, but rather as supporting arguments conveyed through narration or presenters [10].

Expository documentary in Chandra et al. [10] view, documentary maker should position himself as a propagandist, who raises dramatic themes from the life around him as a social obligation or contribution to the environment and culture. In addition, the position of a documentary is not as a mirror but a tool to hit (warn to be aware) [10]. The expository form of composing didactic arguments, tends to present information directly to the audience, and often directs conclusions directly in a good or bad position based on a certain moral order, to avoid misinterpretation of the audience. The strength of constructing context building in expository lies in the narrative systematics that have been tightly constructed. Thus, the most basic drawback is of course if the sound element that embodies the narrative is turned off, then the visual structure becomes meaningless and loses its coherence [10]. Altman (2000) dan Langford (2005) as quoted Hutomo et al. [11] mentions that genres are defined by the film industry and then recognized by a broad audience. One of them said that documentary is one of the interesting genres to discuss.

According to Manzo [12], certain types of films, especially science documentaries involve environmental science. In doing so, documentaries must not hold to a higher standard than science itself, which is not expected to reveal the whole truth and be perfect. Debates about data interpretation, logos, and so on are inevitable. However, such films can, and should be held to photographic standards of honesty, openness and honesty. The indexical nature of documentaries is a matter of accuracy and trustworthiness, which is why disclosure about manipulated or falsified images is very detrimental to the viewer. It can undermine public understanding of science and public confidence in science.

Environmental campaigns (advocacy communications) have various objectives. Some aim to raise awareness of the new problem; others seek to actively involve their supporters in persuading public officials to act according to demands related to environmental sustainability and comfort. There are various uses of digital media to achieve these goals: First, alert: in the context of environmental communication a simple act of interpreting a phenomenon is "the
basic entry point for socially distinguishing and categorizing parts of nature”. Second, amplify: the use of social media-based communication media can warn and strengthen. The purpose of amplification communication is to increase the number of people who are in touch with the message of environmental preservation and sustainable development. Third, engage: social media technology enables this type of community activism. Engagement, namely taking individual and collective actions that deal with public life. Reminding people and amplifying voices in public spaces (communicating) is an important role, engagement reflects how social change itself is shaped through communication [13]. This paper aims to find out the message of environmental concern contained in selected videos/documentary films by looking at: choice of theme, narrative style, selection of point of view and selection of sources.

2 Method

The unit of research analysis is 4 videos/documentary films, namely: (1) Deforestasi Tanpa Henti, (2) Mutualisme, (3) Sesak and (3) Muara Gembong: Sebatang Pohon Untuk Kehidupan. The four environmental themed videos/documentaries were analyzed using content analysis techniques. This study aims to determine the message of environmental concern contained in selected videos/documentary films by looking at: choice of themes, narrative style, and selection of sources. Themes will be determinate by looking on documentary’s storyline. This research will study narrative style of the documentaries by comparing whose story did the documentary follow, who narrates the story throughout the film, whether the narrator appears on camera and the filmmakers involvement on the issue [14].

3 Finding and Discussion

This section will begin by presenting a synopsis of each video/documentary film with an environmental theme with an Indonesian background. First, a video/film, a documentary entitled “Deforestasi Tanpa Henti” (2018). This video/film tells the data that Indonesia's natural forests continue to decrease every year. The government's efforts to tackle deforestation also seem to be invisible because from year to year the lost natural forests are increasing. Currently, Indonesia requires sustainable and fair forest management for all people. Produced by a non-governmental organization called Forest Watch Indonesia (FWI) it was built to make changes to the system in accessing data and information regarding forest management in Indonesia, where existing conditions indicate that data and information are difficult or inaccessible to the public.

Second, a video/documentary film entitled “Mutualisme” (2018). This video/documentary tells about the Petungkriyono Forest in Pekalongan Regency, Central Java, which is the only remaining tropical rainforest on the island of Java. The forest in the Dieng mountainous landscape is outside a conservation area—such as in a national park—so the level of threat is quite high. The existence of the forest provides physical and non-physical benefits to the people who live inside and outside the Petungkriyono forest. Its usefulness has succeeded in growing a sense of concern and awareness of the importance of protecting the forest. This reciprocity is a mutualism that cannot be separated in life. The production of this film was supported by the Pulitzer Center through the Rainforest Journalism Fund program.
Third, a video/documentary film entitled “Sesak” (2021). This video/documentary talked about "The Story of Those Who Grow Up With Dirty Energy" is a documentary collaboration between Watchdoc with Greenpeace Indonesia and Enter Nusantara. This documentary tells about the fate of children who live close to dirty energy sources. Where they lose their ecological rights, the air that is inhaled is no longer clean until the threat of disease it causes, even though these children will later become part of the demographic bonus that has been predicted by the government.

Muara Gembong: Sebatang Pohon Untuk Kehidupan (2017): This video/documentary tells about the clearing of mangroves in the early 1980s to create shrimp and fish ponds without considering the importance of current barrier for the Muara Gembong area. After the abrasion flooded the ponds and settlements of Muara Gembong, the community began to carry out a mangrove planting movement.

3.1 Featured Theme

Based on theme sorting written by Corbett [7], the four videos/documentaries have different themes. “Deforestasi Tanpa Henti” (2018) dan “Sesak” (2021), same theme i.e “It’s how the west was won”. “Deforestasi Tanpa Henti” (2018) said that the deforestation that occurred was the result of the conversion of natural forest functions into industrial plantation forests. By prioritizing the economic sector, the government ignores the interests of the environment and the surrounding community. “Sesak” (2021) said that energy dependence is a pain for some people who are directly affected. However, instead of being concerned with public health, the government's policy is in favor of the interests of capital. “Mutualisme” (2018), themed “Boundaries between Animals and humans are important and should be enforced”: This documentary talked about the shift in the use of forests by local communities. Former wildlife hunters and loggers have switched to growing coffee and sap, which have been around for a long time but are not cultivated. “Muara Gembong: Sebatang Pohon Untuk Kehidupan (2017)” themed “Humans as both destroyers and saviors of nature”: The resource persons talked about the clearing of mangroves in the early 1980s to create shrimp and fish ponds without regard to the importance of retaining currents for the Muara Gembong area. After the abrasion caused the ponds and settlements of Muara Gembong to be flooded, the community began to carry out mangrove planting movements. Various animals such as langurs and wild boars that were previously hunted are now guarded and escorted by the Tourism Awareness Group (Pokdarwis).

3.2 Storyline

The storyline of each of these videos/films is a pure documentary, not a docudrama that adds an element of drama to strengthen the message that will be sent to the audience. “Deforestasi Tanpa Henti” (2018): This film contains information about the condition of natural forests in Indonesia and the current state of deforestation. The initial sequence explains the acceleration of forest clearing from year to year with a focus on 3 regions, namely Sumatra, Kalimantan and North Maluku. While the next sequence shows that deforestation occurs in forest clearing concessions, meaning that this forest clearing occurs illegally but is carried out with the design and approval of the government. This sequence shows that the government approved the permit to plant industrial forest plantations in natural forests which resulted in flash floods, landslides and droughts. This film questions the very rapid rate of deforestation, how is the government’s commitment to reducing carbon emissions. “Mutualisme” (2018) told with a plot: This film tells the story of the relationship between the Petungkriyono forest and the surrounding community. It opens with interviews with Java gibbon primate researchers and interviews with former hunters and loggers. The next
sequence tells about the shift in forest use by the surrounding community. What used to be hunting and logging turned to coffee and sap farming. In the past, wild forest bee nests were destroyed for honey, now people have turned to beekeeping. The next sequence shows the use of river water in the forest to produce clean energy that is channeled to support village life so that it can meet the needs of cottage industries. The film closes with an interview with a local KPH who states that the status of Petungkriyono’s forest use has changed from being exploitative to being conservative.

“Sesak” (2021) told with the plot: The Documentary Sesak opens by showing the dependence of mothers who live in urban areas on energy and then asks them to see the condition of their children and residents who live around dirty energy plants. The next sequence contains the health impacts experienced by children in Pangkalan Susu, Jeneponto, and Cilacap. Sequence three contains scientific information about the impacts experienced by children living around dirty energy plants delivered by interviews with pediatricians and academics of public health sciences. The fourth sequence shows the impact of dirty energy generation on the community’s economic sector, this part is delivered by interviews with environmental activists and residents whose livelihoods are disrupted. Sequence five contains government regulations that actually remove coal waste from the toxic waste category and information on flue gas desulfurization. The documentary closes with a narrative about children’s rights to a good environment for growth and development and shows the concerns of mothers in urban areas who depend on dirty energy.

“Muara Gembong: Sebatang Pohon Untuk Kehidupan” (2017) told with a plot: The film opens with various footage of the condition of the kingpin estuary. The film follows the flow of an interview with the Chair of the Alibata Muara Gembong Tourism Awareness Group, Qurtubi. Qurtubi told of the condition of the Gembong estuary before the abrasion began to displace the shoreline of the Gembong estuary in 1980–until now. Several interviews with fishermen and residents of Muara Gembong are embedded throughout the film. The first sequence of the film tells about the drastic decline in shrimp and fish catches, causing some residents to choose to move because their livelihoods are no longer productive. The second sequence contains public awareness of planting mangroves to fight abrasion. The third sequence contains the diversity of animals and plants, efforts to protect animals in Muara Gembong from hunting and community efforts to build Muara Gembong tourism.

3.3 Narrative Styles

The following chart summarizes and compares the narrative styles of the four unit analysis.

<table>
<thead>
<tr>
<th>Film</th>
<th>Follows</th>
<th>Narrated by</th>
<th>Narrator on camera?</th>
<th>Filmmaker involved with subject?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deforestasi Tanpa Henti</td>
<td>Does not follow a particular person</td>
<td>Voice Over Artist and Mutfi Fathul Barri, Forest Watch Indonesia Program Manager</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Mutualisme</td>
<td>Different subjects on the film</td>
<td>Different subjects on the film</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Sesak</td>
<td>Different</td>
<td>Voice Over Artist and Mutfi Fathul Barri</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>
none of the filmmakers of these films appears on camera. “Muara Gembong: Sebatang Pohon Untuk Kehidupan (2017) is the most prominent film that shows the directors' involvements with their subjects. Without any God-Like voice over place this film on participatory mode. “Mutualisme” (2018) and “Sesak” (2021) has almost same narrative styles. They follow different subjects that appears on camera as sources and narrating throughout the film. An authoritarian commenter also appears on this two films and also “Deforestasi Tanpa Henti” 2018 place this three films on expository mode.

3.4 Documentary Funding

The funders for the production (producers) of three of the four documentaries which are the unit of analysis are non-governmental organizations (NGOs). “Deforestasi Tanpa Henti” (2018) produced by Forest Watch Indonesia. Forest Watch Indonesia (FWI) was built to make changes to the system in accessing data and information on forest management in Indonesia, where existing conditions indicate that data and information are difficult or inaccessible to the public [15]. “Mutualisme” (2018) produced by IDN Times & Pulitzer Center. This film is a production of the IDN Times funded by the Rainforest Journalism Fund by the Pulitzer Center. IDN Times is a leading media office that claims to focus on millennials and Z generation in Indonesia. The Rainforest Journalism Fund (RJF), established in September 2018, is an international funding program focused on environmental and climate reporting. RJF has funded nearly 200 projects and conferences designed to raise the level of reporting on global tropical rainforest issues such as deforestation and climate change. Meanwhile, the Pulitzer Center, which is the parent organization of RJF, is a news agency organization in the United States that has funded various independent reporting projects since 2006 with a focus on issues deemed "less important" by other media [16].

“Sesak” (2021) produced by Watchdoc & Greenpeace Indonesia. Watchdoc This production house was established in 2009, which was founded by two journalists, namely Andhy Panca Kurniawan and Dandhy Laksono. On his YouTube account, Watchdoc has produced 165 documentary episodes and 715 television features. Among them are The Mahuzes (2015), Asymmetric (2018), Sexy Killers (2019), The EndGame (2021), and Kinipan (2021). Watchdoc documentaries are considered to be part of investigative journalism that uses new and creative platforms to highlight social, environmental and human rights issues [17]. Meanwhile, Greenpeace Indonesia is an international environmental campaign organization that acts to save the Earth through peaceful and non-violent actions. A global environmental activist organization in which Indonesia has a representative office.

A documentary entitled “Muara Gembong: Sebatang Pohon Untuk Kehidupan” (2017) is one of the documentaries produced by the local community independently. Producer: Sandi
Barita, Director: Sandi Barita & Fiqi Septiansyah. This film is a documentary film produced independently by a local filmmaker.

3.5 Selected Resource Person to Strengthen the Narrative

In build the narrative, the documentary uses quotes from various sources to strengthen it. Types of resource persons include: NGOs, media, government, private sector/business, community leaders or communities who are directly or indirectly affected. Keynote speaker in the documentary “Deforestasi Tanpa Henti” (2018) is an NGO: Program Manager Forest Watch Indonesia Campaigner Forest Watch Indonesia. “Mutualisme” (2018) which was produced by IDN Times & Pulitzer Center selected resource persons from NGOs: Wildlife Reserves Singapore, government: ADM KPH Pekalongan Timur, community leaders/academics: Primate expert Swara Owa and insect experts and directly affected communities: former animal hunters, former illegal forest loggers.

“Sesak” (2021) choose community leaders/academics: Pediatrician RSPP, Academics of Public Health Sciences, General Practitioners of Pangkalan Brandan Health Center and Environmental Activists. Affected Communities: Some mothers whose children suffer from diseases due to living around dirty energy plants. Residents whose livelihoods have been disrupted after the establishment of a steam power plant in their area of residence as well as several mothers who live in urban areas that are not directly affected to strengthen the narrative. Last documentary “Muara Gembong: Sebatang Pohon Untuk Kehidupan” (2017) chose community leaders: Qurtubi (Chairman of Alipbata: Tourism Awareness Group) and Sanusi, Sahan, Rahmat, and 2 fishermen as people who were directly affected.

4 Conclusion

Based on the theme, the four documentaries that become the unit of analysis are themed: humans as both destroyers and saviors of nature, boundaries between animals and humans are important and should be enforced, dan it’s how the west was won. The storyline of each of these videos/films is a pure documentary, not a docudrama that adds an element of drama to strengthen the message that will be sent to the audience. There is only one self-produced documentary (Muara Gembong: Sebatang Pohon Untuk Kehidupan), the others were produced with strong NGO funding. NGOs with strong funding tend to finance more macro environmental themes. This film also presented in participatory mode. The documentary “Muara Gembong: Sebatang Pohon Untuk Kehidupan” is actually a description of the micro condition of environmental damage which is a reflection of a more macro situation. To strengthen the narrative about the environmental message, selected resource persons who are considered competent. The varied sources show that the documentary makers present the environmental reality from various points of view and interests, not from a mono point of view.

References


The Emerging of Islamic Identities, Sarungan vs Cingkrangan under Democratic Regime in Indonesia

Fendy Eko Wahyudi¹, Satwika Paramasatya², Andi Ahmad Basith Dir³
{f.e.wahyudi@gmail.com¹}

Universitas Diponegoro, Indonesia¹,²,³

Abstract. This study aimed to analyses how the so-called “Islamic Identity(ies)” differences shapes Indonesian social behaviour and Islamic political aspirations and activism. We witnesses that the current Islamization in Indonesia has, among other things, meant an accentuation of religious symbols in public, a rise in forms of personal religiosity, the proliferation of Islamic institutions, and the spread of new religious life-styles. However, the Islamization process has been colored by a contestation between between traditionalist Islamic groups (Sarungan), and scripturalist and conservative Islamic groups, Cingkrangan (influenced by Wahhabi/Salafi interpretations). A long-standing cultural and theological divergence between Sarungan and Cingkrangan groups have now escalated into social life and political domain. As a response to the rise of Cingkrangan group in Indonesia, we witnesses the emerging of defender of traditional Islamic values by Sarungan group that promoting the idea of Islam Nusantara, as a distinctive brand of Islam developed in Nusantara (Indonesia Archipelago) at least since the sixteen century, as a result of interaction, contextualization, indigenization, interpretation and vernacularisation of universal Islamic values, according to socio-cultural reality of Indonesia. This study will analyses the dialectical relationship between Sarungan and Cingkrangan Islamic groups in Indonesia. Drawing from the fields of anthropology, Islamic studies, and political science, this study will foc uses on the emerging of Islamic identity differences and it's implication to the contemporary of Indonesian Muslim social life Post-Suharto era by focusing on West Sumatra and Central Java as case studies. Beyond this general context, the study focuses comparatively on how Cingkrangan and Sarungan contributes to the political aspirations and religious activism which for certain extent such networks can be activated and mobilized for collective actions.

Keywords: Islam, Sarungan, Cingkrangan, Minangkabau, Java, Democracy

1 Introduction

Political freedom and democracy have been experienced and interpreted differently by Indonesia Islamic groups. Therefore, the relationship between Islam, democracy and the politics becomes one of the most themes of the discourse of democratic pathway. One of the challenges in understanding the relation between Islam and democracy in Indonesia and elsewhere in the Islamic world is the concept of Islam and democracy means different things to different Islamic groups. A diversity of perspectives has been shown by Indonesian Islamic groups in presenting their political positions in the context of democratization. On one hand, some Islamic groups, such as Nahdlatul Ulama (NU) and Muhammadiyah supported the democratization agendas, such as human right and religious freedom; while some others Islamic groups, against it in the
name of Islam. Even though the Islamic groups that are involved in the debate use the same terms, such as Islam, Democracy, and Shari'ah, it has a different meaning for each group. As a result of the differences in the religious interpretation, approaches and perspectives related to religious and political issues, social life has encompassed tension, conflict and even violence within Islam.

Previously, the study of Islam, democracy and politics in Indonesia has always been related to political lineages and power struggles [1][2][3][4][5][6][7][8]. As a result, the role of Islam has been dismissed as simple nominalism to understand the contemporary Indonesian religious life. We cannot deny the fact that Indonesia’s democracy have been experienced and interpreted differently by each group, stream and factions within Islamic Indonesia. To understand this phenomenon, this study will focus on the emerging of Islamic identities that are crucially important to understand contemporary life of Indonesian Muslim post-Suharto era. Islam in Indonesia, and elsewhere in the world, cannot be perceived as a single and static, but multiple and changing identities. The term ‘Islam’ itself is and ‘unreliable index’ of the phenomena that many scholars have been trying to comprehend for decades [9].

The orientalist’ point of view, such as Bryan Turner, who establish a set of binary oppositions between Islam and the West as a theoretical basis will not make any sense to understand the relationship between Islam and democratisation process in Indonesia [10]. Turner perceived the West was contrasted with lack of the Orient; so that the West had rationality, the Orient was irrational; the West had tolerance, the Orient was fanatical; the West was progressive, the Orient was traditional; and so on [10]. The manifestation of Turner’s approach can be seen in Mustafa Kemal Ataturk’s project in modernizing Turkey. He repeatedly described Islam as ‘the symbol of obscurantism’; as ‘a purified corpse which poisons our lives’; as ‘the enemy of civilization and science’; and soon [11]. This approach, in other world, suggested that Islam the source of radicalism and violence. In contrast, Ronald Lukens-Bull argued “In a very real sense, the best answer to radical Islam is not liberal Islam but conservative classical Islam” [11]. Contrasting the views of western media and policymakers, he suggested that Traditional Islamic School (Pesantrens) in Indonesia are not a source of radicalism but a source of counter-radicalism and an ally in efforts to establish peace and harmony in the world [12].

In one hand, Bryan Turner perceives Islam as a source of problem, while Ronald Lukens-Bull, in another hand, suggests that Islam is a source of solution. The questions arise, whether Tuner and Lukens-Bull are referring to the same ‘Islam’? Based on the aforementioned background, questions to be addressed in this study are: Why do clashes occur among Indonesian Muslims, especially between Sarungan and Cingkrangan group? What are the main factors influencing the clash? Does the clash between Sarungan and Cingkrangan significantly have the potential to undermine democracy in Indonesia? In the context of the contestation, then, who has the authority to speak for Islam in Indonesia, especially in the post reformation era? Which groups are dominating the Islamic discourse in the post-Suharto era? Why are Cingkrangan and Sarungan groups practicing a way of life diametrically different to the others, especially relating to politics and democracy? What are the political consequences of different religious outlooks adopted by Cingkrangan and Sarungan groups in the political arena?

1.1 Our Approaches

According to Hefner, rather than being monolithic, Islam's appearance in the Indonesia's public sphere is dynamic [13]. The further question arises, if Islam in Indonesia is constructed by so many different discourses, can it still be Islam? Of the many spectres that have perplexed for scholars are the polysemic of Islam. The ability of Islam to be used in a variety of contexts
leads some scholars to conclude that there is no such thing as Islam, but that there only Islam [14]. To avoid a trapped in misleading perceptions about Islam and the contemporary Indonesian Muslims and more importantly, the relationship between Islam and politics in the country, we need to define their collective identity as a social category that can be distinguished through two dimension–content and contestation. The content of Islamic identity can be distinguished from their constitutive norm, social purposes, cognitive model, and relational comparisons with other Islamic groups. Meanwhile, the contestation refers to the degree of agreement or disagreement over their world views. By using this approach, we can structurally apprehend what Islam(s) are really means for Indonesian people and how Islam(s) have been deployed in the reproduction of social dominance to confirm, reproduce, legitimate, or challenge power relations in Indonesia.

We are interested in showing how religious identities influence Indonesian Muslim’s political attitudes and vice versa. To get this goal, we will explore the constitutive norm, social purposes, cognitive model, and relational comparisons of Cingkrangan and Sarungan groups. We will also explore the contestation between Sarungan and Cingkrangan groups through historical and demographic developments, political, economic, and social factors, and external and internal events that have impacted the subject matter of our study. Our aim is to produce a study that will enhance the existing academic literature, contribute to knowledge accumulation and the development of conceptual paradigms through which developments in contemporary Muslim societies in Southeast Asia can be more accurately interpreted and understood.

2 Discussion

In the last decade, we witness the rise of Cingkrangan and Sarungan Islamic group to push their way into an increasingly democratic public sphere in Indonesia post-Suharto Era. The contestation of the Islamic identities have led to the formation of religious institutions. These institutions and groups struggle to bring about social change, and subsequently turn into social religious movements. However, no specific study has been conducted dealing with the dynamic of identities between Sarungan and Cingkrangan group that influences the Indonesian Muslim’s point of view relating to the politics and the democratization process. In this case, the most important aspect to comprehend the contemporary Muslims political and social life in Indonesia is to study the emerging of the Islamic identities in Indonesia post-Suharto colored by the rising of Cingkrangan and Sarungan Islamic group.

From a political and sociological perspective, Islam is the ‘pivotal factor’ when considering Indonesia’s position globally – particularly on issues relating to the role of Islam in politics, inter-communal relations and democracy - considering the fact that Indonesia as the largest Muslim country in the world is a laboratory where Islam interact within a multicultural setting. With a population of approximately 230 million people, where more than 85 per cent of the population embraces Islam, there are almost as many Muslims living in Indonesia as in the entire Arab-speaking world combined [15]. Moreover, we cannot deny the fact that the strong influence of Islam as a cultural identity-marker, its function as an instrument for granting political legitimacy, its role as a rallying point for individual and collective empowerment and its impact on a country's domestic politics. Whatever happens within Muslims community in Indonesia, will determine the country’s internal social and political constellation; its development trajectory as a state and nation; and also the evolution of its social community and political construction. In this case, the internal dynamics of Islam will affect Indonesia, either
directly or indirectly, on some scale. In short, the predicate as a 'pivotal factor' can be expressed in either positive or negative manner, with constructive or destructive results [16].

Considering the aforementioned facts, the study of the religious identities are a very precarious exercise in contemporary Indonesia. This study makes its contribution to the academic literature by being the first attempt to explore Cingkrangan Muslims constitutive norm, social purposes, cognitive model, and relational comparisons with Sarungan Islamic groups and its implications to the process of democratisation in Indonesia. There are several important points to consider in this context. First, from an academic perspective, a study on the religious identity will provide a more comprehensive picture about the involvement of Islamic groups in Indonesia’s democratization process. Second, empirically, 'Islam' will be a force shaping post-authoritarian states with large Muslim populations meaning that Indonesia will provide a model of how Islam and democracy interact that will have implications for the modelling of democratization at a global level. In this regard, Indonesia may provide the Islamic world with a model to emulate. Third, the conflict between Cingkrangan and Sarungan groups caused the differences of their religious identities reciprocally affects the prospects for democratization in Indonesia and similarly to Islamic countries elsewhere.

The study of the religious identities is the most prominent factor to understand the contemporary life of Muslim in Indonesia Post-Suharto regime. Nevertheless, this aspect have never been explored profoundly by scholars. To our knowledge, no comprehensive study has been conducted relating to the religious identities, especially dialectical relationship between Cingkrangan and Sarungan group and its implication on the Indonesian Muslims point of view towards politics and democracy. Therefore, this study will focus on the religious identities and its implication on current Indonesia politics.

Since the re-emergence of democracy in 1999, a large number of researchers have focused on the democratization process that occurred as an important part of Indonesian social and political changes which has affected the dynamics of Islamic movements in Indonesia. Some scholars have argued that the conflict among Islam groups in Indonesia since early Indonesian Independent is a contestation for political power [17]. They further argue that the tension among Islamic groups in Indonesia post Suharto regime was triggered by the impact of democratization in Indonesia since 1998 and the impact of political decentralization [13]. These are important points since political Islam in Indonesia must be understood though a contextual analysis of political developments in the country by relating the trend to the political dynamics in the process of democratization. However, they have failed to explain the internal factor, namely the differences of religious identities that bring about as a different perception of politics and democracy. As a result, most scholars make a hasty conclusion, especially when they study the relationship of Islam, pluralism and democracy.

In Indonesia post-Suharto regime, large numbers of Islamic groups present great diversity in their political point of views. In some cases, the disagreements among these groups have transformed into a series of tension, conflict and even violence. The phenomenon even occurred from pre-independence conflict between Islamic oriented nationalist parties like Sarekat Islam and Partai Nahdatul Ulama to post independent competition between Masjumi, Nahdatul Ulama and other Islamic parties. Some scholars have argued that the conflicts among these Islamic groups were caused by the absence of consistent common agendas among them [18]. This argument might be true in the context of contestation for political power. However, such studies had failed to explain the problem that was caused by multiple religious identities.

With the ethnography research, this study will focus in West Sumatera and Central Java as our case studies. These areas were chosen due to the increasing of the aspiration among their society to implementation of shari’ah laws based on Cingkrangan group religious interpretations
in one hand and the emerging of defender of traditional Islamic point of view in the other hand.

To gain a wider perspective, we will also to supplement this study with insights from the wider literature on interview method, such as, historical method with archival and document-based research in particular. To understand the cognitive model and constitutive norm of the Islamic groups, we have to study the religious texts in the region regions used by the Cingkrangan and Sarungan groups. Therefore, the approach adopted by this study is to utilise interpretive research paradigm that allow us to gain a better understanding of Islamic trends in Indonesia. In conceptual terms, this will be the first study that aims to bridge both the epistemological and empirical gap through an in-depth analysis of the complexities of the conflict among Islamic groups in the context of democratization and post-authoritarian politics in Indonesia.

References


Misogynistic Narratives
on the Instagram Account @gisel_la

Triyono Lukmantoro¹, Hedi Pudjo Santosa², Primada Qurrota Ayun³
{triyonolukmantoro@gmail.com¹}

Universitas Diponegoro, Indonesia¹, ², ³

Abstract. Gisella Anastasia is an actress, singer, and host of various television programs. Gisel, that girl's nickname, became popular when she won the runner-up position in Indonesia Idol Season Five (2008). Her name, which is already well-known in the spectacle industry, has made her has millions of followers on her Instagram account. The name Gisel grew in popularity with negative connotations at the end of 2020 because a 19-second video showing her having sex with a man was widely circulated on the internet. The purpose of this study is to describe and analyze hate speech on the Instagram account @gisel_la by Gisel's followers by linking their posts with a video case that contain scenes that are considered contrary to social norms. The method used in this research is a descriptive textual study with a narrative approach to examine various status updates and the comments that follow. Through this method, small stories can be found that are not represented in the grand narratives or canonicals. The findings of this research show that on her Instagram account, Gisel gets various attacks in the form of misogynistic narratives that are so aggressive, for example, she is labeled as a prostitute, she deserves to be imprisoned, her daughter will continue her immoral behavior, and various utterances that are explicitly identified as the sex scenes.

Keywords: Celebgram, Hate Speech, Misogyny, Small Stories

1 Introduction

The 19-second video circulated on the internet at the end of November 2020. The video explicitly shows scenes of sex between a woman and a man. The furor occurred not only that the video showed the act of sexual intercourse, which easily displayed curiosity and was able to bring great gossip in social life, but the figure of the woman who carried out the act was Gisella Anastasia. At first, Gisel, the woman's nickname, initially denied that the woman in the video was her. However, at the end of December 2020, during a police investigation, Gisel admitted that the woman was indeed him. Police stated that the scene in the video took place in 2017 at a hotel in Medan. Because of this incident, Gisel and his male friend, MYD, were named pornography suspects [1].

In the world of entertainment, Gisel is known as Gisel Idol because in 2008 she was able to reach the second position in the Indonesian Idol Season 5. His name is very popular in various stage shows, both as an actress, singer, model, and of course a singer. Gisel is also well known for marrying Gading Marten, the son of the famous actor Roy Marten, on September 14, 2013. Gisel and Gading divorced in January 2019. With his various statuses that made Gisel very popular, the social uproar due to the 19-second video has made Gisel even more popular. Gisel as the center of attention in a very negative connotation. At first Gisel was considered a woman
who was able to be a good single parent to her only daughter. However, since that sad incident, Gisel has been insulted and ridiculed as an immoral woman.

Apart from being an artist known in traditional media, Gisel is also very popular as a celebgram, the name celebrities on Instagram because she has a very large number of followers. In fact, Gisel, with the @gisel_la account, can occupy the top six artists with the highest number of followers in this country. On social media, Gisel has 33.8 million followers. Gisel uses his Instagram account to display various endorsed content and show the momentum of togetherness with his daughter [2]. In another perspective, it can be argued that with his Instagram account, Gisel is able to earn income by promoting certain products, as well as share various information with netizens on how close she is to his daughter. Gisel proves that even as a divorced woman, she can be a successful single parent.

But, because of the video case, of course, Gisel faced various kinds of scorn and ridicule that was so harsh. This phenomenon is directly proportional to the results of a survey conducted in 2020, which revealed that Indonesian netizens are known as the most disrespectful parties when commenting on the internet. Indonesia ranks 29th out of 32 countries surveyed. The survey results confirm that Indonesian netizens occupy the lowest level of politeness in the Southeast Asia region. Ironically, netizens actually stumbled upon the Instagram account of Microsoft, the organizer of the study, with various expressions of disapproval [3]. Of course, it is conceivable that the study institute received various insults from Indonesian netizens. Various expressions of anger were poured out at the event.

Indonesian netizens are known to be active on the internet. This, at least, can be traced from the number of social media users who reach 170 million. The most widely used types of social media are Facebook (140 million), YouTube (107 million), and Instagram (85 million). In a day, netizens can access social media for 3 hours 14 minutes [4]. It can also easily be stated that if there are cases that are considered to violate social norms or are contrary to morality, netizens immediately express anger with various words and sentences of ridicule, ridicule, and insults that demean the various parties involved in the cases. Moreover, if there are women, especially female celebrities, carrying out actions that violate the boundaries of morality, then blasphemy also comes in a row. The woman who bears the name of a celebrity seems to have to accept the punishment and deserves to be humiliated as low as possible.

One of the important problems with various netizen comments directed at Gisel is hate speech. Through these statements, it is as if Gisel, as a woman, has to bear such a heavy moral burden. On the one hand, Gisel is a living parent who has to take care of his beloved daughter. On the other hand, Gisel has a status as a celebrity in the world of Instagram, which is very easy to be in the spotlight and get abused excessively. Thus, the problem in this article is how various netizens' hateful statements in connection with the case of circulating a 19-second video showing Gisel's sexual intercourse with his male friend were put forward on the @gisel_la account. The purpose of this article is to provide a description of the various themes of hate speech directed at Gisel and to analyze and criticize these statements.

Conceptually, various hate speeches that are specifically aimed at women have a close relationship with misogyny. What is called misogyny, in its simplest formulation, is hatred of women. Misogyny is more than just sexism or feelings of dislike for women. In terms of misogyny, the hatred is directed at women as a group [5]. This shows that if there are women who individually experience certain problems, especially problems related to morality and social norms, then there is also an attempt to generalize that women as a whole have the opportunity to carry out these dishonorable actions. However, what is most likely to happen is that misogyny is so socially established, that women have certain stereotypes that can demean
themselves. A case experienced by a certain woman is then associated with generalizations that have already become ideological views. This shows that there is a difference between misogyny and sexism. Misogyny may have entered the wastebasket of history, but it still appears in actual events in society. For decades, sexism seemed to suffice to describe acts of humiliation against women. One typical definition of sexism is “prejudice or discrimination based on sex or gender, especially against women and girls.” Sexism can be subtle, such as when a man talks to a female colleague. On the other hand, misogyny becomes a stronger word than sexism because this concept implies an open and vicious aspect. Some examples of misogyny, for example, are violence against intimate partners (also known as domestic violence), sexual assault, street harassment, and judging women for their appearance [6]. Various hate speech directed at women, especially women who are perceived negatively, is a proof of misogyny as well.

Further, traced, misogyny comes from an Ancient Greek word, mísoguníā which means hatred of women. There are various easily identifiable forms of this misogyny socially, for example, giving privileges to men, patriarchy, gender discrimination, sexual harassment, belittling against women, violence against women, and objectification of women. The roots of misogyny can be traced back to the Ancient Greek mythology. According to Hesiod, before women show their existence, men coexist peacefully with their friends, namely the Gods. Until the incident occurred when Prometheus decided to steal the secret fire from God, which made Zeus angry. Zeus punished humans with something evil because of human joy by sending Pandora, the first female figure, who carried a box that was opened to release various evils, such as pain, pain, old age, and death [7]. Thus, from the very beginning from the mythological perspective, women were judged as the cause of all evil and evil. If there are women who individually carry out any actions that are contrary to various ideals, then words full of criticism against women will immediately scatter.

Another thing that is also very worth mentioning is that misogyny is not only practiced by men. It turns out that women can also carry out various actions that show misogynistic beliefs, through self-hatred and self-objectification. In the field of religion and culture, for example, women are presented as dangerous, tarnished, and polluted figures. The continuity of misogyny also occurs in the objectification and harassment of them, for example in television programs during prime time, which refer to sexual harassment of women, language that indicates women's sexual bodies, and adult men and teenagers glancing at women's bodies. In such situations, women are positioned as sexual objects, desired as desires, and ridiculed [8].

In the digital era or the internet, misogyny is easier to express. In other blogs and online forums women are referred to as “prostitutes” and “social cancers” [5]. Women in this hateful point of view identify with bad and disgusting social objects. Especially when the internet or digital media have become various spaces for men (manosphere) who have such strong misogynistic urges. This misogynistic view can be packaged as men's desire to improve women's morals, requiring women to carry out various moral and religious norms, and demanding women under the pretext of naturalist ideology that they must submit to men's power.

These misogyny narratives, in the context of the lives of celebrities, occur on social media. What is called social media in this connection refers to new forms of media that involve interactive participation. As a medium that is included in the interactive era, social media is very much at odds with the broadcast age. The characteristic of media in the broadcasting era is that it is almost exclusively centered on a single entity, such as a radio or television station, a newspaper company, or a film studio, which distributes messages to many people. With the advent of digital and mobile technologies, interactions on a larger scale are easy to carry out.
Interactivity is also an important feature of this new media [9]. However, interactivity which has been dominated by misogynistic statements, both by men and women, has made social media only as an outlet for anger at women who are facing the problem of violating social norms.

2 Method

A descriptive textual study using a narrative approach is the method in this study. The narrative in this context is understood as an update of various statuses. Narratives are also understood as “small stories” that span narrative activities that are not accommodated in canonical narratives. The “small stories” in this study show a certain moral judgment. Thus, it also takes into account the relationship between the ways of speaking, the sites used to speak, and who speaks on social media. This is called narrative stance taking, which can show how speakers decide on narrative forms and indexicalities that can be judged according to what is being told and/or the circulation of discourse activities that are taking place [10].

The technique of analyzing small stories refers to three things that are separate, but have intertwined levels of analysis, namely: (1) ways of telling, referring to how communication is carried out by considering sociocultural values, semiotics that are more or less conventional, and specific verbal choices in stories; (2) sites, referring to the social spaces in which the narrative activity is carried out and showing the situational context from physical settings to mediational tools used; and (3) tellers, referring to participants in communicative activities and as complex entities [11].

3 Finding and Discussion

There are a number of themes of hate speech directed at Gisel, both in the form of labeling that is very degrading, various insults that refer to the sexual acts he did, and, more than that, his daughter was also the object of anger. Here is the full description:

3.1 Stigmatization

Giving names that are very demeaning to public figures who are experiencing violations of morals and social norms, of course, is the easiest to refer to by displaying figures who have social status and work that are considered to violate morality itself. For example, when a woman has sex with a man who is not her legal partner, the woman will be labeled as a prostitute. Meanwhile, men who are involved in social relations that are highly criticized by society are completely free from such humiliating insults. The same thing happened to Gisel when various curses and angry curses were associated with her status as the perpetrator of the act of sexual intercourse outside of marriage. The insults directed at Gisel are as follows:

@rain.hill.773: Ulama di kurung..pezina dipuji/kebal hukum
@septianrawi: Lonteeeee
@faridayusti_: Janda gatel
From a sociological perspective, Gisel gets various derogatory labels. This is known as stigmatization. Of course, stigmatization is an act to stigmatize anyone who is deemed to have done something wrong. The initial concept of stigma in a social context meant a situation experienced by an individual who was disqualified from full social acceptance. Stigma itself comes from the Greek language which means signs that clearly expose something unusual or bad about the moral status of the party who receives the sign. These marks were inscribed or burned on a person's body which indicated he was a slave, criminal, or traitor. What is emphasized in the stigma is that those who receive the mark are despised, ritually tainted persons, to be kept away from, especially from public places [12]. Gisel also received a similar fate in this case because various names that destroy his dignity are displayed openly there.

In that stigmatization, Gisel is labeled as an adulteress who is black and white compared to ulama (which usually refers to men) who teach religious values and have a sacred and sacred impression. Another thing that was stated in the stigmatization was that Gisel was not only considered a prostitute, but was given a more degrading label: Bitch. The status of Gisel who has been divorced from her husband is also used as material for cursing, namely a widow. In the Indonesian context, widows are not just women who are divorced or left behind by their husbands. Widows signify certain moral experiences that women go through. Worse still, being called a widow refers to a woman who is sexually available and has intercourse with any man [13]. Not enough with that, a curse on Gisel by using the choice of religious words was also shown.

3.2 Must be punished and imprisoned

The anger that caused Gisel not to be tried and imprisoned can be read from the various slurs uttered by his followers. In their view, Gisel should be punished and imprisoned because clearly and strong evidence has also shown that he has violated such serious social norms. When Gisel only got the status of a suspect and was still free to roam around in public without feeling guilty, the hateful statements were even louder. Gisel's followers were astonished and wondered why he had not been punished and imprisoned immediately. In fact, there are hateful statements that openly allege that Gisel is still free because she also provides sexual services for law enforcement circles. The following are statements of hatred by Gisel's followers in relation to Gisel's freedom of activity:

@radaaulia_: Kok belum di penjara ya?

@ayu_zaireyna: monmaap nih.. dia kan harusnya dipenjara… ga dipenjara krn perkara anak… tp dia bebas kerja, dapet duit, bebas mau ksna kmari.. ☹️ hokum tajam kebwah kayak dagunya mba gisel yg lancip kebawah

@faridayusti_: Jelek bed dah auranya :D skrg udh main atif ya bun kasusnya udh tenggelam. Digenjot berapa kali tuh biar ga dipenjara????

@ryan.0606: Masih sempreettt???? bui bui
These statements simply confirm that Gisel is a person who commits social deviations. In this context, what is referred to as social deviation is a violation of cultural norms. One of the categories of social deviation is a crime, namely an act of violating the law that is formally applicable in people's lives [14]. Not only that, violations of the law must also be followed by various sanctions for the perpetrators, for example imprisonment [15]. Thus, if Gisel is still able to carry out his various activities freely, then the community feels that there is an ongoing injustice. Consciously or not, the community understands that the punishment must be inflicted on Gisel.

In a sociological perspective, there are four rationalizations for why punishment should be applied, namely: (a) retribution, which means that society punishes criminals to take revenge for the victim and society as a whole; (b) prevention, which has the intention that the imprisonment, execution or any control of lawbreakers is directed at keeping the public away from more serious crimes; (c) deterrence, which shows that the punishment is indeed applied to frighten, both parties who violate the law and non-violators of the law so that they can stay away from a life of crime; and (d) reform, which emphasizes that punishment should be given to lawbreakers because it is to build character and improve skills and ex-criminals are activated and encouraged to become law-abiding citizens in society [16]. When a sentence or imprisonment is not immediately applied to Gisel, then various statements of hatred are even more intensely inflicted on her.

3.3 Her daughter will follow Gisel's behavior

Another problem that cannot be avoided in this case is that Gisel's daughter is also the target of hate speech. This can happen because Gisel is a single parent who takes care of the child. Thus, all the responsibilities must be borne by Gisel alone. More than that, Gisel is a mother who must be able to be an example for her daughter. Whatever steps the mother figure takes, because she has been considered a parent who must be able to be responsible for raising her only daughter, Gisel must also carry out at any risk. When Gisel faces a moral problem that is considered so serious, his daughter also has to share the problem. What's more, for Gisel's followers, his Instagram account is often used as a site to show his closeness to his daughter. In fact, it can be said that Gisel also uses Instagram to show off her status as a woman who is able to act as a single parent in raising her daughter. The following are various insults that were hurled at Gisel's daughter:

@neng.mutia2000: Bibit2 emaknya mulai kliatan nih doyan bgtu juga
@blizjatra: Penerus 19 detik
@afidd91: Semoga besarnya ngga seperti maminya
@pencarifakta35: Anak siapakah ini? Gading atauuu???
@desyqueenzy: Kmrn2 knp g inget tuhan n anak 🌼 sampe ada videonya
The various hate speeches that appear show how the innocent daughter is even associated with the behavior of her mother. In fact, it is very cruelly said that the daughter has shown her mother's immoral character, being the heir to her mother's rotten behavior, and there are even derogatory jokes about the status of the child which is considered unclear because it is not known who the real father is. However, all the bad comments from Gisel's followers only confirmed that the relationship between the mother and daughter had indeed been very close. In fact, the results of a study show that there is indeed growth and change in the relationship between mothers and daughters, namely in terms of empathic alignment, which can encourage a sense of security and cohesive self-awareness [17]. From this perspective, it is also understandable why Gisel is so proud and shows comfort when he is close to his daughter.

It's just that there is also a brutal slur for Gisel and his daughter. Because, after all, the two women with different statuses as a mother and a daughter formed a family. In this case, the so-called family is a social institution that exists in society that unites people in a collaboration to care for each other [18]. Gisel's relationship with his daughter, which in a post shows the girl's cheerful face, further proves that the two women are indeed capable of going through the difficult times they have to meet. The harsh insults and hate speech directed at Gisel and her daughter further emphasized that it is possible for a child to imitate the behavior of his parents [19]. However, it is impossible for the daughter's imitation to be simply linked to the bad actions of her parents. Because, it must also be seen that the family is a social institution that does indeed carry out the cultivation of social values. So, what is considered bad and immoral is impossible to just feed it to the next generation.

3.4 Male Gaze and sexual objectification

The 19-second video, apparently, apart from being an object of ridicule for Gisel, was also used as an outlet for sexual desire among men who also commented with hateful words. This can be read, for example, when the various comments that appear show Gisel's body parts that have been covered up for reasons of social and moral decency. In the various comments that demean Gisel, the mockers seem to be fantasizing sexually. They want and are so eager to get sexual pleasure by looking at various parts of Gisel's body that are considered stimulating and reminiscing dirty how the relationship scene happened. The following are various expressions of hatred, as well as expressions of sexual pleasure, directed at Gisel:

@willy0981: Ada yg bulat, tapi bukan tekad,

@rapaz_1818: Dari goyangan.. Mintak di kongkek lagi nih guys

@ahmadi20159910: Pinter goyang diatas

@ledhenx: Teringat saat melet melet diatas

@ilham_syt: Setiap melihat ini pikiran ku selalu kotor…

@dimasyogip: Kok ning jadi engas liat ini
All the statements of filth that are meant to vent his sexual desire just show that apart from being scolded, Gisel is also able to give pleasure to men's sexual fantasies. This is a consequence of scopophilia, the pleasure of seeing. On the one hand, there is pleasure to see oneself as pleasure. However, on the other hand, in the reverse formation, there is also pleasure to behold. What can also be stated in the concept of scopophilia is to take other people as objects, subject them to a control and a look full of curiosity. This can be exemplified in voyeurism which views private and forbidden parts [20]. The feeling of pleasure in gazing at is also roughly expressed in various hate speeches by the haters and connoisseurs of Gisel's body. The men, with various hidden accounts, emitted sexual pleasures while remembering scenes and intimate and forbidden body parts of Gisel that had indeed been the object of gaze.

In the perspective of objectification theory, it is stated that women are deliberately objectified sexually and treated as objects that are judged by their use by other parties. Sexual objectification occurs when a woman's body and body parts are isolated and separated from her as a person and then the woman is viewed primarily as a physical object for male sexual desire [21]. This can also be read vulgarly in the various hate speeches against Gisel. Of course, placing Gisel as the object of social anger, but what is more dominant is that Gisel is made an object of sexual pleasure, of course, not for the release of sexual desire itself. Another thing that can be expressed is that the act of ridicule is intended to reaffirm the current gender hierarchy and how men respond to the threat of masculinity that exists in men. This is called a strategy for how men validate, re-validate, their manhood [22]. In this case, it seems so explicit that Gisel is made the object of ridicule, insults, and ridicule. However, behind it all, the men get sexual pleasure and at the same time they want to reaffirm their dominance over women.

4 Conclusion

The vulgar and brutal expressions of hatred towards Gisel further show that social media is a site for the emergence of misogynistic narratives. For women who are having problems socially, and even more so morally, for example, they are considered to have committed adultery and the video of their sexual intercourse is circulated and watched by many people, then various expressions of anger are easily stabbed at them. It is as if the dignity of women as human beings is meaningless. Various expressions of anger, ridicule, and low self-esteem for women, in this case Gisel, are expressed through the use of religious language and social and moral condemnations. This, of course, is meant to emphasize that Gisel's actions were wrong and that he himself should be severely punished for the consequences of social and moral violations.

The fact that can't be denied is that even though the various angry statements against Gisel clearly show such vulgar misogynistic narratives, this misogyny is also formulated in the form of expressions of sexual pleasure. So, on the one hand, Gisel's scorners hate his behavior that shows sex scenes outside of official marriages. But, on the other hand, Gisel is also subject to her body and parts of her body that are intimate and forbidden to be seen are still and constantly become the object of the gaze of men's sexual desires. In this connection, it is clearly seen that in these misogynistic narratives, Gisel has been intentionally excluded and ostracized from social life that is considered normal. However, ironically, when the fantasy about the sexual intercourse scene by Gisel and his partner caused pleasure, then Gisel was included again with the intention of confirming the gender hierarchy that occurred and at the same time strengthening the sexual domination of men over women.
References


The Content Strategy Analysis of Jaring’s Investigative Journalism

Amida Yusriana¹, Sunarto², Nurul Hasfi³
{amidayusriana88@gmail.com¹}
Universitas Diponegoro, Indonesia¹,²,³

Abstract. Print media is one of the sunsets industries as the result of disruption era. This is because people have switched from the habit of reading the print version to the digital version. As the impact, the online media market is packed and highly competitive in grabbing the attention of readers. One way to grab the reader's attention is to use an investigative journalism style. Jaring is one of the non-profit online media that chooses the investigative news approach to cover the public interest. So, this study aims to describe how the investigative journalism content strategy is carried out by Jaring and find out how the Journalistic Code of Ethics is implemented within the contents. This research uses constructivism paradigm with The Content Matrix Theory, Storytelling and Code of Ethics. The Content Matrix is a matrix divided into four spaces: Magnetic Content, Immersive Content, Smart Content and Practical Content. The method used is ethnographic content analysis. This design is a combination of content analysis design in quantitative approach and ethnographic design in qualitative approach. Observation was conducted for 30 days on Jaring news during March 2021. The results shows that Jaring's content adopted the Magnetic Content approach and slightly the Practical Content, there are violations of the journalistic code of ethics number 1, 3 and 8.

Keywords: Jaring, Investigative Journalism, Content, New Media

1 Introduction

1.1 Evolving Journalism

Print media is a sunset industry. It means that sooner or later they will die because of losing their readers. It will disappear from our reality and be substituted by other media format. Disruptive era is signed by the development of digital technology and it Ives serious problem to many organizations, including to local papers companies [1]. In fact, there were print media in global, national and local context had to be shutted down because could not survive economically [2][3][4].

Due to fig. 1 condition, many print media evolved and began to transform themselves into digital media. As a result, the growth of digital media is very fast and the market is getting narrow. The digital world provides society with an abundance of information. For example, in the world of advertising, a consumer experiences information exposure of 1000 advertisements in one day [5]. This is only to mention the advertisement, not to mention other information, which in the end are all vying for human’s attention, while working memory, which is the center of information processing in the human brain, is very limited [6].

The public uses online media to find news
With these highly competitive conditions, humans must be very selective in choosing the information they want to read and absorb. Ease of reading via the internet is an option. This then makes online journalism more competitive. There is an effort to present the news as quickly as possible without giving serious quality to the reader. The most important thing is that it appears all the time so that readers are engaged to their media. The shift from the traditional platforms to digital platforms is not easy. Various challenges arise, starting from journalism ethics, new media business models, to competition with technology companies such as Facebook, Twitter, IG and YouTube which creates unequal content competition with national mass media. The meeting of these three elements makes the position of journalism difficult because journalistic content that upholds ethics is now competing with content created by netizens who do not have journalistic rules; In the case of the journalism media business, the income is disrupted because of a different business model from print, for example, the principles of SEO, advertising calculations based on clicks and so on. This is where the practice of journalism is truly disrupted in the three elements above [7].

Between the density and the challenges, an online newspaper emerged that adopted an investigative style in its reporting. Jaring is a non-profit media that was founded in 2015 at the initiative of the Nusantara Media Development Association (PPMN) to develop the investigative journalism genre in Indonesia. The Indonesian Network for Investigative Journalism (JARING) carries out capacity building for journalists, providing coverage scholarships, and producing journalistic works through the Jaring channel. Jaring is a member of the Global Investigative Journalism Network (GIJN), an international association of data journalists and investigative journalists that supports training and information sharing. Jaring is also a member of IndonesiaLeaks, an independent platform for public informants to present quality news and voice the public interest (Jaring).

Jaring offers a different strategy, namely voicing the public interest. To voice the public interest, a strategy is needed to attract public attention so that they want to read the news presented by Jaring.
The era of disruption caused the journalism business to be disrupted due to competing efforts to attract the attention of readers. Jaring comes into the market by offering investigative style journalism to be able to present the public interest and attract readers. So this study aims to describe how the investigative journalism content strategy is carried out by Jaring and find out how the Journalistic Code of Ethics is implemented within the contents.

1.2 Investigative Journalism

Julian Assange once described investigative journalism as “the noble art of seizing back from the powerful.” According to the AlJazeera Media Institute [8], investigative journalism:

1. Should uncover new facts about a single particular issue or problem. An investigation should be original and should break new ground for the audience. It should go beyond mere fact-checking and provide “clear, direct and irrefutable evidence with no trace of ambiguity.”

2. It should aim to serve the public interest, which is “often differentiated from national interest” The letter term is sometimes used by government to justify illegal, dangerous or ethical acts or to discourage journalists from reporting on a significant problem.” In journalism, the public interest means uncovering information about issues important to a significant part of the public.

3. The revelations of an investigation should be the product of in-depth, systematic research and careful documentation [9] meeting professional and ethical standards.

4. Journalists or their teams should be the ones responsible for uncovering the information (Hunter, ibid) ad carrying out the investigation. Investigative journalists are researchers, fact-checkers and analysts.

The Dutch-Flemish organization of Investigative Journalists (VVOJ) stated three kinds of investigative reporting:

- It reveals scandals or the violation of laws, regulations and ethical/moral standards by individuals or institutions;
- It studies the applied policies or government’s functions, companies, and other institutions; and
- It depicts social, economic, political and cultural trends

Meanwhile IRE in the United States describes it in more narrow concept that it is a reporting that reveals new facts, especially what is hidden or kept as a secret, the VVOJ offers a more inclusive concept (ctl.columbia.edu).

1.3 The Content Matrix

Miles Young by his book [10], writes about the Content Matrix. This is a matrix that describes the characters of the content in the digital world. It is considered as one way of planning for a strategic approach to content would be to consider each of the four quadrant of the matrix:

1.3.1 Magnetic Content

The degree to which a piece of content is magnetic or not is often difficult to plan for or predict. The magnetism of a piece of content is linked to arousal. Arousal is a state of heightened emotion, drawing people to share information or material. In sum, all of these
experts demonstrate that it is heightened emotions that drive people to share information. Social transmission is affected by emotional content. Arousal is caused most by positive content, the emotion has to be highly arousing, Arousal has a disinhibitory effect, which results in greater sharing.

1.3.2 Immersive Content

An immersive experience is the perception of being in one place when you are actually in another. An immersive experience is “the perception of being physically present in a non-physical world.” The level of immersion are: engagement, engrossment, total immersion.

1.3.3 Smart Content

Smart can be defines as being in control. It is a direct enabler of self-regulation of behaviour, and that exactly where content comes in as an enabler- a stimulus for, a reinforcement of, that self-regulation. What is at work here is the power of design. This leads to the phenomenon of self-quantification.

1.3.4 Practical Content

It is content which helps elevate and enhance the collective experience of individuals, communities and businesses. This type of content puts resources in your hands. The first resource is knowledge. Companies have always seen this as something to be shared. Practical content can become activist: it provides platforms for empowerment. It does not just provide contextual information but also a sense of inspiration within a community as well.

![The Content Matrix](image)

**Fig. 2.** The Content Matrix (Miles Young [10])

1.4 Ethic Code in Journalism

Every job requires ethic code to ensure that all the members of professional can conduct their work in certain rules and manners. In Indonesia, ethic code for journalism is known as Kode Etik Jurnalistik and written in UU Pers Pasal 7 Ayat 2. According to Persatuan Wartawan Indonesia, Kode Etik Jurnalistis (KEJ) is association of professional ethics for journalists.
This ethics then rule of how to conduct and behave that should be obeyed by the journalist during their work in reporting the news for society. The ethic code has an important role for journalism world and national press. Indonesian national press are be regulated by the constitution.

*National Pers has the function as media for information, education, entertainment, and social control (UU Pers Pasal 3 Ayat 1). National Pers should report the event and opinion based on respect for religious norms and the sense of public decency and the principle of the presumption of innocence (UU Pers Pasal 5 Ayat 1).*

The contents of the Journalistic Code of Ethics include:

1. Indonesian journalists are independent, produce news that is accurate, balanced, and does not have bad intentions.
2. Indonesian journalists take professional methods in carrying out their journalistic duties.
3. Indonesian journalists always test information, report in a balanced manner, do not mix facts and judgmental opinions, and apply the principle of the presumption of innocence.
4. Indonesian journalists do not make false, slanderous, sadistic, and obscene news.
5. Indonesian journalists do not mention and broadcast the identities of victims of immoral crimes and do not mention the identities of children who are perpetrators of crimes.
6. Indonesian journalists do not abuse their profession and do not accept bribes.
7. Indonesian journalists have the right to refuse to protect sources whose identity or whereabouts are not known, respect the provisions of the embargo, background information, and "off the record" in accordance with the agreement.
8. Indonesian journalists do not write or broadcast news based on prejudice or discrimination against someone on the basis of differences in ethnicity, race, skin color, religion, sex, and language and do not demean the weak, poor, sick, mentally disabled or physically disabled.
9. Indonesian journalists respect the rights of sources regarding their private lives, except for the public interest.
10. Indonesian journalists immediately retract, rectify, and correct false and inaccurate news accompanied by apologies to readers, listeners, and or viewers.
11. Indonesian journalists serve the right of reply and right of correction proportionally.

2 Methodology

This type of research is descriptive with an ethnographic content analysis design. This design is a combination of content analysis design in quantitative approach and ethnographic design in qualitative approach. The combination of the two makes the design of ethnographic content analysis in a qualitative approach with an interpretive paradigm (constructivism). In this study, the Headline news data of Jaring was collected for 30 days in March 2021. Then the news data was filtered for 7 days which then resulted in 11 news samples which were processed using the operationalization of concepts from existing theories. The following is a sample of the data that was successfully obtained:

| Jaring.id | 1 Maret 2021 | 6 | https://jaring.id/aturan-luwes-program-kartu-prakerja/ |
Based on the table 1, the sample news was taken on March 1, 5, 9, 13, 17, 25 and 29. Because it is investigative news, Jaring doesn't always add news dynamically every day, sometimes the news stays the same for days. This is why on the 5th, 9th, and 13th there is no additional news data. In total there are 11 headlines analyzed as the object of research, 1 sample above is not used because it is the same news but in English version.

3 Discussion

Investigative journalism conducted by Jaring has complied with the rules of investigative journalism, among others, according to Julian Assange who stated that investigative journalism as the noble art of consenting back for the powerful. The news that are raised by Jaring mostly about problems cause by the dominant power. Often Jaring raises from the side of the parties who are disadvantaged due to unclear government policies. Almost every news are about problematic policies, except the news: Berdamai Tanpa Salib di Pucuk Gereja which is more of a domination of a particular religion over a minority religion. All news using the angle of the submissive party, then elaborated with data and added opinions from various parties to maintain the strength of cover both sides.

In The AlJazeera Media Institute’s handbook [8], it explained that news in investigative journalism should raise about a special issue with an original character and give the reader an element of surprise. Some news, such as Aturan Luwes Program Kartu Prakerja, is a situation that is not reported by the mainstream media. The media usually only discusses the technical aspects of the card acquisition and how the card should be used. Meanwhile, in this report, the experience of card users actually shows the poor quality of the program. This became news that was nowhere to be found and contained an element of surprise. Behind the big name of this program, as well as the many people who try to register to get a card, it turns out that the rules in it are messy and seem manipulative. This is an element of surprise in the news. The news presented by Jaring prioritizes public interest which has a different meaning from national interest. The public interest means disclosing information about important issues for
important sections of society. After doing sample checking, all news are the result of in-depth and systematic research.

Jaring has met the criteria’s of investigative journalism, however it is important to understand how an investigation is described as news. Back to the changing nature of media into fast-paced digital media to attract attention, investigations that seem slow and long also need packaging so that they can attract readers. Several foreign media use investigative journalism to obtain funding and attract customers. The Guardian, The Slate, The Boston Globe and Tribune Publishing, four of them operate the investigation style journalism, in-depth news article and broader content to attract the “plus” readers [11][12][13].

3.1 Jaring’s Journalism Style

The research was conducted by observing each sample article by using indicators obtained through existing theories and concepts. The first observation was carried out using the Content Matrix approach by Miles Young [10]. Based on this theory, smaller sub-indicators are obtained.

Based on the results of research on sample news in Jaring, it is found that Jaring partially uses The Magnetic Content and Practical Content.

<table>
<thead>
<tr>
<th>The Content Matrix</th>
<th>News</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Magnetic Content</td>
<td></td>
</tr>
<tr>
<td>Heightened emotion</td>
<td>7 News</td>
</tr>
<tr>
<td>Emotional Content</td>
<td>7 News</td>
</tr>
<tr>
<td>Positive Content</td>
<td>0 News</td>
</tr>
<tr>
<td>Emotion Reflect Self-Concept</td>
<td>7 News</td>
</tr>
<tr>
<td>Surprise</td>
<td>6 News</td>
</tr>
<tr>
<td>2. Immersive Content</td>
<td></td>
</tr>
<tr>
<td>Perception in one place</td>
<td>0 News</td>
</tr>
<tr>
<td>Engagement</td>
<td>0 News</td>
</tr>
<tr>
<td>Engrossment</td>
<td>0 News</td>
</tr>
<tr>
<td>3. Smart Content</td>
<td></td>
</tr>
<tr>
<td>Reader have control</td>
<td>0 News</td>
</tr>
<tr>
<td>Content is stimulus for reinforcement</td>
<td>0 News</td>
</tr>
<tr>
<td>Design</td>
<td>0 News</td>
</tr>
<tr>
<td>4. Practical Content</td>
<td></td>
</tr>
<tr>
<td>Collective Experience</td>
<td>4 News</td>
</tr>
<tr>
<td>Offering Knowledge</td>
<td>7 News</td>
</tr>
<tr>
<td>Empowerment/sense of inspiration</td>
<td>4 News</td>
</tr>
</tbody>
</table>

(Personal data)

In the table 2, out of the 11 news researched, there are 7 news stories use the Magnetic Content approach by fulfilling the indicators of Heightened emotion, Emotional Content and Emotion Reflect Self-Concept. While the element of surprise is only found in 6 news. One of the strengths of magnetic content to be able to move readers to share content is that the content must be positive. All sample news stories do not contain positive elements because as in nature of an investigative news that usually raises issues that are covered by the dominant group. There is always an element of oppression, imbalance, loss in the news. Meanwhile there is some news coming into Practical Content. Seven news items/1 meet the/1 offering knowledge indicator and/1 four/1 news items/1 meet the/1 elements of Collective experience.
and Empowerment/sense of inspiration. If we look at the number of samples, then there is an element of overlap in offering knowledge. The main difference that is striking is that Magnetic Content news usually uses a storytelling style, while Practical Content news is entirely in the form of an exclusive interview with one party related to a problem.

Storytelling is well known as the best method that is widely used in the world of digital content for various media. Schank [14] proposes that people think mostly in terms of stories. “They understand the world in terms of stories that they have already understood. New events or problems are understood by reference to old previously understood stores and explained to others by the use of stories. The Magnetic Content is in line with this storytelling method. Using this method, readers can feel the emotions and journey of the main character's story in an investigative story. As in the news Aturan Luwes Program Kartu PraKerja, readers are invited to start the journey with the story of a pre-employment card recipient named Hasbiyah. He used a pre-employment card to buy Chef Juna's cooking content, but he didn't learn anything from it. The story meet indicators such as heightened emotion, emotional content and Emotion Reflect Self Concept. We get to know the characters and know their self-concept. People naturally think narratively rather than argumentatively or paradigmatically [15][16][17]. This method leads the reader to continue following the story, which is actually investigative news.

<table>
<thead>
<tr>
<th>Good Storytelling</th>
<th>News</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Story presents a protagonist engaging in actions to achieve goals</td>
<td>6</td>
</tr>
<tr>
<td>The Story informs about conscious and/or unconscious thoughts of the protagonist and other actors</td>
<td>4</td>
</tr>
<tr>
<td>The story informs about how personal evolution or change in the life of the protagonist occurs</td>
<td>2</td>
</tr>
<tr>
<td>The Story informs how events involving the protagonist, take place</td>
<td>2</td>
</tr>
<tr>
<td>The story has an inciting event (a crisis or turning point) involving the protagonist, along with a beginning and a resolution</td>
<td>2</td>
</tr>
<tr>
<td>The story presents the protagonist in clear-cut situations (initial-middle-ending)</td>
<td>1</td>
</tr>
<tr>
<td>Thoughts focus on specific, particular events rather than generalizations or abstractions</td>
<td>5</td>
</tr>
</tbody>
</table>

In the table 3, there are six criteria for an interesting story. Six propositions inform Escalas’ [18] scale items (items appear in quotes) for measuring the degree of good storytelling. A 5-point scale applies for each item ranging from 1, not at all, to 5, very much. Based on the table above, out of the 7 news stories that use The Magnetic Content approach, not all of them meet the elements of a good story. Only the elements of: The story presents a protagonist engaging in action to achieve goals and Thought focuses on specific, particular events rather than generalizations or abstractions. This condition is due to Jaring presents a news that nevertheless has practical rules rather than being an interesting story with engaging narrative elements.

3.2 Jaring’s Ethical Code

Presenting interesting content is a must. Even though news is competing with speed, it should not ignore the professional side that has been regulated in the Journalistic Code of Ethics. Journalism is one of the few professions that has clear rules and boundaries in performing the work. Unfortunately, there are many violations that occurred after the 4.0 era. Research was also conducted on the use of a code of ethics in Jaring news. The results of the code of ethics show that Jaring has violated the Code of Ethics. In the Code of Ethics 1, namely Indonesian
Journalists being Independent, Accurate, Balanced, Not with Bad intentions and Professional, there were 5 violations of good news indicating that there were no such elements or doubt. Jaring news is opinion-driven so that it has bad intentions, the balance of news is also in doubt. In addition to the violation of code of ethics element is the number 3, which is about Indonesian journalists Always Testing information, not mixing facts and judgmental opinions, applying the presumption of innocence. Jaring seems to lead opinions to put certain parties in the corner. The last one is the code ethic number 8 about the prejudice of particular religion. This is happened in one of the news that wrote about religion issue.

In the journalism profession, the code of ethics should be upheld and there should be no violations. However, at Jaring there are efforts to lead opinions so that it can cause negative sentiments for certain parties.

4 Conclusion

Jaring is an online investigative journalism that seeks to provide a different approach in presenting news. Among the many online media that are vying to be the fastest in presenting news, Jaring on the other hand chooses investigative journalism which information tends to be slow and requires high curation. In order to attract the reader’s interest, Jaring uses the Magnetic Content approach with a storytelling style and slightly uses The Practical Content approach. Nevertheless, Jaring is found to violate the code of ethics number 1, 3 and 8 which leads to an attempt to discredit one party.

References

Behind the Pandemic Narrative of the Documentary "Diam & Dengarkan"

Muhammad Bayu Widagdo
{bayu.widagdo@gmail.com)
Universitas Diponegoro, Indonesia

Abstract. The Covid-19 pandemic, which began to spread at the end of February 2020, has gradually changed the order of human life. Human mobility is limited, interaction rules are strictly regulated, health protocols are always updated, all are built on the pandemic narrative. Documentaries respond to this pandemic by presenting audiovisual narratives in the form of documentaries, one of which is entitled “Silence & Listen”. By using Roland Barthes’ semiotic analysis, this study aims to examine the pandemic narrative presented by the documentary. The results of the study show that the pandemic narrative in this documentary has a reflective tendency by highlighting a provocative storytelling structure. The narrative is by leading the audience's understanding to realize that this pandemic is the result of human errors in thinking and acting. Since the beginning, they felt they could and had the right to acquire, control, monopolize the use, and then try to accumulate potential and separate themselves from their environment. However, in the connectedness of 6 chapters this documentary seems to imply a message of fatalism, that everything has happened and it is up to fate.

Keywords: Documentary, Pandemic, Semiotics, Diam & Dengarkan, Fatalism

1 Introduction

The Covid-19 pandemic, which began to spread at the end of February 2020, has gradually changed the order of human life. Human mobility is limited, interaction rules are strictly regulated, health protocols are always updated, all are built on the pandemic narrative. Documentaries respond to this pandemic by presenting audiovisual narratives in the form of documentaries, one of which is entitled “Silence & Listen”. Before discussing the documentary "Diam & Listen" it is important to review the simple definition of documentary from Trimarsanto [1] which states that documentary is an attempt to represent or re-present a reality using facts and data. So in principle, the important things that must always be maintained in the production and reading of documentaries are events or reality, facts and data, as well as storytelling presentation.

The documentary film “Diam & Listen” by Anatman Pictures was first released on June 27, 2020. This documentary consists of six segments with a total duration of 1 hour 26 minutes 14 seconds. The film, which was worked on during the COVID-19 pandemic, will initially take pictures related to facts authentically and directly. But in the end, we have to change the form of delivery, namely by presenting facts packaged in motion visual montages (videos) and still visuals (photos & pictures) which are realized in infographics. Montage is an image arranged in such a way in a film sequence to describe or convey an idea. Their materials are composed of audio, video, photos and images with royalty free footage, public
domain footage, or creative commons, and are used with fair use principles. Thus the creator of this documentary made his statement at the beginning before the video started.

From the visual aspect, this film prefers to use motion graphics and infographics to help the audience digest information more easily. The biggest strength of this film is actually in the narrative that is used as a vehicle for carrying the dominant idea. Thus the visuals and audio follow the narrative guide, or illustrate and provide visual evidence to add convincingly what is narrated. Therefore, it is only natural that there is a gap between what is narrated and what is presented through the visual and audio aspects. The narration conveyed in one part has a poetic nuance on the other, it sounds as it is. So when the narration is delivering messages with a poetic impression, sometimes the visual illustrations are not able to reach what the narration demands. Another comment submitted by Apresyan stated that this film is also not recommended for viewing by minors because in certain segments there are pornographic images, even though the original purpose was for educational films https://identitasunhas.com/diam-dan-dengarkan-menyadari-keterpautan-diri-dengan-alam-semesta/. On the other hand, Kompas appreciates this documentary by calling it a film that campaigns for environmental awareness https://www.kompas.tv/article/100042/review-film-diam-dan-dengarkan-jeda-untuk-dunia-dan-manusia-berhenti.

The following is a brief description of the 6 segments of the “Silence & Listen” documentary. The first segment is titled “The Inevitable Apocalypse” with senior actress Christine Hakim as narrator. This first segment is deliberately opening the documentary by inviting the audience to agree that humans are only a small part of the universe. His presence can be said to be “just now” from a journey of approximately 4.6 billion years ago since the earth was created. Thus there is no acceptable reason for the special assumption that humans are from fellow creatures of God who inhabit the earth https://gensindo.sindonews.com/read/86041/700/diam-dengarkan-film-dokumenter-yang-diisi-deretan-seleb-beken-indonesia-1593507996.

In the second segment entitled “Mens Sana In Corpore Sano”, Dennis Adhiswara became the narrator to convey the connection between mental health and physical health. The understanding of most people who often believe since childhood is the proverb which states that a healthy mind in a healthy body needs to be criticized. The simple understanding is to keep the body healthy first, then the mental health will also be healthy. Meanwhile, when faced with the reality during this pandemic, many physically fit people often become victims of disease because they are triggered by anxiety, anxiety, and over thinking on issues that surround their lives, including in this case being affected/shocked by confusing news about the COVID-19 virus.

The third segment is entitled “Plastic Kingdom” with Arifin Putra as the narrator. Innovations that are not in favor of the preservation of the environment broadly and in the long term will have an impact on the destruction of the natural system of the universe. The small contribution that we do every day to the destruction of the environment is a big loss that we will bear in the future. At least that's what is emphasized in the third segment of the narrative, where plastic with its hard-to-rotten nature actually confines humans with various bad effects.

The fourth segment entitled “Water, Source (Style) of Life” is narrated by Eva Celia. In this segment, the narrative is more dominant on the issue of water which is identical to the source of life but becomes a new problem that is getting bigger because it is the main driver of the source of human lifestyle. Without realizing it, humans have "raped" water until its usefulness as an important element of life has turned into a new disaster. In this section, we are presented with a collection of data showing that the water that we think is unlimited is
actually very limited when compared to the size of the earth and the growing number of people. Other data that is also important is used as a driving force to open human awareness, namely about the consumption of water used to produce products that we use to fulfill our lifestyle. Those of us who pursue prestige by imposing a lifestyle are actually destroying the natural system of nature, especially water.

The fifth segment entitled “Forestry in the One Supreme” is narrated by Nadine Alexandra. In this section, humans are forced to re-realize that they are not the only living beings that are important as a supporter of the world's living system so that they feel that all creatures must submit to the system created by humans. While humans themselves are often wrong in taking conservation actions. Not making the environment much better, but on the contrary, sometimes partially and pragmatically making the efforts of other communities seem meaningless because of the carelessness of a group of people who in their actions make things worse.

The sixth segment is entitled “Samudera Cinta” which is narrated by Andien Aisyah. In this segment, it is forced to open human consciousness which puts the source of human happiness in the existence and abundance of money. Testimonials are directly presented in a storytelling format presenting the next generation of one of the Indonesian conglomerates. This segment dispels the notion that money is everything and can buy happiness. Being grateful and seeing what we have got is the key to happiness, because God created every creature with their own / not the same measure. So laying down the standard of happiness value by glancing at the happiness of others will actually mislead people in a never-ending cycle of searching for happiness. So what does this have to do with environmental issues? It is precisely by forgetting that as humans who live on Earth surrounded by abundant blessings, humans should be happy and concentrate together with other creatures taking care of the earth. If you always feel lacking then what happens is that humans are a disaster for other creatures.

Anik Nur Azizah’s research in 2021 regarding the documentary film “Silent & Listen” resulted in the conclusion that the messages contained in the documentary Silent & Listen tend to lead to messages that encourage and realize that every individual should take care of themselves to behave in a more environmentally friendly lifestyle. by protecting the environment, namely; processing waste, utilizing used goods, not destroying forests and water as natural resources, replacing plastic use, reducing carbon emissions through healthy eating patterns, and changing consumptive lifestyles https://digilib.uinsuka.ac.id/id/eprint/42875/. Another appreciation of this documentary in a review said that this film can be used as a pocket book to start caring and critical about our existence as humans on this earth. It is called a pocket book because he considers this documentary to only touch the surface of the complexity of existing life problems https://vernanditarefitw.medium.com/sepeti-judulnya-diam-dengarkan-da6b2a8774ac. The positive response for the achievement of this documentary work is recognized as very good. However, departing from the view that it is possible that from the other side there will be potential readings of different Diam & Listen documentary texts, this research provides space for other meanings and deconstructs the established meaning, which was built by other reader.

2 Method

This research with a qualitative approach uses the semiotic analysis of Roland Barthes. The purpose of this study is to examine the narrative of the pandemic shown in the
documentary “Silence and Listen”. To examine the text, this study uses the semiotic analysis method of Roland Barthes [2]. In Barthes' view, semiology is referred to as a formal analysis method because in its analysis semiology links the expression of meaning or content with formal composition [3]. So we know the method of analyzing semiotics or semiology of Roland Barthes with the terms denotation and connotation. Denotation is understood as a system of first-level significance, while connotation is a system of second-level significance [4]. Denotation is an objective meaning that is fixed, literal, as it is, while connotation is more on subjective and varied meanings. Thus, in Barthes's view, connotation is identical with an ideological operation called myth whose function is to reveal and justify the dominant values prevailing in a certain period. Myths are not superstitions. Myth is a second level meaning system, which is formed by the first level meaning structure. In myth, a signifier can have several signifiers. Myth is a language, it is a communication system, and thus a myth is a message. Myth is the development of connotations, connotations that have long been formed in society [5].

On the other hand, this research tries to see from the other side the interpretation of the meaning commonly understood by the public which is embedded in the documentary Silent & Listen. This is an attempt to provide space for other potential meanings that could be immersed in the process of strengthening meaning that occurs repeatedly in (at least) appreciation and reviews that appear on information and data search engines: google. The term that is often used for this process is called deconstruction. Pointing to the concept of deconstruction, of course, we cannot leave the understanding and description given by a French philosopher: Jacques Derrida. Deconstruction is a way of thinking to shake the certainty of the meaning of the text. In other words, there is no dominant interpretation that is authoritative. In fact, a text already contains tension and paradox, and deconstruction itself can be interpreted as a text. Thus it is possible to be deconstructed against of the text.

Derrida’s deconstructive thinking attempts to show that there are other thoughts that can be alternative thoughts besides the existing ones. Deconstruction is not actually not intended as a separate method but rather a process event. As stated by McQuilan who tried to formulate 5 strategies as a description to understand deconstruction thinking patterns https://rumahfilsafat.com/2009/11/29/derrida-dan-dekonstruksi/. 5 strategy as follows:

1. Deconstruction is a moment of reading. Thus, even making a method pattern that has the potential for us to repeat ways of reading like the past can be called establishing a method, and this is also avoided for understanding deconstruction.
2. Deconstruction is an attempt to disrupt the establishment of binary oppositions. Because binary opposition seems to stabilize the meaning of concepts that become dominant and less dominant. This means that the assumptions that seem stable in the mind must be questioned.
3. Deconstruction is a reading process that is interested in the "marginalized" and less desirable.
4. Deconstruction is a history in which terms find their own and different meanings in certain and different contexts.
5. Nothing is text-free. In deconstructive reading the meaning of the text refers to a series of traces, namely the contexts in the text that give meaning.

In the process of dissecting the meaning of the video and audio texts in the Silent & Listen documentary, the first step is to observe the entire visual text and audio corpus of this documentary, then cut the footage by footage, the montage produced from the video and motion graphic arrangement, as well as interviews with resource persons. After that it is interpreted
literally to find denotative meaning. Then the text is interpreted connotatively to find the ideas behind it. On the other hand, more detailed notes on the pattern of text presentation tendencies are also observed to be used as affirmations of messages that are arranged systematically. As a first step, the following is presented data regarding both visual and audio elements that are displayed in the Silent & Listen documentary.

Table 1. Visual elements of documenter Diam & Dengarkan

<table>
<thead>
<tr>
<th>No</th>
<th>Sample of visual element</th>
<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Video microscopic</td>
<td>Ratio of video 4 : 3</td>
</tr>
<tr>
<td>2</td>
<td>Video artificial illustration</td>
<td>Ratio of video 16 : 9</td>
</tr>
<tr>
<td>3</td>
<td>Video original footage</td>
<td>Ratio of video 16 : 9</td>
</tr>
<tr>
<td>4</td>
<td>Video original footage</td>
<td>(from the past) Ratio of video 4 : 3</td>
</tr>
<tr>
<td>5</td>
<td>Video art illustration</td>
<td>Ratio of video 4 : 3</td>
</tr>
<tr>
<td>6</td>
<td>Visual motion graphic</td>
<td>Ratio of video 4 : 3</td>
</tr>
<tr>
<td>No</td>
<td>Sample of visual element</td>
<td>Term</td>
</tr>
<tr>
<td>----</td>
<td>--------------------------</td>
<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td>7</td>
<td></td>
<td>Visual/photograph motion graphic</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ratio of video 16 : 9</td>
</tr>
<tr>
<td>8</td>
<td></td>
<td>Video visual effect 3D</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ratio of video 16 : 9</td>
</tr>
<tr>
<td>9</td>
<td></td>
<td>Infographic with additional text</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ratio of video 16 : 9</td>
</tr>
<tr>
<td>10</td>
<td></td>
<td>Video online interview</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ratio of video 16 : 9</td>
</tr>
<tr>
<td>11</td>
<td></td>
<td>Video clips from other shows/films</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ratio of video 4 : 3</td>
</tr>
<tr>
<td>12</td>
<td></td>
<td>Video news clips</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ratio of video 16 : 9</td>
</tr>
</tbody>
</table>

Table 2. Audio elements of documenter Diam & Dengarkan

<table>
<thead>
<tr>
<th>No</th>
<th>Audio elements</th>
<th>Role &amp; function</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Original sound of interview</td>
<td>Makes the core message of key informants clear and strengthen the narrative</td>
</tr>
<tr>
<td>2</td>
<td>Narrator sound</td>
<td>Be a video guide, music illustration, and sound effect</td>
</tr>
<tr>
<td>3</td>
<td>Music illustration</td>
<td>Amplify the nuances and emotions shaped by narration and video</td>
</tr>
<tr>
<td>4</td>
<td>Sound effect</td>
<td>Convincing and strengthening the visual impression</td>
</tr>
</tbody>
</table>
Here are 10 examples of 43 pieces of screenshot taken from the documentary corpus Silent & Listen which contain messages that tend to put the audience/humans in a corner, to be willing to listen, follow advice, and accept the consequences of our contribution as humans living on earth.

Table 3. Example of footage with a cornering and fatalistic nuance
3 Finding and Discussion

Realizing that every text is in a neutral position and has the potential to be read according to the frame of reference and the scope of the reader's experience, the following readings do not pretend to impose a certain way of thinking and must be contrary to the main message of this documentary. Of course, other interpretations have an equal place as well. The results of the study show that:

1. The pandemic narrative in this documentary has a reflective tendency by highlighting a provocative storytelling structure. It is said that because it is seen from the overall pattern of this documentary delivered by compiling visual material in a tempo that tends to be fast. This is actually understandable because this documentary uses 90% more creative common material than other videos that are bound by the rules of the maximum duration limit. The speed of the tempo of this image will of course also make the audience's behavior also have to follow the swift flow of messages that flow repeatedly with narrative patterns, reinforced by interview footage, occasionally inserted with fast infographics, as well as patterns of moving message sequences that are tightly arranged, then conclusions that are packaged in narratives or statements of sources that directly understand. This of course makes the audience have to follow without pause, without cognitive interruptions to think again, think from a reverse angle, think critically. The pattern that occurs is that the audience is silent, listens, reflects, remembers a series of data presented, rearranges them in their minds, draws conclusions as directed by this documentary narrative.

2. The image structure or editorial thinking is presented with a pattern of making highlights at the beginning of the opening of each chapter before the appearance of the title writing. The messages that are voiced at the beginning of this chapter choose to select messages that directly have the potential to attract the attention of the audience, make them curious so that the audience is willing to follow the explanation of the contents of the chapter.

3. The splitting of this long documentary into 6 chapters seems to be a strategy so that this documentary does not seem too long and boring, the audience can draw conclusions more neatly because clear boxes have been provided, the themes are arranged in sequence and continuously even though they can be reversed -come back.

4. The narrative is built by leading the understanding of the audience to realize that this pandemic is the result of our mistakes in thinking and acting as humans in thinking, putting, realizing and behaving in the environment around us. Since the beginning of our documentary, we are directed to realize the fatality of this thinking that humans always try to accumulate potential and separate themselves from their environment by massive exploitation and ends in human losses themselves. This impact is inevitable and humans must bear the consequences for it.

5. The voiced narration coupled with the narration of the transcript on the screen mentions many implicitly or concretely with the nuances of cornering humans for their mistakes in their role in managing the environment. There is no other way but to realize even though it is too late and be willing to follow the behavioral recommendations that are concretely suggested in the narrative message, however late it is and we must accept it, rather than never.

6. The visual text has a paradoxical nuance with entertaining and satirical satire on human efforts to survive in the midst of a pandemic. The video footage of the Ksatria Baja Hitam series was chosen because the average audience for this documentary is those who knew and was entertained by this Japanese action figure / super hero in their childhood.
7. The tendency to interpret the documentary Silence & Listen leads to fatalism (taken from the root word fatal) a term to describe a person's attitude in perceiving and facing life's problems with despair in everything, so that a person is only able to surrender to fate and cannot change it because it will be in vain https://www.dictio.id/t/apa-yang-diunjuk-dengan-fatalisme-or-fatalistis/120615.

8. The first chapter clearly reveals the message that humans are a disaster for other creatures living on earth.

9. Instead of acting as a hero, he becomes a resident who destroys his own house. The task of humans as special beings is in the understanding that with their intellect humans are able to create systems and organizations so that they should be able to manage the earth together with various kinds of life that have their respective roles and functions. However, it seems that this role is not completely carried out by humans because there is no synergy with other humans in understanding, thinking, and acting for survival. Many humans actually act fatally on environmental sustainability so that instead of being able to carry out the task of leading the earth, in fact, many extinctions result from the mismanagement of nature by humans themselves, because of their selfishness. Previously, nature had never complained about what was done by humans. In conditions like this, the narratives and statements of the informants emphasize that they want to be tried after all, if nature has acted to balance the universe, then humans must be willing to accept their fate as happened in this pandemic. Only a partial extinction of humans from a series of pandemics that have occurred, So accept that fact.

10. The second chapter is about human mental health. Departing from the ancient Roman proverb “men sana in corpore sano” this second part focuses more on after all humans are actually weak creatures. The weakness lies in his reasoning, which is often something he is very proud of. Mind or mentality is the key to human role to survive and manage life on earth, also the key so that humans do not become creatures that actually accelerate the extinction of other species of fellow inhabitants of the earth. In other words, humans should not blame other species if they went extinct, because the real key lies in how they organize their own minds. With the siege of anxiety, humans can only surrender.

11. The third chapter talks about the plastic empire. The nature of plastic that can serve human desires in many ways with its relatively strong, flexible, durable, cheap, easy-to-process nature, in the end becomes a time bomb for humans themselves. Plastic that cannot be recycled and disposed of in the end is like a living corpse that endangers human life. Not only pollutes but even enters the human body through marine biota food that has been contaminated with plastic. Humans are surrounded by the existence of plastic that is difficult to destroy and sooner or later will stab humans without being able to do anything. No matter how people search for solutions in various ways, in the end they can't turn off the time bomb button, only able to slow it down, so accept that fate.

12. The fourth chapter is about the blessing of water that is lost because of human hands. From the beginning, this narrative led to the audience's awareness and misconception that water is abundant, and the sea will easily clean up a lot of polluted water when it enters the ocean. The narrative affirmation in this section is that the water in this world has been so much polluted, even the last video shown is an abundance of foam pushed by the waves back to the coast. To make people aware that the ocean is not a magic box that can change water pollution back to clean as usual. Now is the time for humans to accept the consequences of polluting behavior that is carried out every day. Not only by factories, unfortunately, the biggest share is from the use of water in housing.
13. Even though the fifth chapter talks about forests, it actually wants to convey a message of the importance of the role of biodiversity in the forest. The role of humans to care for the earth is actually only small, so it is not appropriate to boast as the manager of planet earth. God has given the role of each of the inhabitants of the earth fairly from the smallest to the largest creatures. Then human intervention actually disturbs this natural balance system. Their roles and functions are disturbed so that someone has to play a role in warning the creatures that disturb the balance through super small creatures, namely viruses. So humans can't help but have to stop all that bad treatment to other creatures that inhabit the earth, even those they don't realize on a daily basis.

14. The sixth chapter with the title “The Ocean of Love essentially returns humans to their humanity. Through the substance of the emotional story, a Prajna Murdaya tries to confront humans who are still struggling with the search for happiness through wealth to realize and stop these efforts even though they have not had time to feel the wealth of wealth. The implicit conclusion is that human happiness is the achievement of success in planning the system, organizing, managing the ups and downs of efforts to realize that success, until what is planned is achieved and all of that is a personal effort and synergy with others, not on the help of parents who can facilitate everything. In the end, humans who avoid working hard, want things to be easy, and reject their destiny as humans, will become extinct in their solitude, no need to wait for a pandemic or the like.

4 Conclusion

In the meaning of texts made by text readers or other researchers for the Silent & Listen documentary, in general they draw a constructive meaning, in line with what the documentary maker wants. This documentary is a learning and even awareness or cognitive bridge for all of us, collectively trying to take the opportunity to improve ourselves again and be willing to take care of the environment in which we live together, a big house called the earth. But on the other hand, in the connectedness of 6 chapters that aim to arouse human consciousness, this documentary implies a message of fatalism. An understanding that surrenders itself to fate. Everything has happened, we realized too late for the wrong conservation steps that we should have done a long time ago. Humans never existed, so sooner or later accept the fact that humans too will eventually not exist. This pandemic is only a small mirror fragment to realize that we are the source of disaster for all creatures that inhabit the earth, and leave it to fate.

References

Is Women Becoming More Tolerant Through Age?

Lintang Ratri Rahmija\textsuperscript{1}, Turnomo Rahardjo\textsuperscript{2}, Hapsari Dwiningtyas Sulistyan\textsuperscript{3}
\{ lintang.ratri@live.undip.ac.id\textsuperscript{1}\}

Universitas Diponegoro, Indonesia\textsuperscript{1, 2, 3}

\textbf{Abstract.} This study was conducted with the aim of knowing whether women's age affects social differences based on religious differences, the results of this study will answer the question of whether women are more tolerant as they age. Referring to the Wahid Institute \cite{1} study which states that women are more tolerant than men, and also Najmi's research \cite{2} which confirms that there are indeed differences between women and men in tolerance. Women are interesting to study because they are considered more tolerant, with the assumption that the addition of knowledge, and organizational experience with age, the level of tolerance in women can change. This is important because most women will become mothers who educate children, the mother's perspective on religious differences and attitudes that are developed will also affect children as a form of value transformation. This research then uses quantitative research on 66 high school students and 184 female students to answer who is more tolerant to other people of different religions. The result shows social prejudice against people of different religions is evident in women, which sometimes shows intolerance behavior. Social prejudice is seen in the proportion of respondents who talk negatively and label people with different religions, where the proportion of older respondents is higher than the proportion of younger respondents. This research actually provides new data that is different from the initial assumption, namely that women turn out to be more intolerant to others with different religion, as they get older. Of course this needs to be studied further qualitatively which is able to explain more deeply about why and how the process of social evaluation of women towards people who are considered liyan. This is expected to be able to provide a solution to overcome social chaos, especially in Indonesia's multicultural and multicultural society.

\textbf{Keywords:} Women, Social Prejudice, Tolerance, Age, Social Development

\section{Introduction}

This research aims to inquire whether the age of women affects the level of social prejudice based on religious difference, the research results will answer the question of whether women become more tolerant as they get older. Tolerance originates from the Latin word \textit{tolerantia} which means to hold back, if it refers to the meaning in English, \textit{tolerance} means to let, acknowledge, respect the beliefs of others without requiring approval, and taking the same equivalent in Arabic, i.e. \textit{tasamuh}, which means to allow each other, facilitate each other. Said Agil Husin Al Munawar, minister of religion in \textit{gotong royong} cabinet (2001-2004) explains that tolerance is an attitude of refraining from using negative ways in responding to different opinions and beliefs. In other implications, tolerance can also be manifested in the form of not interfering, not intervening, and being generous.
Meanwhile, Wahid Institute defines intolerance as any attitudes and actions aimed at inhibiting or opposing the fulfilment of citizenship rights guaranteed by the constitution. This attitude is manifested in the behaviour of rejection, bullying, and even take the lives of groups considered different (liyan). This attitude is usually aimed at people of different religion/belief, ethnicity, sexual orientation, and now in addition, of different political choice. Indonesia itself has dark history of social conflicts that claimed many victims such as Sambas and Sanggau Ledo riots in West Kalimantan (1999), Ambon (1999), Poso in Central Sulawesi (1998-2000), Sampit in Central Kalimantan (2001), Sampang in Madura (2004), Tanjung Balai in North Sumatra (2016). This social conflict stems from intolerance based on ethnicity and religion, Indonesia's pluralism makes the country vulnerable to the emergence of prejudice, discrimination and inter-group conflict. A series of inter-group conflicts that have occurred in Indonesia cannot be separated from ethnicity and religion dimensions, regardless of any other supporting factors that trigger the conflict, such as structural gaps, system injustice or merely a matter of political contestation [3].

As a country with Muslim majority while still acknowledging the existence of other religions, religion is indeed an important issue in Indonesia. Even referring to Pew Research Center Survey (2019), Indonesia is one of the most religious countries out of 32 other countries. Research results show that 96% of respondents from Indonesia value religion and belief in God as one of the pillars that determine daily behaviour. Unfortunately, this data is inversely proportional to the intolerance assessment of the religious Indonesian people. Impartial data states, in the period 2018-2019 there have been at least 31 cases of intolerance in Indonesia. The most frequent acts of intolerance are the prohibition of religious activities which have occurred at least 12 times in the past year. This is called velleity, a concept proposed by Edward Stevens through his work The Moral Games (1974), that a person considers religion as the top priority, however this is not reflected in his life behaviour. The behaviour of radicalism, extremism, violence, and intolerance, become a phenomenon of velleity; because every religion teaches moderation, adab, love, meakness, and tasamuh.

Horizontal-centrism religious conflicts on large scale may potentially cause humanitarian crisis. Physical violence, such as murder, massacre, deprivation and others against people of different religions, injures humanity if allowed to escalate without adequate communication space. As in the 2018-2019 period, the number of complaints received by Indonesian National Human Rights Commission relating to alleged violations of the right to freedom of religion and belief, especially related to the construction of houses of worship, increased in 2019, namely 23 (twenty-three) religious conflict complaints related to communal issues (interreligion) and 12 cases of conflict related to sectarian issues (intrareligion).

Communal religious conflicts are dominated by the rejection of places of worship construction as in 2018, for example, Council of Church in Jayapura Regency (PGGJ) rejected the renovation of Al-Aqsa Great Mosque in Sentani, Papua, by the reason of the mosque's minaret being taller than the church around the location, on Jalan Raya Abepera. Furthermore, the rejection of temple construction in Sukaurip Village, Bekasi Regency (2019), and the conflict of Indonesian Baptist Church construction completion in Semarang City; and rejection of houses of worship construction of other religious communities. Sectarian religious conflicts are related to the rejection of certain religious communities such as the rejection of Ahmadiyya Community in Bogor Regency, the destruction of Al Kautsar Mosque of Gemuh Ahmadiyya Congregation, Kendal; or the rejection of the worship of Al-Quran Tafsir Council Congregation in Wonosobo Regency. Setara Institute states that West Java is the city with the highest level of intolerance during 2014-2019 with a total of 162 violations of religious freedom, followed by DKI Jakarta and East Java. Halili Hasan, director of Setara Institute
explains that this is because many local actors constantly persecute minorities, for example GARIS (Islamic Reform Movement) in West Java.

Why Indonesian people who are bound by the value of "Bhinneka Tunggal Ika" (unity in diversity) are so sharply conflicted on the basis of religious differences, several studies explain perceptions and attitudes towards religious tolerance. Centre for Strategic and International Studies (CSIS) in 2012 in a survey of religious intolerance in 23 Provinces with 2213 respondents, found 33.7 percent of respondents answered that they objected to living next door to people of other religions. Furthermore, 68.2 percent of respondents expressed their disapproval of the construction of houses of worship of other religions in their environment.

A national survey entitled "Potential Intolerance and Social-Religious Radicalism among Indonesian Muslims" [4], conducted by Wahid Foundation in collaboration with Indonesian Survey Institute (LSI) found that of a total of 1,520 respondents, 59.9 percent has a hated group. The hated groups include those with non-Muslim religious backgrounds, Chinese groups, communists, and others. Of the 59.9 percent, 92.2 percent do not agree if members of the groups they hate become government officials in Indonesia. 82.4 percent even refuses the members of the hated group to be their neighbours. There is something interesting in National Survey on Socio-Religious Tolerance Trends among Indonesian Muslim Women [1], organized by LSI and Wahid Institute. The analysis results shows that in fact Muslim women are more supportive of the freedom to practice religious teachings or beliefs than men. The majority of women and men agree with the statement that Indonesian citizens are free to practice any their religion beliefs, but compared to men, more women agree, namely 80.7% while men 77.4%.

Furthermore, a number of studies confirm that the attitude of openness and respect for differences, including towards minority and marginal groups, of education actors in Indonesia is highly concerning (Setara Institute, 2016; PPIM, 2017, 2018; Wahid Institute, 2018). In the realm of higher education, a number of studies show that radicalism spreads among universities (Setara Institute, 2019, 2020); Muslim student activists tend to hold closed religious understandings (CSRC, 2017); radicalism and extremism infiltrate campus environment through campus mosques (INFID, 2018). The latest PPIM study (2021) at three State Religious Universities (UIN Jakarta, UIN Bandung and UIN Yogyakarta) shows unstable external and internal empathy values in almost all groups, either student, lecturers and education staff. This indicates a serious issue for religious moderation implementation, because the realm of education, which should actually teach us to think fairly and equally, has become a space for intolerance to grow.

Understanding the continuous occurrence of intolerance phenomenon, more in-depth observations are needed on what affects the conditions to realize religious tolerance. Muhid and Fadeli's research [5] shows that tolerance and social prejudice have significant correlation, that the higher a person's social prejudice, the lower the religious tolerance, and conversely, the lower one's social prejudice, the higher the religious tolerance. This is in accordance with what is stated by Baron and Byrne [6] that the manifestation of intolerance is the existence of social prejudice between groups in social life. This research also explains that students tend to have prejudice. Meanwhile, Najmi [2] in his research entitled "Differences in Tolerance Between Male Students and Female Students in Riau Province Sports Public High School", shows a significant difference in tolerance between male students and female students in Riau Province Sports Public High School.

Prejudice can grow within every individual, without exception, to anyone, even to people with the closest relationship, such as spouse, children, parents, siblings. However, social prejudice can grow faster and more intensely towards strangers, people you have never met,
people you only meet online (distanced through social media), and above all due to difference. Being different here is the main determining factor, especially different religions and beliefs, including people who are of the same religion but different sects, as well as different ethnicities [7].

Social prejudice [8] is defined as a condition related to attitudes and beliefs, tends to be negative, manifested in hostile attitudes or discriminatory behaviour towards members of other groups. Prejudice also underlies certain cases related to sexism and racism. Social prejudice, which is originally only negative feelings, develops into discriminatory actions against people considered part of the prejudiced group, for subjective reasons. This prejudice can be sourced from socio-psychological impulses, cognitive processes, and the influence of sociocultural conditions on individuals and groups. This is in line with the definition of Baron and Byrne [6] which sees prejudice solely based on their membership in a group with a certain perspective on other groups considered different or opposite. Someone who has prejudice against a particular individual or group tends to evaluate its members in the same way (negatively) simply because they belong to a particular group.

Group cohesiveness explains that social prejudice in religious plurality occurs due to a lack of individual or group information in understanding various religious events that occur in their area and concerns about the domination of a religious group over other religious groups [9]. In addition, individually, the variables of religious maturity and religious knowledge directly affect social prejudice [10]. This is also a finding in the study on "Social Prejudice Against Non-Muslims Assessed from Fundamentalism, Social Identity, and Religiosity in Students", of which the results found a significant influence of fundamentalist ideology, positive attitudes towards social identity and religious behaviour towards social prejudice, that the more fundamental and religious, the more prone to prejudice, while the more positive attitude towards social identity, the lower the level of social prejudice.

Referring to Brigham's [11] thought, social prejudice is influenced by several factors, namely the pattern of interaction between groups, behaviour differentiating ingroup and outgroup, as well as differences that may lead to prejudice. Tajfel and Turner [12] corroborate this statement and state that status differences may lead to ethnocentrism and this may trigger social prejudice. Brigham [11] also adds that people tend to dislike other people who do not share their beliefs and values.

Prejudice refers to an irrational understanding or hatred towards a particular group, race, religion, or sexual orientation. Stereotypes and prejudices are interrelated because they both assess individuals based on group membership [13]. These deep sentiments take the form of anger, fear, hatred, and anxiety towards cultural groups without the need to present any evidence at all or shared experiences. [13][14]. Like stereotypes, prejudice is something learned. Conceptually, prejudice can be expressed in several ways, whether vague or indirect or directly stated [15]. The expression of social prejudice, referring to Allport's [16] thought which is the basis for the assessment of intolerance in this research, is the stages of intolerance behaviour, namely antilocution, avoidance, discrimination, physical attack, and extermination.
Antilocution is talking about a member of the target group in a negative and stereotyped manner. Avoidance occurs when a person avoids contact or interaction with an unwelcome group. The third form of prejudice is discrimination, a person will try to deny all members of different groups in the scope of work, settlements, political rights, educational opportunities, places of worship, hospitals or any other types of social institutions. Physical violence is manifestation of the fourth expression of prejudice, such as the phenomenon of vandalism or burning of places of worship that has been described previously. The fifth form of prejudice is extermination. The actions taken lead to physical violence against outgroup, for example Hitler's “master plan”, Cambodia's “killing fields”, Serbian “ethnic cleansing”. In the Indonesian context, the expression that leads to extermination appears in the conflicts between Dayak/Malay ethnics and Madurese in Sambas, Sampit, and Sanggau ledo, and the violence in the May 1998 Tragedy against the Chinese in Jakarta.

How then is the fact of intolerance starting from this prejudice contextualized to women? Referring to the Wahid Institute [1] study which states that women are more tolerant than men, and Najmi's research [2] which confirms that there are indeed differences between women and men in tolerance. Women are interesting to study because they are considered more tolerant, assuming that improvement of knowledge, and organizational experience with age, may change the level of tolerance in women. This is important because most women will become mothers who teach their children, the mother's perspective on religious differences and the developed attitudes will also affect children as value transformation. So, the researcher intends to prove whether the older women will be more tolerant? The hypothesis proposed is that women become more intolerant as they get older, which the tolerance assessment is based on indicators of social prejudice stated by Allport. This refers to Baron and Bryne's [6] statement that the higher the social prejudice, the lower the tolerance.

2 Method

This research uses a quantitative approach that aims to observe women's social prejudice attitudes towards people of different religion by age categorization, which is then expected to explain the level of tolerance of respondents. Social prejudice will be measured from the expression of prejudice based on the Allport prejudice scale, namely antilocution, avoidance, discrimination, physical attack, and termination.
The method used is a survey method by distribution of online questionnaires. The population in the survey of women and social prejudice is individual college students and high school students/equivalent of 250 respondents, consisting of 184 female college students and 66 high school students. The findings will be analysed descriptively. This research uses the Allport prejudice scale of which validity and reliability has been proven to date in assessing the level of individual social prejudice.

3 Result and Discussion

Research on women, social prejudice and tolerance is based on the problem of observing whether women as they get older will become more tolerant of other people of different religions. This is important because most women will become mothers who teach their children, the mother's perspective on religious differences and the developed attitudes will also affect children as a form of value transformation. Here, we categorize age simply in terms of differentiating high school students and college students, who are assumed to be more independent in thinking and behaviour, but there are different psychological and socio-cultural situations in their development.

The profiles of 250 respondents in this research are all women of age ranging from 15 - 18 years for high school students and 17 - 31 years for college students. Of the 250 respondents, the majority are Muslims 74.8%, then Christians, Hindus, Catholics and 2 people claim to be agnostics. 44% of respondents admits to attend organizations, where organizational affiliations are highly diverse, from youth, sports, arts, environment and spirituality. Respondents come from several cities in Indonesia, namely Jakarta, Bogor, Bandung, Malang, Surabaya, Padang, Palembang, Bali, Makassar and Jogjakarta with quite diverse ethnic backgrounds, although most of them come from Javanese ethnic group.

Graph 1. Profile Respondent Based on Religion

Graph 2. Initiatively Communicate to Other with Different Religion
This segment will present the research results related to the research hypothesis which states that women become more tolerant as they get older. This research observes how women raise prejudices against people of different religions in either vague or indirect expressions or prejudices expressed directly in the form of gossiping, avoiding, discriminating, social punishment, and physical punishment [15].

The initial prejudices that arise at the stage of starting a conversation with people who are considered different or outgroup will show how individuals limit communication based on the first social prejudice, namely antilocution. Table 2 shows that of 2.2% college student respondents tend to close social relations even at the earliest stage while younger respondents have no limitation in communicating with people of different religions. Remaining in the antilocution stage, a question is asked whether the respondent had ever talked negatively about people of different religions, Table 3 shows that of 14.16% college student respondents answer yes, while high school student respondents are recorded lower at 12.1%. How women discipline others through negative conversation shows the internalization of dominant ideology on how to behave with others is already at the level of alienating those considered different.

Graph 3. Talking Negatively to Other with Different Religion

At the next level, antilocution will lead to giving negative nicknames or labelling (stigma, stereotypes) to other people considered different and or have values considered deviant (abnormal, wrong, inappropriate, sinful). Table 4 shows that younger respondents have a higher percentage of 9.1% compared to college student respondents, which is 6% in terms of labelling other people of different religions.

Graph 4. Labelling Negatively to Other with Different Religion
Avoiding Persons with Different Religion

Social prejudice will also lead to avoidance behaviour that leads to the isolation of those who are different. Avoidance behaviour shows that prejudice has made a person try not to relate to those who are different, thus it leads to isolation even though it has not been openly. Avoidance is a latent behaviour of isolation that indicates a refusal to build social relationships. Table 5 shows that 1.5% of high school students respondents choose to avoid communicating with people of different religions, while 1.1% of college student respondents have the same attitude. However, Table 6 shows that there are efforts to persuade other people of different religions to convert to the respondent's beliefs, where the percentage of older respondents is 2.2% higher.

Persuading to Change Religion

This research also finds that the stage of social prejudice ceases at this stage, because all respondents, both older and younger, do not think physical attack is necessary and much less extermination to people of different religions. Respondents emphatically rejected the idea of imposing physical sanctions such as slapping, beating, stoning, raping, or taking the lives of those with different religions.

In Indonesia, where the majority of the population is Muslim, people with other religions are indeed a minority and often experience discrimination. Analysis of the research results found new data on whether women become more tolerant as they get older, the study results found the contrary. This is indicated by the research results, that of eight questions based on the Allport social prejudice scale, shows that college student respondents are more intolerant towards people of different religions. It is important to note, the data also show that social prejudice is higher in terms of the behaviour of talking negatively (antilocution).

Even though all respondents choose that extreme measures such as physical attacks or extermination are not deemed necessary to apply, as well as the percentage seems low, the low number does not mean there are no problems in social prejudice. This figure should be seen as
a significant number considering the minority position of people of different religions in Indonesia. In addition, the number of rejections towards others has reached the point where this discrimination is allowed, which must be addressed immediately.

4 Conclusion

Social prejudice against people of different religions is evident in women, which at the same time shows intolerance behaviour. Social prejudice is seen in the percentage of respondents who talk negatively and label people of different religions, where the percentage of older respondents is higher than the percentage of younger respondents. This research actually provides new data that is different from the initial assumption, namely that women in fact are more intolerant to other with different religion, as they get older. Certainly, this needs to be studied further qualitatively which is able to reveal more deeply on why and how the process of increasing expression of social prejudice from women to people considered as the other (liyan). This is expected to be able to provide a solution to reduce social prejudice, especially in Indonesia's pluralistic and multicultural society.

References

Narrative Text: Hate Speech on Female Celeb-gram’s Account @Rachelvennya

Primada Qurrota Ayun\textsuperscript{1}, Hedi Pudjo Santosa\textsuperscript{2}, Triyono Lukmantoro\textsuperscript{3}
\{primada.qurrota@live.undip.ac.id\}

Universitas Diponegoro, Indonesia\textsuperscript{1,2,3}

Abstract. Celebs-gram or celebrities on Instagram try to show a new identity by showing their daily life through their social media. Unfortunately, many female celebrities receive insinuation and hate speech from netizens in their posts. This cannot be separated from the women stigma regarding to their assessment to them through religion, social, and the value of politeness in society. One of them is the @rachelven account. Her decision to open the veil has made this celeb-gram close the comment column to be limited to his followers. This research is a descriptive textual study using a narrative approach. Narrative in this context refers to updated status on Instagram. Narratives are understood as “small stories” that capture the whole variety of narrative activities that are not represented in the big or canonical narratives. The results of this study indicate that hate speech against female celebrities means that those celebs-gram receive negative judgments and comments from netizens by using religious statements and social norms. The netizens provide comments by quoting verses from the scriptures, giving bad labels, and giving judgments for the celeb-gram’s attitudes.

Keywords: Celebrity, Instagram, Narrative Text, Hate Speech

1 Introduction

With the development of information technology today, artists do not only come from someone who is famous in conventional media, but also those who are in cyberspace can be called as artists because of the large number of people who follow them (followers). In 2020, according to the data released by Napoleon Cat, in the period of January-May 2020, Instagram users in Indonesia reached 69.2 million (69,270,000) users. This achievement is an increase from month to month on the use of this photo-sharing platform \cite{1}.

Through celeb-gram, a new discourse tries to fuse the realm of youth lifestyle. These celebs-gram present luxurious lifestyle, which is different from the daily lives of these teenagers. Their character is highly praised. This can be seen from the number of likes they generate every time they upload their photos on social networks. Celeb-gram also indirectly wants to show a reality that exists in society, forming an ideal identity for teenagers through fashion and life style.

Instagram is a social media with a photo sharing format for one user to other users. It makes a new means of displaying self-expression through internet media. Unfortunately, artists and celebrities who fond of presenting their lives often get hate speech from netizens who follow the artist's account.

Firmina Astuti conducted research on 40 people who have Instagram accounts. The results show that the behaviour shown by teenagers when viewing hate speech content on Instagram
is to let the content, stay silent, ignore the content, and report the content. Some respondents claimed to have been influenced by the content on hate speech accounts and had commented on hate speech, because they were influenced by the content [2].

Hate speech is an act of communication carried out by individuals or groups in the form of insults, provocations, body shaming, and incitement aimed at a group of people or individuals. The results of the latest survey conducted by the Digital Civility Index 2020, Indonesian netizens are the most disrespectful in Southeast Asia. The politeness of Indonesian netizens is even one of the worst out of 32 countries in the survey. The politeness of Indonesian netizens also ranks 29 out of 32 countries surveyed by Microsoft [3]. Hate speech conveyed by someone is based on prejudice against the identity of a person or group. Women become one of the easy targets in hate speech behaviour, and so on.

These celebs-gram often show their glamorous lifestyles and their private lives. One of the things that had gone viral in early 2021 was the hype in Rachel Venya's personal life in her account @rachelenya. Rachel Venya is one of the celebrities who reportedly removed her hijab and prosecuted the divorce from her husband. Though, this couple was labelled as couple goals.

![Fig. 1. Netizens’ comments when @rachelenya posted removing veil](image)

Many female artists are used as objects by netizens in venting their dislike through comments in the Instagram column. Unfortunately, most celebs-gram and female artists are the targets of these negative comments compared to male artists. This study wants to analyse the expression of hatred from netizens towards artists and celebrities on Instagram social media.
2 Method

This research is a descriptive textual study using a narrative approach. Narrative in this context refers to various updated status (status updates) on Instagram. Thus, narrative is understood as “small stories” which capture the whole variety of narrative activities that are not represented in the grand or canonical narratives. These small stories are events that have just happened or are taking place. These small stories contain bits and experience and appear as a need to be shared or maybe bits of gossip that are considered uninteresting. Those small stories in everyday language can be considered as something completely meaningless. For strangers, these small stories involving various interacting parties contain "about things which are not important". However, in this context, the small stories are not understood as the subject matter of the whole or nothing. These small stories also include various moments of interactively oriented narrative [4][5][6].

Because the small stories in this study contain and show specific moral views or judgments, the researchers need some considerations. Those considerations are the interrelationships between the ways of telling stories, the sites used to speak, and person who tells them in the circulation that occurs on social media. This concept is known as narrative stance taking which shows how speakers decide on narrative forms and index that can be considered appropriate to the storytelling and/or circulation of ongoing discourse activities [7]. Stance refers to personal beliefs/attitudes/evaluations, social morality, and public actions that can be recognized, interpreted, and subject to the evaluation of other parties [8]. In addition, stance is a general evaluative structure, positioning, and processes that organize action [8]. Stance is a position of partiality that is deliberately taken by the author of the status on Instagram to support or against certain characters. The stance shows how the moral judgments displayed by the followers of certain female celeb-gram.

3 Result
3.1 Narrative: Misogyny Against Female Celebrities

Misogyny can be interpreted as hatred to women. Misogyny is not just a form of sexism or displeasure to women, but hatred of women as a group. In the digital era, misogyny is easier to be expressed. In various blogs and other online forums, women are referred to as “prostitutes” and “social cancer” [9]. Women in this negative point of view are labelled as bad and disgusting social objects. It gets worse when the digital media have become various spaces for men (manosphere) who have such strong misogynistic urges. This misogynistic view can be considered as men's desire to improve women's morality. They want women to carry out various moral and religious norms. Their demand to women is that women must obey men, based on the naturalist ideology.

These misogyny narratives, in the context of the celebrities’ life, occur on social media. The term social media in this article refers to new forms of media that involve interactive participation. As a medium in the interactive era, social media is on the contrary to the broadcast age. The characteristic of media in the broadcasting era is that it is almost exclusively centred on a single entity, such as a radio, television station, a newspaper company, or a film studio, which distribute messages to many people. With the advent of digital and mobile technologies, interactions on a larger scale are easy to carry out. Interactivity is also an important feature of this new media [10]. Interactivity refers to a communicative relationship that takes place quickly from one party to another. Delayed
messages can also be resolved. This is what makes this new media become social in nature, namely the exchange of messages can take place more quickly and more personas are involved in it.

Other characteristics that can be seen in social media are: (1) information and cognition, which means that social media allow the flow of information and the introduction of the device itself as a social activity; (2) communication, which means that social media become a site for a reciprocal process between at least two humans, which involves the exchange of symbols and all partners involved in the interaction give meanings to the various symbols; (3) community, which shows that communication occurring on social media is not just social relations, but involves mutual equality or friendship; and (4) collaboration and cooperative work, which shows that the messages displayed on social media are the result of joint work [11]. All of these characteristics of social media indicate that togetherness is the most important value that occurs in social media. It is as if the interactions which take place on social media are full of harmony and without conflict.

However, the friendship that occurs on social media is not always in good condition and takes place comfortably. Even though Instagram users interact with other users as friends, the interactions that occur may be full of conflictual and hostile tones. Once again, it shows that social media have become a “war” site. Moreover, when mutual support for certain celebrities occurs on social media, the opponents convey negative or rude statements. All statements take place there. Social media are no longer arena for sharing information which are full of knowledge and truth, but they have become sites for opposing information. Social media are no longer positioned as area that allow the continuation of interactive relationships, but they have position as a network to spread hatred.

Moreover, the relationship on social media is determined by homophily. This means that individuals will make connections if they have the same attributes. The principles of homophily show that various distributed relationships follow the characteristics of the actors involved there, whether people, organizations, or other entities. People based on gender, ethnicity, language, class, values, or nationality tend to cluster in the same social networks. The dynamics of homophily are based on two important things, namely social selection which makes individuals have similar attributes and the influence of close friends that determine the continuity of interactions with other parties who are considered significant [12]. Moral preferences, towards certain interests, ideologies, and celebrity figures, especially those of celebrities who have high popularity, are things that really lead to the homophily that occurs on social media. These social selections are seen in the groupings that occur in response to a particular issue. Meanwhile, the influence of close friends who are considered to have similar political preferences also determines the continuity of friendships that occur on social media. The formation of friendships or its opposite acts of breaking friendships are based on moral choices and is quite common to take place on social media.

3.2 Verbal Stories

Instagram is one of the social media that is widely accessed by the people in Indonesia. According to the data released by Napoleon Cat, in the period of January-May 2020, Instagram users in Indonesia reached 69.2 million (69,270,000) users. This achievement is an increase from month to month on the use of this photo-sharing platform. In January there were around 62.23 million users and in February the users rose to 62.47 million. Then, in the following month (March) there were more and more users and reached 64 million users. A month later, the number of users reached 65.7 million. It was in May with a record of 69.2 million users. Hansal Savla, Senior Director of TNS Indonesia which is a market research
company, several years ago explained that his party found facts from the results of a survey they conducted. It was about 63 percent of women tend to actively use Instagram every day. It contrasts with the number of men who regularly use the platform as much as 37 percent. The majority of Instagram users are 'well educated' users. They are smart and come from college graduates. The users from college graduates are 69 percent. In fact, the majority of Instagram users can be judged to be 11 times as smart as Indonesian smartphone users in general [1].

Although the results of the survey show that women who use Instagram are said to be smarter, their comments tend to be negative when we look at the celeb-gram's social media accounts and those negative comments obviously attract attention. One of the social media accounts belongs to Rachel Venny @rachelven is a social media account which grabs rude comments because of her activities of removing the hijab after divorced from her husband.

![Fig. 2. @rachelvennya first picture after removing veil](image)

In Fig. 2, it is the first image of @rachelven taking a picture without a hijab which was posted on December 22, 2020. The caption written was the emoticon "love" and she was seen looking at the camera with a flat expression without wearing her hijab. Judging from her expression, she looks normal in making the decision not to wear her hijab anymore.

### 3.3 Narrative stance taking

Stance is a position of statement that is deliberately chosen by the author of the status on Instagram to support or against certain characters. The stance shows the moral judgments displayed by the followers of certain female celeb-grams. Narrative stance-taking can be shown by how netizens give their stance in the form of comments on their opinions in the captions which have been written by the celeb-gram in his/her account.

Some netizen comments in negative narrative stance-taking tend to give a picture of hate speech. The netizens hate to the attitude of the celebgram was expressed by writing a few sentences as follows:
@Noura.aureli**: after she divorced, she did not wear hijab. It means that she wore hijab because of her husband, not for Allah. (248 likes) *(Semenjak cerai buka hijab, berarti dia itu memakai hijab karna suami bkn karna Allah)*

@Alikabeaute****: her good character disappears when she did not wear hijab. How pity she is. She did not seem cheerful or beautiful even though she applied make up on her face. Her present character is totally different from it was when she wore hijab. (12 likes) *(Auranya hilang ya ketika sdh lepas hijab...sayang sekali bener2 redup iaroun dandand secantik apa pun sdh gak ada auranya jauhh sekali dibanding mash berhijab)*

@Jelitachydi**: netizen: “have you ever thought for not wearing hijab while your friends do not wearing hijab?” Rachel: “no...” several months later, she did not wear hijab anymore. (29 likes) *(“kaka pernah ga kepikiran lepas hijab sedangkan temen2 kaka ga pake hijab?” rachel: “nggak” bbrp bulan kemudian... dibuka 🤭)*

@Semutberante***: gee... after you get good luck, then you forget your God. (13 likes) *(Wisshhh udh suksess ya bund, Tuhan dilupakan)*

@Ani***: perhaps she will create mental health quotes. (55 likes) *(Paling bntar lgi bikin quotes mental health)*

----@komporbak****: @anisyj, you are talkactive. You acted wisely but your action is fake. (10 likes) @anisyj ember sok bijak tapi topeng doan

----@imhaginat***: anisyj (laughter emoticon)

@Erviam***: why did you uncover your hijab, dear. (disappointed emoticon) *(Lah ngapa lu buka jilbab tong)*

@Arunda***: you deserve to post picture together with the dog. *(Pantes posting bareng guguk)*

Netizen comments tend to be hate speech. Hate speech is defined as a bias-motivated, hostile, malicious speech at a person or a group of people because of some of their actual or perceived innate characteristics. It expresses discriminatory, intimidating, disapproving, antagonistic, and/or prejudicial attitudes toward those characteristics, which include gender, race, religion, ethnicity, color, national origin, disability, or sexual orientation. Hate speech is to injure, dehumanize, harass, intimidate, debase, degrade, and victimize the targeted groups and to foment insensitivity and brutality against them [13]. The hate speech is shown through the way that netizens do not support what the celebgram is doing. They gave a judgment by saying that the action made the character of the celeb-gram dim and stated that the celeb-gram had left their God.

In addition, there were also netizens who commented by giving advice for the celeb-gram to use the hijab again and citing several arguments from the holy book regarding the celeb-gram's decision to remove the hijab.

@sumayyahbintikhuba*****: Dear Rachel, I feel sad seeing your decision now. That is so pity. Why did you open you’re your hijab? Rachel looks more beautiful and gorgeous wearing hijab. Wish you wear hijab again dear Rachel and hope you be istiqomah with your hijab, amen.
(Ka Rachel 😊😊 Ko ngerasa sedihh aja gituu ngeliat Ka Rachel dengan pilihan yg skrg 😊😊 saying banget padahal, kenapa harus dilepas jilbabnya? Ka Rachel lebih cantik dan anggun pakai jilbab .. Smoga lekas kembali pakai yaa Ka Rachel, dan smoga bisa istiqomah dengan jilbabnya aamiin ..❤😊)

@djfar_n**: “O son of Adam. We have sent down to you clothes to cover your body and beautiful clothes for adornment. The best cloth is your faith. That is part of the signs of Allah's power, hopefully they will always remember.”

(Ditulis dalam bahasa arab) “Hai anak Adam, sesungguhnya Kami telah menurunkan kepadamu pakaian untuk menutup auratmu dan pakaian indah untuk perhiasan. Dan pakaian takwa itualah yang paling baik. Yang demikian itu adalah sebagian dari tanda-tanda kekuasaan Allah, mudah-mudahan mereka selalu ingat.” (67 likes)

@nurma**: hallo… how come that you proud of a person who is less faith… and you do support her to decrease her faith. Very pretty, gorgeous, beautiful. Oh my God! You said that with the reason of personal choice. Everybody has her own personal option but they may not disobey God’s rule.

(Hey helooo org lg turun imannya malah dibangga2in loh ini, malah byk yg support utk lbh turun lg imannya. Cantik bgt, gorgeous, beautiful. Astagfirullah Allah Ya Rabb..! Dgn dalih setiap org punya pilihannya masing2. Ya memang setiap org punya pilihannya masing2 tp tdk dgn melanggar perintah Allah. (65 likes)

@meino**: only human that causes your heartbreak, why do you keep your distance to Allah, dear? (95 likes)

(yg bikin sakit hati manusia, knp yg dijauhin Allah ka?:( (95 likes)

@aldyyiy: do not blame your hijab, because hijab does not have any mistake. May Allah bless you the best thing.

(jangan pelempiasnkan jilbab mu, karena jilbab nda ada salah nya , semoga kamu di kasih kan yang terbaik chel oleh Allah🙏🙏🙏🙏🙏🙏 (33 likes)

@remahardi**: I think, not wearing hijab when we have problem is bad attitude. Moreover, she has been a mom for her two kids. She is really temper and not really faithful. The best thing to do when you have problem in life is being faithful and ask help from God. You may not make any sin by opening hijab. God, sorry for it. May God bless her. Amen. You have to tell her about this. (2 likes)

(Kayanya kalau untuk lepas hijab jika ada masalah tidak baik banget ya, apalagi idh jadi ibu ibu punya anak 2,labil banget, iman nya tipis, harusnya kalau emg ada masalah atau apapun dihidup makin diperkuat imannya minta ke Allah, eh malah berbuat dosa dengan lepas hijab astagfirullah,semoga diberi hidayah ya aamiin @rachelvennya, wajib beri tahu nih @okintph (2 likes)

@kloro**: you are sinful!
(Berdosa kau!!!!!!)

The above comments seem to give judgment on what the celeb-gram did in her action of removing the hijab. Quoting verses from the holy book, then hoping to return to the right path, as if hinting at what the celeb-gram did in his decision to take off the hijab is something that is
not commendable. Thus, it must refer to the holy book again. There is also a phrase giving judgment that what she did was a sin.

Besides that, there are also hate speeches that invite others to disagree with their comments who are in a positive narrative stance-taking position. Their comments regrett the account users who supported Rachel Vennya's celeb-gram decision by writing some comparison sentences as follows;

@brave pits: those who support her are in the same ideology. They do not wear veil. It is so true that bad people will support bad person. (29 likes)

(Rata rata yg dukung yg sejenis dia alias sm” gk berhijab...ia dong yg sesat bakal dukung sesat (29 likes)

@pandu_winata27: Nikita Mirzani, Rina Nose, Salma do not wear veil anymore and you give bad comment from top to toe… you act as if you were the sinless people.. but then, when Rachel Vennya does not wear veil anymore… what’s wrong with you all?

(Nikita Mirzani, rina nose, salma lepas Hijab Kelen hujat sampe Ke akar...seolah netijen adalah manusia Paling Suci...Giliran Rachel Vennya yg lepas Hijab? Knp lu pada?)

@ticaaaw: why do many people admire when Rachel Vennya does not wear veil anymore? While all of you insult Rina Nose and Nikita Mirzani when they do not wear veil anymore? Really want to ask.

(Kenapa waktu Rachel vennya lepas hijab, banyak orang pada muji. Sementara pas rina nose atau nikita mirzani lepas, semua org pada ngehujat? Wk #benerannanyabun)

@laylaalf.21: Salmafina did not wear veil anymore and all people in Indonesia insulted her, but they support Rachel Vennya when she did not wear veil anymore. How funny people in my country. (27 likes)

(Salmufina lepas hijab di hujat se indo, rachel vennya lepas hijab di dukung, lucunya people di negeriku ini (27 likes)

The comments above show that it is very unfair if an artist who removes the hijab gets support. This is because there were several previous artists who removed their hijab and they got a bad response and even blasphemy. They asked about the reason why they were different, even though they did the same thing.

4 Conclusion

The purpose of this study is to describe the forms of hate speech against female celebrities, commonly referred to as celeb-gram, judged by society. The results of this study indicate that hate speech against female celebrity @rachelven is that she received negative judgments and comments from netizens by using religious statements and social norms. The netizens provide comments by quoting verses from the scriptures, giving bad labels, and giving judgments for Rachel Vennya’s attitude.

Misogyny or hatred of women in this digital era is getting easier to express. This hate speech is shown by how the netizens convey their disappointment by regretting the celeb-gram's decision. Then, there are many statements which adopted from the verse in the holy book and state that the actions taken by the celebrity are sinful. There were also dislike
comments regarding support comments to the celebrity @rachelven when removing the hijab and they gave a comparison that some artists were insulted when removing the veil while she is supported. A statement appears that those who are good looking will receive support.

References


Women, Fashion and Social Prejudice

Hapsari Dwiningtyas Sulistyani¹, Lintang Ratri Rahmiaji², Turnomo Rahardjo³
{hapsarisulistyani@yahoo.com¹}

Universitas Diponegoro, Indonesia¹.².³

Abstract. This research focuses on women and social prejudice. Visually, we can see how the way Indonesian women dress changes over time, depending on the ruling truth regime. In the last ten years, the discourse that women (especially Muslim women) must dress fully covered has become quite dominant in Indonesia. This research focuses on people's willingness to engage and develop relationships with women who dress in a somewhat open manner. The liberal feminist theory was employed in this research. The theory aims to offer women the right to choose while also making them aware of the implications of their decisions. The main objective of this study is to show the responses that the women get when they choose to express themselves in ways that are different from what society expects. In this study, the survey research approach was employed. The results revealed a relatively high percentage of female respondents, with 48.4 percent of female respondents speaking negatively about women who wore relatively body-exposing clothes, compared to only 20 percent of male respondents. The significant number of women who speak badly about other women suggests that the respondent has the tendency to alienate women who do not conform to society's norms.

Keywords: Human Development, Women, Social Prejudice, Fashion

1 Introduction

This study is an attempt to understand how women's clothing relates to prejudice and social distance against women. Women's clothing is often associated with morality, spirituality, and is even considered as the cause of violence against women. A district head in Aceh, for example, stated that women who do not dress according to Islamic Sharia are deserving of being raped [1]. Prejudice, according to Martin and Nakayama [2], is a negative sentiment that includes assigning labels to a group based on insufficient evidence. In the context of the study of communication, the negative sentiments of individuals who have prejudice are articulated through expressions that indicate superiority and threat to different groups or individuals. For example, the statement that women who do not dress according to Islamic law deserve to be raped demonstrates a negative perception, status disparity, and is an expression of prejudice that denotes a social distance created by the way women dress.

Based on previous researches, rape or violence against women has nothing to do with the clothing they wear. The Coalition for Safe Public Spaces (Koalisi Ruang Publik Aman) conducted a survey on sexual harassment in public spaces in 2018 and found that victims' clothing had no relevance on the sexual harassment they faced [3].
According to data, victims of sexual abuse dress in a variety of outfits, including the hijab. As a result, sexual assault may harm anyone, regardless of their clothing. However, in social practice, there are still many prejudices that lead to bullying or threats related to women's clothing. For example, a female student at SMA Negeri 1 Gemolong in Sragen Regency, Central Java Province, was bullied because she did not wear a hijab [4][5]. Because she was distressed by her friend's intolerant conduct in harassing her personal dress choices, the girl who was bullied had to transfer schools to another city.

Prejudice and social distance towards women are examined in relation to the expression of women's fashion in this research. Ideally, diverse society can bring about social harmony and narrow social distance. The choice of relational behaviours, on the other hand, appears to be significantly different from the ideal situation. According to Mariela E. Jaffé et al. [6] research, organizations often claim to embrace diversity, yet their staff is often fairly homogeneous. This illustrates a significant disconnect between ideals and realities. Based on the difference between desirability and feasibility considerations, research by Mariela E. Jaffé et al. [6] provides a psychological argument for the incompatibility. Individuals prefer to establish diverse teams when the task does not need social closeness, according to the studies, since they want to show that they care about diversity socially. On the other hand, Individuals prefer homogenous team members when work involves social intimacy.

Four studies were conducted by Mariela E. Jaffé et al. [6] to examine the different decisions that can arise when jobs are socially distant compared to jobs that require closeness. Working in diverse groups is desirable, but the outcomes are less than ideal, according to Study 1. Study 2 looked at how psychological distance influenced people's decisions about whether to work with people who were different (socially distant) or those who were alike (socially close). Participants in Study 3 formed more heterogeneous teams for others than for themselves. In comparison to individuals who are socially distant, research 4 demonstrates that when it comes to creating workgroups, people prefer to give more attention to successfully completing goals when they are in a group with close acquaintances. The findings suggest that an individual’s preference for diversity depends on the social distance of the jobs. When deciding for themselves and the job is socially close, individuals prefer to work with others who are similar. However, when deciding for others and thus becoming socially distant, individuals are more likely to show an increased preference for diversity. The results of the research of Mariela E. Jaffé et al. [6] when associated with women's clothes and social prejudice indicate that the way women dress can lead to a social distance that makes people decide to engage or keep personal distance from the woman. People recognize the need of respecting diversity in general, however
when it comes to directly engaging with others, there is still a tendency to pick those who are "the same" (homogeneous).

Clothing is a sort of self that may reveal a wide range of gender identities, faiths, races, nationalities, and organizations. However, in some cases of violence against women, clothing serves as both a method of expression for women and a means of justifying the abuse they are subjected to. Women have various ways to express and communicate their identity through the clothes they wear. Women's self-expression through fashion is frequently a source of prejudice, which is then used to justify bullying, harassment, and sexual assault against women. Liberal feminist theory places emphasis on equal rights for women, including the individual right for self-expressions [7]. The social construction of how to be a woman leads women to control their expressions, including self-expression through the clothes they wear. The way women dress becomes the source of blame when a woman is subjected to sexual violence is evidence of effort to control women. A well-known female healer who has a lot of followers in Indonesia, for example, stated that:

"The victim of a rape should not hold the perpetrator responsible. Do not blame the person who raped your daughter, ladies and gentlemen! Because the offender is motivated by the violated person's lust." [8].

This comment demonstrates how prejudices are embedded in the way women's clothing is expressed. This research looks at how women's clothes is viewed, and how that perception leads to prejudice and social distance towards women.

2 Method

This study is an attempt to integrate quantitative and qualitative methods using two tools of research, surveys and qualitative interviews. The survey method was used to obtain data on perceptions of prejudice and social distance (distance of communication) against women who express their identity through the way they dress. Qualitative interviews were used to obtain data about the informants' interpretations of the way women dress. Individual college students and high school students/equivalent to 325 persons make up the sample in the survey of women and social bias. The data was gathered by using online questionnaires.

3 Result and Discussion

Women's dress is still an element of the social construction that frequently leads to discrimination and social distance. This section describes the results of research related to the research hypothesis that states that there is prejudice and social distance against women who wear clothes that show their body parts or relatively open at the top and/or bottom of their bodies as shown in the picture.
As previously discussed, how women dress is indeed a method of expressing their individuality. The dress codes encode identity because they create symbolic meaning related to women’s identities (religion, race, life styles, ethnicity, etc.). Women's clothing is frequently understood in terms of cultural identity, which, according to Samovar [9], is usually interpreted at three levels: personal, relational, and communal identity. The focus of the discussions will be on how the respondent perceived the identity of women who dress in a relatively open manner. The article also addresses how the meaning of this personal identity affects the relational identity that emerges as a result of the respondents' prejudice and social distance produced by their perceptions of women's clothing. As a result, this study looks at how women's outerwear contributes to prejudice, as indicated by ambiguous or indirect communication expressions, as well as prejudices that are conveyed explicitly or openly [9]. Social prejudice can also lead to social distance, which is a feeling of closeness, the possibility of a relationship being developed with a certain group, or in this study the possibility to interact and build a relationship with a woman who dress in a relatively open manner [10].

Interaction is the essence of communication activities. The initial stage in communicating is to engage interaction, which opens up opportunities for building relations. When meeting someone for the first time, bias is sometimes sparked by her looks or the way she dresses. The process of initiating the act of communication will be affected by fashion that differs from what is expected. The willingness to start interaction with women wearing relatively exposing clothes is shown in the table 1.

<table>
<thead>
<tr>
<th></th>
<th>Initiation of Interaction</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Gender</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>9,3%</td>
<td>90,7%</td>
</tr>
<tr>
<td>Female</td>
<td>13,6%</td>
<td>86,4%</td>
</tr>
<tr>
<td>Total</td>
<td>12,6%</td>
<td>87,4%</td>
</tr>
</tbody>
</table>

The data indicates that 13 percent of female respondents are not willing to initiate interaction with women who wear relatively revealing clothes whereas for male respondents around 9.3 percent refuse to initiate interaction. This situation shows that the way women dress can hinder the initiation process of interaction. Prejudice based on how women dress appears to be the factor limiting the first stages of contact and dialogue with women who are seen to be wearing particularly exposing clothing. The initial bias that emerges during the earliest stages of
conversation might progress to the point where persons with different appearances are negatively addressed. The tendency to avoid communicating with persons who appear to be different demonstrates ethnocentrism in communication.

Table 2. Cross Tabulation between Gender and Negative Remark

<table>
<thead>
<tr>
<th>Gender</th>
<th>Negative Remark</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Male</td>
<td>60</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>80.0%</td>
<td>20.0%</td>
</tr>
<tr>
<td>Female</td>
<td>129</td>
<td>121</td>
</tr>
<tr>
<td></td>
<td>51.6%</td>
<td>48.4%</td>
</tr>
<tr>
<td>Total</td>
<td>189</td>
<td>136</td>
</tr>
<tr>
<td></td>
<td>58.2%</td>
<td>41.8%</td>
</tr>
</tbody>
</table>

The results showed a relatively high percentage of female respondents, 48.4 percent of the respondents who spoke negatively about women wearing open clothes, while male respondents were at 20 percent. The high percentage of women who speak negatively about other women who wear revealing clothes indicates that these respondents are in a position to alienate women who look different from the standard of normality in society. The internalization of the dominant ideology about how women should look is already distancing those who are different, as seen by how women discipline other women by talking negatively behind their backs. Giving a negative nickname or labelling is the next degree of disengagement after speaking badly. The following is a cross-tabulation of data between related to giving negative labels to women who dress openly.

Table 3. Cross Tabulation between the Sexes and Giving Label

<table>
<thead>
<tr>
<th>Gender</th>
<th>Giving Label</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Male</td>
<td>62</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>82.7%</td>
<td>17.3%</td>
</tr>
<tr>
<td>Female</td>
<td>217</td>
<td>33</td>
</tr>
<tr>
<td></td>
<td>86.8%</td>
<td>13.2%</td>
</tr>
<tr>
<td>Total</td>
<td>279</td>
<td>46</td>
</tr>
<tr>
<td></td>
<td>85.8%</td>
<td>14.2%</td>
</tr>
</tbody>
</table>

Male respondents have a higher percentage of giving nicknames to women who dress relatively openly than female respondents. This means that men have a higher tendency to give negative nicknames/labelling to women who wear revealing clothes. Giving negative labels shows the level of prejudice that has placed particular people in different categories. Negative nicknames are frequently associated with specific actions that are considered to be carried out by women that fall into the category of “bad women.” The woman is typically seen inadequate to be a future bride, and when she is subjected to violence or sexual harassment, the negative label serves to legitimize the abuse.

Social prejudice leads to avoidance behaviour, which contributes to seclusion of individuals who are different, in addition to negative nicknames. Prejudice has led a person to avoid interacting with others who are different, as shown by the avoidance behaviour.
According to the data, the percentage numbers on avoidance behaviour toward women who wear exposing clothing are almost the same for male and female respondents, at around 12%. Even if prejudice hasn't been expressed publicly, avoidance behaviour indicates how it has led to actions of isolation. Avoidance is a subtle action that implies a lack of desire to connect. The willingness to form social relationships is another characteristic that demonstrates the presence of social bias. The inability to form connectedness is an indicator of how social bias contributes to the development of social distance. The social distance generated will cause someone to avoid certain associations with others who hold opposing viewpoints or are indifferent [10]. The willingness to be neighbours with women who wear exposing clothing is one of the interactions that might reflect social distance.

Table 5. Cross Tabulation between Gender and Willing to be Neighbors

<table>
<thead>
<tr>
<th>Being Neighbors</th>
<th>No</th>
<th>Yes</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>9</td>
<td>66</td>
<td>75</td>
</tr>
<tr>
<td>Female</td>
<td>31</td>
<td>219</td>
<td>250</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>285</td>
<td>325</td>
</tr>
</tbody>
</table>

The findings revealed that the number of male and female respondents who were unwilling to live next to women who were perceived to be wearing exposed clothing was almost the same, at 12 percent. The unwillingness to live next door to individuals who are seen to be different is a visible embodiment of a preference to exclusively live near people who share the same perspectives.

The desire for an exclusive environment can also be a sign of a limited tolerance for diversity. Several countries have used the politics of discrimination on the segregation of the place of life for certain groups. Of obviously, this situation is hardly conducive to societal cohesion and tolerance. The group will become more unwilling to accept differences and will make every attempt to protect the group's "purity" by occupying an exclusive living environment inhabited solely by people who share the same point of view. Of course, this is problematic if the people are from such a multi-cultural country like Indonesia. A willingness to work together in a work team, in addition to the immediate surrounding contexts, is another essential factor in demonstrating social distance.

Table 6. Cross Tabulation between Gender and Willing to work in a team

<table>
<thead>
<tr>
<th>Working in a Team</th>
<th>No</th>
<th>Yes</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>10</td>
<td>65</td>
<td>75</td>
</tr>
</tbody>
</table>
According to the statistics, 13.3% of males are reluctant to work in a team with women who are perceived to be wearing exposing clothing, while 12.4 percent of female respondents are unwilling. The unwillingness to work in a team with women who dress openly implies professional prejudice towards women who do not dress according to society's prevalent norms. Because of many regulations and conventions that must be obeyed in order to thrive and be acknowledged professionally, women are frequently unable to express themselves freely [7]. The way women dress can have an impact on the development of personal connections in addition to having a professional impact. According to Samovar, a person's identity, especially women's, has aspects of personal identity and relational identity, thus how they express their personal identity will influence how their relationship identity is formed [9]. For women, friendship is a crucial bond. Friendship is a close personal relationship characterized by a high level of emotional understanding.

<table>
<thead>
<tr>
<th>Working in a Team</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>No</strong></td>
<td><strong>Yes</strong></td>
</tr>
<tr>
<td>13,3%</td>
<td>86,7%</td>
</tr>
<tr>
<td><strong>Female</strong></td>
<td></td>
</tr>
<tr>
<td>31</td>
<td>219</td>
</tr>
<tr>
<td>12,4%</td>
<td>87,6%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
</tr>
<tr>
<td>41</td>
<td>284</td>
</tr>
<tr>
<td>12,6%</td>
<td>87,4%</td>
</tr>
</tbody>
</table>

According to the findings, 9.3% of males are willing to be friends with open-dressed women, while 19.2% of women are not. The low number of males choosing to be friends is due to the belief that the proper connection between men and women is not friendship but rather a romantic one. Another factor is the negative stigma that is sometimes associated to women who dress in more exposing ways. The consequence of the unfavourable label may also be observed in men's willingness to build a family with or marry women who dress differently than the prevalent societal norm.

<table>
<thead>
<tr>
<th>Being Close Friends</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>No</strong></td>
<td><strong>Yes</strong></td>
</tr>
<tr>
<td>Gender</td>
<td>Male</td>
</tr>
<tr>
<td>7</td>
<td>68</td>
</tr>
<tr>
<td>9,3%</td>
<td>90,7%</td>
</tr>
<tr>
<td>Female</td>
<td></td>
</tr>
<tr>
<td>48</td>
<td>202</td>
</tr>
<tr>
<td>19,2%</td>
<td>80,8%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
</tr>
<tr>
<td>55</td>
<td>70</td>
</tr>
<tr>
<td>16,9%</td>
<td>83,1%</td>
</tr>
</tbody>
</table>

According to the findings, 9.3% of males are willing to be friends with open-dressed women, while 19.2% of women are not. The low number of males choosing to be friends is due to the belief that the proper connection between men and women is not friendship but rather a romantic one. Another factor is the negative stigma that is sometimes associated to women who dress in more exposing ways. The consequence of the unfavourable label may also be observed in men's willingness to build a family with or marry women who dress differently than the prevalent societal norm.

<table>
<thead>
<tr>
<th>Being Close Friends</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>No</strong></td>
<td><strong>Yes</strong></td>
</tr>
<tr>
<td>Gender</td>
<td>Male</td>
</tr>
<tr>
<td>28</td>
<td>47</td>
</tr>
<tr>
<td>37,3%</td>
<td>62,7%</td>
</tr>
<tr>
<td>Female</td>
<td></td>
</tr>
<tr>
<td>83</td>
<td>167</td>
</tr>
<tr>
<td>33,2%</td>
<td>66,8%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
</tr>
<tr>
<td>111</td>
<td>214</td>
</tr>
<tr>
<td>34,2%</td>
<td>65,8%</td>
</tr>
</tbody>
</table>
According to the data, 37.3 percent of male respondents said they would not marry a woman who wore exposing clothing, while 33.2 percent of female respondents said they would not have a familial relationship with such a woman. This instance demonstrates how assumptions and biases about how women dress has influenced whether or not a woman is appropriate to be a wife or a family member.

The results signify that women's clothing that does not conform to society's prevalent norms have enhanced the negative stigma attached to those who choose to wear them. The negative label also demonstrates how people of different appearances are sometimes misinterpreted based on prevalent stereotypes without making any attempt to comprehend their perspectives or hear their voices. The findings show how existing women's conditions fall short of the ideal liberal feminist ideology, which promotes equal rights for women, particularly the freedom to self-expression [7]. The results of this study indicate the importance of understanding how women's strategies are questioned because of their social position because of the clothes they wear. These women often apply certain strategies to survive in society. Such is the case with research conducted by Kawtar Najib and Peter Hopkins [11] which shows how survivors of women who wear the veil experience pressure around employing and embrace particular techniques to avoid possible prejudice. The study focuses on thirty-three interviews conducted involving young women who wear hijab to identify the primary targets of Islamophobia and give an understanding of various spatial tactics. First, oppressed women avoid locations in main, prestigious, and populous neighbourhoods, particularly if they are alone or with their kids, limiting their mobility. Second, oppression has altered the embodied tactics of veiled women, who now feel compelled to be either powerful and integrated or more discreet and less apparent, particularly via their clothing. Finally, in reaction to geopolitical issues, veiled Muslim women reinvent new mobility and embodied behaviours; these activist techniques illustrate Muslim women's sophisticated responses in the perspective of feminist geopolitics and the politicization of their religious faith. The ability of women to come up with these survival techniques is an important issue for further research because women's expression through fashion often becomes an arena for oppression and abuse of women.

4 Conclusion

The majority of the respondents, both male and female, responded negatively to women who wore exposing clothes, indicating that there is social prejudice against women's expression in fashion. The significance of women's clothing expressions in the context of prejudice and social distance demonstrates that biases still exist, resulting in discrimination against women who dress differently from the dominant group. This negative connotation also creates a social barrier for women who prefer to dress in ways that deviate from what society considers normal. Relationship constraints and social biases based on how women dress demonstrate that women do not yet have complete control over their bodies or the freedom to establish identities based on subjectivity or the self they desire.

In terms of the liberal feminist, concept of freedom of expression [7], the findings suggest that women's expressions are nonetheless constrained by dominant social structures. The results of this study show that biases and social distances are still generated by the way women dress. This circumstance raises concerns about prejudices and cultural assumptions sharpening into discrimination in the form of more open acts, perhaps causing physical and mental harm to women who dress differently than society considers normal. Further research is needed on
openly practiced forms of discrimination and prejudice, such as bullying, exclusion, and other types of physical and mental abuse. In addition to examining various forms of violence linked to prejudice and social distance, it's also important to explore further into the logic of truth employed by perpetrators of discrimination or violence against women in order for them to feel justified in their acts.

References

Semarang City’s Slaughterhouse: Adaptation Through Organizational Change

Titik Djumiarti¹, Hartuti Purnaweni², Budi Santoso³
{titikdjumiarti@gmail.com¹}

Universitas Diponegoro, Indonesia¹, ², ³

Abstract. Semarang City’s Slaughterhouse (RPH Penggaron) as a public organization needs to adapt to a changing environment, both internal and external. In 2016 this Slaughterhouse and two other municipal-owned companies were merged into a municipal-owned holding company, PT. Bhumi Pandanaran Sejahtera. This research is focused on the reason of this organizational change, and the impact it is expected in terms public service delivery. The type of research chosen is qualitative research. Data collection techniques include: observation, interviews to the RPH’s Director and the staff, documentation. Data analysis techniques by means of data reduction, data presentation and conclusion drawing. The research result showed that RPH Penggaron new organizational structure is part of its transformation into business-like organization for the sake of the municipal revenues, besides to improve the quality of its public service. Results of the RPH’s public services quality show that several of the nine public service elements still need improvement, such as on systems, mechanisms and procedures, handling complaints, suggestions and inputs, as well as quality of facilities and infrastructure. It is recommended that the RPH Penggaron should create a website, provide openness and increase responsiveness to complaints, suggestions, and inputs from the community, as well as on its facilities and infrastructure.

Keywords: Organization Change, Public Organizations, Slaughterhouses, RPH Penggaron

1 Introduction

Food security policy planning, including from the livestock sector is a shared responsibility between the government, the community and the private sector. The government organizes regulation, guidance, control, and supervision of the availability of livestock products, while the private sector and the community play a role in realizing the adequacy of livestock products through production, trade and distribution activities [1]. In Indonesia, the number of available beef cattle has not been met the high meat consumption, which was estimated to reach 3.36 kg per capita per year. There is still deficit in beef supply by 198,350 tons [2][3].

Public organizations or government institutions, in this case the slaughterhouse (RPH), has an important role in realizing food security. There are several things that must be considered as well as an obligation for RPH in carrying out its activities as a public service provider organization, and therefore interesting to be analyzed from public administration (management) point of view.
Republic of Indonesia Law Number 18/2009, on Animal Husbandry and Animal Health which was later updated to Republic of Indonesia Law Number 41/2014, explained that every regency and city must have a RPH that meets the technical requirements set by the Minister of Agriculture. The implementation of the law is the issuance of Minister of Agriculture Regulation (Permentan) Number 13/2010, “Requirements for Ruminant RPH and Meat Handling Unit”. This Ministry of Agriculture defines RPH as a building or complex of buildings with certain designs and requirements that are used as a slaughterhouse for the general public [4].

Therefore, the government build RPH for providing service to the public, such as Semarang City’s Slaughterhouse or known as RPH Penggaron. The RPH Penggaron is a supplier of meat for the needs of the community in the Semarang City area and its surrounding. It is one part of the Regional Company (Perusda) of Semarang City. Apart from being a place for slaughtering animals, the RPH also carries out a business of cultivating slaughtered animals, so it is referred to as the Regional Company for Slaughterhouses and Slaughter Animal Cultivation (Perusda RPH and BHP). There are 3 sub-sections in this RPH, namely the sub-section of slaughtering cattle and buffalo, slaughtering pigs, and slaughtering goats and poultry [5]. Unfortunately, several studies have revealed that Semarang City’s Slaughterhouse (RPH Penggaron), Semarang City, Central Java Province, in carrying out activities is not fully in accordance with standard operating procedures [6].

RPH Penggaron as a public organization is like an organic creature, which grows and develops, and therefore changes overtime. Therefore, it needs good structured change management, such as in terms of organizational change. Change management is an effort to manage the consequences caused by changes in the organization. Change management is a strategy to prepare, equip and support individuals in an organization to successfully adopt change to drive organizational success. Change can occur due to causes that come from within or from outside of the organization. A change cannot be avoided, something that must be faced. Because in essence it is like that, a change management is needed so that the process and the impact of these changes can lead to a positive point. Change management in this case provides an approach to encourage the adoption and use of new systems within an organization, thereby providing the expected results. Results here means a goof public service, in which RPH Penggaron as a public organization must provide.

In the topic of slaughterhouse, most of researcher discusses about the waste management and halal certification [7][8][9][10][11][12][13][14]. RPH Penggaron has been also widely studied [15][16][17][18] but those researches are still partially, not comprehensively done. Most studies examining the slaughterhouse used only one point of view, for example: from agriculture, animal husbandry, economics, and public health. Based on these conditions, this article is focused on the aspect of organizational change the RPH has to follow according to the situational demand, related to its function as a public service organization.

According to the Cambridge dictionary, change is a process in which a large company or organization changes its working methods or aims, for example in order to develop and deal with new situations or markets. An analytical approach to understanding organizational change in five perspectives [19].

a. Organizational change as a socially constructed reality, is an effort to identify and analyze organizational change seen from the organization's efforts to play a central role in the social construction of its reality.

b. Organizational change as a negotiated meaning, is an effort to find out organizational change through various interactions and discursive practices, certain discourses to shape and influence the attitudes and behavior of organizational members related to change.
c. Organizational change as an intertextual phenomenon, is an effort to understand organizational change from an analysis of the importance of the context in which the organization emerged.

d. The multi-disciplinary perspective of organizational change is an attempt to find out organizational change with approaches from sociology, socio-psychology, anthropology, language, philosophy, and communication.

e. An alternative approach to researching various related issues, which is an effort to find out organizational change with discourse analysis, seems to offer an alternative approach to researching issues related to organizational change to generate new views. The increasing importance and benefits of this, discourse analytical approach directs research that can increase knowledge and understanding of the relationship between change and broad phenomena.

Based on the theoretical perspective according to Grant et al. [19], this research on organizational change in RPH Penggaron was carried out with an alternative approach to examine various issues related to the change. The phenomenon that occurs is the phenomenon of the Semarang City Slaughterhouse as a public organization that must provide excellent public services. Semarang City’s Slaughterhouse (RPH Penggaron) as a service provider must provide effective and efficient services.

Indicators of effective and efficient public service delivery are viewed from 9 elements based on the Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform (Menpan RB) Number 14/2017 on Guidelines for Public Satisfaction Survey Assessment. These nine indicators are seen to identify the aim of organizational change in this Semarang City's Slaughterhouse. They are: 1) Requirements; 2) Systems, mechanisms and procedures; 4) Time; 4) Cost/Tariffs; 5) Product Specification; 6) Service provider competence; 7) Service provider behavior; 8) Handling of complaint, suggestions and inputs; and 9) Facilities and infrastructure.

In 2016 this Slaughterhouse and two other municipal-owned company of Semarang is merged into a holding company, namely PT. Bhumi Pandanaran Sejahtera. What are the reasons of this organizational change? What impact is expected in terms public service delivery?

2 Method

The type of research chosen is qualitative research. Descriptive or qualitative research is a research to describe or analyze several variables, without comparing, connecting, or looking for the influence of one variable with another variables [20]. The descriptive context intended in this study is to analyze the results of field observations with applicable regulatory guidelines, and conduct a study of academic literature to obtain relevant concepts, theories, and data [21] related to activities carried out by slaughterhouse as a public organization. The research data were collected using observation, interviews, documentation techniques. Data analysis techniques by means of data reduction, data presentation and conclusion drawing. The research location is in the Semarang City’s Slaughterhouse (RPH Penggaron) Semarang City, Central Java Province.
3 Result
3.1 Organizational Change

The Semarang City Slaughterhouse (RPH Penggaron) is a building provided by the Semarang City government for slaughter animal entrepreneurs for slaughtering and cultivating livestock such as (cows, goats, pigs and chickens). RPH Semarang City was established in 1981 which is domiciled and has its current office in Penggaron Kidul, Pedurungan District, Semarang City. It was officially opened by the Mayor of Semarang on December 21, 1995.

This RPH is one of the municipal-owned companies in Semarang City in accordance with the Regional Regulation (Perda) Number 5/2006, dated July 5, 2006 which aims to serve and provide healthy and hygienic meat for the community and as a source of regional income as well as a means of developing the community's economy in the context of regional development, especially improve services to the community in the field of services and the provision of slaughterhouse and fulfill the community's need for safe, healthy, whole, halal and quality meat. Halal certification is important for moslem to recognize whether the meat is processed in halal way [13]. It also develops business fields related to services in the field of slaughtering services. So that the social function of the community is more prominent than as a company that aims to seek profit alone, but it does not rule out the possibility of trying towards a profitable company. As an organization within the management of the government office, the organizational structure of the RPH Penggaron has been several times transformed, following the missions of Semarang City. This is the reason why in 2016 the RPH Penggaron is transformed and merged into a municipal holding company.

Animal slaughtering services are a major business that is social service (protecting meat consumers) and the business of cultivating slaughtered animals as a supporting product, is faced with complex service needs and expensive resources. The future world is full of changes, where competition will be sharper, therefore customer focus is the answer from RPH Semarang City. Based on this, it is time to make efforts to improve services and increase production of slaughtered animal cultivation as outlined in a strategic plan.

3.2 Public Service Delivery

The current condition of public service at RPH Penggaron is analyzed from 9 elements of service, namely: 1) Requirements; 2) Systems, mechanisms and procedures; 4) Time; 4) Cost/Tariffs; 5) Product Specification; 6) Service provider competence; 7) Service provider behavior; 8) Handling of complaint, suggestions and inputs; and 9) Facilities and infrastructure. The description of each elemental condition is explained as follows.

a. Requirements are indicators that must be met in the management of a type of service, both technical and administrative requirements. In the implementation of Penggaron Slaughterhouse services, the requirements that must be met are not difficult. The community only needs to bring their identity and provide information regarding the livestock to be slaughtered. Aspect of requirement to get service at RPH Penggaron is easy to meet.

b. Systems, mechanisms and procedures are service procedures performed for service providers and recipients, in which the RPH Penggaron has already a clear system written and even posted at the RPH area. However, information on this service mechanisms and procedures is still very difficult to access, because the RPH does not yet have an easily accessible website.

c. Completion time is the period of time required to complete the entire service process of each type of service. Based on the results of interviews with service users, the timeliness of completion of services at the RPH is considered quite well, especially in the cutting
process. However, there are still some notes that the completion time of registration process is still quite long. The RPH clients hope that the completion time can be shortened, such as by using online registration system.

d. Cost/Tariffs are fees charged to service recipients in administering and or obtaining services from the provider, the amount of which is determined based on an agreement between the operator and the community. So far, based on field observations, the cost/tariff for slaughterhouse services at this slaughterhouse is considered quite cheap and affordable. During the Eid al-Adha period in 2021, the cost/tariff for slaughtering one animal ranged from IDR 1,000,000.00 to IDR 1,500,000,000.00. The price range is adjusted to the slaughterhouse service package requested by the community.

e. Product specification of service is the result of services provided and received in accordance with the stipulated provisions. This service product is the result of each type of service specification. So far, regarding product specifications, the services received by the community tend to be in accordance with the expectation. However, there are suggestions on the improvement and more innovative product quality, since the RPH only use a standard packaging with no bigger attention to product hygiene.

f. Service provider competence are abilities that must be possessed by the implementers including knowledge, skills, and experience. So far, the RPH staff competence in implementing animal slaughtering is considered to be quite good and fast.

Fig. 1. The RPH Staffs are providing services (Researcher Observation, 2021)

g. Service provider behavior is the attitude of officers in providing services. The behavior quality of the staffs in providing services is considered quite well. Their courtesy, friendliness and clarity in providing services makes RPH services comfortable for the community.

h. Handling complaints, suggestions and inputs are procedures for implementing complaints handling and follow-up. The follow-up to complaints, especially related to the waste produced by the RPH Penggaron, has not been able to be followed up quickly. Regarding the handling of complaints, suggestions and input, the performance of the RPH Penggaron is still very poor. The speed of handling complaints, suggestions, and inputs is constrained, one of which is because of the bureaucratic system in following up on the handling which is quite long and takes a lot of time.

i. Facilities are everything that can be used as a tool in achieving goals and objectives. Infrastructure is everything that is the main support for the implementation of an animal slaughter service process. The condition of the facilities and infrastructure for RPH services is considered to be quite simple, such as the simple slaughtering tools used, not
the latest technology. Apart from that, the infrastructure in the forms of the slaughtering building is still quite uncomfortable since it is an old building although it has a vast area.

As an organization providing public services, RPH Penggaron must be able to meet the needs of the community in providing slaughtering services. However, many aspects of the service are still less than satisfactory, which need to be improved by the Semarang City Government. RPH Penggaron must continue to adapt to be able to improve the quality of its services. The latest is its transformation into a strong business-like organization which still face difficulties in its implementation. A thorough, new adjustment from internal organization is needed. As an important public service provider and revenue center, there is no choice other than skillfully adjust the RPH into a better business-like organization.

4 Conclusion

The Semarang City Slaughterhouse (RPH Penggaron) organizational structure has just transformed, follow the missions of Semarang City to provide good public administration service. The organizational change of this RPH is a part of improving the quality of public services to the Semarang community. Results of public services quality is seen from 9 (nine) elements of public services. The research result show that these nine public service elements by RPH Penggaron still need improvement, especially on elements of systems, mechanisms and procedures that are still not accessible, elements of handling complaints, suggestions and inputs that are less open, and elements of quality of facilities and infrastructure which are still traditional and less innovative. The latest is its transformation into strong business-like organization which still has many difficulties for its implementation, needs a thorough, new adjustment from internal organization. As an important public service provider and revenue center, there is no choice other than skillfully adjust the RPH into a better business-like organization.

Recommendations that can be given for changes to the organization of RPH Penggaron as a public organization are make improvements to service elements that are still unsatisfactory, for example 1) create a website to provide easy access to information about requirements, mechanism systems, costs/tariffs that must be paid, issued and the length of service time; 2) provide openness and increase responsiveness to complaints, suggestions, and inputs given by the community; and 3) improvement of service support facilities and infrastructure to accelerate and improve service quality.
Acknowledgement

A deep appreciation to the informants of this research in the RPH Penggaron, and to the Faculty of Social and Political Sciences, Universitas Diponegoro with its SK Dekan No. 00334/UN7.5.7.2/HK/2021 on Penetapan Alokasi Dana Penelitian Pembinaan.

References


Community-Based Tourism on Linkage Perspective: Lesson Learned from Three Region

Hendra Try Ardianto¹, Rina Martini², Wijayanto³
{hendratya@lecturer.undip.ac.id¹}
Universitas Diponegoro, Indonesia¹-²

Abstract. This article analyzes how community-based tourism development is seen from a linkage perspective. At least three tourism locations from three different regions are the object of this research: Bukit Panguk Tourism in Bantul Regency, Pancoh Ecotourism Village in Sleman Regency, and Curug Lawe Tourism in Semarang Regency. This article departs from qualitative-descriptive research, which relies on data mining through in-depth interviews, non-participant observations, and desk studies. By borrowing the analysis of the six spheres of tourism linkages, this study assesses the three tourism sites. The results show that community-based tourism development in the three areas has run quite well from a linkage perspective. Although there are variations regarding the results of the assessment, the three tourism managers above are sufficient to fulfil the six indicators well. The conclusion of this article shows that the linkage perspective can be an initial learning map to measure the development of CBT and an initial step to take corrective steps in the future, especially after the emergence of the Covid-19 pandemic.

Keywords: Community-Based Tourism, Linkage, Covid-19 Pandemic, Tourism

1 Introduction

To improve the community's welfare, the government has taken many ways, one of which is to boost the tourism sector to become more advanced. The tourism sector is currently considered the new prima donna for developing a region's economy. This fact is supported by the fact that by the high foreign exchange earnings from the tourism sector, which reached 17.6 billion US$ in 2019 [1]. Even though its contribution is very high, Indonesia's position is still below Malaysia, Singapore, and Taiwan. As an illustration, the number of shopping and travel transactions in Thailand's tourism sector has reached 6.5% of GDP, while Indonesia is only at 0.77% of GDP [2].

Although it is recognized that it has a positive contribution to improving the welfare of citizens, significantly improving the community's economy, it is not uncommon for tourism to have negative externalities for residents. In some cases, in the long term, tourism can create serious concerns about various negative impacts, ranging from environmental, economic, and socio-cultural to the local community itself [3]. For example, things like that happen in Mentawai, where surfing tourism positively influences people's livelihoods, creates job opportunities, provides economic benefits, and provides opportunities to learn English. Nevertheless, on the other hand, there are concerns about foreign tourists who do not respect local culture, especially tourists who drink alcohol and wear revealing clothes [4].
Another adverse effect was also expressed by Cuong [5], in his research in Vietnam, which stated that one side of tourism contributes to the economy for residents but also increases alienation (alienation) for residents [5]. In the long run, the high intensity of migrants will further marginalize the local community. As a result, as revealed by Gursoy et al. [6], it will affect the quality of life of the host community and their level of support for various tourism development projects [6].

On the other hand, tourism is a type of creative industry that is volatile and uncertain. In the era of the Covid-19 pandemic, tourism was practically the sector that was most significantly affected. All governments almost adopt physical and social restrictions from various countries. As a result, the number of visitors in the tourist area decreased drastically. This condition will be fatal if the people in the area have been very dependent on tourism, especially if they have left their old jobs. This problem was alluded to as research by Lasso and Dahles [7] on the island of Komodo, that the development of tourism has caused the local fishing community to give up their catch to rely on the sale of souvenirs entirely. Although the souvenir business provides considerable profits for the local community, the potential threats to this new livelihood, such as limited markets, intense competition, short tourist season, and high dependence on cruise ship visits, are getting bigger [7]. That is, there are negative externalities from the emergence of tourism.

Therefore, the management of tourist areas must be carried out with good governance to avoid negative impacts. Without good governance, the economic impact may only flow to the rich, even worse, only enjoyed by external parties (not residents) from outside the area. For this reason, more or less the last two decades, an idea called community-based tourism emerged, one approach to managing community-based tourism areas/residents. Community-based tourism (in the future, CBT) is an approach that imagines that tourism will significantly impact welfare while promoting local culture. With the CBT approach, it is hoped that the presence of many visitors will not erode the socio-cultural aspects of residents but instead support local livelihoods, including protecting the traditions of the host community. This means CBT is an approach that is aware from the start that negative externalities in tourism must be minimized as much as possible so as not to harm the residents/communities in the tourist area.

Departing from the above context, the author wants to test the validity of the CBT approach when it is implemented in the management of tourist areas directly. For this reason, the authors chose three different research objects to see how far CBT can be used as a benchmark for the development of tourist areas. The three research objects are Curug Lawe Tourism in Semarang Regency, Central Java Province, Panguk Hill in Bantul Regency, Pancoh Ecotourism in Sleman Regency, and Yogyakarta Special Region Province.

These three research objects are selected because the three tourist sites emerged from community initiatives and are managed directly by the community. With these considerations in mind, the point of similarity between the three locations is that it is possible to analyze the CBT framework. Meanwhile, in terms of differences, lies in the characteristics of the tourism on offer. Curug Lawe tourism has the character of natural tourism, while Bukit Panguk is more on artificial tourism, and Ecotourism Pancoh is more inclined to experience tourism. The three tours will measure their sustainability potential from a linkage perspective.
2 Theoretical Framework

This research will use a community-based tourism (CBT) approach as a theoretical lens to dissect the implementation of tourism area governance. CBT itself is defined as a tourism activity that is owned, operated, managed, coordinated by the community. It contributes to the community's welfare, supports sustainable livelihoods, and protects socio-cultural traditions and local natural and cultural heritage resources [8]. Wherefore, CBT can be an instrument to measure how far the sustainability of tourism in an area is.

Tourism management must minimize negative impacts on the environment and local culture, but on the other hand, can help generate income to build sustainable tourism, employment, and conservation of local ecosystems. Thus, sustainable tourism activities have a minimal impact on the environment and culture of the people in tourist areas [9]. According to the United Nations Environment Program and World Tourism Organization [10], there are at least three essential indicators to see the sustainability of tourist areas [10]: First, the existence of tourism must be able to utilize environmental resources, maintain ecological integrity optimally, and support efforts to preserve natural resources and biodiversity. Second, tourism management must respect the socio-cultural characteristics of the local community, preserve cultural heritage and traditional values, and contribute to cross-cultural understanding and tolerance. Third, the existence of tourism must also ensure business sustainability, produce socio-economic benefits that are evenly distributed, including in the form of employment opportunities, opportunities to earn income, the availability of good public services and facilities for local communities, and contribute to poverty alleviation.

In order to map how the potential for sustainability of a CBT is, the author borrows the concept of the six spheres of tourism linkages introduced by Miyakuni and Stoep [11]. The six tourism linkages spheres include physical, information, visual, transportation, interpretive, and promotion and economic [11]. Physical linkages include natural and artificial structures to connect tourist sites. Informational linkages connect potential visitors with tourism sites via promotional media. Visual linkages complement physical and informational linkages, especially graphic design, colour, font style, and tagline. Transportation linkages are related to means of transportation that can make it easier for tourists to move between tourist sites. Interpretative linkages relate to the interpretation of stories that provide a way for tourism service providers to integrate messages that impress tourists after interacting with local communities. Promotional and economic linkages are related to promotion methods so that visitors are interested in coming. These six linkages can be an initial reference to whether CBT has good sustainability potential in the three research sites.

3 Method

This research relies on descriptive qualitative research methods. In this case, the author does not use a hypothesis but collects accurate information that uses the CBT variable as a perspective in the study. In extracting data, the authors conducted direct interviews with the managers of tourist areas, including the local government, in three locations at once, namely at Curug Lawe Tourism in Semarang Regency and Panguk Hill in Bantul Pancoh Ecotourism in Sleman Regency. In addition, the author also relies on extracting information with desk studies to explore various media reports, including social media for each tourist area.
4 Result and Discussion
4.1 Overview of CBT in the Three Regions

Curug Lawe, Bukit Panguk, and Pancoh Ecotourism Village are community-based tourism destinations in Indonesia. Curug Lawe, Bukit Panguk, and Pancoh Ecotourism Village are directly owned, operated, managed, and coordinated by the community, contributing to community welfare, supporting sustainable livelihoods, and protecting socio-cultural traditions, natural heritage resources, and local culture. However, all three are located in different locations: Bukit Panguk and Ecotourism Pancoh are in the Yogyakarta area, while Curug Lawe is in Central Java.

Bukit Panguk is a tourist attraction located in the Mangunan Village area, Bantul, Yogyakarta. With a location in the calm and beautiful Mangunan highlands, Panguk Hill offers a charming natural panorama. Moving on from that situation, residents then developed it into a tourist location by adding unique ornaments such as boats, horse-drawn carriages, and others used as photo spots for visitors. They set a price of Rp. 10,000.00 for each visitor who comes and a minimum of Rp. 5,000.00 for spot photo users. The results obtained from visitor entry fees are managed by residents who are managers and are used for several things such as operational support costs, development, user fees, and manager salaries.

The following tourist area is Curug Lawe, a waterfall tourist attraction located in the Mount Ungaran area, precisely in Kalisidi Village, West Ungaran District, Semarang Regency. The waterfalls here have beautiful views, cool air, and clear water. With such conditions, residents manage it into a tourism area. They charge an entrance ticket of Rp. 5,000.00 for one visitor, then parking services, Rp. 3,000.00 for a motorcycle, and Rp. 5,000.00 for a car. The results of the ticket and parking are managed by the managers who are residents.

Lastly, Pancoh Ecotourism Village is located in Turi Village, Sleman Regency, Special Region of Yogyakarta. Pancoh Ecotourism Village is a tourist destination that makes the daily life of residents the basis for tourism offered. Therefore, this tour involves all residents in the management and distributes all profits equally based on the agreed agreement. In contrast to the two previous tourist destinations, which set a ticket for each visitor, Pancoh Ecotourism Village only offers tour packages for members of a group or group with a predetermined maximum number. Usually, the packages offered include nature, craft, arts and culture, live in, and family packages.

Although both have tourist destinations, the three have quite basic differences. Bukit Panguk and Curug Lawe are types of object-based tourism. In a sense, both Bukit Panguk and Curug Lawe only offer one tourist attraction. In addition, they set the ticketing evenly for each visitor. It is different from Pancoh Ecotourism Village, which is based on an ecotourism village. Pancoh Ecotourism Village offers several tour packages for visitors who come. The fees paid by visitors also vary, depending on the package chosen. Furthermore, the number of visitors who come is also limited. Usually, visitors who come are not allowed more than 500 people. This is done not without reason, considering the concept of tourism in the village is ecotourism, limiting the number of visitors is a form of management’s effort to minimize ecological damage in Pancoh Village.

4.2 Six Spheres of Tourism Linkages Analysis

In the discussion of this section, the author will conduct an analysis using the Six Spheres of Tourism Linkages to see the extent to which the three tourist areas managed by CBT take place. With this linkage perspective, the author can assess the level of sustainability of the
three tours above. This analysis is critical to understand the level of sustainability of CBT in the future, especially concerning conditions after the Covid 19 pandemic emerged.

The three tourist areas have adequate physical infrastructure from the physical linkages indicator. Both Bukit Panguk, Pancoh Ecotourism Village, and Curug Lawe already have good roads and guides, including toilets and adequate tourist rides. It is just that Panguk Hill is still not very good in terms of street lighting, considering that many visitors come there in the morning before sunrise. This deficiency is not found in Pancoh Ecotourism Village and Curug Lawe, considering that these two tours are only open during the day.

Furthermore, based on informational linkages, Bukit Panguk and Pancoh Ecotourism Village are already very good, considering that the Special Region of Yogyakarta is one of the leading tourist areas besides Bali Island, so many tourist agents have detailed information about tourism in Yogyakarta, including Bukit Panguk and Pancoh Ecotourism. Villages. Not only that, especially Bukit Panguk has advantages because the manager has succeeded in developing Instagram social media with more than 28 thousand accounts. Meanwhile, Pancoh Ecotourism Village has a particular website, namely www.ekowisatapancoh.com, which provides detailed information on tour packages. Meanwhile, Curug Lawe is still relatively lacking in much information. The only information that is quite helpful is the social media managed by the Curug Lawe manager, with 653 followers, and successfully forming the #curuglawe tagging of more than 22,249 posts.

Then in terms of visual linkages, the three regions managed to build their respective tourist images. All three can develop graphic designs, images and letters, various markers, both physically and in cyberspace, which ultimately create specific images related to their respective tours. Panguk Hill has succeeded in building an image as a selfie tour by making various photo spots attractive to visitors. Pancoh Ecotourism Village has succeeded in presenting ecotourism that offers various hands-on experiences about authentic and ecological village life. Meanwhile, Curug Lawe has succeeded in building an image as a natural tourism object that provides a long hill climbing experience to reach the waterfall's location.

Next, from the transportation linkages variable, public transportation cannot reach the tourist areas because all three are located in suburban areas. However, all private vehicles, cars, and motorbikes can still easily reach tourist sites. These three tours also have a relatively large parking area, except for Curug Lawe, which lacks parking space if visitors are enormous, especially on weekends.

Then, of the three tourist areas studied, only Pancoh Ecotourism Village has the best interpretative linkages dimensions because its tourism characteristics provide a direct experience for visitors to interact with local communities, such as harvesting salak fruit, playing traditional music, farming, raising livestock, and various other activities. Experience with other village communities. On the other hand, for Bukit Panguk and Curug Lawe, visitors only come to tourist sites then return home without any intense interaction with residents.

Finally, in terms of promotional and economic linkages, all three have the usual level of promotion. Pancoh Ecotourism Village does have a more systematic and measurable promotion pattern, namely the website, but because they limit the number of visitors, the promotion range is also not too broad. In contrast, Bukit Panguk and Curug Lawe rely more on promotions on social media, as evidenced by the many posts, videos, and photos that refer to the two tourist sites. Unfortunately, the post was produced more by tourists than the manager.

In simple terms, the assessment results above can be demonstrated in the table 1.
Table 1. Six Spheres of Tourism Linkages Score

<table>
<thead>
<tr>
<th>Categories</th>
<th>Bukit</th>
<th>Pancoh</th>
<th>Curug Lawe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical linkages</td>
<td>B</td>
<td>A</td>
<td>B</td>
</tr>
<tr>
<td>Informational linkages</td>
<td>B</td>
<td>A</td>
<td>C</td>
</tr>
<tr>
<td>Visual linkages</td>
<td>A</td>
<td>A</td>
<td>A</td>
</tr>
<tr>
<td>Transportation linkages</td>
<td>B</td>
<td>B</td>
<td>B</td>
</tr>
<tr>
<td>Interpretative linkages</td>
<td>C</td>
<td>A</td>
<td>C</td>
</tr>
<tr>
<td>Promotional and linkages</td>
<td>B</td>
<td>B</td>
<td>B</td>
</tr>
</tbody>
</table>

Note: A (excellent), B (good), C (average)

From the table 1, it can be seen that the management of Pancoh Ecotourism Village is among those that fulfill the Six Spheres of Tourism Linkages the best, although Bukit Panguk and Curug Lawe are also not bad. All good indicators are visual linkage where the three tourist sites can build a specific image. Except for Pancoh Ecotourism, the worst indicator is interpretative linkage, where tourism managers cannot integrate visitor arrivals to interact with local communities.

4.3 Implication of the Covid-19 Pandemic on CBT

After the Covid 19 pandemic emerged, these three tourist areas experienced a significant setback, especially after the government promoted restrictions on the mobilization of people in various places, one of which was in tourist areas. This situation is a heavy blow for the managers of the three tourist areas, given the very drastic decline in tourists. Pancoh Ecotourism Village must completely stop its tourism activities because its tourism character requires physical interaction between visitors and the local community. As a result, no single tour package has been sold since there was a government policy regarding physical distancing. Meanwhile, Bukit Panguk and Curug Lawe have also experienced several closures of tourist areas, and after reopening, they have experienced a reasonably extreme decline in visitors.

If Pancoh Ecotourism Village has never sold its tour packages after the pandemic, Bukit Panguk and Curug Lawe have operated tourism services again. If before the pandemic, visitors to Bukit Panguk could reach 500 – 1,000 visitors per day, then after the pandemic, they were only able to bring in 80 – 200 visitors per day. Likewise, with Curug Lawe, before Covid 19, visitors could reach 300-500 visitors per day; currently, there are only around 100 visitors per day. This makes tourism managers and local traders experience a very significant decrease in income.

Interestingly, Pancoh Ecotourism Village has the most negligible impact of these three tourist areas even though they have never reopened their tourism. This situation arises because the management of ecotourism does not change the previous social structure of the community. On the opposite, tour packages follow the social structure of the local community. Therefore, when the tour packages are stopped, residents will continue to work, as usual, as farmers, ranchers, and others. From this side, it turns out that ecotourism management has a higher resilience level than tourism only relies on ticketing income.

A different story occurs in Bukit Panguk and Curug Lawe. These two locations suffered a heavy blow because the residents had continued to depend on tourism for their income by becoming tourism managers, food traders, and homestay managers at tourist sites. When the number of visitors decreases, those who rely on income from tourism management also experience a decrease in income. This decrease in visitors then responds to the strategy of tourism managers. The management of Curug Lawe began to reduce the number of employees working due to a very significant decrease in income. Meanwhile, the manager of Bukit
Panguk began to lower ticket prices. In the past, visitors had to pay between Rp for one photo at a particular spot. 3,000.00 – Rp. 5,000.00. Currently, there is only an entrance ticket price of IDR 10,000.00, and there is no additional fee when visitors want to take photos at all available photo spots. Meanwhile, Pancoh Ecotourism Village.

5 Conclusion

From the explanations described above, we can see that the linkage perspective can help us understand the current state of CBT development. By assessing six indicators, namely physical linkages, information linkages, visual linkages, transportation linkages, interpretive linkages, and promotion and economic linkages, the existing condition can be mapped much more quickly. This method will be beneficial for tourism managers and local governments who want to develop and improve the quality of CBT governance. The lessons that can be learned from CBT research in these three areas are that the CBT management model that adopts the concept of ecotourism is proven to have a better level of resilience compared to the tourism model that only sells tourist spots.

References

Smart City Initiative: Lesson Learned from ASEAN Smart City during COVID-19 Pandemic

Dzunuwanus Ghulam Manar¹, Laila Kholid Alfirdaus², Teguh Yuwono³
{dgmanar@gmail.com¹}
Universitas Diponegoro, Indonesia¹, ², ³

Abstract. Smart city is dedicated for improving public services by combining information technology and public services. During COVID-19 pandemic, some local governments in ASEAN establish a technology-based services in order to deal with some restriction during pandemic. Smart city that normally used to strengthen government service and performance are also allocated to deal with the pandemic, not only in medical and health matters, but also in public businesses. It is proven to be effective on helping minimize impact and loss due the pandemic and ensuring government service continues.

Keywords: Smart City, COVID-19 Pandemic, ASEAN

1 Introduction

The Covid-19 pandemic since early 2020 has hit almost all regions of the world, without exception big cities that have the title Smart City. Not even a single city government, including Smart City managers, has the anticipation to react with this pandemic, a pandemic that has neither happened nor predicted before. This changed the order of urban life significantly; reduced activities of people who have an impact on various things, most importantly on the economic aspect [1]. Changes will immediately occur and are felt by almost all regions and cities around the world, including cities in ASEAN which are members of the ASEAN Smart City Network (ASCN).

The ASEAN Smart City Network (ASCN) is a cooperation platform for cities in 26 ASEAN member countries including 10 capital cities that are committed to working together to facilitate city development that is friendly to economic growth, investment, and the use of technology to improve the quality of life of their citizens. ASCN was formed in Singapore in 2018 for the 23rd ASEAN Summit which was held on April 28 2018. At the meeting, pilot activities were organized in 26 cities to pioneer the ideal Smart City figure in each country. It is hoped that this cooperation will be an extension of cooperation among ASEAN member countries that have begun to reach out to the realm of regional government and have a more technical substance. This is a progression considering that so far the cooperation carried out is still limited to G to G at the national level.

Smart City is essentially a part of urban governance in realizing an innovative city using technology and networks as the main tools, to encourage the communication process carried out by the government and also the community. This can encourage a regulation in a city to be more effective and efficient because this concept is directly integrated with the concept of ICT
(Information and Communication Technology). This use is able to have a significant effect on the rate of urban growth including all matters relating to the process, use as a tool, manipulation, and information management. The implementation of Smart City in Indonesia, as well as other regions and countries has been going on for a long time and has produced results [2]. It even provides city attractiveness so that city growth becomes faster and encourages the emergence of urbanization [3].

So what is the response of existing cities or even Smart City especially in ASEAN which claim to be able to overcome problems that arise with the help of technology? This question becomes something that is very challenging considering that the Smart City essential function is a city entity that is able to solve its own problems. The support of technology and intelligence from city residents in using various technological advantages is the hope that Smart City can face the Covid-19 pandemic in a slightly different way from other places that do not have the title Smart City. Will a smart hospital, smart school, smart office emerge to support urban life in this pandemic era? Will the technology that has been the mainstay of Smart City be able to solve pandemic problems in all their complexities? The questions that arise seem to provide considerable demands and expectations considering the sophisticated capacity of Smart City [4].

Smart City is synonymous with innovation, which is associated with change and progress. This is achieved not only in the technological aspect but also in reaching the social changes that accompany the development and growth of cities [5]. The attribute of technological sophistication must be combined with the advancement of the city's human resources so that development and growth will create new problems. Information technology, as the core of Smart City development, must be able to respond to any problems that arise, including the Covid-19 pandemic. It is hoped that the existence of this sophisticated technology will be able to withstand the rate of loss and damage caused by Covid-19.

Therefore, it is very important to know, study and understand the actions taken by Smart City on the ASCN network regarding responses to Covid-19. This is very strategic to be used as a comparison and learning (benchmarking study) related to the management of Smart City government resources in the context of facing a pandemic. The synergy between governance and technology is expected to provide a new discourse on response and preparedness to face all kinds of problems, including the Covid-19 pandemic. This will also provide evidence that Smart City is able to flexibly and dynamically respond to any problems that occur and befall its citizens.

2 Method

This research is based on a literature review with data obtained from scientific journals, newspaper articles via the internet, and youtube shows as form of confirmation. Incoming data is sorted based on aspects of the use of information technology in the smart city framework. The data is then compiled to provide a description of the initiatives and use of smart cities in handling the Covid-10 pandemic in ASEAN countries, particularly Indonesia, Thailand, Malaysia, the Philippines, and Vietnam. The data is then analyzed to produce relevant conclusions.
3 Discussion

Smart City in this pandemic era has proven to provide many things that contribute to the completion of the Covid-19 pandemic through the use of information technology. At the very least, these efforts are reflected in the emergence of a government website that focuses on managing information about Covid-19 as well as various applications dedicated to solving problems related to overcoming the Covid-19 pandemic. Some of these success stories can be used as inspiration that the use of technology naturally allows humans to complete various complex jobs with effective and efficient resources.

In Indonesia, the Provincial Government of the Special Capital City Region of Jakarta has succeeded in making the Jakarta Smart City (JSC) which manages Smart City applications and technology under the Communications and Information Office have a specific breakthrough to tackle the Covid-19 pandemic. In addition to optimizing the existing complaint channels, such as through social media Facebook, Twitter, as well as social media networks for local government officials and organizations, JSC has developed a new website with the name corona.jakarta.go.id. This website is the result of a collaboration between JSC, Jakarta Communication Information and Statistics Office, Jakarta Health Office to provide more specific data and information about Covid-19 [6]. With the corona.jakarta.go.id website, the government and the public have reference data about Covid-19 which is official and trustworthy. In addition, this website is an information center about Covid-19 for Jakarta residents, considering that the previous website was not user friendly and did not have comprehensive information. In addition, this website also opens a space to meet between residents who need assistance and residents who will provide assistance. This match making site is very important to accommodate the Large-Scale Social Collaboration (KSSB) program between Jakarta residents so as to facilitate and speed up the handling process [7]. In addition to the website, JSC also created the Corona Likelihood Metric (CLM) application, which is a standalone application using a smartphone to individually detect the potential positive for Covid-19 infection. This allows each individual from home and their respective devices to access the application to conduct self-assessment test questions regarding Covid-19 infection. This application has been accessed by around 81% of residents using mobile phones, 18.4% using desktops, and the remaining 0.6% using tablets. Thus, it can save time and resources; people do not have to go to the health center or hospital to find out if they are infected or not.

The things that have been done by the Jakarta Smart City (JSC) above have been adopted by 16 other local governments, resulting in social collaboration between the government and the private sector and civil society as well as parties who need assistance with those who provide assistance [8]. More important is that intelligent system built is able to act as Jakarta's Surveillance System which monitors the development of Covid-19 cases in the Jakarta area and provides a comprehensive database for policy decision making.

The Thai government under the Digital Society Ministry (DSM) developed a SydeKick for ThaiFightCOVID application created by startup Articulus (Bangkok Post, 20 March 2020). By using this application, visitors from certain regions such as China, Iran, Italy, and South Korea are required to download this application to help them pass the self-quarantine process. With this application, both the government and citizens who return from traveling abroad have the convenience of exchanging information about their health conditions and infection status. The data provided is guaranteed to be confidential by the government and after a certain period of quarantine ends, there will be comprehensive data relating to health conditions and infection status. Those who violate this rule will be prosecuted by applicable law. The use of this
application has given confidence to the parties and reduced panic and uncertainty in the face of a pandemic.

Other applications and systems used have proven effective in assisting the government in tackling the Covid-19 pandemic, especially those carried out by the Ministry of Public Health through an internet connection based on a 5G network. This provides an answer that smart cities take advantage of the momentum to be utilized in overcoming the crisis caused by the Covid-19 pandemic. The use of the 5G network contributes to controlling the pandemic in Bangkok and increases and improves efficiency, speed, flexibility for intervention measures related to Covid-19 such as tele-medicine, supply chain management, self-isolation and contact monitoring [9]. It also provides leverage for digital solutions in handling the Covid-19 pandemic.

Vietnam has a success story with the application of NCOVI and Vietnam Health Declaration and Bluezone which was launched in March 2020 at the initiative of the Ministry of Health in collaboration with the Ministry of Information and Communication. The first two applications are dedicated to tracking suspected cases, NCOVI is dedicated to Vietnamese citizens and VHD is for foreigners visiting Vietnam. NCOVI is also a medium for the Vietnamese government to disseminate important information related to dealing with the pandemic [10]. This application has the support of 3 state-owned companies in the telecommunications sector, namely Viettel, MobiFone, and the Vietnam Post and Telecommunications Group. Meanwhile, Bluezone focuses more on close contact with people infected with Covid-19 for tracing and monitoring purposes. In general, the digital solution adopted by the Vietnamese government has proven to be effective in preventing infection and recovering parties affected by Covid-19 infection. This puts Vietnam in the top spot in Southeast Asian countries as it managed to contain the Covid-19 pandemic with only 0.5% of the population exposed, slightly below Singapore's 0.2%. While the majority of other countries ranged from 1.5 to 5.7% exposed from the total population.

The Philippines through the Ministry of Health developed a Covid-19 Tracker that provides information about the country's condition in managing its resources related to the Covid-19 Pandemic [11]. This website was launched April 12, 2020 and contains a lot of information about hospital facilities and the handling that has been carried out by the government. Malaysia has also done the same thing by using the website and creating several technologies dedicated to dealing with Covid-19 such as drones equipped with loudspeakers for campaigns, smart thermal detection and health care delivery robots under the name MCK-19 (Mak Cik Kiah 19). These are all part of the Medical Internet of Thing (MIOT) which was developed to combat the spread of infection, mitigate and recover. The use of internet-based technology is very potential and significant to overcome the impact of the Covid-19 pandemic [12]. In addition, at the local level, there are initiatives to create applications by the private sector, civil society or the government, such as the Melaka E-Bazar, Gerak MAS, Kita2Kita, MySejahtera, MyTrace, PG Care, and so on [13].

The use of IoT as part of a smart city is indeed more dedicated to handling Covid-19 starting from the identification, monitoring, action, and decision-making stages related to policies. However, it is clearly illustrated that the websites and applications created are part of the solution amidst the uncertainty of the pandemic situation. The highly contagious Covid-19 has paralyzed the face-to-face habit between citizens and citizens and the government. Therefore, it is very natural that the emerging technology alternative is a face-to-face replacement technology, through websites or applications to be accessed via their respective cellular phones.
The concept of Smart City promises to solve various problems that arise along with human development and growth. Matters such as traffic congestion, constraints on limited energy and clean water, diminishing residential land in urban areas, lack of social inclusion due to digitization are things that become problems and can be resolved using the Smart City scheme. Moreover, these matters are in essence very close to the political decisions of a democratic regime [14]. Therefore, in the framework of democratic governance, the use of intermediaries in the form of technology that is manifested in smart cities is important to be part of solving problems. Moreover, the Covid-19 pandemic is a serious problem that has hit most countries in the world, resulting in death, economic and social stagnation and unpredictable changes. The smart city concept then becomes very relevant because it contributes to solving problems by using technology.

4 Conclusion

From the description above, it can be concluded that smart cities are quite effective in contributing to dealing with the Covid-19 pandemic in several ASEAN countries with smart city status. The basic and main thing is the use of websites and social media for monitoring, data, information and prevention campaigns. This is very common in governments of other countries almost all over the world. The next level is the creation and use of applications and simple artificial technologies such as robots to anticipate transmission during the treatment of Covid-19 patients in hospitals. The website and application platforms are means of communication between the government and citizens and between citizens to share information and help each other in a pandemic situation that is full of uncertainty. At least a smart city with its technology can provide innovation in handling the Covid-19 pandemic.

References


The Power of Influencers as Comparative Models of Social Models in the Selection of Local Fashion Brands

Sari Listyorini¹, Riandhita Eri Werdani²
{sarieliest@gmail.com}¹

Universitas Diponegoro, Indonesia¹, ²

Abstract: The community environment in general will affect individuals in making a decision. This decision includes the decision to love local fashion products which are considered by some, especially young people, to be less prestigious than foreign brands. Several local fashion brands always follow the development of global fashion trends to increase the love of young people for local brands. This research was conducted on young people in several big cities in Central Java as many as 100 samples were selected by purposive sampling method. This study aims to determine the model of social comparison among young people in terms of choosing local fashion brands and to find out the influencers of young people in choosing local fashion brands. This study examines the social comparison model, young people's preference for local brands and the power of influencers. The results showed that young people have a model to compare the opinions of people they believe to make decisions. Young people compare and choose friends over others in choosing local fashion brands.

Keywords: Social Model, Influencers, Young Adult, Local Fashion Brands

1 Introduction

Fashion trends in the world are increasingly showing significant developments according to the times. This development gave rise to new trends that developed from ideas, developing technology to how a person looks. The ever-changing development shows interest for those involved in it and is considered modern if it can keep up with the times. Especially for teenagers who do not want to be outdated in terms of appearance. One of the dominant developments seen is the way of dressing or fashion which is often loved by young people today. The appearance includes clothes, pants, dresses, skirts, and other accessories as well as various things related to them. By combining these things, of course, they will create their style or fashion value for them. Fashion seems to have become a characteristic and their personality. By the meaning of fashion itself, which is unique and dares to be different. This is a positive influence from the development of fashion among teenagers, which also makes them creative and dare to present their identity according to their passion.

Some of the previous research on youth and fashion comes from the subcultural theory of The Birmingham Center for Contemporary Cultural Studies [1]. However, this theory has been criticized because it has a narrow focus and some gaps question the relevance of the theory to the multicultural, post-colonial world [2], where society is more easily changed [3]. Fashion makes it easy for young people to change their identity due to the influence of various factors.
Through fashion, young people can express themselves and their identity and use style as a means of communicating individual identity [4]. Young people are people who have a unique character with all the variations of their differences. The interest of most young people in an object causes them to dig further about the object they like. Likewise, the character formed from generation Z as a presentation of young people who have characters that can be explained as research from Benscik and Machova [5] divides the behavioral characteristics of different age groups from several perspectives, relationships, life goals, self-realization, mastery of IT, living values. Likewise, the character possessed by Generation Z, among others, has a tendency to have a commitment that is not strong enough, is less consistent, is less aware of his existence. This gen Z character reinforces that young people are still looking for self-identity so that it is easy for them to change and compare themselves with others.

Young people who like to compare themselves with others have both positive and negative benefits. Positively, they will be motivated to follow the lifestyle of others, especially people they trust and believe are good people; On the other hand, it is negative which gives rise to negative behavior if they compare themselves excessively and become insecure. Comparison can arise from various things such as appearance that trigger him to make comparisons. This comparison can occur when teenagers use the point of view of their friends to judge themselves. The behavior of comparing oneself between one individual and another who happens to like imported products will influence that individual to follow suit. However, the problem is that not all objects that are imitated produce correct behavior for those who imitate them.

Social comparison is comparing oneself with others which is the basis of psychology that influences people's judgments, experiences, and behavior. People will continue to engage in social comparisons when confronted with information about how other people are, what others can and cannot do and what others have achieved and possessed [6]. According to Festinger [7], they can know about themselves when comparing them with other people's characteristics both advantages and disadvantages. There are 2 (two) things that humans tend to compare, namely opinion and ability. Humans have the urge to judge their own opinions and abilities by comparing the opinions or abilities of others.

Previous research supports the statement that a person's perception of the popularity of a particular influencer will trigger comparisons with that influencer [8][9]. This study refers to the role of influencers who intend to provide comfort to the recipient of the influence. Influencers come from close circles so it is easy to trust the recommendations of the person concerned. Previous research has mostly provided views on the influence of influencers on purchasing decisions, so far there has been no research on the power of influencers to provide the best comparisons and recommendations to increase the confidence of the recipients of influence.

2 Literature Review
2.1 Social Comparison

In the theory of Social Comparison Festinger [7] emphasizes a person's desire to know themselves so that people need to have a strong basis to have a stable and accurate view. The person will seek informative feedback on their characteristics and abilities and they will use objective standards for self-evaluation. One of the main motives in social comparison is the need for accurate self-evaluation [10].
Someone who has a high social comparison orientation will tend to respond positively to the type he admires. They want to emulate the admired influencer and aspire to be like him [11]. Gilbert [12] states that social comparison is distinguished up and down. Upward social comparison is like comparing yourself with other people who are considered better in certain respects. Downward social comparison is like comparing yourself with others who are considered inferior. When a person considers himself inferior to others, anxiety arises, and will always feel he has a low self-image while interacting with other people [13].

2.2 Influencer

Influencers in the world of marketing are a major research topic [14]. Influencer marketing comes from the increase in the use of online celebrities or so-called influencer marketers [15]. The main target of influencers is youth or millennials [16]. Influencers are people who support brands, experts, pioneers in their fields, are recognized and trusted by opinion leaders who have the characteristics of being supporters of independently shaping audience attitudes through blogs, tweets, and the use of social networks to publish the resulting content [17].

Influencers about motivation to improve self-image can be related to the opinion of Barasch and Berger [18] which states that people will share when they believe that information is valuable to the recipient. This sharing motivation is driven by 5 (five) main factors, namely impression management, emotion, information acquisition, social bonding, and persuasion of others [18]. These motives are considered valuable for the sharer, which is by the main human goal to maintain a positive image of oneself and maintain positive social relationships [19]. Social Influence is a change in preferences or behavior resulting from observations, actions, conclusions, perspectives, and social norms about other people more broadly [20].

3 Method

3.1 Survey Instruments

This research is a quantitative descriptive type with the factors studied are influencers, social comparison models, local fashion brands. The study used a Likert measurement scale from 1 (“Strongly Disagree”) to 5 (“Strongly Agree”). This study also uses demographic descriptions that include age, occupation, experience in fashion.

3.2 Sample

The population of this study is teenagers aged 17-25 years who have bought local fashion products located in Central Java. Central Java is a province that has potential for fashion, especially batik so that people have a habit of loving local culture. The sampling technique used was the purposive sampling technique with predetermined characteristics. Its characteristics are buyers and users of local or national fashion brands aged 17-25 years.

3.3 Data Analysis

To analyze the data, this study used SPSS to describe the profile of adolescents aged 17-25 years related to their perception of local fashion brands.
4 Result
4.1 Respondent Profile

Respondents have experience with fashion by 91.84%. Experience with fashion determines how respondents perceive fashion needs and how important fashion is for respondents. The age of the respondents is 17-27 years with the highest range in the age of 20-23 years. The largest respondents' occupations are college students and university students. Respondents received a lot of information from local fashion brands from the internet by 64.6%.

4.2 Influencers

Respondents' perceptions of influencers are explained by who the influencers influence in appearance and choosing local brands, reasons for following influencers, following influencer developments, proximity to influencers, power to compare themselves with influencers, self-evaluation.

Table 1. Sample Characteristics

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Characteristic</th>
<th>Valid %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experience in fashion Experience</td>
<td>Experience</td>
<td>91.84</td>
</tr>
<tr>
<td></td>
<td>Have no experience</td>
<td>8.16</td>
</tr>
<tr>
<td></td>
<td>17-19 years</td>
<td>12.24</td>
</tr>
<tr>
<td>Age</td>
<td>20-23 years</td>
<td>83.63</td>
</tr>
<tr>
<td></td>
<td>24-27 years</td>
<td>4.08</td>
</tr>
<tr>
<td></td>
<td>Student</td>
<td>71.43</td>
</tr>
<tr>
<td></td>
<td>civil servant</td>
<td>0.68</td>
</tr>
<tr>
<td></td>
<td>entrepreneur</td>
<td>4.76</td>
</tr>
<tr>
<td>Occupation</td>
<td>Private sector employee</td>
<td>14.29</td>
</tr>
<tr>
<td></td>
<td>Housewife</td>
<td>0.68</td>
</tr>
<tr>
<td></td>
<td>Other</td>
<td>8.16</td>
</tr>
<tr>
<td></td>
<td>Internet</td>
<td>64.6</td>
</tr>
<tr>
<td></td>
<td>Family</td>
<td>19.7</td>
</tr>
<tr>
<td>Information about fashion brand local</td>
<td>Celebrity</td>
<td>11.6</td>
</tr>
<tr>
<td></td>
<td>Social media</td>
<td>2.1</td>
</tr>
<tr>
<td></td>
<td>TV</td>
<td>2.0</td>
</tr>
<tr>
<td>Local brands that are often bought</td>
<td>Merche, emima, wardah, nivea, yongk komaladi, triset, Nevada, fladeo, mostly, distro, Adorable project, meccanism, my</td>
<td></td>
</tr>
</tbody>
</table>

Note: sample size =147

Table 2. Respondent's Perception of Influencer (%)

<table>
<thead>
<tr>
<th>Description</th>
<th>Description Distribution of answers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Influencer</td>
<td>Family (15.65%); Celebrity/celebgram (31.29%); Friends (43.54%); Self (4.76%); Information media (2.76%); Others (2.04%)</td>
</tr>
<tr>
<td>Reasons to follow influencers</td>
<td>Proximity (9.52%); Influencer appearance (70.7%); Own choice (0.68%); Transactional reasons (4.08%); Tempted by promotion (14.29%); Others (1.36%).</td>
</tr>
</tbody>
</table>
Most of the influencers who are considered influential for respondents are friends at 43.54%. Friends are considered influential because they are of the same age and taste in appearance. Next for influential influencers are celebrities with 31.29%. Celebrities or celebgrams contribute a lot to a person's appearance because they idolize the celebrity.

The reason for following the advice of the influencers they chose was because of the appearance seen by the subjects followed by a distribution of 70.7%. The next is for promotional reasons or being tempted by promotion of 14.29%. This result is different from appearance reasons because if they are tempted to promote, it means that they do not prioritize appearance only but because of promotion or advertising encouragement.

Respondents rarely follow the development of influencers (66.7%) because automatically they are close and know influencers because the findings of this study show that friends are their influencers. The intensity of meeting with friends is also frequent so that one does not need hard effort to always follow the development of influencers. Likewise with the introduction of influencers where someone already knows their influencer very well.

Social comparison is triggered by the condition of someone inconsistent, especially in young people. With this condition, if the individual is very familiar with the influencer, the stronger they will compare themselves to that person (influencer). This research shows that people are quite able to compare themselves to influencers because most are their friends.

They evaluate after getting recommendations from influencers whether there is a change in appearance style that leads to local fashion brands. Most stated that they had evaluated that they were much better after following the advice of their influencers in wearing local fashion brands.

5 Conclusion

Young people as a generation that has a character that is easy to change will always follow developments, especially fashion. Likewise, everything related to appearance or confidence with the fashion worn. Fashion has a function that is very synonymous with self-identity, therefore fashion products for young people are closely related to brands. Fashion represents the status of individuals in society so that wearing a certain fashion will change the individual's image in the eyes of others [21]. So foreign fashion brands change the view of young people for quality and image, but not all of them have such a stigma because young people also have a preference for local fashion brands.

Teenagers compare themselves with others to wear local fashion brands with the consideration that influencers are people they trust. This study shows the results that teenagers are concerned about local fashion brands that are worn with the influence of friends' influencers. A friend is someone who is very close to an individual because of common interests. Friendship relationships or friendships have an important influence on happiness and
life satisfaction through appreciation, emotional support, and friendly relationships [22]. According to Mendelson and Aboud [23] the functions of friendship are as follows: (a) stimulating friendship, (b) helping, (c) intimacy, (d) reliable alliances, (e) self-validation, and (f) emotional security.

Celebrities also have a contribution in instilling a mindset to use local fashion brands as long as the celebrity reviews or endorses local fashion brands. Celebrity influence examines personality strengths that mediate cognitive, emotional, attitudinal, and behavioral outcomes. This model is based on the psychological concepts of Parasocial relationships and identification. The parasocial relationship is a very close relationship that is felt by an individual who knows himself and the character [24]. Identification refers to the psychological process of a person adopting another person's behavior to establish and maintain a desired relationship with that person [25].

Following the development of influencers greatly contributes to a person's high trust so that his behavior will follow the influencer, one of which is in terms of appearance. Influencers not only have the power to directly influence someone's decisions but followers still value them as a reliable source of information [26]. Influencers are considered more credible and relatable than traditional female celebrities, and their product reviews have a significant impact on young women's behavior. In this study, it was even the other way around because it was found that friends were their influencers so that the development was directly known to the followers.

Young people are very concerned about foreign brands when buying fashion in the form of cosmetics and skincare. They pay attention to facial care and buy foreign brands because they believe in quality and do not contain excessive chemicals. In contrast to clothes, young people tend to choose local brands because they rarely buy clothes.

Local fashion companies need to pay closer attention to the preferences of young people because young people are more influenced by their peers or friends in appearance. Young people make social comparisons themselves with people who are considered very close. In addition, celebgram also affects the social comparison of young people. The company has been very effective in doing fashion endorsements to celebgrams to promote products to young people. Fashion companies, especially local cosmetics and skincare brands, need to make stronger persuasion to influence young people.

References


Boredom Factor Automotive Workers When Working from Home (Study at PT. X)

Besar Tirto Husodo¹, Ekha Rifki Fauzi², Bagoes Widjanarko³, Bulan Prabawani⁴, Hari Susanta Nugraha⁵
{besarundip4@gmail.com¹, ekharifkifauzi@upy.ac.id²}

Universitas Diponegoro, Indonesia¹,³,⁴,⁵
Universitas PGRI Yogyakarta, Indonesia²

Abstract. The Covid-19 pandemic, which is still ongoing until now, has resulted in workers being required to work from home or remotely. This condition has an impact on the mental, physical and behavioral health conditions of workers due to the change from the WFO system to the work WFH. This study aims to identify work stress factors during WFH among workers at PT. X. The research method used is a quantitative study with cross-sectional. The total population of this study were PT.X workers who had done WFH with a total of 924 people. The sampling technique used Stratified Random Sampling and the number of samples obtained 87 workers. The independent variables analyzed the variables of work conditions, work environment, and the environment outside of work. Measurement of work stress levels used the General Health Questionnaire (GHQ-12). Statistical analysis used Chi-square test and logistic regression analysis. The results showed that there was a relationship between the external environment (P-value = 0.008) (Sig = 0.006) and behavior changes when working at home. In this study, PT.X workers experienced behavior changes due to the unfavorable relationship between the external environment of the workers.

Keywords: WFH, Work Stress, Pandemic

1 Introduction

Since late December 2019, a new outbreak caused by Coronavirus Disease 2019 has spread in Wuhan, Hubei, and is spreading domestically and internationally rapidly [1]. The virus has been named Severe Acute Respiratory Syndrome Coronavirus 2 (SARS-CoV-2) and will be transmitted from person to person [2]. The threat is so severe that the whole world is placed on lockdown in social prohibitions such as national and international transportation, markets or business transactions, schools and organizational activities, and all social-related and religious gatherings [3]. The impact of Covid-19 on the mental and physical health of the community is the subject of various results from previous studies, particularly on workers [4]. This pandemic has been proven in previous epidemics such as SARS-CoV in 2002, MERS-CoV in 2012, or Ebola between 2014 and 2016, the impact on mental health and stress has become important in workers [5]. There are two groups of workers that must be distinguished into essential and non-essential workers. Workers who have essential services have followed their normal work activities. In addition, there are groups of non-essential workers who have done continuous work from home through telework [6]. WFH with Telework has significantly improved comfort and is expected to be a job more widely used than in previous pandemic
eras. Negative and positive health impacts are known as the result of epidemics in the past [7]. The pandemic era is a new habit for workers to do work on a WFH basis. The impact of WFH policy certainly causes a variety of effects either negative or positive for the health of workers. The purpose of this study was to measure and assess the level of boredom of workers at PT. X while doing WFH during the COVID-19 pandemic.

2 Method
2.1 Design
The study used quantitative research with cross-sectional design. This design aims to understand the relationship between stimulants and responses. The observation approach is carried out jointly between free and bound variables. Each variable is observed only once during data retrieval.

2.2 Participant
The population of this study is an area of generalization consisting of objects and subjects that fit the criteria of inclusion. In this study population as many as 924 workers who carry out WFH (Work From Home).

2.3 Sampling
The study used purposive sampling with a population of 924 workers with a proportion of 50% if there was no prior data on prevalence in the population. Details of the 96% confidence coefficient and sampling error of 5% and p= 0.5.

2.4 Instrument
The study used questionnaires adopted from the GHQ-12 (General Health Questionnaire). In addition, respondents are required to be willing to fill out informed consent in this study.

2.5 Data Analysis
The study used univariate and bivariate analysis. Univariate analysis describes the characteristics of respondents, working conditions, and work environment. Bivariate analysis describes cross-tabulation to show free variables related to work conditioning, work environment and out-of-work to mental health boredom in WFH.

3 Result and Discussion
PT. X is a company focused on manufacturing, distributor, and motorcycle assembly business in Indonesia. PT. X carries out motor marketing and production activities in Indonesia and becomes a global actor for export to several countries.

The company's move to support the existence of WFH runs according to planning such as the creation of pt. X Mobile and business to employee. Prior to the WFH implementation policy, each employee is asked to plan the WFH to be approved by the supervisor through the application. When WFH planning has been approved to do its work, employees are required to scan in at selected locations according to the application (e.g. at home).
The scan has followed the schedule of working hours. Then in the afternoon, workers can carry out scans out according to the final schedule of working hours with the application as well. Other activities, such as meetings, are usually conducted through online applications, such as Zoom, or Skype. Training activities are conducted with the Learning Management System (LMS), a kind of internal platform for interactive online learning.

| Variable | Category | N (%)
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>17-25</td>
<td>35 (16,1)</td>
</tr>
<tr>
<td></td>
<td>26-35</td>
<td>52 (49,4)</td>
</tr>
<tr>
<td></td>
<td>36-45</td>
<td>18 (20,7)</td>
</tr>
<tr>
<td></td>
<td>46-55</td>
<td>12 (13,8)</td>
</tr>
<tr>
<td>Gender</td>
<td>Man</td>
<td>52 (59,8)</td>
</tr>
<tr>
<td></td>
<td>Woman</td>
<td>35 (40,2)</td>
</tr>
<tr>
<td>Educational Level</td>
<td>Middle/High School</td>
<td>20 (23)</td>
</tr>
<tr>
<td></td>
<td>Diploma/Bachelor Degree</td>
<td>59 (67,8)</td>
</tr>
<tr>
<td></td>
<td>Master/Doctoral Degree</td>
<td>8 (9,2)</td>
</tr>
<tr>
<td>Marital Status</td>
<td>Marriage</td>
<td>67 (77)</td>
</tr>
<tr>
<td></td>
<td>Single</td>
<td>20 (23,8)</td>
</tr>
<tr>
<td>Number of Children</td>
<td>0</td>
<td>33 (37,9)</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>15 (17,2)</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>26 (29,9)</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>12 (13,8)</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>1 (1,1)</td>
</tr>
<tr>
<td>Work Bored</td>
<td>Bored</td>
<td>35 (40,2)</td>
</tr>
<tr>
<td></td>
<td>Not Bored</td>
<td>52 (59,8)</td>
</tr>
<tr>
<td>Working Condition</td>
<td>Bad</td>
<td>51 (58,6)</td>
</tr>
<tr>
<td></td>
<td>Good</td>
<td>36 (41,4)</td>
</tr>
<tr>
<td>Work Environment</td>
<td>Bad</td>
<td>44 (50,6)</td>
</tr>
<tr>
<td></td>
<td>Good</td>
<td>43 (49,4)</td>
</tr>
<tr>
<td>Environment Outside of Work</td>
<td>Bad</td>
<td>42 (48,3)</td>
</tr>
<tr>
<td></td>
<td>Good</td>
<td>45 (51,7)</td>
</tr>
</tbody>
</table>

Most of the respondents were male (59.8%), with an early adulthood (49.4%), D3/S1 education level (67.8%), and the majority married (77%). Working conditions with the level of boredom when WFH is a correlated factor in work that can put pressure on workers when the pressure is excessive. There are indicators of working conditions such as type of work, job title/ job schedule, length of work period, interpersonal relationships, assignments, obligations, supervision, workload, and responsibilities. The results of cross-tabulation stated that the percentage of people who got bored was greater in the group that had a perception of good working conditions (44.4%) while people who did not get bored were greater in the group that had a perception of poor working conditions (62.7%). Chi-square analysis and regression logistics say that there is no relationship (p-value=0.501) (Sig.=0.165) between working conditions and boredom in workers working from home at PT.X.

Then there is also no significant relationship of PT employees. X who is WFH with the workload received, does not bore so it does not affect work schedules and rest periods. Workers with heavy workload categories and getting tired of estimating that their work is
heavy and takes time, which can still be overcome by a pause when workers feel tired [8]. This makes the workers increase in energy. Workers also become more flexible in working so that they are more free to determine the right working hours in line with workers' conditions [9]. In this study it has been found that the condition of WFH does not affect cooperation between workers. Because nowadays technology has advanced significantly which makes it easier in communication. The use of communication technologies such as telephone and video is positively correlated with the level of job satisfaction that works remotely (teleworking) for workers [10]. The difficulties that workers get at the beginning of WFH make it difficult to adapt in cooperation with communication. In addition, the workload becomes heavier and more difficult for the knowledge transfer process [11]. Workers feel a heavy workload requires them to adapt to new conditions. Then workers get bored of work that can have an impact on employee performance [12].

Table 2. The Relationship between Working Conditions, Work Environment, and Environment outside of work with Work Stress on Workers who Work From Home

<table>
<thead>
<tr>
<th>Variable</th>
<th>Bored</th>
<th>Not Bored</th>
<th>Total</th>
<th>P-Value Sig.</th>
<th>Exp</th>
<th>Lower</th>
<th>Upper</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working Conditions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bad</td>
<td>19</td>
<td>32</td>
<td>51</td>
<td>0.501</td>
<td>0.165</td>
<td>0.492</td>
<td>0.181</td>
</tr>
<tr>
<td>God</td>
<td>16</td>
<td>20</td>
<td>36</td>
<td>0.570</td>
<td>0.929</td>
<td>0.929</td>
<td>0.340</td>
</tr>
<tr>
<td>Working Environment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bad</td>
<td>19</td>
<td>25</td>
<td>44</td>
<td>0.570</td>
<td>0.929</td>
<td>0.929</td>
<td>0.340</td>
</tr>
<tr>
<td>Good</td>
<td>16</td>
<td>27</td>
<td>43</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Environment Outside Work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bad</td>
<td>23</td>
<td>19</td>
<td>42</td>
<td>0.008</td>
<td>0.006</td>
<td>4.238</td>
<td>1.514</td>
</tr>
<tr>
<td>Good</td>
<td>12</td>
<td>33</td>
<td>45</td>
<td>0.008</td>
<td>0.006</td>
<td>4.238</td>
<td>1.514</td>
</tr>
</tbody>
</table>

The relationship of the work environment with boredom that WFH is the perception of workers to the work environment that impacts workers in work. Indicators of the work environment such as facilities, location, noise, work temperature, and so on. The study assessed the work environment based on workers' perceptions of work sites, and the facilities obtained by workers. The results of cross-tabulation stated that the percentage of people who got bored was greater in the group that had a perception of a bad work environment (43.2%) while people who did not get bored were greater in the group that had a good perception of the work environment (62.8%). Chi-square analysis and logistic regression say that there is no relationship (p-value=0.620) (Sig.=0.886) between the work environment and the level of boredom of workers who are WFH in PT. X. There is no worker relationship between PT. X who is WFH by not paying attention to the work site when WFH is disturbing so that it makes workers depressed. In this study it has been found that the majority of workers PT. X who are currently WFH does not get their work facilities such as desks, chairs, and laptops / personal computers. So workers feel back pain and tailbone pain.

However, there are 42.5% who get back pain and neck pain [13]. Workers who get low back pain and neck pain are workers who use computers [14]. Workers of PT. X has also adapted to the working environment conditions during WFH, namely the flexibility of time and workplace so that it can overcome various distractions and make workers more comfortable [15]. Environmental relationships outside of work in workers that WFH is the perception of workers to the environment other than work that can put pressure on workers. The study assessed the environment outside of work based on workers' perceptions of
changing economic conditions, relocation, family, social or technological, and financial. Cross-tabulation results stated that the percentage of people who got bored was greater in the group that had bad environmental thinking outside of work (54.8%) while people who did not experience boredom were greater in the group that had a good environmental mind outside of work (73.3%). Chi-square analysis and logistic regression say that there is a relationship (p-value = 0.008) (Sig.=0.006) between the environment outside of work and the boredom of working on workers who are WFH at PT.X.

The OR value obtained from the external environment variable is 4,238, so it can be defined that workers who have bad thoughts about the outside work environment who have a relationship with boredom will feel bored 4,238 times greater than people who have good thoughts about the work environment. Lower Confidence Interval and Upper Confidence Interval values state the lower and upper limits of OR which means: at least thinking about the outside environment is at least 1,514 times more at risk of experiencing boredom at work during WFH and at most 11,862 times more at risk. I'm tired of working during WFH. There is a relationship that most of the workers of PT. X gets social changes to socialize directly with the surrounding environment such as neighbors and close relatives. This shows that there is a negative impact of WFH on workers on job satisfaction. The intent of the results of this study is that the importance of social relationships and WFH experience is strongly associated with low productivity and low job satisfaction which determines bored conditions for workers who work WFH [16]. This research has found workers of PT. X has coping behaviors such as shopping, and recreation then workers become bored because it is difficult to travel due to pandemics. Workers also found that during this WFH there was an increase in food purchases and consumption of pulses / internet. Workers also pay for electricity and the internet themselves, adding to financial spending. Workers did not find any disturbances from the family during the WFH. Families are supportive and able to adapt to the WFH work system. Workers can provide quality time with family and solve work-life-balance problems.

4 Conclusion

There was significant in the variables of out-of-work confinement (Sig.=0.006) with work stress in workers who were WFH at PT.X. And it was found that perceptions of the outside environment were less good at being associated with stress and experiencing 4,238 times greater stress than people who had a good perception of the outside environment. At least the perception of the outside environment at least more at risk by 1,514 times can experience work stress at the time of WFH and at most 11,862 times more at risk of experiencing work stress at the time of WFH.

References


Aligning Learning Through Digital Devices to an Organizational Capability (A Case Study of Fishing Boat Industries in Pekalongan City)

Hari Susanta Nugraha¹, Saryadi², Widayanto³
{harisusantanugraha@lecturer.undip.ac.id⁴}

Universitas Diponegoro, Indonesia¹, ², ³

Abstract: The background of this case study is the existence of the global pandemic which obstructs the connection between the firm and stakeholders in the fishing boat industries in Pekalongan City. Moreover, the lack of capability in digital literacy in the fishing boat industries are reduce the ability to relate the stakeholders. The aim of this research is to recognize the ability of the fishing boat industries to obtain, analyze, and manage information through digital devices. The problem of this case study is that the relationship between the industries and the stakeholders which results in the working process on fishing boats taking longer. The method is using the in-depth interview to determine the process of using digital devices in organizational change. The result is that fishing boat industries in Pekalongan City spend less time for analyzing information through digital devices, resulting in a lot of distortion in their work. The recommendation of this case study is the firm should widening the industries capability of digital devices.

Keywords: Digital Devices, Organizational Change Capability, Analyzing Information

1 Introduction

Organizational learning begins to develop, in the context of managing by optimizing the ability to select, store, collect and communicate information that is essential for business in a company in a framework that increases competitive power [1]. As a result of economic pressures that are implemented in the declining purchasing power of consumers, it is necessary to adapt as well as the ability to adopt digital technology. Therefore, the focus of the research is on how to apply the organizational learning model [2]. In this study, the unit of analysis is the fishing boat industry business unit in Pekalongan City. In this pandemic era, customer contact has decreased. This is due to the reduced dynamics of the industry. Ownership of worker resources and capabilities of digital technology devices to accommodate information, and information flow. In the development of the fishing boat industry, it is still small with the growth of results from the industry not proportional to the amount of economic value. Research contributes to the problem of growing understanding of digital devices in the fishing boat industry in Semarang City. The problem is limited to the management of knowledge capital management with a focus on the influence of the characteristics of SMEs on organizational development, because in practice, the management of digital device capabilities in SMEs greatly helps business competitiveness [3]. This is done so that in principle it can take place effectively with good management [4]. Due to the rapid flow of information from various sources from the era of globalization, it encourages good companies.
In the context of knowledge management, digital devices are a booster in innovation [5]. Knowledge management system, has the view that it includes various kinds of technology tools and implements the above-mentioned learning organization [6].

2 Method

The research was conducted on 50 fishing boatyard business units in Pekalongan City, Batang Regency and Pekalongan Regency. Respondents were selected based on the criteria, the owner of a fishing boatyard business with a maximum number of workers up to 25 people. The unit of observation is the owner of the shipyard. Observations on digital literacy levels focus on the aspects of obtaining, disseminating, and understanding information through the digital devices used, namely cell phones. The next observation unit made organizational changes in 4 indicators, that are; (1) ownership and organizational structure, (2) the ability to serve customers, (3) systems and procedures, and (4) employee management. For research is to analyze the contribution of each variable in the process of organizational change. The systematic analysis in diagram 1 is related to the learning process in the organization which is observed through 4 indicators.

3 Finding and analysis

Implementation of digital literacy in organizational learning, implemented through intervention and habituation of workers in using digital devices for activities. Based on the profile of the observation unit as many as 50 business owners of fishing boats are described in table 1. Where overall the business actors are men with the status of business ownership being their own. Then out of the 50 respondents distributed, there are 52.00% using digital cellular telephone devices based on independent networks to carry out their work, while 30.00% rely on shared network-based cellular telephones. This indicates that the learning process is carried out using independent devices.

<table>
<thead>
<tr>
<th>Gender</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Fig 1. Scheme of research analysis on digital literacy usage on learning organization
Data analysis was conducted on 50 respondents who met the criteria for data processing. The analysis of the processed cross data tables is the result of the average respondents’ answers from each research variable. Then crossed with the conditions assessed by the respondents themselves. There are 4 criteria in the use of cross data analysis techniques, namely organizational structure, customer service, process and structure criteria, and employee management.

<table>
<thead>
<tr>
<th>Device</th>
<th>Structure</th>
<th>Customers</th>
<th>Process</th>
<th>Human</th>
<th>Means</th>
</tr>
</thead>
<tbody>
<tr>
<td>HP_man</td>
<td>0.5562</td>
<td>0.5512</td>
<td>0.5732</td>
<td>0.7002</td>
<td>0.58</td>
</tr>
<tr>
<td>HP_per</td>
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<tr>
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<td>0.7026</td>
<td>0.7087</td>
<td>0.8087</td>
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</tr>
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</table>

Based on table 2, all indicators of digital devices have a contribution to the development of learning abilities. Device 1 is a standalone network-based cellular phone, where this device provides an average of 58.00% input in learning activities. Device 2 is a cellular phone based on the company's network, where this device provides an average of 57.00% input in learning activities. Device 3 is a mobile laptop based on a standalone network, where this device provides an average of 65.00% input in learning activities. Device 4 is a mobile laptop based on the company's network, where this device provides an average of 73.00% input in learning activities. The results of the analysis show that organizational learning in fishing boat companies shows that activities are more than 50.00% relevant using digital devices. The results of this study are consistent with the research of Me-Nie [7], which shows that organizational learning is influenced by the ability to access digital devices. The results of this study indicate that 4 basic criteria of digital literacy are used in the organizational learning process.

4 Conclusion

Digital devices use to empower the process of ship building. Adaptive learning, namely changes that have been made in reaction to changes in environmental conditions and proactive learning, namely organizational changes that have been made on a more difficult basis to change. This is simple learning that goes beyond reacting to a changing environment.
References


Digital Authoritarianism in Southeast Asia: A Systematic Literature Review

Wijayanto¹, Budi Setiyono², Rina Martini³, Gita Nindya Elsitra⁴
{wijanto@live.undip.ac.id}¹

Universitas Diponegoro, Indonesia¹, ², ³, ⁴

Abstract. Digital revolution has impacted many aspects of human’s life. Politics is not an exception. Not long ago, this digitalisation has given hope to democracy as reflected in the concept of digital democracy. However, the optimism seems to fade away. As many scholars have pointed out: the internet is no longer supporting democracy. Instead it has been seen as a threat to democracy. In this regards, a new concept starts to get more popular in political scholarships: digital authoritarianism. This paper aims to review recent studies on democracy in Southeast Asia focusing on the digital authoritarianism which is believed as happening on some of the Southeast Asian Countries. Some of the questions to answer are as follows: (1). Where does this concept of digital authoritarianism come from?; (2). To what extent does the digital authoritarianism happen in Southeast Asia?; (3). Which are the southeast Asian countries facing this situation?; (4). What are the characteristics of this situation?; (5) What are the underlying forces explaining this situation? To answer this question, the authors will review the recent studies on digital authoritarianism in Southeast Asia and beyond.

Keywords: Internet, Democracy, Digital Authoritarianism, Southeast Asia

1 Introduction

The expansion of technology in almost all aspects of human life, of course, has a dynamic effect. Politics is not an exception. Since the widespread use of the internet in the public sphere, scholars have begun to fill the debate space regarding how technology has an impact on society. This paper wants to emphasize that digital authoritarianism has occurred in democratic countries. More specifically, confirming that this phenomenon has spread to countries in Southeast Asia. Simultaneously, it is a reminder for the erosion of civil liberties in cyberspace and one of the triggers for the massive decline of democracy.

However, what is digital authoritarianism? Where does it come from? How did it spread to Southeast Asia? Why digital authoritarianism can thrive? To answer this question, we need to first know the history of internet use and the dynamics of perspective on the transformation of the internet in society.

Founded in 1969 in the United States, the internet (from the word internetworking) was originally developed to share data and information between computers. Then, quite a while ago, in 1983 internet technology began to be used for military purposes and continued to spread to various parts of the world. It entered the Asian area in the late 1980s and was widely used by the public in the late 1990s. The Internet is definitely one of the most influential human innovations, at least in four respects: the transformation of computers, computer networking, the transformation of connective software, and the development of
communications infrastructure [1]. But it does not stop there, with a very massive
development and distribution, the internet provides various conveniences in community
interaction.

So, it is not surprising that at the beginning of its development, internet-technology was
more specific, presenting various enthusiastic and optimistic views on its impact on society.
New media, as an example, received enthusiastic response from scholars. No need to wait a
long time, the inevitability of technological developments spreads to the political realm along
with the beliefs of scholars regarding how the internet can stimulate political participation
[2] and support the development of the values of freedom of expression in a democratic society
[3]. To bring up various ideas, one of which is called cyber-utopianism which reflects the
internet as a process of strengthening civic society through massive information dissemination
[1], and low cost to network [4]. Even so, matters related to cyber security have received the
attention of scholars since the late 1980s. Especially when the first cyber-attack occurred in

Even though the cyber environment's track record is not secure -and never completely
secure, the fact is that there are still many scholars who believe that the internet can transform
society for the better. At least until the 2000s [1]. One of the scholars, Manuel Castells, even
explicitly claims the influence of the internet in overthrowing authoritarian regimes by stating
that 'dictatorships could be overthrown with the bare hands of the people' [4]. It didn't take
long for the utopia to turn into a dystopia.

Escaped from the spotlight of most political scholars in the west, online censorship has
actually been carried out by authoritarian countries in Asia even before entering 2000. Say,
since 1999, Saudi Arabia has started to take action to filter internet content after five years of
the internet entering the country [1]. China has even implemented the same thing since 1994
[5]. This online censorship has become an alarm for political researchers, awakening society
from the dream of cyber-utopianism. Especially after the signs of democracy regression are
detected. The term digital authoritarianism has become the terminology chosen to overshadow
this phenomenon.

Digital authoritarianism itself has not been explicitly defined by scholars. From many
definitions in the literature, at least digital authoritarianism is seen in two perspectives. First,
digital authoritarianism as a practice of repression and control in cyberspace in the form of
privacy violations, dissemination of misinformation, content filtration, and so on [6][7][8], In
other words, this perspective sees digital authoritarianism as authoritarian behavior.

Some examples of scholars who view digital authoritarianism from this perspective are
Andrea Wahlberg Scott who straightforwardly explains that:
“Digital authoritarianism is, in short, the use of different digital technologies with the
purpose of surveilling, repressing and manipulating citizens [8].”

Previously, MAV Ambay III, N Gauchan, M Hasanah & NK Jaiwong in 'Dystopia is now:
Digital authoritarianism and human rights in Asia' also described this phenomenon by
emphasizing authoritarian practices, as follows.
“…practices using information and communication technology designed to either invade
privacy, deny access to information, spread misinformation, limit expression, and limit
political participation [6].”

Another view sees digital authoritarianism as a tool of authoritarian regimes to shape and
manipulate people's behavior in cyberspace [9][5]. From this point of view, digital
authoritarianism is also attached to authoritarian regimes, such as China and Russia. This view
was expressed, among others, by Lydia Khalil in her 2020 publication where she elaborated on digital authoritarianism as:

“…digital authoritarianism — also known as tech-enabled authoritarianism — is the use of technology by authoritarian governments not only to control, but to shape, the behaviour of its citizens via surveillance, repression, manipulation, censorship, and the provision of services in order to retain and expand political control [9].”

Alina Polyakova and Chris Meserole also affirm a similar view by defining digital authoritarianism as follows:

“…the use of digital information technology by authoritarian regimes to surveil, repress, and manipulate domestic and foreign populations [5].”

This paper will enrich the two perspectives above by affirming that digital authoritarianism is not only carried out by authoritarian regimes, but has even become one of the catalysts for the phenomenon of democratic decline experienced in countries in Southeast Asia, especially in democratic countries such as Indonesia.

2 Methodology

In order to examine digital authoritarianism in Southeast Asia, from its origins to why and to what extent it has spread, this paper gathers an analysis of various literacy and previous research. The results of these literature studies are also strengthened by the outputs obtained through discussion forums in the Summer Course series with the theme "Social Media Activism, Digital Resilience and Resistance to Democratic Regression.”

The forum presents a broad perspective from various countries related to how technology impacts civil liberties and democracy in Southeast Asia. This Summer Course brings together individuals from many countries, including: Malaysia, Myanmar, Philippines, Japan, Thailand, Australia, Netherlands, Germany, France, Croatia. Not only students, but also journalists and researchers. With this level of diversity, this Summer Course also presents 14 discussions in a period of two weeks, so that it can provide fresh air for global discussions regarding the decline of democracy and the role of digital technology.

2.1 The rising of Digital Authoritarian in Southeast Asia

Digital authoritarianism is not a political phenomenon that has just emerged after the decline of democracy since nearly a decade. In this section, the author will discuss where, to what extent, and how digital authoritarianism emerged and developed in Southeast Asia.

2.1.1 Where it came from?

As already discussed, digital authoritarianism appears in countries that have been authoritarian since the absence of the internet. The global literacy spotlight is on China and Russia. These two countries have become sources and spreaders of digital authoritarianism with different models.

In Southeast Asia itself, China is the most pro-active country in the spread of digital authoritarianism in countries whose regimes have practiced authoritarian actions. Not only that, China is also the first autocratic country to take legal action to facilitate their digital authoritarianism. Russia, on the other hand, is spreading more digital authoritarianism in its
surrounding countries and Central Asia, although it continues to promote it to other countries in general [10].

Email arrived in China in 1987 and the internet used commercially has started to spread since 1994 [8]. Not long ago, in 1996, the Chinese government took legal action to secure cyberspace under government control through State Council Order No. 195 [8]. A year later, "The Great Firewall of China" was launched by the government, showing their seriousness to dominate cyberspace. Currently, websites from China are supervised by more than 60 agencies.

Since then, China has continued to make various efforts to spread digital authoritarianism to many countries, especially African countries and other countries in Asia [11]. Of course, Southeast Asia is no exception.

2.1.2 How it spreading massively?

Russia and, in particular, China promoting digital authoritarianism in various ways. In order to analyze how digital authoritarianism spreads in the Southeast Asia area, the elaboration in this section will focus on China's efforts. Although, both Russia and China, both use buying and selling technology. However, Russia is known to have much cheaper technology than China in this regard, making it easier for them to promote digital authoritarianism to neighboring countries like Belarus [10]. However, that does not mean that China is losing its expertise in promoting digital authoritarianism.

Interestingly, in the context of Southeast Asia, China has approached countries that are already authoritarian or whose regimes prioritize political stability [8]. Thus, China is not half-hearted in holding various training workshops for civil servants in many countries in Southeast Asia. Of course it's related to methods to exercise control and repression against the opposition [8]. But, not only that, China also provides loans and investments to many developing countries in Southeast Asia, even in some cases getting access to data from users in several countries.

One of the major projects involving China and claimed to be one of the campaigns against digital authoritarianism practices is The Digital Silk Road (DSR), which is still part of The Belt and Road Initiative (BRI). This DSR was only mentioned in an international forum in 2015 in a white paper compiled by three Chinese government bodies: the National Development and Reform Commission, the Ministry of Foreign Affairs and the Ministry of Commerce. The goal is none other than to make China a powerful country in the field of digital technology with the jargon "digital silk road of the 21st Century" in the BRI project [8]. But this DSR also allows China to exert influence in global technological developments, from 5G infrastructure to exploiting data collected in countries that are members of the DSR [8].

In addition, the promotion of digital authoritarianism is also carried out with a strategy through buying and selling technology and systems carried out between China and countries in Southeast Asia [11]. For example, Malaysia has integrated facial-recognition technology into their military forces [5]. China is also actively conducting special trainings for government officials from several countries in Southeast Asia. Not only for other state apparatus, they also conduct training for journalists from more than 30 countries, with the aim of teaching how to censor and monitor various negative opinions that develop in the public sphere. Officially, this training course is held by the Chinese government for 2-3 weeks.
2.1.3 Beyond the regime differences, Digital Authoritarianism Spreading in Southeast Asia

Of the eleven countries in Southeast Asia, it seems that digital authoritarianism is not only spreading in authoritarian countries. Seven of these countries are already led by authoritarian regimes and apply digital repression in their political dynamics. They are Myanmar, Vietnam, Sri Lanka, Laos, Malaysia, Cambodia, and Singapore [12]. However, that doesn't mean it just stops there, a democratic country like Indonesia is also not free from authoritarian practices, marked by the existence of cyber troops aimed at manipulating public opinion.

If examined, it is not surprising. Because almost all countries in Southeast Asia cooperate with China in terms of procurement and preparation of digital policies, which include: being involved in BRI, Smart/Safe City, Facial Recognition, smart policing, and Chinese technology [13].

2.2 Underlying Forces of Digital Authoritarianism

The spread of digital authoritarianism is not without reason. This authoritarian practice in cyberspace basically offers something the ruling regime wants: political stability. Obviously, this is because digital authoritarianism provides access to the incumbent to be able to control, monitor, and even manipulate negative opinions circulating in the community, as well as tame the regime's opposition.

Political stability turns out to be directly proportional to the regime's capability in using technology, it is also automatically in line with the level of digital repression that they do. The graph below illustrates this clearly. In Southeast Asia, political conflicts threaten the political stability of the ruling regime. Say like the political conflict that happened in Myanmar [14]. Even in a democratic country like Indonesia, the taming of opposition doesn't just happen once [15]. The empirical fact that democracies also participate in digital repression in order to achieve political stability widens the academic perspective. Thus, the previous definition of the concept of digital authoritarianism deserves to be rethought.

![Graph showing State Digital Capacity and Digital Repression](image-url)
3 Conclusion

In the end, digital authoritarianism is not something that is exclusively owned by superpower authoritarian countries like China and Russia. In other words, the use of technology to carry out authoritarian practices is beyond the regime's limits. Especially when the decline of democracy has become an increasingly complicated problem in many democratic countries in Indonesia. Even though seven out of eleven countries in Southeast Asia have been led by authoritarian regimes, it does not mean that digital authoritarianism stops there.

In fact, the existence of internet technology has become a new tool for the ruling government to carry out various authoritarian practices in cyberspace. Repression against the opposition and critical society also occurs in the cyber realm. Turning cyber-utopia into cyber-dystopia. The positive expectation that technological transformation will provide more capital for the strengthening of civil society has become far from reality. Digital authoritarianism not only narrows civil liberties in cyberspace, but also violates digital protection rights. Moreover, digital authoritarianism is a catalyst in the phenomenon of democratic decline.

References

Interpersonal Communication Gus Dur as an Individual Actor in Hostage Negotiation

Husni Mubarok¹, Yandry Kurniawan²
{husni.mubarok01@ui.ac.id}
Universitas Indonesia, Indonesia¹, ²

Abstract. This study aims to analyze the role of Gus Dur in hostage negotiation using interpersonal communication and negotiation theory and deductive-qualitative research approach. In 2005, armed groups calling themselves the Iraqi Mujahidin Army Faction kidnapped and held Indonesian citizens. They are Meutya Hafid and Budiyanto, who then worked as journalists for Metro TV Indonesia and were on duty to cover news in Iraq. In general, the discussion of hostage negotiations places the center of role state actors because of their resources, diplomatic relations between countries that must be maintained, the stability of national security, and citizens' security. However in some instances, an individual actor can also play a crucial role in dealing with this hostage crisis. That is by considering the personal abilities possessed by the individual. The role of the fourth former President of Republic Indonesia K.H Abdurrahman Wahid (Gus Dur) is a clear example of the success of individual actors in negotiating the release of hostages which is determined by their interpersonal communication skills.

Keywords: Gus Dur, Interpersonal Communication, Negotiation, Hostage

1 Introduction

Communication is to diplomacy as blood is to the human body; whenever communication ceases, the body of international politics, the process of diplomacy is dead, and the result is violent conflict or a trophy [1]. Scholars of international relations share the same view regarding the important role of communication in diplomacy. In fact, in terms of communication, diplomacy is often defined as regulated process communication. Diplomacy is often too defined as the communication system of the international society [1]. Diplomatic activity is closely related to the meaning of a foreign relationship, then this activity is related to foreign policy so that this foreign policy theory can be applied in diplomatic activities [2].

Diplomacy has several patterns including bilateral diplomacy, multilateral diplomacy, association diplomacy, conference diplomacy, summit diplomacy, and personal diplomacy [3]. Personal diplomacy can be defined as diplomatic activities carried out by a chief of state with another chief of the state through informal dialogue, either through face-to-face or through communication media such as telephone [4]. Personal diplomacy in a sense is only carried out by state actors (diplomat in chief) but in practice, state actors can also choose other parties such as non-state actors, especially individual actors as representatives to carry out certain goals and tasks which in other literature are called special missions [5]. State actors need representatives because they cannot present themselves, or because of the lack of capabilities possessed by state actors [1].
Interpersonal communication can be interpreted as communication between people by face to face, allowing each participant in the communication to capture the reactions of others directly, either verbally or nonverbally [6]. Negotiation is generally recognized as the essence of diplomacy, as the ultimate form of diplomatic communication [1]. Negotiation is the process of using a strategy to determine the conditions that allow the conflicting parties to reach an agreement, mutually satisfying by maximizing the outcome of an agreement [7]. Meanwhile, hostage negotiation can be defined as a negotiation activity that carried out against terrorists or terrorist groups for the safe release of hostages [7].

One of the roles of non-state actors that need to be investigated further and has a historical record that needs to be discussed is the hostage case of two Indonesian citizens (WNI), they are Meutya Hafid and Budiyanto who were held hostage in Iraq in 2005 by the Iraqi Mujahideen Army Faction [8]. From this case, Indonesia has recorded the history of the role of individual actors who were successful in the negotiation process for the release of the hostages, he is K.H. Abdurrahman Wahid or known as Gus Dur. Gus Dur is widely known by the public as a very influential figure because he is one of the leaders of an Islamic organization that has a very large number of followers in Indonesia, especially the Nahdiyyin.1

Literature reviews in hostage negotiation have been widely discussed by researchers in multi-disciplines. In general, these studies can be divided into four different perspectives such as psychology, communication, and peace studies. In addition, there is a lot of discussions on the role of individual actors in argumentative academic works, which do not refer to analytical frameworks from certain theories or concepts.

The study group that uses a psychological point of view focuses on supporting factors in the hostage negotiations such as responses to cultural differences, the nature, and character of the negotiators. The study group from a communication perspective put forward the use of communication medium (channels) and the use of language techniques used by negotiators in the strive to free hostages. The study group that came from a peace perspective focused on various approaches in the effort to free hostages, such as using the six steps of crisis intervention, establishing relationships with the hostages, and seeing and positioning from the perspective of the terrorists themselves. The last study group in the form of an argumentative academic paper emphasizes the importance of controlling the media so that the negotiations that will be or are being carried out can run well then can obtain satisfactory results.

The researchers who use a psychological point of view in the study of hostage negotiations build several analytical frameworks, such as the role of psychological construct [9], the importance of persuasive arguments in negotiations [10], and prospect theory [11]. Through the analytical framework that they use, in general researchers of the hostage negotiation from a psychological perspective try to focus on the role of negotiators in the release of hostages, both negotiators from state actors and non-state actors. So, the focus of the study in this perspective is more on the individual abilities of the negotiators themselves. This is very important considering that the negotiator is the main bridge in the endeavour to free the hostages so that the operations carried out can run effectively without anyone being injured or killed. If the negotiator who bridges communication with the hostage-takers is incompetent or does not have more skills in the realm of negotiation, it will have an impact on the failure of the hostage operation. The main conclusion from the view of the psychological study above shows some of the advantages of this study. First, it focuses on the role of negotiators from state actors and non-state actors, as the frontline in the negotiation process. Second, the focus on cultural

1 It is a term for people who follow an Indonesian Islamic religious organization called Nahdlatul Ulama, which is also one of the oldest and largest organizations in Indonesia.
response is also very important considering that hostage cases occur between countries that have many cultural differences so that the steps to be taken can be precise and fast.

However, the study of hostage negotiations that departs from the psychological perspective above also has several disadvantages. First, in general, this study does not emphasize the experience factor possessed by the individual (negotiator) which is still in the realm of the personality and character of the individual. Second, these studies have not addressed the realm of negotiator beliefs and are still at the stage of the response to the cultural differences. This is important to be elaborated more deeply because understanding the beliefs held by the hostage-takers can determine the effective steps that must be taken and through what approach should be used to free the hostages from the hands of terrorists (hostages).

The next perspective comes from communication studies by building several analytical frameworks such as Framing Theory [12], Interpersonal communication [7], and Interpersonal Deception Theory [13]. This perspective underlines the importance of communication elements such as media and language techniques as a bridge in releasing the victims from the hostage-takers. Therefore, the focus on this point of view is more on the linguistic tools and techniques used in conveying messages with the hostages. This focus is significant because basically, good communication is when the communicant (hostages) is able to receive and perceive the message conveyed by the communicator (negotiator) so that the negotiator's intentions regarding the release of the hostage can be accepted and responded well without any misunderstandings in the negotiation process. and the main objective of the negotiations for the release of the hostages was accomplished. Whether or not the communication medium that chosen, it does not only affect the success of the hostage negotiation but also influence the shape of public perceptions, especially if the case is being discussed by both the domestic and international public. The conclusions from several previous studies in hostage negotiations from the communication perspective above show several lessons that need to be underlined. First, the communication medium and language techniques used, which are important elements in the negotiation process, have an impact on the effectiveness of the negotiation (message conveyed by the negotiator). Second, public perception is an inseparable part of the hostage release process because it can affect public policy. Apart from these advantages, the shortcomings of previous studies that used from a communication perspective did not discuss aspects of communication skills as a requirement to become a reliable negotiator in the endeavour to free hostages and have not discussed how ideally the message should be conveyed in negotiating with the hostages.

The third category of the study group that discusses hostage negotiations uses the perspective of peace studies in analysing hostage release cases or issues. These studies build several analytical frameworks referring to the Terrorist Resource Allocation Model [14], Assemblage Thinking [15], Contending Model [16], Crisis Intervention Model [17], and the Democracy, Terrorism, and Hostage Release nexus [18]. Based on these studies, we can conclude that this perspective tries to eclectically combine several approaches to intervene in crisis situations, in order to establish communication so the exchange of information or messages can be carried out to lighten up the situation. Reviewers of the peace perspective also argue that countries with democratic governance systems are often the targets of hostages (terrorists). Based on the summary of some of these studies, we can note that establishing communication with the hostage-taker is an extremely basic step in the effort to free hostages and trying to understand a hostage situation from the hostage or terrorist perspective is an obligation. However, these studies from the peace perspective do not elaborate on successful examples of negotiators in the hostage negotiation, tend to be theoretical and abstract, then overgeneralize the argument that democracies are more often the targets of hostages.
The last perspective is shown up from academic writings or works in argumentative features without using certain theories or concepts as an analytical framework. This perspective brings the control of the media [19], the power of negotiation [20], and contemporary crisis negotiation protocols to obtain satisfactory results [21]. This argumentative study elaborates on: (1) regulation of mass media related to reporting on a hostage-taker, so that it does not pose a risk of failure and the ultimate goal through negotiation in the effort to release the hostage can be carried out successfully; (2) the need to increase the capacity of negotiators for the success of the hostage release operation; and (3) the need for communication lines between countries in handling hostage cases. Apart from this, these argumentative studies still have not elaborated the indicators that need to be standard in regulating or controlling the mass media related to hostage-taking cases, tending to emphasize the success of the hostage release operation, but not discussing the security aspects of the hostages.

The four categories of the previous study above show that negotiations for the release of hostages can be viewed from various study points of view. However, none of the four study groups above has discussed the direct linkage of individual actors in striving to negotiate the release of hostages. From the four study groups above, no one has specifically discussed the hostage-taking of Indonesian journalists abroad. Whereas individual actors have a role that needs to be discussed in this negotiation effort, especially if the parties faced have special sentiments towards a government or political actor. Therefore, in this study, the author wants to fill this gap by elevating the success of the role of individual actors as negotiators in the effort to free hostages. Precisely in the case of the hostage-taking of two Indonesian citizens named Meutya Hafid and Budiyanto, who were held hostage by the Iraqi Mujahideen Army Faction in 2005. The author will use interpersonal communication theory as the main theory to explain why Gus Dur succeeded in freeing Meutya Hafid and Budiyanto through negotiation efforts.

2 Method

This study uses a qualitative research method with a deductive approach in order to answer the question of Why was interpersonal communication Gus Dur’s success in doing hostage negotiation to release the hostages of the Indonesian Metro TV journalists from the Iraqi Mujahideen Army Faction in 2005?""

A qualitative research method is the way of collecting data and analytical techniques or strategi based on data none of the numbers [22]. This research method is closely related to the interpretation of quality or narrative that cannot be described with numbers or values. In the study of international relations, the instance of this research include the study of the tone of speech in the speech of state actors, the study of the level of a notification that has the nuances of hatred or racism [23]. Furthermore, this research article will use a deductive approach, which is an approach generated through the syllogism method. The syllogism method in its history was first introduced by the leading classical philosopher named Aristotle [24].

This approach contains two premises, namely major and minor. The major premise is a general statement then the minor premise is a more specific statement. Moreover from these statements is a final conclusion [24]. A deductive approach was taken with the aim of drawing conclusions from the research data that the authors found through the findings of data systematically, both general and specific data.

Denzin and Lincoln [25] define qualitative research as:
“Qualitative research is a situated activity that locates the observer in the world. Qualitative research consists of a set of interpretive, material practices that make the world visible. These practices transform the world. They turn the world into a series of representations, including field notes, interviews, conversations, photographs, recordings, and memos to the self. At this level, qualitative research involves an interpretive, naturalistic approach to the world. It means that qualitative researchers study things in their natural settings, attempting to make sense of or interpret phenomena in terms of the meanings people bring to them” [25].

3 Result

A negotiator (mediator) for the release of hostage is a communicator, and a capable communicator will send the message content effectively and efficiently. A negotiator is also an analyst who must be able to read the hostage situation and conditions, especially knowing the characteristics of the hostage-takers. It should be underlined again that the parties who are invited to communicate and negotiate in the hostage negotiations are members who carry out acts of terror so that high vigilance and caution are needed. Furthermore, they have different understandings and cultures. Understanding cultural differences in hostage negotiations is vital in order to be able to interpret each other without offending the cultural identity. Gus Dur implemented these approaches; therefore, Gus Dur could touch the emotional realm of his communication partner [26]. Gus Dur, through his skills and experience, was able to analyse quickly the background of the hostages, such as which group they came from, whose (political) supporters, and from what sector thought [26].

Therefore, the capability of interpersonal communication Gus Dur is an essential role in diplomacy and negotiation ultimately in the hostage negotiation of Indonesian journalists in 2005. This skill and ability he uses to interact with hostage-takers is called Iraqi Mujahideen Army Faction. His personal abilities consist of interpersonal communication skills, good leadership experience, as well as a broad understanding of relations in Iraq. With the various personal capabilities he has, Gus Dur tries to establish good communication with the hostage-taker through interpersonal communication so that the message conveyed can be effective. This ability is also supported by his personal identity, known as a Muslim scholar who is both humanist and humorous. In the international world, he is also known as a peace leader and strongly opposes Islamic fundamentalism.

4 Discussion
4.1 Interpersonal communication Gus Dur

Interpersonal communication has the power to change the attitudes, opinions, and behaviours of others for several reasons. First, negotiators (communicators) can immediately find out the full-frame of reference [27] from the communicant. Second, this communication takes place in a dialogical manner like a question-and-answer conversation. Third, interpersonal communication processes are face-to-face, so that they can directly know facial expressions, attitudes, and so on. The role of the negotiator in the negotiation process for the release of the hostages has a function as a conduit of information and an agent of change. Therefore, the negotiator must be able to dominate the hostage-taker so that the main goal to be achieved can be successful and satisfying.
The model uses in interpersonal communication and negotiation theory to analyze the role of Gus Dur as a negotiator is the dyadic hostage negotiation model written by Matusitz [7]. The negotiation model for the release of the dyadic hostages took place between Gus Dur as a negotiator and the Mujahideen Army Faction as hostage-takers. In order to better illustrate the dyadic hostage negotiation model for the release of the dyadic hostages, see the image below:

![Dyadic Hostage Negotiation Model](image)

*Fig. 1. Dyadic hostage negotiation [7]*

From the figure of the dyadic hostage negotiation model above, it can be seen that the two parties are related to each other in the communication situation between the hostage-taker and the negotiator. The hostage-taker interacts and conveys information to the negotiator and the negotiator interacts with the hostage-taker. The hostage-taking party is the Iraqi Mujahideen Army. K.H Abdurrahman Wahid or well-known as Gus Dur is the fourth President of the Republic of Indonesia, who was democratically elected to replace President Bacharudin Jusuf Habibie through elections by members of the MPR in 1999. Gus Dur is known as a president who is both humanist and humorous [28]. His leadership and communication style are quite unique and can be said to be "eccentric" because it is extremely different from most leaders in countries around the world who seem formal.

His interpersonal communication is influenced by Gus Dur's educational background and family environment, which has a strong traditional Islamic boarding school scientific tradition. Gus Dur is the eldest son of six children from the couple K.H. Wahid Hasyim and Nyai Hj. Sholehah. Gus Dur is also the grandson of K.H. Hasoyari, the founder of one of the largest Islamic organizations in Indonesia, called *Nahdlatul Ulama* (NU), whereas his mother is the daughter of the founder of the Denanyar Islamic Boarding School in Jombang K.H. Bisri Syansuri. Even though he was born and grew up in a strong Islamic tradition, it did not boundaries to be open to various other scientific fields.

Gus Dur strongly opposed Islamic fundamentalism’s actions and thoughts, which led to violence and harm among people. This character has triggered the change of Islam in Indonesia as moderate Islam differs from the practice of Islam in the Middle East. With the background of Gus Dur’s identity, and supported by the fact that he had lived in Iraq from 1966 to 1970 to study at the University of Baghdad, his strategy to release Meutya Hafid and Budiyanto from the hostage is unique, with the involvement of actor outside the government (individual actors) as a negotiator in releasing of hostages abroad.
5 Conclusion

A negotiator is also a communicator and a reliable communicator will be able to transmit messages effectively. A negotiator must be able to send messages to the parties who are invited to negotiate because negotiations will run well if carried out by good negotiators. A negotiator is also an analyst who must read the hostage situation and conditions, especially knowing the characteristics of the hostage-takers. Communication skill is a thing that negotiators of hostage negotiation must-have, especially interpersonal communication and intercultural communication. With this ability, other personal abilities will be maximized to support the capability to transmit messages properly and effectively. It should be underlined again that the parties who are invited to communicate and negotiate in the hostage negotiations are members who carry out acts of terror so that high vigilance and caution are needed. They have different understandings and cultures. Understanding cultural differences in hostage negotiations is vital in order to be able to interpret each other without offending the cultural identity. Gus Dur implemented these approaches; therefore, Gus Dur could touch the emotional realm of his communication partner [26]. Gus Dur, through his skills and experience, was able to analyse quickly the background of the hostages, such as which group they came from, whose (political) supporters, and from what sector thought [26].

Acknowledgement

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References


Evaluation of Space Management During COVID-19 Pandemic Crisis in Indonesia

Stevani Anggina¹, Intan Perwitasari²
{stevani.anggina@yahoo.com¹, intan.perwitasari@lapan.go.id²}
Centre for Aerospace Policy Studies, LAPAN, Indonesia¹,²

Abstract. The aim of this research is to measuring performance and identifying problems of space program during pandemic covid 19 in Indonesia. LAPAN (now merger into BRIN) is a space agency in Indonesia, from economic agent (public institution) has a target of contract performance to representatives to achievements in the roadmap document for implementation of space program. The pandemic is a shock that affects changes in the strategic environment and program achievements, including in space program, and global value chain. This study looks at from the point of view of evaluating program during the COVID-19 pandemic. The methods used qualitative analysis use logic model as an evaluation tool. This research uses primary data collect through questionnaire and secondary data. The results are the pandemic had a significant impact on input, activities and output. From input analysis, management must make policy adjustments including budget, human resources, programs, and work mechanisms. From the activity process, indicators such as programs, targets and methods of implementing research and services have changed (example: training and international procurement which cannot be implemented). Research on mastery of technology has the biggest negative impact. The strategy carried out by management is to issue policy changes such as: (i) human resource management policies with flexible working arrangements, (ii) setting program achievement targets and delaying a number of programs, (iii) decrease in service and (iv) cut budget. The implementation of the program has an impact on several targets in the master plan that have not been maximally achieved until 2021.

Keywords: Covid-19, Indonesia, Space Program, Impact, Management Strategy

1 Introduction

Space is a vital technological infrastructure for development. This is indicated by the role of the technology in various activities and development sectors from upstream and downstream in global value chain. Indonesia is one of the countries that has a program of mastery and utilization of space technology. President Soekarno established LAPAN (2021 now merger into BRIN) in the 1960s as a space agency. The Space Program has a legal umbrella with the Space Act No. 21 of 2013. LAPAN competing with other countries such as NASA (United States), JAXA (Japan), ISRO (India) and KARI (South Korea) doing space activities. It’s a special and unique public institution formed in relation to space programs. According of document of Roadmap of Space Activities [1] mention that the space activities consist of space science, remote sensing, space technology, launch, and commercialization. LAPAN (now BRIN) has a mandate to evaluate these achievements. The limited evaluation of the achievements of the current space program in Indonesia in phase 1 of the master plan is
important research to do. Program changes are very possible from the point of view of change theory due to changes in the strategic environment. LAPAN (now BRIN) from economic agent (public institution), has a target of contract performance to representatives to achievements in the master plan document for the implementation of space program. The pandemic is a shock that affects changes in the strategic environment and program achievements, including in the program space, including the global value chain, both globally and domestically.

The space activities are programmed through LAPAN's budget (DIPA) in the form of research, innovation and invention, and management until Sept, 2021, and now its manage under BRIN. Space technology can be said as strategic good because it space is dual use technology. It has unique characteristics that are different from other public goods. This technology has high-tech, high-risk and high-cost features and its mastery takes a long time. Space management is necessary to carry out risk management to deal with the risk of failure, as part of high-tech disaster mitigation efforts. The COVID-19 pandemic is one form of disaster that affects the sustainability of the space program in Indonesia. Government policies in handling COVID through activity restrictions have had an impact on program implementation and research performance. Space activities or programs include space science, mastery of technology, remote sensing, launch, and commercialization which have different research environments (technical and non-technical) and long-term programs.

Space research organizations such as LAPAN have employment contracts producing performance-based research products from an institutional economic point of view. From an institutional economic perspective, the management of these research organizations is influenced by managerial transaction costs. Where according to Williamson [2] the cost of political transactions and economic transactions has a nature of uncertainty. Pandemic covid is a disaster that is an emergency and forces the politics of government budget through several budget saving policies.

The implementation program, LAPAN has a limited budget from the State Revenue and Expenditure Budget (APBN) known as pure rupiah financing. Other sources of space research financing are sourced from pure non-rupiah such as National Sharia Securities (SBSN). Spagnulo et al. [3] mention that program management has to ensure the succes of a project, management is a planning, organization, coordination and control. In international practice, several significant evaluation methods used are logical models [4]. This research method using theory of change approach, referring to the performance measure which covers the measurement of target achievement (output) and outcome or impact. Changes in the dynamic strategic environment originating from the external (international) and internal (national) environment such as the pandemic also affect the achievement of this performance. The changes in the strategic environment and assumptions are necessary to evaluate through this research with logic framework. The logical framework is powerful to monitoring and evaluating program [5].

Since 2020, the COVID-19 pandemic has forced the government to issue a number of policies and focuses on handling covid. In international practice of space program, the pandemic has impacted a number of programs and projects on a minimal, moderate scale and impacted activities remotely, reducing activity levels due to limited access to facilities and delays [6]. In case UK [7], pandemy has had a significant impact to all sector (included space sector). The aim of this research is to measure the performing of space program during covid 19 pandemic in Indonesia.
1.1 Theory of Change and Impact of Covid

Theory of change is described as how to achieve preconditions and long-term outcomes, and represent the project concrete activities [8]. The pandemic is one of the shocking factors that can be seen from the point of view of the theory of change. The following research on the impact of the pandemic provides an overview of the program change process in theory and practice. According to the OECD [9] report, the economic crisis of COVID-19 has either decreased or changed negatively to a positive trend. Also, the report of OECD summarized surveys of the space industry in countries like the United States, Europe, and Korea. The results of studies showed some results. Based on survey in March from Korea Space Technology Promotion Association, about 66% of space companies expect negative effects throughout 2020, 42% percent hoping to recover their business in the first half of 2021, 22% are worried about their future businesses. Space sector firms in the UK reported the survey result, 20% respondents reported structural risks to their businesses, while 63% reported some specific effects, but 18% of respondents reported little impact on their businesses. In the United States, the Department of Commerce, examined the space industrial base, and found that 92% of space companies with R&D as primary business line usually were small business, so that, they provide parts, equipment and other important services. U.S. government agencies have indicated consideration to small businesses and subcontractors regarding the supply chain strategies of small rockets, commercial satellite communications, and microelectronics sectors, were damaged according to survey by the US Space Force Council. There was also survey which was established in German, as a result of the respondents from the space pioneer companies, 40% reported the impact of COVID-19 as “dramatic”, threatening the company's existence, and 80% of the new companies that was surveyed found existing government support measures inappropriate.

1.2 Impact Covid to Management Program

Zou et al. [10] studied the Impact of Covid-19 on Firms in Guangdong Province, China. Authors used sample of 524 firms in 15 cities in Guangdong Province that publicly registered by Government and the data was analyzed with quantitative method using SPSS software. The result was, firms in Guangdong faced difficult challenges in pandemic. The percentage shows, 48.7% of firms remained stable, 35.1% experienced closure, 70-90% already move to online commerce and remote office work. 46% believe that they will have losses for 2020, and there were 83.5% who still expect the city’s GDP to decrease. This study has limitation since not measure the impact thoroughly, so that, it only can be used as preliminary study for further study regarding impact of COVID-19 on firms on Guangdong Province, China.

World Bank Group (2020) evaluated effect of COVID-19 on Business in firm level with evidence across the world. The paper gives a comprehensive evaluation of the short-term effect of the COVID-19 on businesses around the world which emphasize on developing countries. The dataset collected by the WBG and partner institution coming from 51 countries which includes 100,000 businesses. To begin with, the COVID-19 has affected global firms severely with consistent negative impact on revenue. The other impacts were, the employment adjustment, the smaller companies faced bigger financial constraints, the number of firms that rely on digital solutions increases, and uncertainty about future business.

The other study about firm performance that affected by COVID-19 pandemic, was conducted in China. Utilizing the recorded financial data of Chinese companies. Shen et al. (2020) examined the impact of COVID-19 on business performances. The result appeared if COVID-19 causing a negative effect on firm performance. The negative impact of COVID-19
on firm performance was concluded form result of two parts study, first was the performance forecasting through quantifying the impact of covid-19 by using financial data from 2013 – 2019 which could predict performance in the first quarter of 2020. Then, the forecast result was compared with actual performance during pandemic using 2014 – 2020 data. The paper divided listed-firms into high and low affected groups by region and industry sectors. The paper used Differences-in-Differences model to examine the impact of COVID-19.

In Indonesia, there was study about impact of COVID-19 to the Indonesian companies. Purwanto et al. [11] identified the information by using case study qualitative approach. There were 7 people of top management from some industries who interviewed with semi-structured questions. The result of study was, COVID-19 impact to their business such as, reducing raw materials imports, decreasing sales, declining of demand and sales turnover, difficulty of distribution of goods. The working scheme to the employees were also changed, now, working hours are divided into 2 shifts and the employees only get 70% salary, there are some employees who have received 80% of salary. Haryanto and Mawardi [12] conducted study about how COVID-19 affects performance on Indonesia stock market which yielded negative impact on JCI due to uncertainty which affected investor’s behavior.

2 Method

The methods used qualitative analysis with uses logic model as one of evaluation tool. Kellog Foundation [13] interpret a logic model as a system and a way of visualizing an understanding of the use of operationalized resources for programs, activities at the planning stage and changes or expected results. This research uses primary data and secondary data. Secondary data is data that is compiled through literature in the form of journals, reports, the internet and other sources. The data of this study are limited to the use of LAPAN data as a space agency in Indonesia. The primary data is collect through questionnaires. The sample unit in this research is a technical unit in the environment of research institutions related to space program. Data collection techniques in determining respondents are snow ball and representation representing the population, where respondents represent the work units studied. This distributed to respondents who sit in policy makers, researchers and planners. The collection technique uses open and closed questionnaire filling techniques. In addition to using questionnaires, data is obtained through online and offline from activity reports. Qualitative methods place more emphasis on the observation of phenomena and more research into the substanti meaning of data-driven phenomena and analysis. Basri [14] mentions qualitative research is on the process and the meaning of the results. Qualitative research focuses on human elements, objects, and institutions, as well as interactions among those elements, in an effort to understand an event, behavior, or phenomenon [15].

3 Analysis

The vision, missions and programs of space in indonesia set forth in the roadmap of space activities [1]. Evaluation of the achievements of space program is by seeing between the ideal conditions and the realization of the implementation of the program from the strategic plan document. The pandemic has had an impact on change on input, output and outcome of space programmes.
3.1 Input

The results of the questionnaire and data indicate that the consequences of the pandemic have an impact on the allocation of input use (man, money, method, etc.) to programs in LAPAN. This change in input is caused by a change in policy and regulation. The government issued a number of policies in 2020 and 2021 through the Ministry of Finance related to Refocusing and Reallocation of Ministry/Institution Spending. Management made adjustments and rearrangements to the space program four times from 2020 to 2021.

LAPAN during the COVID pandemic became an affected agency with budget cuts in the form of budget savings in 2020 and 2021. These savings have an impact on capital expenditure and non-capital expenditure, and go through several stages.

**Table 1. DIPA LAPAN Budget during Covid Pandemic**

<table>
<thead>
<tr>
<th>Stage</th>
<th>Savings</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stage 1</td>
<td>Savings</td>
<td>0</td>
</tr>
<tr>
<td>Stage 2</td>
<td>Savings</td>
<td>14.490.103.000</td>
</tr>
<tr>
<td>Stage 3</td>
<td>Savings</td>
<td>3.560.011.000</td>
</tr>
<tr>
<td>Stage 4</td>
<td>Savings</td>
<td>93.486.738.000</td>
</tr>
<tr>
<td>Budget</td>
<td>After Refocusing</td>
<td>776.039.418.000</td>
</tr>
</tbody>
</table>

(LAPAN [16] processed)

A number of programs and activities experienced budget cuts and even the elimination of budgets during the covid pandemic. At least 4 times the refocusing stage and in 2021 the budget of LAPAN in stage 4 to Rp 776 billion. Some of the activities affected by the budget reduction are reductions in capital expenditure for the mixing propellant laboratory at the Rocket Technology Center.

According to survey to head of each unit in LAPAN, during pandemic COVID, their operational method is partially full and remote, meaning some of employees attend office, however, some employees work from home. The ratio of WFH: WFO is 75% and 25%. There has been a change in the use of the assumption of human resource allocation.
3.2 Activities

The implementation of activities has changed from the proposed planning. Indicators such as programs, targets and methods of implementing research and services have changed (example training and international procurement which cannot be implemented). Research on mastery of technology has the biggest negative impact. The strategy carried out by management is to issue policy changes such as: (i) human resource management policies with flexible working arrangements, (ii) setting program achievement targets and delaying a number of programs such as delaying the launch of the LAPAN A-4 Satellite, (iii) decrease in service and (iv) cut budget. In terms of outcome achievement, LAPAN was still active in achieving sustainable through remote sensing data bank services, and research.

3.3 Output

From several stages of budget refocusing, and reallocation, the impact occurs in almost all programs, both management and research. This impact is experienced by programs financed by the state budget. The impact of pandemics on programs and planning of space research and management activities, grouped into several categories with program setting achievement targets and delaying a number of programs such as delaying the launch of the LAPAN A-4 Satellite. Based on the data obtained, the impact of the pandemic on performance is a decrease in target setting and performance achievements in 2020 and 2021 from the initial proposal and services. This impact occurred in all research units from space science to space technology.

Based on the data obtained, the impact of the pandemic on performance is a decrease in target setting and performance achievements in 2020 and 2021 from the initial proposal and services. This impact occurred in all research units from space science to space technology.

<table>
<thead>
<tr>
<th>Programme</th>
<th>Output</th>
<th>Deletion of Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Support</td>
<td>v</td>
<td>v</td>
</tr>
<tr>
<td>Activities of the Deputy of technology activities</td>
<td>v</td>
<td>v</td>
</tr>
<tr>
<td>Activities of the Deputy of Remote Sensing</td>
<td>v</td>
<td>v</td>
</tr>
<tr>
<td>Activities of the Deputy for Space Science</td>
<td>v</td>
<td>v</td>
</tr>
</tbody>
</table>

In general, the impact on performance is a decrease in the target of a number of programs / activities and the elimination of activities because they cannot be realized. The impact is experienced in all programs, where performance in the detekno is most widely eliminated. Some of the programs removed in 2021 are the procurement of rocket final assembly and
testing system equipment, completion of fs documents and completion of comparative auto pilot study documents for MALE UAVs.

The decrease in performance targets was carried out from management support programs in 2021 such as the target number of national policy recommendations in the field of aviation and space at international forums from the beginning of 4 to 3, the number of planning and budgeting documents from 7 to 6, internal supervision services from 46 reports to 36 reports, the implementation of internal audits from 21 reports to 14 reports and so on. This decrease in performance is a form of performance adjustment during a pandemic.

The performance output of other research organizations is public service. Some work units have public services in the form of apprenticeship services. During a pandemic, there are some units that actually increase during the pandemic in inthership activities such as the Center for Space Science and the Center for Aerospace Policy. This is due to online-based service innovation. As for work units that experienced a decrease in the number of apprenticeship services such as the Aviation Technology Center and the Satellite Technology Center. This is due to limited access to laboratory facilities and activities require offline activities. Academic Services for Internship trend from 2019 to Quartial 1 2021 shows varied result. Some of divisions service for internship declining but some of them increasing (see Fig. 3)

![Fig 3. Academic Services for Internship](Data processed)

LAPAN has a long-term research program in the form of multi year financing and single year. This is related to the nature of technology research that has a stage of mastery of technology from level 1 to level 9 in the level of technological readiness (readiness level). The success of the achievement of the conservation program is influenced by the management of a planned and scheduled conservation program that is influenced by the strategic environment from internal and external. The covid pandemic impacted a number of external policies and conditions that forced lapan research organizations to make adjustments.

The lockdown policy in early 2020 began in Jakarta where, impacting the national lockdown. Government policy through activity restrictions, gave rise to 2 modes of work, namely Working From Home and Working From Office which later became Flexible Working Arrangement. Restrictions on the number of human resources allowed and the sectors allowed to operate. LAPAN management policy and national is also in line with the implementation of policies in a number of countries including in the space research sector. NASA is shifting operations based on Centre fo Disease Control and Prevention guidelines, by closing a number of facilities and mandating telework for a number of non-essential activities [6].
Restrictions on these activities have an impact on the implementation of planning and realization of programs on conservation research. In the sub-cause above, it is explained that covid has impacted several conservation programs. The impact on the program is influenced by limited access to laboratory facilities and human resource restrictions. Program delays are the highest level consequences, followed by reduction of target targets or reduction of programs at the intermediate level, and reduction of activities at the minimum level. This delay is based on delays in some activities such as the launch of the A4 satellite. This delay is influenced by external and internal factors. External is influenced by conditions in India as a satellite launch partner that is also being affected by covid. Internal conditions are the internal policies of the government related to the licensing of the prohibition of visits to several countries. Related to performance achievements, with savings that impact the program, a number of activities are carried out to reduce performance targets. Reduction of performance targets in line with savings in a number of programs and activities.

To overcome this, discussions from the aspects of planners, program implementers and leaders and between ministries (trilateral meetings) were conducted and the strategies taken by LAPAN in dealing with this covid pandemic were to re-focus programs and activities, and rearrange strategic programs. One form of proposed research funding strategy is to propose financing planning outside of pure rupiah in a number of high-cost and high-risk programs such as technology-related programs such as MALE UAV, N219 Ampibi Aircraft. For a number of program activities that were removed will be re-submitted in the next year's budget and carry over to 2022.

<table>
<thead>
<tr>
<th>Activities/ Programs</th>
<th>Impact</th>
<th>Solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indonesia's representation in International fora Activities, Cooperation</td>
<td>Foreign service travel budget not implemented</td>
<td>Reapplying budget in FY 2022</td>
</tr>
<tr>
<td>N219 Ampibi Research and Development Program</td>
<td>Procurement package process that is not implemented that hinders the completion of RO</td>
<td>Submission to non-pure financing (LPDP)</td>
</tr>
<tr>
<td>Male UAV Research and Development Program</td>
<td>Procurement package process that is not implemented that hinders the completion of RO</td>
<td></td>
</tr>
<tr>
<td>Research and Development Program after the Low Orbit Communication Constellation</td>
<td>Delayed ground station equipment testing process</td>
<td>Reapplying budget in FY 2022</td>
</tr>
<tr>
<td>Satellite Program LAPAN A4 (LAPAN [16], analysing)</td>
<td>Delay in completion of AIT and Launch Preparation</td>
<td></td>
</tr>
</tbody>
</table>

Table 3. Budgeting Programs, Impacts and Solutions

The Bureau of Planning and Finance in LAPAN [16], mentioned at least 9 RO that will carry over to 2022 activities after refocusing and reallocation in 2021 with a total value of Rp. 40,130,591,000.-. This is in showing that budget savings will affect the curve in technology mastery by increasing costs, and time. Where to shift the curve s at the research and development stage to the right. That is, with delays over some activities / programs.
Financing through pure rupiah on several high-cost, high-risk projects had a significant impact during the pandemic. Solutions to non-pure financing become alternatives such as SBSN and other models. Internationally for potentially commercial activities such as commercialization of spaceport in collaboration with private [7] although during the pandemic also affected by program delays. OECD [17] stated that space sector consists of a chain of activities from space manufacturing, rocket launch and satellite operations such as satellite imagery, satellite communication, and broadband. These activities are vulnerable to economic shocks. The impact of COVID-19 on space management in Indonesia causes delayed activities to round off space national programs that fulfill national demand. The impact of the decline in the space economy is illustrated by the economic activities of the research and space industry. One of them can be seen from the decline in the value of imports from procurement or research and industrial activities that are LAPAN partners. Another implication of a number of space program delays is the delay of Cooperation and the delayed benefits of the A.4 satellite function which is expected to support surveillance, mitigation, observation and other activities. The logistics aspect is the main thing that becomes a problem in addition to technological obsolescence which is a threat.

4 Conclusion

From the above analysis it can be concluded that covid pandemic had a significant impact on the performance and management of space research in Indonesia. From input analysis, management must make policy adjustments including budget, human resources, programs, and work mechanisms. From the activities process, indicators such as programs, targets and methods of implementing research and services have changed (example training and international procurement which cannot be implemented). Research on mastery of technology has the biggest negative impact. Problem of Restriction of activities policy in Indonesia has had an impact on (i) human resource management policies with flexible working arrangements, (ii) setting program achievement targets and delaying a number of programs such as delaying the launch of the LAPAN A-4 Satellite, (iii) lowering numbers of services related to space, and (iv) cutting budget for space R&D and operational. The consequence of this is the negotiation of the targets for planning the road map and the strategic plan of the institution as a form of adjustment to the internal and external strategic environment. In terms of outcome achievement, LAPAN was still active in achieving sustainable through remote sensing data bank services, space education, and research. Limitation of this study is this paper is only expected to be a preliminary study for further research in measuring the outcome or impact of the delayed space activities which could impact the economic activities in Indonesia.

Acknowledgment

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References

Travel Intention during a Pandemic: Assessing the Role of Destination Trust, Destination Reputation, Social Media Activity and Willingness to Help

Frans Kristanto¹, Sari Listyorini², Ngatno³
{franskristanto@students.undip.ac.id¹}
Universitas Diponegoro, Indonesia¹,²,³

Abstract. This study examines the effect of Destination Trust, Destination Reputation, and Social Media Activity on travel intention through a willingness to help. The sample in this study amounted to 200 people. The analytical method used in this study is a structured equation model with SMART PLS 3.3.3. The results showed that destination reputation and social media activity have a positive and significant influence on travel intention and Willingness to Help mediated Destination Trust, Destination Reputation, and Social Media Activity on Travel Intention.

Keywords: Pandemic, Destination Trust, Destination Reputation, Social Media Activity, Willingness to Help, Travel Intention

1 Introduction

Tourism is the first sector to feel the effects of Covid-19 and will be the last sector to recover from the impact of Covid-19 compared to other industries [1]. The first case of Covid-19 in Indonesia was reported in March 2020. Since then, the number of confirmed positive people continued to increase significantly, where on August 20, it had reached ± 3.9 million people who were confirmed positive for Covid-19 [2]. This pandemic resulted in a significant decrease in local or foreign tourists, resulting in the tourism industry experiencing massive losses. The Covid-19 pandemic has also resulted in a decline in the projection of foreign exchange receipts for the country in 2020, which is US$ 4 – 7 billion (in 2019, it was announced that the prediction of foreign exchange earnings from tourism would reach US$ 19 – 21 billion). However, at the beginning of the third quarter (September - November 2020), there was an increase in local tourist visits to various tourist destinations reaching 96%, a rise of 5% from 2019. This increase prompted the government to create programs that can increase tourism activities and maintain the level of transmission of Covid-19 to keep it under control in the following ways: in city activation, staycation, road-trip, and epic sale [3]. Besides that, a tourism village development program (one village one product / OVOP) aims to display innovative products from rural communities, villages in the Lake Toba area as pilot areas.

In 2019, the Lake Toba area was able to bring in 2.1 million local tourists, an increase of 12% from 2018 and 143 thousand foreign tourists, an increase of 11% from 2018 with a contribution to North Sumatra’s GDP reaching US$ 73 million [4]. The Covid-19 pandemic harmed tourist visits, especially foreign tourists, with a decline of 82.89% and local tourists reaching 65.2% in 2020. However, October 2020 marked the revival of tourism in the Lake
Toba region, where there was an increase in the number of tourists. Local tourist visits reached 20%, and this number was greater than other tourist destinations in Indonesia. The number of hotel occupancy also increased by 100%, and the frequency of flights to Silangit airport increased by 30% from September [5].

The Indonesian tourism industry also feels the emergence of a crisis of trust or lack of trust in prospective tourists. Based on the Sprinkir Analytic survey, local tourists consider tourism in Indonesia unsafe from COVID-19 [6]. In addition, several problems that affect the confidence level of tourists, namely: the prices of goods and services are not fully standardized, environmental sanitation conditions have not been maintained, and limited sanitation facilities are critical. Predict the degree of positivity (Covid-19). The problems related to destination reputation in the Lake Toba area are the limited access of Muslim tourists to halal food and the identicality of the Lake Toba area as a seasonal tourist destination [7].

Social media users worldwide in 2020 reached 4.2 billion users or grew 13.2 from 2019 (1.3 million new users per month and 155 thousand new users per second), in Indonesia alone in 2020; social media users have reached 170 million users with a rate of user penetration reached 61.8%. The growth of new users throughout 2020 reached 6.3% or 10 million new users from 2019; besides that, it was also found that the average social media user in Indonesia has ten social media accounts per person (60% of them use social media to establish relationships) and running business activities, while 40% of them use social media to find information about tourist destinations and entertainment) [8][9]. The state of nature, essential news about the cleanup of Lake Toba, various reports on social media have found that Lake Toba has been heavily polluted by waste from businesses operating around the Lake Toba area. Still, there are fish cage activities in the Lake Toba area that pollutes the lake. These problems have become the attention of all social media users (national and international), impacting travel intention to the Lake Toba area.

2 Literature Review
2.1 Corona Virus Disease (Covid-19)

Coronaviruses are a large family of viruses that can cause disease in humans and animals. Especially in humans, it can cause respiratory tract infections such as flu, which is often followed by other diseases. The diseases that were part of the very dangerous coronavirus before the emergence of COVID 19 were Severe Acute Respiratory Syndrome (SARS) and Middle East Respiratory Syndrome (MERS-Cov), which were capable of causing hundreds of thousands to millions of people to die [10][11]. SARS COVID 19 is a new type of coronavirus family. It first occurred in Wuhan City, Hubei Province, the People's Republic of China, in December 2019. It was later declared a pandemic by the World Health Organization (WHO) from March 11, 2020, until 2020 and recorded 87 million people infected in late December. As many as 1.7 people have died due to this disease. In Indonesia alone, SARS - COVID 19 was first reported on March 2, 2020, where on December 31, 2020, there were 743,198 people infected with this disease, and 22 138 people died.

2.2 Travel Intention

Travel intention can be interpreted as a desire that arises from individuals who want to experience the experience of visiting a tourism destination [12]. Travel intention is also often interpreted as a subjective desire for a tourist destination that encourages the individual to visit
Travel intention is also a mental state that a person has that reflects a plan to carry out several actions within a certain period. Several studies found several factors that influence revisit intention, namely: destination trust, destination reputation, willingness to help destination, destination image, solidarity, health care system, etc.

2.3 Destination Trust

Research on trust in the tourism world began in the 1990s. The concept of trust is taken from psychology and sociology, as for the factors that researchers research trust in the world of tourism because it is found that travel agents give dishonest treatments in various tourist destinations. With more and more countries developing tourist destinations, it is increasingly essential to create destination trust within tourists. The scope of research that previous researchers have carried out is as follows: service quality, availability of tourism support facilities, and tourist satisfaction. Destination trust significantly influences Willingness to help. Several studies have shown that destination trusts significantly affect travel intention.

H1: Destination Trust has a significant influence on travel Intention
H2: Destination Trust has a significant influence on Willingness to Help

2.4 Destination Reputation

In the field of tourism, the reputation of a tourist destination is the integration of characteristics of the tourist destination by the relevant personnel of the tourist destination. It makes it superior and competitive compared to other tourist destinations. Destination reputation reflects people's attitudes towards a tourist destination, where the results of this thought will produce an image of the tourist destination itself. Several studies have found that a good level of destination reputation will encourage the creation of Willingness to help. Destination reputation has a significant influence on travel intention.

H3: Destination Reputation has a significant influence on travel intention
H4: Destination Reputation has a significant influence on Willingness to Help

2.5 Social Media Activities

Social media activity is a social interaction activity using the help of technology that is very accessible and easy to measure and encourages someone to take action from the interaction results. It has been found in several studies that the interest in deciding to visit a tourist destination is influenced by information obtained from social media, where the information is related to the state of the natural and social environment, the availability of adequate facilities, and the uniqueness of the tourist destination. It can be found on social media.

2.6 Willingness to Help

Willingness to help in some studies is also referred to as Willingness to support. The Willingness to help others can be interpreted as a desire generated in a person's heart. This desire is driven by empathy for specific situations and environmental conditions. In this case, the person seeks to take advantage of all available resources to provide help and provide an environment for getting help. Willingness to help is an embodiment of tourist emotional responses, where emotions that come from within a person will produce actions based on evaluation actions of the surrounding environment. Several studies found that the information on the status of a tourist destination obtained by someone
from social networks encourages people's Willingness to help and impacts the interest of tourists to visit tourist destinations [31]. Willingness to help mediate the impact of destination trust, destination reputation, and social media activities on travel intent [34].

\[ H7: \text{Willingness to help has a significant influence on travel intention} \]
\[ H8: \text{Destination Trust influences travel intention through Willingness to Help} \]
\[ H9: \text{Destination Reputation influences travel Intention through Willingness to Help} \]
\[ H10: \text{Social Media Activity influences travel intention through Willingness to Help} \]

3 Method

This study uses the structural equation model (SEM) analysis method with the SMART PLS 3.3.3 statistical tool. The sampling technique in this study uses a non-probability sampling technique which produces a sample of 200 people [35]. The data collection technique used is an online questionnaire (google form); this questionnaire's distribution is shared through various social media platforms to get potential respondents more quickly. From July 23, 2021 – August 4, 2021, 278 people filled out this questionnaire, but only 200 people were selected because they knew about tourism site in Lake Toba.

The use of questionnaires in this study aims to determine respondents' responses about phenomena related to research variables. This questionnaire contains three parts. The first part contains the respondent's data (age, gender, occupation, and educational background). The second part contains statements about respondents' knowledge about Lake Toba tourism. The third section provides questions related to research variables. The destination trust indicators [19][36], Destination reputation [37][21], Social Media Activity [29][38], Willingness to help [17][33], Travel Intention [13]. The sample in this study amounted to 200 people consisting of various ages, occupations, and social statuses. All statements use a Likert scale with five answer choices (1 being 'strongly disagree and 5 indicating 'strongly agree'). Respondents took 4-5 minutes to fill out this questionnaire.

This study uses the PLS-SEM analysis method with the Smart PLS 3.3.3 analysis tool [35]. The implementation of this research data analysis was carried out in two stages. The first stage tests the outer model (indicator reliability, internal consistency reliability, convergent validity, and discriminant validity). The second stage is testing the inner model (testing research hypotheses. There are several reasons for using the PLS-SEM analysis method: using various sampling techniques, not requiring normality assumptions, and being able to help analyze complex research models [39][35].

4 Result

4.1 Respondent Profile

Table 1 shows that from 200 respondents, there were 110 (45%) female and 90 (55%) male; 66 (33%) respondents had a high school education and 69 (34.5%) a bachelor's degree; 113 (56.5%) people work as private employees, and 66 (33%) people are students; 145 (72.5%) people know Parapat as a tourist destination that must be visited Lake Toba, and 200 (100%) people are interested in the natural scenic beauty of Lake Toba.
4.2 Measurement Model Assessment

The results of the outer model will show the results of the validity and reliability of the statement instrument [39][35]. In Table 2, the loading indicator value (0.777 – 0.904) is greater than 0.70 and is significant (p < 0.001) [35]. The reliability value (0.761 – 0.855) is greater than the standard 0.70 [35]. Furthermore, Table 3 shows that the average variance extracted (AVE) value (0.642 – 0.713) is greater than the standard 0.50 [35]. So based on the test results, it can be concluded that all statement instruments have passed the validity and reliability tests.

Table 1. Respondents Profile

<table>
<thead>
<tr>
<th>Feature</th>
<th>Category</th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sex</td>
<td>Male</td>
<td>90</td>
<td>45</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>110</td>
<td>55</td>
</tr>
<tr>
<td></td>
<td>High school</td>
<td>66</td>
<td>33</td>
</tr>
<tr>
<td></td>
<td>Diploma</td>
<td>34</td>
<td>17</td>
</tr>
<tr>
<td></td>
<td>Bachelor</td>
<td>69</td>
<td>34.5</td>
</tr>
<tr>
<td></td>
<td>Master Degree</td>
<td>31</td>
<td>15.5</td>
</tr>
<tr>
<td></td>
<td>Student</td>
<td>66</td>
<td>33</td>
</tr>
<tr>
<td></td>
<td>Private Employees</td>
<td>113</td>
<td>56.5</td>
</tr>
<tr>
<td></td>
<td>Officer</td>
<td>11</td>
<td>5.5</td>
</tr>
<tr>
<td></td>
<td>entrepreneur</td>
<td>10</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Tutuk</td>
<td>33</td>
<td>16.5</td>
</tr>
<tr>
<td></td>
<td>Tomok</td>
<td>49</td>
<td>24.5</td>
</tr>
<tr>
<td></td>
<td>Parapat</td>
<td>145</td>
<td>72.5</td>
</tr>
<tr>
<td></td>
<td>Simanindo</td>
<td>25</td>
<td>12.5</td>
</tr>
<tr>
<td></td>
<td>Culture</td>
<td>36</td>
<td>18</td>
</tr>
<tr>
<td></td>
<td>Food</td>
<td>13</td>
<td>6.5</td>
</tr>
<tr>
<td></td>
<td>History</td>
<td>55</td>
<td>27.5</td>
</tr>
</tbody>
</table>

Table 2. Measure of Construct Reliability and Collinearity

<table>
<thead>
<tr>
<th>Instruments</th>
<th>FL</th>
<th>CR</th>
<th>α</th>
<th>VIFs</th>
<th>Weights</th>
</tr>
</thead>
<tbody>
<tr>
<td>Destination Trust (DT)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DT1</td>
<td>0.839</td>
<td></td>
<td>0.358***</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DT2</td>
<td>0.827</td>
<td></td>
<td>0.300***</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DT3</td>
<td>0.795</td>
<td></td>
<td>0.219***</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DT4</td>
<td>0.873</td>
<td>0.901</td>
<td>0.855</td>
<td>2.331</td>
<td>0.319***</td>
</tr>
<tr>
<td>Destination Reputation (DR)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DR1</td>
<td>0.871</td>
<td></td>
<td>0.341***</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DR2</td>
<td>0.864</td>
<td></td>
<td>0.366***</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DR3</td>
<td>0.777</td>
<td>0.876</td>
<td>0.794</td>
<td>2.27</td>
<td>0.497***</td>
</tr>
<tr>
<td>Social Media Activity (SMA)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SMA1</td>
<td>0.821</td>
<td></td>
<td>0.339***</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SMA2</td>
<td>0.904</td>
<td></td>
<td>0.483***</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SMA3</td>
<td>0.806</td>
<td>0.882</td>
<td>0.8</td>
<td>3.187</td>
<td>0.355***</td>
</tr>
<tr>
<td>Willingness to Help (WTH)</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WTH1</td>
<td>0.781</td>
<td>0.863</td>
<td>0.761</td>
<td>4.171</td>
<td>0.365***</td>
</tr>
</tbody>
</table>
4.3 Structural Model and Test of Hypotheses

The beta (β), p, and R² values will be displayed [35]. In Table 2 it is shown that DT has no significant effect on TI (β = 0.146; p > 0.10) while DT has a positive and significant effect on WTH (β = 0.118; p < 0.10). So H1 is not supported, but H2 is supported. DR has a positive and significant effect on TI (β = 0.186; p < 0.001) and DR → WTH (β = 0.289; p < 0.001) so that H3 and H4 are supported. Furthermore, SMA had a positive and significant effect on TI (β = 0.163; p > 0.10) and SMA → WTH (β = 0.580; p < 0.001) which resulted in H5 and H6 being supported. Finally, WTH has a positive and significant effect on TI (β = 0.490; p > 0.001). Fig. 1 shows that DT, DR, and SMA contributed to the WTH variance as 76% (R² = 0.76), and DT, DR, SMA, and WTH contributed to the TI variance of 78% (R² = 0.78). The value of R² is the real influence in a research model [40]. Next is to test the Effect size, if the value of the effect size = 0.02 (low effect); 0.15 (medium effect); 0.35 (large effect) [40]. In Table 2, it was found that the relationship has a great effect (SMA → WTH), a relationship that has a medium effect (DR → WTH; WTH → TI) and a relationship that has a common effect (DT → WTH; DT → TI; SMA → TI, DR → IT). Mediation testing is carried out to test the role of a variable connecting the independent variable with the dependent variable [35]. Table 3 shows that WTH is able to act as a mediating variable on the influence of SMA on IT (β = 0.284; p > 0.001); DR → WTH → TI (β = 0.142; p > 0.001). Furthermore, DT → WTH → TI (β = 0.058; p > 0.10). Based on these results, it can be concluded that H8, H9, H10 are supported.

Fig. 1. The Result of Structural Equation Model (SEM)

Table 3. Result of Partial Hypotheses Testing

<table>
<thead>
<tr>
<th>Hypotheses</th>
<th>β</th>
<th>T Statistics (O/STDEV)</th>
<th>f²</th>
<th>P Values</th>
<th>Supported?</th>
</tr>
</thead>
<tbody>
<tr>
<td>DR → TI</td>
<td>0.186</td>
<td>3.916</td>
<td>0.067</td>
<td>***</td>
<td>Supported</td>
</tr>
</tbody>
</table>
Table 4. Result of Mediation Hypotheses Result Testing

| Hypotheses               | β    | T Statistics (|O/STDEV|) | f²    | P Values | Supported? |
|--------------------------|------|--------------------------|-------|----------|------------|
| DR → WTH                 | 0.289| 6.078                    | 0.176 | ***      | Supported  |
| DT → TI                  | 0.146| 1.486                    | 0.042 | -        | Not-Supported |
| DT → WTH                 | 0.118| 1.974                    | 0.026 | *        | Supported  |
| SMA → TI                 | 0.163| 1.674                    | 0.038 | *        | Supported  |
| SMA → WTH                | 0.580| 9.141                    | 0.787 | ***      | Supported  |
| WTH → TI                 | 0.490| 5.490                    | 0.262 | ***      | Supported  |

Note: β = Path Coefficient; f² = Effect Size *** < 0.001; ** < 0.05, * < 0.10.

4.4 Discussion

This study aims to describe the level of community travel intention during the COVID-19 pandemic and examine the factors that influence travel intention. The study results show that destination trust does not significantly affect travel intention [21][22][23]. These results show that non-optimal tourist trusts will not encourage them to visit tourist sites. However, the results of testing the effect of destination trust on Willingness help show a positive and significant effect [20][18]. These results show that the level of trust that a tourist has will create Willingness help. A tourist destination and make a positive contribution to a tourist destination. A positive and significant effect was found in testing the influence of destination reputation on travel intention [21][26][27]. The results of testing the influence of destination reputation on Willingness to help also show the effect of positive and significant [15][17], these results show that the reputation of the Lake Toba area as one of the natural tourist destinations affected by the COVID-19 pandemic encourages the community to help by promoting Lake Toba tourism.

Moreover, encourage the desire of the community to visit Lake Toba. The influence of social media activity on travel intention and Willingness to help is positive and significant [34][41][17][13][42]. These results indicate that positive information obtained by the public on social media about a tourist destination will create a public desire to help and visit the tourism destination. The mediation test found that the variables could mediate the effect of destination trust, destination reputation, and social media activity on travel intention [34]. The results indicate that the Willingness to help within the community must continue to create solidarity to help the recovery of tourism in Indonesia and the Lake Toba area.

5 Conclusion and Implication

5.1 Theoretical Implication

By examining the effect of destination trust, destination reputation, social media activity, and Willingness to help travel intention, this study has shown the pattern of influence of each of these variables based on the community's perspective during a pandemic. The results of this study contribute to the development of research related to tourism marketing during the
pandemic [34][17][18]. Besides, this research provides insight for further research to use social media activity variables and Willingness to help as variables that affect travel intention. The placement of Willingness to help as a mediating variable is also one of the contributions researchers give because there are still very few studies that use Willingness to help as a mediating variable.

5.2 Practical Implication

The results of this research test contribute to the implementation of tourism activities during the pandemic. First, building public trust in tourist destinations can encourage people to become interested. One way to create tourist trust during the pandemic is to create strict regulations for handling Covid 19 and improve health facility services in tourist destinations.[18]. Second, the reputation of a tourist destination is an important thing that can create people's desire to visit tourist destinations, so creating a comfortable and safe reputation for tourists is very important. Third, social media as a marketing medium for tourist destinations is an effective way of marketing, where a level of creativity is needed to create content that attracts people to visit these destinations [43]. Fourth, a high level of community willingness to help is an opportunity for tourist site managers during a pandemic. The manager of tourist destinations must be able to give a good impression on the community so that people have the Willingness to help are willing to visit these tourist destinations.

5.3 Limitation and Future Research

This research has limitations, which can be used as a concern for further research. First, this research is cross-sectional, where the data in the study is only observed once and simultaneously (during the pandemic situation in Indonesia). So that further research is recommended to use longitudinal research so that research results can be generalized. Second, this research was only carried out in one tourist destination (Lake Toba). The study results cannot be generalized to various other tourist destinations, so further research is recommended to carry out comparative research on various tourist destinations. Third, this study only carried out mediation testing, so for further research, it is recommended to use moderating variables such as fear arousal, perceived risk, afraid against covid 19, pandemic regulation [21][18][43].

References


Tourism Development on the Island of Penyengat in Indonesia

Tri Yuniningsih¹, Ari Subowo², Susi Sulandari³
{triyuniningsih@yahoo.com}¹
Universitas Diponegoro, Indonesia¹, ², ³

Abstract. Penyengat Island as a leading area for the development of halal tourism in the Kepulauan Riau Province. The development of halal tourism on Penyengat Island requires cooperation and support from many parties, both government and non-government. With great potential in the form of cultural heritage and religious tourism, Penyengat Island tourism has not yet developed to its full potential. The less than optimal role of the relevant stakeholders in tourism development cooperation has made the Pulau Penyengat destination not experience a significant increase. This study aims to identify the stakeholders involved and analyze the roles of the stakeholders involved. This study uses a qualitative descriptive approach, with data collection techniques combining interviews and FGD, documentation and observation. From this study, it was found that the development of a halal tourism destination on Penyengat Island involved 37 stakeholders who were involved and classified into primary, key and secondary stakeholders. The role of stakeholders involved in the development of halal tourism destinations is reflected in the role of policy creators, coordinators, facilitators, implementers and accelerators. Dinas Kebudayaan dan Pariwisata Kota Tanjung Pinang is the leading sector in the development of halal tourism. Suggestions submitted are that the local government immediately completes regulations for the development of halal tourism, establishes a special agency for the management of Penyengat Island tourism, improves the quality of communication and coordination between stakeholders and increases the role of stakeholders. This is through increasing community involvement in preserving Malay cultural values and customs, improving the quality of supporting facilities. halal tourism, and promotion of halal tourism through digital channels with good quality content.

Keywords: Halal Tourism, Stakeholders, The Role Of Stakeholders, Penyengat Island

1 Introduction

According to data from BPS (Central Statistics Agency) Riau Islands foreign tourist visits were 2,037,673 people (2015), then the following year it decreased to 1,920,232 people (2016). In 2017 there was an increase of 2,139,962 people. In 2018 the number was 2,635,004 people and in 2019 there were 2,866,697 people. In the Riau Archipelago, Penyengat Island is one of the leading destinations considering the rich culture it has. In 2014 the number of visits was 4,877 people, then in 2015 as many as 4,011 people and again decreased in 2016 to 3,421 people. This decline has an impact on the tourism economy towards increasing Regional Original Income (PAD) from the tourism sector. In 2014, the PAD of the tourism sector was Rp. 15,827,286,245, in 2015 amounted to Rp. 14,454,144,417, then in 2016 it was 12,628,711,325 (Zahra, 2019). The problem in the development of Penyengat Island tourism is that...
communication between the government and managers has not been maximized. The government communication model in the development of Penyengat Island tourism has not involved all related elements [1]. As stated by Umar et. al (2019) that the form of communication is important in collaboration, because of the process of forming consensus. Communication is also an attempt to reduce stereotypes and increase respect between the actors involved. Pangestroeti [2] and Persari [3] stated that the implementation of policies regarding tourism destinations on Penyengat Island was also not optimal, which was due to the existence of inhibiting factors such as not yet optimal synergy and partnerships. In terms of communication, it is still not optimal, especially in conducting socialization to the community in general and to employees implementing tourism destination policies in Penyengat Village. Coordination between related agencies is still not optimal, resulting in the implementation of conservation activities that have not been well directed. By looking at the phenomenon above, that the stakeholders involved have not maximized their role in the development of tourism on Penyengat Island. Therefore, the question of this research is why tourism development in Penyengat Island, Kepri Province has not been maximized. The purpose of this study is to identify the actors involved in the development of Halal Tourism in Penyengat Island, Kepri Province and how the role of actors in the development of Halal Tourism.

2 Methodology

The approach used in this research is descriptive qualitative, where the data used are primary data and secondary data. Primary data was obtained directly during interviews with informants, while secondary data was obtained through documentation, references, printed and written media and other supporting sources. The key informant's instructions. Data collection techniques were carried out directly through interviews and FGD (Focus Group Discussion).

Data analysis used Domain analysis, namely through data collection, data verification and conclusion drawing. And data validity was carried out through source triangulation. At the time of data collection the informants were very cooperative and open. In fact, an important informant was found, namely a public figure who was a direct descendant of the kingdom.

3 Result and Discussion

Policy actors are divided into four categories according to Yuniningsih [4], namely: Primary actors are actors who have an important role in implementing policies where these actors usually have high influence and have a high level of importance. Secondary actors are actors with high influence but low level of interest, to recruit actors of this category by means of consultation. Secondary or tertiary actors are actors who have low influence but have high importance. The third secondary actor or quarter, namely the actor with low influence and importance, to recruit actors of this category by means of control. The development of halal tourism on Penyengat Island requires the support of many actors. Effective stakeholder management starts with finding out who the stakeholders are and their interests. Correct identification of stakeholders is considered necessary for profitable stakeholder management [5]. Stakeholders involved in the development of halal tourism destinations on Penyengat Island consist of five elements, namely Academics, Business, Government, Community and Mass Media. Supported by the results of Yuniningsih's research [4] which states that the tourism development policy partnership model
in Tanjungpinang City is categorized using the Pentahelix model, because it involves five elements, namely: Academics, Business, Community, Government and Mass Media (ABCGM). Penyengat Island is one of the villages in Tanjungpinang City, so there are similarities in the model of involving five elements of actors in tourism development. Relevant ones are identified early in the process [6]:

Primary stakeholders are stakeholders who are directly affected by both the positive and negative impacts of a plan and have direct influence and interest in the activity, so they must be fully involved in the stages of the activity. The primary stakeholders in the development of halal tourism destinations on Penyengat Island, Riau Islands Province are the Tanjungpinang City Culture and Tourism Office, the Tourism Awareness Group (Pokdarwis) on Penyengat Island, the Indonesian Hotel and Restaurant Association (PHRI) Tanjungpinang, the Association of the Indonesian Tours and Travel Agencies. (ASITA) Tanjungpinang, Indonesian Tour Guide Association (HPI) Tanjungpinang, Home Culinary Association. Primary stakeholders are those who have an interesting direct relationship with a policy, program, or project (Putera and Suharto in Sari, 2017). They are usually involved in the decision-making process, especially to take public aspirations. Primary stakeholders can include: communities identified as being affected (either positively or negatively) by a policy; public figure; and public managers, public agencies or institutions responsible for determining and implementing decisions. The Tanjungpinang City Culture and Tourism Office as the leading sector for the development of halal tourism destinations on Penyengat Island is included in the primary stakeholders because the impact of implementing halal tourism development policies will be felt as a form of implementing the function of implementing tourism policy. The Tanjungpinang City Culture and Tourism Office must always be involved in every stage of the halal tourism policy because it has great power to access various resources needed in the development of halal tourism. In sustainable tourism projects with multiple stakeholders, it was found that stakeholders with access to resources are central in project development with the highest power and legitimacy [7]. PHRI, ASITA, Pokdarwis, HPI and the Home Culinary Association are the primary stakeholders because this group will be the target group for the policy, so the impact of the policy will be felt immediately. This group has an interest in the government setting standards for the implementation of halal tourism so that its application does not have multiple interpretations. This group has great strength because this group is the implementer of policies and will drive the halal tourism industry. Stakeholders can gain power depending on their individual attributes and their structural position, and these different powers allow for different impacts on the distinctiveness of stakeholders [8]. Economic power is perhaps most significant with regard to the ability of stakeholders to influence policy. Stakeholders who control scarce and valuable resources are in a position to collaborate in ways that benefit stakeholders.

Key stakeholders are those who have legal authority to make decisions. The key stakeholders in the development of halal tourism destinations on Penyengat Island, Riau Islands Province are the Mayor of Tanjungpinang and the DPRD of Tanjungpinang City. Key stakeholders include the executive branch of government in accordance with the hierarchy, the legislative branch, and the implementing agency for development programs (Putera and Suharto in Sari, 2017). With legal authority in making decisions, the Mayor of Tanjungpinang and the DPRD of Tanjungpinang City must have strong leadership. Longart [7] finds that multi-stakeholder programs, whose goals and roles are very different, require stronger leadership and stakeholder management. All stakeholders must be informed about the roles and involvement of other stakeholders. This is because legitimacy can be questioned or the roles of other participating stakeholders can be ignored. Longart [7] found that strong leadership is a key factor for community involvement.
Secondary stakeholders are stakeholders who do not have a direct interest in a plan but have great concern for the development process, become facilitators in the process of developing an activity and influence decision making. Included in the secondary stakeholders for the development of halal tourism destinations on Penyengat Island, Riau Islands Province are the Tanjungpinang City Planning, Research and Development Agency, the Ministry of Religion, the Riau Islands Province Regional Office, the Indonesian Ulema Council (MUI) Riau Islands, the Institute for the Study of Food, Drugs and Cosmetics of the Indonesian Ulema Council (LPPOM MUI) Riau Islands, Tanjungpinang City Trade and Industry Service, Tanjungpinang City Cooperatives and SMEs Service, Tanjungpinang City Health Office, Tanjungpinang City Transportation Service, Tanjungpinang City Public Works and Spatial Planning Office, Civil Service Police Unit and Countermeasures Tanjungpinang City Fire, Transportation Service of Riau Islands Province, Raja Haji Stisipol, Raja Ali Haji Maritime University (UMRAH), Bank Indonesia, PT Pelabuhan Indonesia I (Pelindo 1), Al Ahmadi Entrepreneurship Center Batam, Malay Traditional Institute (LAM) Riau Islands Province, Indera Sakti Foundation, Foundation Action to Build the Country, Blogger Community, Photography Community, Generation Pesona Indonesia (Genpi) Tanjungpinang, Radio Republik Indonesia (RRI) Tanjungpinang, Batam Pos, Tanjungpinang Pos, Tribune Batam, Antara Riau Islands, Metro Riau Islands, TV TPI, and Riau Islands Cyber School (KCS) TV. Secondary stakeholders are those who do not have an interesting direct relationship with the policy, program or project but show their care and concern that leads to advocating this issue and trying to influence the government's legal decisions. Critical groups, professional NGOs, social organizations, and international financial institutions are categorized as secondary stakeholders (Putera and Suharto in Sari, 2017). Iqbal [9] states that there are several factors that can be used as a reference in assessing the influence of secondary stakeholders, namely: budget and supervision; power and leadership; supervision of strategic resources; the presence of specialists; and negotiation ability. Secondary stakeholders who are included in the government element play a role in providing or facilitating supporting needs in the development of halal tourism destinations on Penyengat Island, such as access, security, spatial planning, clean water, halal certificates. Stakeholders must have the necessary resources and skills (capacity) to participate [10]. Likewise, this group is required to have the capacity in accordance with their respective main tasks and functions to play a role in supporting the development of halal tourism destinations on Penyengat Island. Stakeholders need to be involved to improve the quality and effectiveness of policies through their knowledge, thus strong communication between stakeholders and local authorities is needed [5]. Likewise, the private sector, community, academics and mass media belonging to secondary stakeholders must also be involved in the development of halal tourism destinations on Penyengat Island, even the involvement of stakeholders should be carried out from the planning stage, so that the resulting policy is a representation of the interests of all stakeholders. Olovsson [5] argues that it is very important to include the private sector when shaping the brand values of a city. When only a public sector approach is applied, it can slow down and make decision making ineffective. This is confirmed in the findings of Strobl and Peters [11] regarding the significant influence of the private sector's reputation on management.

The role of stakeholders involved in the development of halal tourism destinations on Penyengat Island is carried out in accordance with their respective functions and authorities. The roles of the stakeholders involved are as follows:

a. Policy creator, the Mayor of Tanjungpinang acts as a decision maker and policy maker for halal tourism development; The Regional House of Representatives (DPRD) of Tanjungpinang City plays a role in the legislative, budgeting and supervisory functions.
b. Coordinator, Tanjungpinang City Culture and Tourism Office plays a role in carrying out tasks related to technical policy formulation, service delivery, fostering the implementation of duties and secretarial affairs of the Office in the field of Culture and Tourism; The Tanjungpinang City Planning, Research and Development Agency plays a role in tourism development planning which is arranged in the Tanjungpinang City Strategic Plan.

c. The facilitator, the Department of Culture and Tourism of Tanjungpinang City plays a role in providing facilities for the needs of Muslim tourists; The Department of Trade and Industry of Tanjungpinang City has the role of facilitating free halal certificates for MSME industry players; The Tanjungpinang City Cooperatives and MSMEs Service has a role in providing guidance to MSMEs; The Tanjungpinang City Health Office has a role in facilitating the process of issuing BPOM permits for MSME industry players; The Tanjungpinang City Transportation Service has a role in facilitating access and infrastructure related to tourism (authority of the Penyengat Island Crossing Pier located in Tanjungpinang); The Tanjungpinang City Public Works and Spatial Planning Service has a role in facilitating the provision of Sea Water Reverse Osmosis (SWRO) and the making of a Building and Environmental Planning Plan (RTBL) for Penyengat Island; The Civil Service Police Unit and the Tanjungpinang City Fire Management Unit have the role of enforcing regional regulations and controlling the area around tourist attractions; The Riau Islands Province Transportation Service has a role in facilitating access and infrastructure related to tourism (authority of the Penyengat Island Crossing Pier which is located on Penyengat Island); Ministry of Religion Regional Office of Riau Islands Province has the role of issuing halal certificates; Al Ahmadi Entrepreneurship Center has a role in making the Road to Fesyar event: the Pulau Penyengat Syawal Serantau 2017; MUI Riau Islands Province has a role in determining product halal fatwas for the issuance of halal certificates; LPPOM MUI Riau Islands plays a role in examining and testing product halalness for the issuance of halal certificates.

d. Implementer, Tanjungpinang City Culture and Tourism Office plays a role in providing tourism services; PHRI has a role in providing ideas, ideas and input regarding the management of hotels and restaurants that meet the criteria for halal tourism; ASITA's role is to provide ideas, ideas and input regarding travel agency tour packages that meet the criteria for halal tourism; HPI has a role in providing ideas, ideas and input regarding the development of human resource competencies for tour guides according to the criteria for halal tourism; The Home Culinary Association participates in tourism events by providing halal culinary.

e. Accelerator, Bank Indonesia's role is to provide sponsorship assistance for tourism events and safety equipment for boats crossing the Penyengat Island; Pelindo 1 plays a role in providing sponsorship assistance for tourism events and being the manager of the Sri Bintan Pura port; LAM Riau Islands Province has a role in providing ideas and ideas regarding the rules of Malay customs that must be followed in the development of halal tourism on Penyengat Island; The Indera Sakti Foundation plays a role in saving ancient Riau manuscripts, especially those written/printed on Penyengat Island, a center for cultural information, book writing, and data services; The Aksi Bangun Negeri Foundation played a role in the formation of volunteers and the Penyengat Island movement Towards World Heritage; The Blogger Community and the Photography Community play a role in the promotion of Pulau Penyengat Halal tourism; Genpi Tanjungpinang has a role in promoting halal tourism destinations and halal tourism events through social media, as well as initiating a new tourist destination for Penyengat Island, namely the Heritage Market; Stisipol Raja Haji and UMRAH act as research institutions, and provide ideas, ideas and input for the
development of halal tourism on Penyengat Island; The mass media plays a role in disseminating information to the public about the concept of halal tourism on Penyengat Island, as well as the publication of tourism events that support the implementation of halal tourism on Penyengat Island.

Halal tourism promotion, according to Henderson, really highlights the aspect of the availability of certified halal food restaurants, in addition to worship facilities. The rest of the travel agents, airlines, hotels and resorts, souvenir shops and tourist attractions must also be "Muslim-friendly", to complement the halal instructions available at tourist destinations. Stakeholders in the development of halal tourism destinations on Penyengat Island must be able to meet the halal aspects in every supporting element of tourist destinations. The application of the pentahelix model in the development of halal tourism destinations on Penyengat Island is able to produce a process that represents the interests of many parties. Government elements in the pentahelix model of developing halal tourism destinations on Penyengat Island can be seen through regulations regarding halal certificates and the regulation of halal standards applied by tourism industry players is not yet available at the local level. The private sector or business plays a role in providing services and tourism products that are in accordance with standards and are able to meet the needs of Muslim tourists while visiting tourist destinations. The lack of hotels or inns with facilities that do not meet the friendly aspects of Muslim tourists, there are still many restaurants or culinary businesses that have not been certified halal, as well as the lack of choices for halal tour packages have become the involvement of the private sector in the development of halal tourism destinations on Penyengat Island. Olovsson [5] argues that it is very important to include the private sector when shaping a city's brand values. When only a public sector approach is applied, it can slow down and make decision making ineffective. On the other hand, adopting a purely private sector approach can lead to problems such as inequality in the distribution of infrastructure services. This is also known as market failure. The public and private sectors have an equally important role because both are a combination of various competencies which are an important part of successful management. Malay culture and of course raises the preservation of cultural heritage. The communities involved in the development of this destination contribute through the implementation of their functions and duties, for example the preservation of ancient Malay manuscripts, the movement of Penyengat Island to become World Heritage, the promotion of halal tourism in Penyengat Island. The role of academics in developing halal tourism destinations on Pulau Penyengat is still less than optimal. . The lack of involvement of academics by the government in tourism development is due to the absence of universities in Tanjungpinang City whose core education focuses on tourism. This causes a lack of trust from the government to academics in the process of developing halal tourism. Higher education is a very strategic institution in encouraging the acceleration of community development [12]. With a number of advantages such as human resources, well-established institutional devices, and the ability to conduct research and studies, universities can act as agents of development, which help support regional development activities as well as become agents of controlling every policy and process. existing management. Universities as the heart of information that provides data support as well as a catalyst for policies taken by the government concerned. It is hoped that the existence of universities will make a direct contribution to the evaluation of regional development programs and regional development planning in synergy with the community; and
can indirectly help contribute ideas in the process of managing a tourist destination [12]. The mass media is a liaison between the government and the community in disseminating information about the development of halal tourism destinations on Penyengat Island. The role of the mass media is very important because it forms an image and a source of information knowledge for the public regarding the implementation of halal tourism. The ease of internet access makes mass media transform into digital channels, so that people can easily obtain information data only through smartphones. The mass media broadcasts news about the halal tourism of Penyengat Island in the form of socializing the organization of events and dialogues.

4 Conclusion and Recommendation

a. Identification of stakeholders involved in the development of halal tourism destinations on Penyengat Island is divided into three groups, namely: Primary Stakeholders, Key Stakeholders and Secondary Stakeholders.

b. The role of stakeholders involved in the development of halal tourism destinations on Penyengat Island is carried out in accordance with their respective functions and authorities. The roles of the stakeholders involved are as follows: Policy creator, Coordinator, Facilitator, Implementer and Accelerator

c. The advice given from the results of this research is that it is necessary to increase the intensity and quality of communication between stakeholders, as well as coordination of all stakeholders involved through unification of commitments, synergies of activities, and regular forums, so that stakeholder trust in the leading sector is increased. The involvement of stakeholders from the planning stage to the evaluation of the development of halal tourism destinations on Penyengat Island will produce policies that reflect the needs and interests of all stakeholders involved.

References


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