

LEMBAR
HASIL PENILAIAN SEJAWAT SEBIDANG ATAU PEER REVIEW
KARYA ILMIAH : JURNAL ILMIAH

Judul karya ilmiah (artikel) : The Impact of The Covid-19 Pandemic on Provincial Economic Performance In Indonesia; Nugroho Tulus Rahayu, **Harjum Muharam**
 Jumlah Penulis : 2 Orang
 Status Pengusul : Penulis ke 2
 Nama Penulis : **Dr. Harjum Muharam, S.E., M.E.**

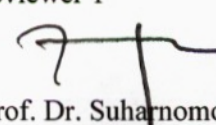
Identitas : a. Nama Jurnal : Management Analysis Journal
 Jurnal Ilmiah : b. Nomor ISSN : e-ISSN 2502-1451
 : c. Volume, nomor, bulan, tahun : Vol 10 No 1 (2021)
 : d. Penerbit : Universitas Negeri Semarang
 : e. DOI artikel (jika ada) :
 : f. Alamat web jurnal : <https://journal.unnes.ac.id/sju/index.php/mai/issue/view/2048>
 : g. Terindeks di scimagojr / Thomson Reufer ISI knowledge atau di nasional / terindeks di DOAJ, CABI, Copernicus : <https://sinta.kemdikbud.go.id/journals/detail?id=4459> (SINTA 3)

Kategori Publikasi Jurnal Ilmiah : ☐ Jurnal Ilmiah Internasional /Internasional bereputasi
 (beri ✓ pada kategori yang tepat) ☒ Jurnal Ilmiah Nasional Terakreditasi
☐ Jurnal Ilmiah Nasional/ Nasional terindeks di DOAJ, CABI, Copernicus

Hasil Penilaian *Peer Review* :

Komponen Yang Dinilai	Nilai Maksimal Jurnal Ilmiah					Nilai Akhir Yang Diperoleh
	Internasional bereputasi	Internasional	Nasional Terakreditasi (Maks 20)	Nasional Tidak Terakreditasi	Nasional Terindeks DOAJ dll.	
a. Kelengkapan unsur isi artikel (10%)			2			2
b. Ruang lingkup dan kedalaman pembahasan (30%)			6			5,8
c. Kecukupan dan kemutakhiran data/informasi dan metodologi (30%)			6			5,8
d. Kelengkapan unsur dan kualitas penerbit (30%)			6			5,8
Total = (100%)			20			19,4
Nilai pengusul =19,4x0.4=7,76						7,76

KOMENTAR / ULASAN PEER REVIEW	
• Kelengkapan dan kesesuaian unsur	Paper ini memiliki unsur yang lengkap terdiri dari pendahuluan yg memuat <i>research gap</i> dan masalah penelitian, Telaah Pustaka yang menghasilkan hipotesis dan model penelitian, data dan metode analisis juga dibahas dengan baik, hasil penelitian dan diskusi serta kesimpulan juga disajikan dengan baik. Semua unsur disajikan dengan sistematis dan saling terkait.
• Ruang lingkup dan kedalaman pembahasan	Paper ini membahas dampak pandemik COVID-19 terhadap pertumbuhan ekonomi daerah di Indonesia. Bahasan dalam penelitian ini merupakan ruang lingkup ekonomi dan keuangan. Pembahasan dilakukan dengan baik, lengkap dan rinci sehingga menjadi sebuah karya ilmiah yang baik.
• Kecukupan dan Kemutakhiran Data & Metodologi	Data yang digunakan dalam penelitian ini merupakan lengkap dan mutakhir. Metode analisis yang digunakan sesuai dengan kebutuhan sehingga hasilnya dapat digunakan untuk analisis dan pembahasan serta membuat kesimpulan untuk penelitian ini.
• Kelengkapan unsur dan kualitas penerbit	Jurnal ini diterbitkan oleh Perguruan Tinggi dan dikelola secara profesional, memiliki ISSN, dan terindeks SINTA
Indikasi plagiasi	Similarity index dari paper ini sebesar 19%, cukup rendah
• Kesesuaian bidang ilmu	Sangat sesuai

Semarang, 23 November 2021
 Reviewer 1

 Prof. Dr. Suharnomo, SE, M.Si
 NIP. 197007221998021002
 Departemen Manajemen FEB Undip
 Jabatan Fungsional : Guru Besar

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a. Kelengkapan unsur isi artikel (10%)			2			2
b. Ruang lingkup dan kedalaman pembahasan (30%)			6			5,6
c. Kecukupan dan kemutakhiran data/informasi dan metodologi (30%)			6			5,6
d. Kelengkapan unsur dan kualitas penerbit (30%)			6			5,7
Total = (100%)			20			18,9
Nilai pengusul =18,9x0,4=7,56						7,56
KOMENTAR / ULASAN PEER REVIEW						
• Kelengkapan dan kesesuaian unsur	Artikel ini memiliki unsur yang lengkap dan sesuai dengan kaedah ilmiah yang baik yang terdiri dari: pendahuluan, Telaah Pustaka, data dan metode analisis, hasil penelitian dan diskusi serta kesimpulan. Semua unsur disajikan dengan sistematis dan saling terkait.					
• Ruang lingkup dan kedalaman pembahasan	Artikel ini membahas dampak pandemic covid-19 terhadap pertumbuhan ekonomi daerah di Indonesia. Bahasan dalam penelitian ini merupakan ruang lingkup ekonomi dan keuangan. Pembahasan dilakukan dengan baik, lengkap dan rinci sehingga menjadi sebuah karya ilmiah yang baik.					
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• Kelengkapan unsur dan kualitas penerbit	Jurnal ini diterbitkan oleh Perguruan Tinggi dan dikelola secara profesional, memiliki ISSN, dan terindeks SINTA					
Indikasi plagiasi	Similarity index dari paper ini sebesar 19%, cukup rendah					
• Kesesuaian bidang ilmu	Sangat sesuai					

Semarang, 23 November 2021

Reviewer 2

Prof. Faisal, SE, M.Si, Ph.D
NIP. 197109042001121001
Departemen Akuntansi FEB Undip
Jabatan Fungsional : Guru Besar



KEMENTERIAN RISET, TEKNOLOGI, DAN PENDIDIKAN TINGGI
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DAN PENGEMBANGAN**

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Telepon (021) 316-9778. Faksimile (021) 310 1728, 310 2368
Laman: www.ristekdikti.go.id

Nomor : B/2493/E5/E5.2.1/2019
Lampiran : 1 (satu) berkas
Perihal : **Pemberitahuan Hasil Akreditasi Jurnal Ilmiah
Periode IV Tahun 2019**

Jakarta, 19 Agustus 2019

Kepada Yth.

1. Pimpinan Perguruan Tinggi
2. Kepala LL Dikti I s.d. XIV
3. Pengelola Jurnal Ilmiah
di seluruh Indonesia

Dengan hormat,

Sehubungan dengan hasil Akreditasi Jurnal Ilmiah Periode IV Tahun 2019 dan telah diterbitkannya Surat Keputusan Direktur Jenderal Penguatan Riset dan Pengembangan Kementerian Riset, Teknologi, dan Pendidikan Tinggi Nomor 23/E/KPT/2019, tanggal 8 Agustus 2019, dengan hormat bersama ini kami sampaikan hasil akreditasi sebagaimana terlampir. Adapun ketentuan penerbitan sertifikat akreditasi sebagai berikut:

1. Bagi usulan akreditasi baru maka sertifikat akreditasi akan diterbitkan dan diberikan kepada pengelola jurnal;
2. Bagi usulan akreditasi ulang yang hasil akreditasi naik peringkat maka sertifikat akreditasi akan diterbitkan dan diberikan kepada pengelola jurnal;
3. Bagi usulan akreditasi ulang yang hasil akreditasi peringkatnya tetap dan telah memiliki sertifikat yang masih berlaku masa akreditasi, maka sertifikat baru tidak akan diterbitkan, dan sertifikat sebelumnya dapat digunakan sampai berakhir masa berlakunya;
4. Bagi pengelola yang sudah terakreditasi dan namanya tercantum dalam SK sebelumnya serta belum memiliki sertifikat dapat meminta sertifikat terdahulu;
5. Penerbitan sertifikat dilakukan secara bertahap paling cepat 2 minggu setelah pengumuman ini dan dilakukan pemutakhiran data di laman <http://sinta2.ristekdikti.go.id/journals>, penyerahan sertifikat dilakukan secara bertahap, dan apabila mendesak dapat mengambil di Subdit Fasilitas Jurnal Ilmiah dengan konfirmasi kepada Sdr. Pandji di nomor telepon 087889098911 dan *whatsapp (wa)* 08985050111;
6. Bagi pengelola jurnal yang ingin naik peringkat bisa mengajukan usulan akreditasi ulang dengan mengajukan 1 nomor/issue terbaru melalui <https://arjuna.ristekdikti.go.id>.

Atas perhatian dan kerja sama yang baik, kami ucapkan terima kasih.

**plt.Direktur Pengelolaan Kekayaan
Intelektual**

ttd

Hotmatua Daulay
NIP 196610181986021001

Tembusan:
Direktur Jenderal Penguatan Riset dan Pengembangan



KEMENTERIAN RISET, TEKNOLOGI, DAN PENDIDIKAN TINGGI
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KEMENTERIAN RISET, TEKNOLOGI, DAN PENDIDIKAN TINGGI
REPUBLIK INDONESIA

NOMOR 23/E/KPT/2019

TENTANG

PERINGKAT AKREDITASI JURNAL ILMIAH PERIODE IV
TAHUN 2019

DIREKTUR JENDERAL PENGUATAN RISET DAN PENGEMBANGAN
KEMENTERIAN RISET, TEKNOLOGI, DAN PENDIDIKAN TINGGI,

- Menimbang : a. bahwa berdasarkan hasil akreditasi jurnal ilmiah yang ditetapkan oleh Tim Akreditasi Jurnal Ilmiah Kementerian Riset, Teknologi, dan Pendidikan Tinggi pada tanggal 1 April 2019 dan dalam rangka melaksanakan ketentuan Pasal 6 ayat (5) Peraturan Menteri Riset, Teknologi dan Pendidikan Tinggi Nomor 9 Tahun 2018 tentang Akreditasi Jurnal Ilmiah, perlu menetapkan Peringkat Akreditasi Jurnal Ilmiah Periode IV Tahun 2019;
- b. bahwa berdasarkan pertimbangan sebagaimana dimaksud pada huruf a, perlu menetapkan Keputusan Direktur Jenderal Penguatan Riset dan Pengembangan Kementerian Riset, Teknologi, dan Pendidikan Tinggi tentang Peringkat Akreditasi Jurnal Ilmiah Periode IV Tahun 2019;
- Mengingat : 1. Undang-Undang Nomor 12 Tahun 2012 tentang Pendidikan Tinggi (Lembaran Negara Republik Indonesia Tahun 2012 Nomor 158, tambahan Lembaran Negara Republik Indonesia Nomor 5336);
2. Peraturan Pemerintah Nomor 4 Tahun 2014 tentang Penyelenggaraan Pendidikan dan Pengelolaan Perguruan Tinggi (Lembaran Negara Republik Indonesia Tahun 2014, Nomor 16, tambahan Lembaran Negara Republik Indonesia Nomor 5500);
3. Peraturan Presiden Nomor 13 Tahun 2015 tentang Kementerian Riset, Teknologi, dan Pendidikan Tinggi (Lembaran Negara Republik Indonesia Tahun 2015 Nomor 14);
4. Keputusan Presiden Nomor 121/P Tahun 2014 tentang Pembentukan Kementerian dan Pengangkatan Menteri Kabinet Kerja Periode Tahun 2014-2019;
5. Keputusan Presiden Nomor 99/M Tahun 2015 tentang Pemberhentian dan Pengangkatan Dari dan Dalam Jabatan Pimpinan Tinggi Madya di Lingkungan Kementerian Riset, Teknologi, dan Pendidikan Tinggi;

6. Peraturan Menteri Keuangan Republik Indonesia Nomor 32/PMK.02/2018 tentang Standar Biaya Masukan Tahun Anggaran 2019;
7. Peraturan Menteri Riset, Teknologi dan Pendidikan Tinggi Nomor 15 Tahun 2015 tentang Organisasi dan Tata Kerja Kementerian Riset, Teknologi dan Pendidikan Tinggi sebagaimana telah diubah dengan Peraturan Menteri Riset, Teknologi dan Pendidikan Tinggi Nomor 23 Tahun 2019 tentang Perubahan Atas Peraturan Menteri Riset, Teknologi dan Pendidikan Tinggi Nomor 15 Tahun 2015 (Berita Negara Republik Indonesia Tahun 2019 Nomor 238);
8. Peraturan Menteri Riset, Teknologi dan Pendidikan Tinggi Nomor 9 Tahun 2018 tentang Akreditasi Jurnal Ilmiah (Berita Negara Republik Indonesia Tahun 2018 Nomor 428);
9. Keputusan Direktur Jenderal Penguatan Riset dan Pengembangan Nomor 19 Tahun 2018 tentang Pedoman Akreditasi Jurnal Ilmiah;

MEMUTUSKAN:

- Menetapkan : KEPUTUSAN DIREKTUR JENDERAL PENGUATAN RISET DAN PENGEMBANGAN KEMENTERIAN RISET, TEKNOLOGI, DAN PENDIDIKAN TINGGI TENTANG PERINGKAT AKREDITASI JURNAL ILMIAH PERIODE IV TAHUN 2019.
- KESATU : Menetapkan Peringkat Akreditasi Jurnal Ilmiah Periode IV Tahun 2019 sebagaimana tercantum dalam Lampiran yang merupakan bagian yang tidak terpisahkan dari Keputusan Direktur Jenderal ini.
- KEDUA : Akreditasi Jurnal Ilmiah sebagaimana dimaksud dalam Diktum KESATU berlaku selama 5 (lima) tahun mulai dari nomor penerbitan yang ditetapkan dalam lampiran keputusan ini.
- KETIGA : Akreditasi Jurnal Ilmiah sebagaimana dimaksud dalam Diktum KESATU dapat mengajukan kembali kenaikan peringkat setelah menerbitkan minimal 1 (satu) nomor penerbitan.
- KEEMPAT : Setiap jurnal ilmiah wajib mencantumkan masa berlaku akreditasi dengan menuliskan peringkat, tanggal penetapan dan tanggal akhir masa berlaku akreditasi.
- KELIMA : Apabila dikemudian hari ditemukan ketidaksesuaian dengan Pedoman Akreditasi Jurnal Ilmiah, maka status akreditasi jurnal ilmiah yang bersangkutan dapat dicabut atau diturunkan.

KEENAM : Keputusan Direktur Jenderal ini mulai berlaku pada tanggal ditetapkan.

Ditetapkan di Jakarta
pada tanggal 8 Agustus 2019
DIREKTUR JENDERAL
PENGUATAN RISET DAN PENGEMBANGAN,

TTD.

MUHAMMAD DIMYATI
NIP 195912171984041001

Salinan sesuai dengan aslinya,
Direktorat Jenderal Penguatan Riset dan Pengembangan
Kementerian Riset, Teknologi, dan Pendidikan Tinggi
Kepala Bagian Hukum, Kerjasama dan Layanan Informasi,

TTD.

Syarip Hidayat
NIP 197306101997031004

SALINAN
LAMPIRAN
KEPUTUSAN DIREKTUR JENDERAL PENGUATAN
RISET DAN PENGEMBANGAN KEMENTERIAN
RISET, TEKNOLOGI, DAN PENDIDIKAN TINGGI
NOMOR 23/E/KPT/2019
TENTANG PERINGKAT AKREDITASI JURNAL
ILMIAH PERIODE IV TAHUN 2019

PERINGKAT AKREDITASI JURNAL ILMIAH PERIODE IV TAHUN 2019

Peringkat	No	Nama Jurnal	E-ISSN	Penerbit	Keterangan
2	1	Agriekonomika	24076260	Jurusan Agribisnis, Fakultas Pertanian, Universitas Trunojoyo Madura	Reakreditasi naik peringkat dari peringkat 3 ke 2 mulai Volume 8, Nomor 1 Tahun 2019
	2	Agromet	2655660X	PERHIMPI kolaborasi dengan Departemen Geofisika dan Meteorologi, IPB	Usulan baru mulai Volume 31 Nomor 2 Tahun 2017
	3	Al-Kauniyah: Jurnal Biologi	25026720	Fakultas Sains dan Teknologi Universitas Islam Negeri Syarif Hidayatullah Jakarta	Reakreditasi naik peringkat dari peringkat 3 ke 2 mulai Volume 11 Nomor 2 Tahun 2018
	4	Buletin Kebun Raya (<i>The Botanic Garden Bulletin</i>)	24601519	Pusat Konservasi Tumbuhan Kebun Raya - LIPI	Reakreditasi tetap di peringkat 2 mulai Volume 22 Nomor 1 Tahun 2019
	5	COUNS-EDU: <i>The International Journal of Counseling and Education</i>	25483498	Indonesian Counselor Association (IKI)	Reakreditasi naik peringkat dari peringkat 3 ke 2 mulai Volume 4, Nomor 1 Tahun 2019
	6	Fikrah: Jurnal Ilmu Aqidah dan Studi Keagamaan	24769649	Prodi Ilmu Aqidah dan Filsafat Islam Fakultas Ushuluddin IAIN Kudus	Reakreditasi naik peringkat dari peringkat 3 ke 2 mulai Volume 6 Nomor 2 Tahun 2018
	7	IJCSAM (<i>International Journal of Computing Science and Applied Mathematics</i>)	24775401	Jurusan Matematika FMIPA-Institut Teknologi Sepuluh Nopember	Reakreditasi naik peringkat dari peringkat 4 ke 2 mulai Volume 5 Nomor 1 Tahun 2019

	28	<i>Udayana Journal of Law and Culture</i>	25490680	Fakultas Hukum Universitas Udayana	Reakreditasi naik peringkat dari peringkat 3 ke 2 mulai Volume 3 Nomor 1 Tahun 2019
	29	Walisongo: Jurnal Penelitian Sosial Keagamaan	2461064X	Lembaga Penelitian dan Pengabdian kepada Masyarakat UIN Walisongo Semarang	Reakreditasi tetap di peringkat 2 mulai Volume 26 Nomor 2 Tahun 2018
3	1	Agriprima, <i>Journal of Applied Agricultural Sciences</i>	25492942	Politeknik Negeri Jember	Usulan baru mulai Volume 1 Nomor 1 Tahun 2017
	2	Al-Khwarizmi : Jurnal Pendidikan Matematika dan Ilmu Pengetahuan Alam	25416499	Prodi Tadris Matematika FTIK IAIN Palopo	Reakreditasi naik peringkat dari peringkat 4 ke 3 mulai Volume 7 Nomor 1 Tahun 2019
	3	Al-Kimiya: Jurnal Ilmu kimia dan Terapan	24071927	Jurusan Kimia Fakultas Sains dan Teknologi UIN Sunan Gunung Djati Bandung	Usulan baru mulai Volume 5 Nomor 1 Tahun 2018
	4	Al-Mashlahah: Jurnal Hukum dan Pranata Sosial Islam	25812556	Sekolah Tinggi Agama Islam Al Hidayah	Usulan baru mulai Volume 6 Nomor 1 Tahun 2018
	5	Al-Tijary : Jurnal Ekonomi dan Bisnis Islam	24609412	Fakultas Ekonomi dan Bisnis Islam IAIN Samarinda	Reakreditasi naik peringkat dari peringkat 4 ke 3 mulai Volume 4 Nomor 1 Tahun 2018
	6	Al-Tsaqafa : Jurnal Ilmiah Peradaban Islam	26544598	Fakultas Adab dan Humaniora Universitas Islam Negeri Sunan Gunung Djati Bandung	Usulan baru mulai Volume 15 Nomor 1 Tahun 2018
	7	At-tijaroh: Jurnal Ilmu Manajemen dan Bisnis Islam	25499270	Fakultas Ekonomi dan Bisnis Islam IAIN Padangsidempuan	Usulan baru mulai Volume 4 Nomor 1 Tahun 2018
	8	<i>Bali Journal of Anesthesiology</i>	25492276	<i>Discoversys</i>	Reakreditasi tetap di peringkat 3 mulai Volume 3 Nomor 1 Tahun 2019

59	Majalah Ilmiah Pternakan	26568373	Fakultas Pternakan Universitas Udayana	Usulan baru mulai Volume 21 Nomor 1 Tahun 2018
60	<i>Management Analysis Journal</i>	25021451	Universitas Negeri Semarang	Usulan baru mulai Volume 6 Nomor 1 Tahun 2018
61	Mosharafa: Jurnal Pendidikan Matematika	25278827	Program Studi Pendidikan Matematika, Institut Pendidikan Indonesia, Garut	Reakreditasi naik peringkat dari peringkat 4 ke 3 mulai Volume 8 Nomor 2 Tahun 2019
62	<i>Padjadjaran Journal of Dental Researchers and Students</i>	2656985X	Fakultas Kedokteran Gigi Universitas Padjadjaran	Usulan baru mulai Volume 2 Nomor 1 Tahun 2018
63	Pedagogia jurnal pendidikan	25482254	UNIVERSITAS MUHAMMADIYAH SIDOARJO	Reakreditasi tetap di peringkat 3 mulai Volume 8 Nomor 1 Tahun 2019
64	Perisai : <i>Islamic Banking and Finance Journal</i>	25033077	Universitas Muhammadiyah Sidoarjo	Reakreditasi naik peringkat dari peringkat 4 ke 3 mulai Volume 2 Nomor 2 Tahun 2018
65	Pharmacy: Jurnal Farmasi Indonesia (<i>Pharmaceutical Journal of Indonesia</i>)	16933591	Fakultas Farmasi Universitas Muhammadiyah Purwokerto	Reakreditasi naik peringkat dari peringkat 4 ke 3 mulai Volume 15 Nomor 2 Tahun 2018
66	Profesi Pendidikan Dasar	25033530	Program Studi Pendidikan Guru Sekolah Dasar, Universitas Muhammadiyah Surakarta	Reakreditasi tetap di peringkat 3 mulai Volume 5 Nomor 2 Tahun 2018
67	Qanun Medika - Jurnal Kedokteran Fakultas Kedokteran Universitas Muhammadiyah Surabaya	25489526	Universitas Muhammadiyah Surabaya Publishing	Reakreditasi naik peringkat dari peringkat 4 ke 3 mulai Volume 3 Nomor 1 Tahun 2019

6	1	Al-Muaddib : Jurnal Ilmu- Ilmu Sosial & Keislaman	25490427	Fak. Agama Islam Universitas Muhammadiyah Tapanuli Selatan	Usulan baru mulai Volume 2 Nomor 2 Tahun 2017
	2	Edumaspul: Jurnal Pendidikan	258000469	STKIP Muhammadiyah Enrekang	Usulan baru mulai Volume 1 Nomor 1 Tahun 2017
	3	Edupedia	26144409	Universitas Muhammadiyah Ponorogo	Usulan baru mulai Volume 1 Nomor 1 Tahun 2017
	4	Jurnal Administrasi dan Manajemen	26231719	LPPM Universitas Respati Indonesia	Usulan baru mulai Volume 1 Nomor 1 Tahun 2017
	5	Jurnal Bioterdidik	26215594	Program Studi Pendidikan Biologi Universitas Lampung	Usulan baru mulai Volume 6 Nomor 1 Tahun 2018
	6	Jurnal Ilmiah Respati	26229471	LPPM Universitas Respati Indonesia	Usulan baru mulai Volume 8 Nomor 1 Tahun 2017
	7	Jurnal Prestasi	25797093	Prodi Pendidikan Kepelatihan Olahraga FIK Universitas Negeri Medan	Usulan baru mulai Volume 1 Nomor 1 Tahun 2017
	8	Jurnal Teknologi Informasi	26231700	LPPM Universitas Respati Indonesia	Usulan baru mulai Volume 3 Nomor 1 Tahun 2017

Ditetapkan di Jakarta
pada tanggal 8 Agustus 2019

DIREKTUR JENDERAL
PENGUATAN RISET DAN PENGEMBANGAN,

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Control Mechanisms and Leadership Styles: A Conceptual Framework for Innovation Projects

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Abstract

This is a conceptual paper discussing how to undertake innovation in an organization as a project, and the components of the structure and leadership style as factors that support the implementation of the project. It reviews previous research related to organizational, leadership and control theories. It focuses on introducing the role of leadership and control structures into innovation projects. The suggested structure to be adopted is a mixed combination of organic and mechanical structures. This article argues the importance of the existence of a control mechanism to regulate the project; this functions as a set of tools to control the dynamics of the organizational structure in the project. It also reveals transformational leadership as the most suitable leadership style to control and deliver a successful innovation project. At the end, this article proposes several propositions to be tested further in empirical work. Some discussions about optional research methods are also presented.

INTRODUCTION

During the 1960s, Burns and Stalker (1961), together with other contingent theory researchers, claimed that in order to sustain in the market place, an organization must innovate. In the era of closed innovation, organizations relied on their research and development (R&D) people to ignite innovation within the organization, which was considered to be a vital to ensure its sustainability. However, this vital role was reduced by Chesbrough (2003) when he introduced the concept of open innovation, one of whose principles is the adoption of knowledge from external organizations, which can also be interpreted as collaborating with experts (Un & Asakawa, 2015; Dut et al., 2016). Thus, although R&D is critical to an organization, it is not the only source of innovation (Karlsson et al., 2004). In fact, the critical question is: "Is the output relevant to the organization?" When there are significant deviations, R&D activities becomes

useless and could harm an organization in the long term (Brown & Svenson, 1988).

Van der Panne et al. (2003) argued that heavy investment in R&D activities does not take into account any guarantee of successful innovation outcomes. In fact, they found evidence that organizations could experience a serious failure in their R&D investment, which could weaken their position in the marketplace in the future. Given the large risk of failure in its R&D investment, an organization can mitigate this by breaking it down into project-based activities with other organizations that have expertise in this field. The organization can execute monitoring activities for the project (Un & Asakawa, 2015). There are many examples of empirical research into innovations carried out by organizations, on projects that are manageable for the organization. Hence, the presence of an innovation based project should reflect the innovation process being undertaken in the organization (Organ & Greene, 1981; Munns & Bjeirmi, 1996).

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Organizational Justice and Organizational Citizenship Behavior: The Mediating Roles of Organizational Commitment and Leader-Member Exchange

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Abstract

This study aims to examine the effect of organizational justice on organizational citizenship behavior with organizational commitment and leader-member exchange as mediating variables for sewing employees of PT. Apparel One Indonesia 1. The sample used is 92 respondents with the sampling technique using purposive sampling. The data collection method used a questionnaire. Methods of data analysis using descriptive statistical tests with analysis tools, namely SmartPLS 3.0. The conclusion of this study is that organizational justice cannot improve organizational citizenship behavior either directly or through organizational commitment. However, organizational justice can increase organizational citizenship behavior only when through mediation of leader-member exchange. Recommendations for companies are that during the recruitment process, it is better to choose employees who are truly competent so that tasks can be distributed according to the employees' abilities. In addition, employees must be involved in every decision making so that employees will feel needed and recognized which in turn will bring out commitment to employees

INTRODUCTION

In the current era of globalization, the dynamics of business competition between companies are very tight. Companies are required to be able to survive and adapt to changes. Human resources are one of the factors that determine the success or failure of a company in achieving its goals (Fitriani & Palupiningdyah, 2017) because human resources are a factor that significantly distinguishes one company from another (Zayas-Ortiz et al., 2015).

In a company, each individual is expected to carry out a certain role as determined by the job description and superior expectations. However, it is not uncommon for individuals to perform certain tasks or exhibit certain behaviors that exceed their job descriptions. For example, in a company an employee assists an absent coworker and volunteers for additional assignments when needed. This extra role behavior is known as organizational citizen behavior (OCB).

Organ (1997) defined OCB as individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization. From that definition, Bastian (2008) mentions three distinctive elements which have been central to research on OCB. First, OCB is supposed to be discretionary behavior, i.e. performing OCB cannot be contracted. Second, employees who exhibit OCB are not usually rewarded by the organization. And finally, OCB is behavior which at least in the long run and aggregated over many people - contributes to the effectiveness of organizations. Given these important contributions to organizational success, it is critical for organizations to understand how and why employees engage in OCB (Wat & Shaffer, 2005).

Among the factors that can influence organizational citizenship behavior, organizational justice is one of the crucial factors that affect the of OCB among employees (Gan & Yusof, 2018).

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The Impact of The Covid-19 Pandemic on Provincial Economic Performance In Indonesia

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The Impact of The Covid-19 Pandemic on Provincial Economic Performance In Indonesia

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Abstract

The Covid-19 pandemic is a global pandemic that has a big impact to conditions of a country. However, in a country, sometimes there is a difference in the influence of the Covid-19 pandemic on one region to another. This study aims to analyze the impact of the Covid-19 pandemic on the economic performance of provinces in Indonesia. The method used in this research is the descriptive statistical method using secondary data from the Central Bureau of Statistics, related ministries, previous research, and other internet sources. The types of data taken are data related to economic growth, unemployment rates, poverty levels, and inequalities in each province in Indonesia. The analysis found 1) the Covid-19 pandemic had a negative impact on the variables of economic growth, unemployment, poverty, and inequality; 2) The Covid-19 pandemic affected economic conditions through the implementation of large-scale social restrictions (PSBB) with the consequence of limiting the space/activities of the community so that the economic process was hampered. 3) The Covid 19 pandemic has a greater impact on provinces with high mobility and a high population, where these characteristics are mostly owned by provinces on the island of Java.

INTRODUCTION

The Covid-19 pandemic first appeared at the end of December 2019 in Wuhan, China, caused by a new type of coronavirus (He et al., 2020). This virus can infect humans and animals that attack the respiratory tract with the initial symptoms of flu so that it can cause severe acute respiratory syndrome (SARS) with spread through respiratory droplets from coughs or sneezes (Ren et al., 2020). On March 11, 2020, WHO declared the Covid 19 pandemic a Global Pandemic (Dong et al., 2020). As a global pandemic, Covid 19 is developing very fast, so that it has not only caused a health crisis but has developed into a deep economic crisis affecting the whole world (Djurovic et al., 2020).

On March 2, 2020, Covid-19 entered Indonesia. To anticipate and limit the wider spread, the Government of Indonesia took action

by issuing various policies such as working from home, maintaining distance, and Large-Scale Social Restrictions (PSBB) (Muliati, 2020).

In the National Medium Term Development Plan (RPJMN) 2020-2024, several macro variables become development targets. Some of these variables include an increase in economic growth, a decrease in the open unemployment rate, a decrease in the poverty rate, and a decrease in inequality. President Jokowi, with Nawa Cita, better known as the Four Track Strategy (FTS), is a policy strategy of the Indonesian government in the economic sector aimed at encouraging economic growth to reduce unemployment, poverty, and inequality in income distribution (Prasetyo., 2020).

Many experts have conducted research on the impact of Covid-19. First, a study conducted by Liu et al. (2020) entitled The impact of operating flexibility on firms' performance during

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the COVID-19 outbreak: Evidence from China. This study aims to investigate the effect of firm-level operating flexibility on stock performance during the COVID-19 outbreak in China. We find that firm-level operating flexibility is significantly positively correlated with the cumulative abnormal stock returns that occur during the event window, and this positive relationship is more pronounced in firms in the provinces most affected by the epidemic. This positive relationship is also more visible in companies that have relatively few fixed assets. Our results therefore provide direct empirical evidence that tangible options embedded in operating flexibility played an important role during the COVID-19 outbreak

Second, research conducted by Mofijur, et al. (2020) entitled Impact of COVID-19 on the social, economic, environmental and energy domains: Lessons learned from a global pandemic. This study aims to provide a comprehensive analysis of the impact of the COVID-19 outbreak on the ecological, energy sector, community and economic domains and to investigate global preventive measures being taken to reduce transmission of COVID-19. The study demonstrated that a 72 hour delay in collection and disposal of waste from infected households and quarantine facilities is critical to controlling the spread of the virus. Sector-by-sector plans for strong socio-economic growth as well as a strong entrepreneurial-friendly economy are needed for business to be sustainable at the height of the pandemic. The socio-economic crisis has transformed investment in the energy sector and affected the energy sector significantly with most investment activities facing disruption due to mobility restrictions. Delays in energy projects are expected to create uncertainty in the coming years

Third, research conducted by Zheng and Zhang (2020). This study investigates the effect of the decline in economic activity caused by COVID-19 on the financial and social efficiency of microfinance institutions (MFIs). This study finds that the impact triggered by the pandemic reduces the financial efficiency of MFIs; however, the MFI's social efficiency has improved under the influence of COVID-19. To explore the potential channels through which efficiency is affected by the COVID-19 outbreak, we examined the supply and demand sides of MFI funding. We find that lending rates mediate the relationship between the impact of COVID-19 and MFI efficiency, whereas the mediating role of funding interest rates is negligible.

Previous research has explained the impact of covid 19 on several environments such as the corporate environment (Liu et al., 2020), the ecological environment, the energy sector, society and economy, and on the environment of financial and social efficiency of microfinance institutions (MFIs) (Zheng & Zhang, 2020). Unlike previous studies, this study will focus on the impact of the Covid-19 pandemic on the performance of provinces in Indonesia as seen from 4 macro variables, namely Economic Growth, Unemployment Rate, Poverty, and Inequality. So that with a focus on each province, it is hoped that the results will be more specific regarding the characteristics and impacts of the Covid-19 pandemic that occurred in each province.

METHOD

The method used in this research is descriptive statistics. Descriptive statistics provide a simple summary of the sample and observed results. The summary can be quantitative, i.e. summary statistics, or it can be an intuitive graph. This summary can be used as part of a broader statistical analysis (Kaushik & Mathur, 2014). Meanwhile, according to Sholikhah (2016), Descriptive statistics are statistics used to analyze data by describing or describing the data that has been collected as it is.

The data used in this research is secondary data. Secondary data is data that is collected by other people for other primary purposes (Johnston, 2017). Secondary data obtained came from the Central Bureau of Statistics, related ministries, previous research, and other internet sources.

This study analyzes the impact of the Covid-19 pandemic on the performance of the provincial economy in Indonesia as seen from the 4 macro variables above, namely Economic Growth, Unemployment Rate, Poverty, and Inequality. As well as comparing it with the national level.

RESULT AND DISCUSSION

Table 1 show that in Q-II and Q-III 2020, national economic growth experienced negative growth. Negative economic growth is also experienced by almost all provinces in Indonesia at different levels. Even though in Q-III the economic growth of several provinces still showed negative figures it has shown better growth than the previous period (Q-II). The following is a table of Indonesia's economic growth by province.

Table 1. Indonesia's economic growth by province in Q-II and Q-III 2020 (%)

No	Province	Economic Growth (y-on-y)	
		Q-II 2020	Q-III 2020
1	Aceh	-3.61	-0.79
2	Sumatra Barat	-4.91	-2.87
3	Sumatra Utara	-2.37	-2.60
4	Kepulauan Riau	-6.66	-5.81
5	Riau	-3.22	-1.67
6	Jambi	-1.72	-0.79
7	Sumatra Selatan	-1.37	-1.40
8	Bangka Belitung	-4.98	-4.38
9	Bengkulu	-0.48	-0.09
10	Lampung	-3.57	-2.41
11	DKI Jakarta	-8.22	-3.82
12	Jawa Barat	-5.98	-4.08
13	Jawa Tengah	-5.94	-3.93
14	Jawa Timur	-5.90	-3.75
15	Banten	-7.40	-5.77
16	DI Yogyakarta	-6.74	-2.84
17	Bali	-10.98	-12.28
18	Nusa Tenggara Timur	-1.96	-1.68
19	Nusa Tenggara Barat	-1.41	-1.11
20	Kalimantan Barat	-3.40	-4.46
21	Kalimantan Utara	-3.35	-1.46
22	Kalimantan Selatan	-2.61	-4.68
23	Kalimantan Tengah	-3.15	-3.12
24	Kalimantan Timur	-5.46	-4.61
25	Sulawesi Barat	-0.78	-5.26
26	Sulawesi Tengah	-0.06	2.82
27	Sulawesi Utara	-3.89	-1.83
28	Sulawesi Tenggara	-2.39	-1.82
29	Gorontalo	-0.27	-0.07
30	Sulawesi Selatan	-3.87	-1.08
31	Maluku	-0.92	-2.38
32	Maluku Utara	-0.16	6.66
33	Papua Barat	-1.82	-3.35
34	Papua	4.52	-2.61
Indonesia		-5.32	-3.49

The table above shows the economic growth in each province in Indonesia during the Covid 19 pandemic, namely in the second quarter and the third quarter of 2020. In the second quarter, national economic growth contracted with a growth of -5.32%, while in the third quarter national economic growth improved from the previous quarter, but still shows a minus figure in its growth of -3.49% (y-on-y).

When viewed from the data on economic growth in each province. In the second quarter,

several provinces experienced a more severe contraction than the national ones. However, some provinces have a smaller contraction value when compared to the national level. There are even some provinces that do not show contraction but instead show positive economic growth. To make it easier to distinguish between provinces experiencing high contraction and provinces experiencing smaller contraction than the national ones, the following table is presented.

Table 2. Economic Growth of Provinces in Indonesia above National Growth and below National Growth in Q2 2020

Economic Growth Q-II 2020					
Below National Growth			Above National Growth		
No	Province	Growth (%)	No	Province	Growth (%)
1	Bali	-10.98	1	Aceh	-3.61
2	DKI Jakarta	-8.22	2	Sumatra Barat	-4.91
3	Banten	-7.40	3	Sumatra Utara	-2.37
4	DI Yogyakarta	-6.74	4	Riau	-3.22
5	Kepulauan Riau	-6.66	5	Jambi	-1.72
6	Jawa Barat	-5.98	6	Sumatra Selatan	-1.37
7	Jawa Tengah	-5.94	7	Bangka Belitung	-4.98
8	Jawa Timur	-5.90	8	Bengkulu	-0.48
9	Kalimantan Timur	-5.46	9	Lampung	-3.57
			10	Nusa Tenggara Timur	-1.96
			11	Nusa Tenggara Barat	-1.41
			12	Kalimantan Barat	-3.40
			13	Kalimantan Utara	-3.35
			14	Kalimantan Selatan	-2.61
			15	Kalimantan Tengah	-3.15
			16	Sulawesi Barat	-0.78
			17	Sulawesi Tengah	-0.06
			18	Sulawesi Utara	-3.89
			19	Sulawesi Tenggara	-2.39
			20	Gorontalo	-0.27
			21	Sulawesi Selatan	-3.87
			22	Maluku	-0.92
			23	Maluku Utara	-0.16
			24	Papua Barat	-1.82
			25	Papua	4.52

The table above shows that there are 9 provinces with lower growth rates compared to national economic growth. Of these 9 provinces, 6 of them are provinces on the island of Java. So it can be seen that all provinces on the island of Java experienced a higher contraction than the national contraction. The Covid 19 pandemic and large-scale social restrictions (PSBB) limit the space for human movement/activities so that this causes people's purchasing power to be low. Besides, investment has also decreased due to the uncertainty caused by the COVID-19 pandemic. Java Island as the center of the Indonesian economy, with a structure forming the GRDP which is dominated by the industrial sector and the trade sector, with low purchasing power and investment this has a significant impact on reducing the GDP of existing provinces on the island of Java.

Of the 9 provinces above, there are 3 provinces with the lowest economic growth rates, including Bali, DKI Jakarta, and Banten which respectively amounted to -10.98%, -8.22%, and -7.40%. The province with the first lowest economic growth is Bali. About 58 percent of Bali's economy depends on tourism. The transportation sector and the provision of food and drink accommodation sector experienced a high contraction of -39.48% and -33.10%. These two sectors are closely related to tourism, which forms the backbone of Bali's economy. DKI Jakarta is the province with the second-lowest economic growth in the second quarter of 2020 at -8.22%. Investment contributed significantly to driving Jakarta's economic growth with a market share of 34 percent of the GRDP, however, the presence of Covid 19 and PSBB caused a decrease in investment and household consumption which caused the DKI Jakarta province to experience a deep contraction. The province with the third-lowest economic growth is Banten. Banten's economic decline almost occurred in most business sectors. The sectors that contracted quite deeply were the transportation and warehousing sectors, which recorded a decline of 47 percent. This is due to restrictions on community activities so that economic movement is hampered.

From table 2 it is also known that there are 25 provinces that still have economic growth above the national economic growth. Of the 25 provinces, there are 3 provinces that have quite high economic growth, including Papua, Sulawesi Tengah, and Maluku Utara. Papua is the only province that shows positive economic growth in the second quarter of 2020. This is because Papua Province in the second quarter of 2019 grew

-23.91% (y-on-y). So that in the second quarter of 2020, Papua province can grow positively by 4.52% (y-on-y), which is also supported by an increase in copper and gold ore production. The second position was Sulawesi Utara province which only contracted by 0.06%. This is because several sectors in Central Sulawesi are still showing positive growth. From the production side, the highest growth was achieved by the Processing Industry business field at 21.11%. From the expenditure side, the highest growth was achieved by the Export component at 40.97%. The third position with the highest growth was Maluku Utara province which only contracted by 0.16%. In terms of business fields, which led to a contraction because most categories of business fields experienced negative growth. Meanwhile, from the expenditure side, what drove the contraction was the component of household consumption expenditure (PKRT) which grew negatively by 6.58%.

As in the second quarter, in the third quarter, there were also several provinces experiencing a more severe contraction than the national ones. And several provinces have a smaller contraction value than the national one. In the third quarter, several provinces have shown improvement and some have even shown positive economic growth.

In the third quarter, as shown in table 3 there were 12 provinces with lower growth rates compared to national economic growth. Of the 12 provinces, it is still dominated by provinces on the island of Java except for DI Yogyakarta province. The first position for the lowest growth (y-on-y) was still in the province of Bali, followed by the provinces of Kep. Riau and Banten provinces.

The economic growth of Bali province in the third quarter contracted or grew negatively at 12.28% (y-on-y). Although on a y-on-y basis, Bali Province has experienced negative growth. However, when viewed on a q-to-q basis or compared to the second quarter, the economic growth of Bali province experienced positive growth of 1.66%. The application of the new normal era life order results in recreational and entertainment activities at tourist objects in each regency/city in Bali which gradually begins to open after obtaining certification from the local tourism office.

The economic growth of the Kep. Riau province in the third quarter of 2020 grew by -5.81%. Even though growth was still in a negative number, growth in the third quarter has shown improvement compared to the previous quarter (second quarter) which grew by -6.62%. The highest growth in the third quarter of 2020 was achieved by the information and communication

Table 3. Provincial economic growth in Indonesia above National Growth and below National Growth in Q-III 2020

Economic Growth Q-III 2020					
Below National Growth			Above National Growth		
No	Province	Growth (%)	No	Province	Growth (%)
1	Bali	-12.28	1	Aceh	-0.79
2	Kepulauan Riau	-5.81	2	Sumatra Barat	-2.87
3	Banten	-5.77	3	Sumatra Utara	-2.60
4	Sulawesi Barat	-5.26	4	Riau	-1.67
5	Kalimantan Selatan	-4.68	5	Jambi	-0.79
6	Kalimantan Timur	-4.61	6	Sumatra Selatan	-1.40
7	Kalimantan Barat	-4.46	7	Bengkulu	-0.09
8	Bangka Belitung	-4.38	8	Lampung	-2.41
9	Jawa Barat	-4.08	9	DI Yogyakarta	-2.84
10	Jawa Tengah	-3.93	10	Nusa Tenggara Timur	-1.68
11	DKI Jakarta	-3.82	11	Nusa Tenggara Barat	-1.11
12	Jawa Timur	-3.75	12	Kalimantan Utara	1.46
			13	Kalimantan Tengah	-3.12
			14	Sulawesi Tengah	2.82
			15	Sulawesi Utara	-1.83
			16	Sulawesi Tenggara	-1.82
			17	Gorontalo	-0.07
			18	Sulawesi Selatan	-1.08
			19	Maluku	-2.38
			20	Maluku Utara	6.66
			21	Papua Barat	-3.35
			22	Papua	-2.61

sector at 19.56%; followed by the government administration, defense, and compulsory social security sectors at 11.03%; and the health services and social activities sector by 4.06%.

Banten province's economic growth in the third quarter of 2020 grew by -5.77%. It is the same as the others, although growth is still showing negative figures, growth in the third quarter has improved compared to the previous quarter which grew by -77.40. In terms of production, the transportation and warehousing business sector experienced the highest growth contraction of 35.82%. From the expenditure side, the deepest growth contraction occurred in the Expenditure Component of Total Net Exports which contracted by 39.05%.

In the third quarter of 2020, there were 22 provinces with growth rates above the national growth. There are 3 provinces that have shown positive growth, namely Maluku Utara, Sulawesi

Tengah, dan Kalimantan Utara. The economy of Maluku Utara in the third quarter of 2020 grew by 6.66% (y-on-y). In terms of business fields, growth was driven by most categories, with the highest growth being achieved by the Manufacturing Industry Category which grew 106.98 percent. From the expenditure side, the highest growth was achieved by the Overseas Export Component of 88.51%. Second, the economy of Central Sulawesi province in the third quarter of 2020 grew by 2.82% (y-on-y). From the production side, the highest growth was achieved by the Manufacturing Industry business field at 27.79%. From the expenditure side, the highest growth was achieved by the Export component at 37.18%. Third, the economy of Kalimantan Utara province in the third quarter of 2020 grew by 1.46% (y-on-y). From the production side, growth was driven by several business fields, where the highest was achieved by the Electricity and Gas

Supply business field at 1974%. From the expenditure side, the highest growth was achieved by the Gross Fixed Capital Formation component of 0.49%.

From the table 4 and figure 1, it is known that the majority of provinces in Indonesia experienced an increase in the unemployment rate in 2020 or during the COVID-19 pandemic. The increase in unemployment is influenced by unstable economic conditions and the policies of many companies that have terminated their employees (PHK) amid pandemic conditions. The highest

experienced an increase in the unemployment rate in 2020 or during the COVID-19 pandemic. The increase in unemployment is influenced by unstable economic conditions and the policies of many companies that have terminated their employees (PHK) amid pandemic conditions. The highest

Table 4.Unemployment rate by province in 2020 (%)

No	Province	Unemployment Rate by Province (%)	
		February 2020	Augustus 2020
1	Aceh	5.40	6.59
2	Sumatera Utara	4.71	6.91
3	Sumatera Barat	5.25	6.88
4	Riau	4.92	6.32
5	Jambi	4.26	5.13
6	Sumatera Selatan	3.90	5.51
7	Bengkulu	3.08	4.07
8	Lampung	4.26	4.67
9	Bangka Belitung	3.35	5.25
10	Kep. Riau	5.98	10.34
11	Dki Jakarta	5.15	10.95
12	Jawa Barat	7.71	1.46
13	Jawa Tengah	4.20	6.48
14	Di Yogyakarta	3.38	4.57
15	Jawa Timur	3.60	5.84
16	Banten	7.99	1.64
17	Bali	1.25	5.63
18	Nusa Tenggara Barat	3.04	4.22
19	Nusa Tenggara Timur	2.64	4.28
20	Kalimantan Barat	4.47	5.81
21	Kalimantan Tengah	3.33	4.58
22	Kalimantan Selatan	3.67	4.74
23	Kalimantan Timur	6.72	6.87
24	Kalimantan Utara	5.71	4.97
25	Sulawesi Utara	5.34	7.37
26	Sulawesi Tengah	2.93	3.77
27	Sulawesi Selatan	5.70	6.31
28	Sulawesi Tenggara	3.10	4.58
29	Gorontalo	3.29	4.28
30	Sulawesi Barat	2.39	3.32
31	Maluku	6.71	7.57
32	Maluku Utara	4.09	5.15
33	Papua Barat	6.78	6.80
34	Papua	3.42	4.28
	Indonesia	4.94	7.07

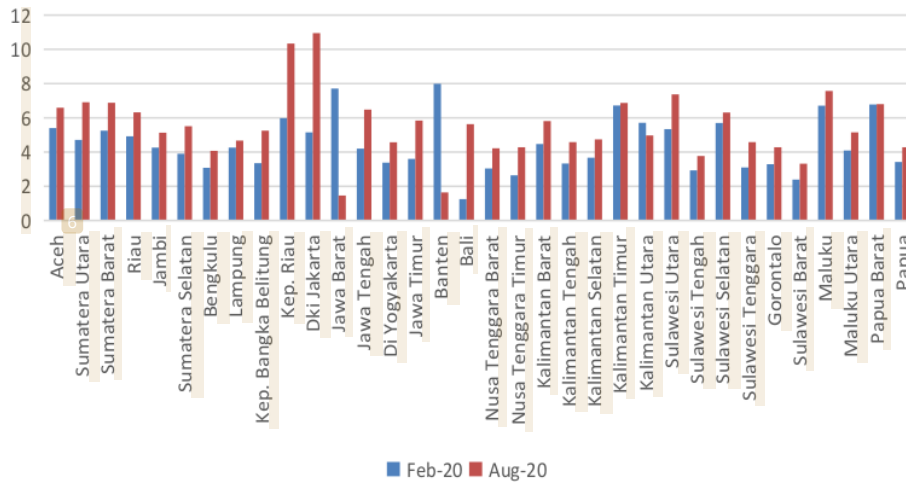


Figure 1. Unemployment Rate in 2020 by Province (%)

increase occurred in the province of DKI Jakarta, which experienced an increase of 5.80% compared to the previous period. In the second position, Bali province experienced an increase of 4.38% compared to the previous period. The third position is the province of Kep. Riau experienced an increase of 4.36% compared to the previous period. On the other hand, it turns out that from 34 provinces, several provinces show a decrease in the unemployment

rate, namely Jawa Barat and Banten provinces.

From figure 2, it can be seen that there are 12 provinces with unemployment rates exceeding the national unemployment rate including Aceh, Sumatera Barat, Kep. Riau, DKI Jakarta, Jawa Barat, Banten, Kalimantan Timur, Kalimantan Utara, Sulawesi Utara, Sulawesi Selatan, Maluku, dan Papua Barat. While provinces with unemployment rates below the national unemplo-

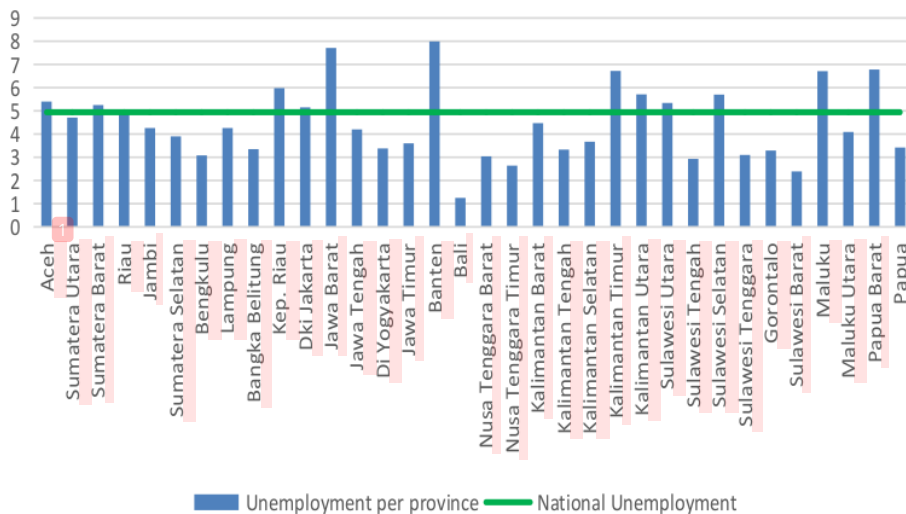


Figure 2. Provincial and National Unemployment Rates for The Period Februari 2020

19 yment rate include Sumatera Utara, Riau, Jambi, Sumatera Selatan, Bengkulu, Lampung, Bangka Belitung, Jawa Tengah, Jawa Timur, DI Yogyakarta, Bali, NTT, NTB, Kalimantan Barat, Kalimantan Tengah, Kalimantan Selatan, Sulawesi Tengah, Sulawesi Tenggara, Gorontalo, Sulawesi Barat, Maluku Utara, dan Papua. The highest unemployment rate occurred in Banten province with an unemployment rate of 7.99%. The second position occurred in Jawa Barat province at 7.71% and the third position occurred in Maluku province with an unemployment rate of 7.7%.

vince with the highest rural poverty rate is Papua province at 35.50% and followed by West Papua and Maluku provinces, which respectively have poverty rates of 32.70% and 26.21%. while the lowest rural poverty rate was in the province of Bali at 4.87%.

16 At the urban poverty rate, NTB province has the highest urban poverty rate at 14.90%. in the second position, there is Bengkulu province with an urban poverty rate of 14.77% and the third position is in the Sumatera Utara province with an urban poverty rate of 12.16%. Meanwhile,

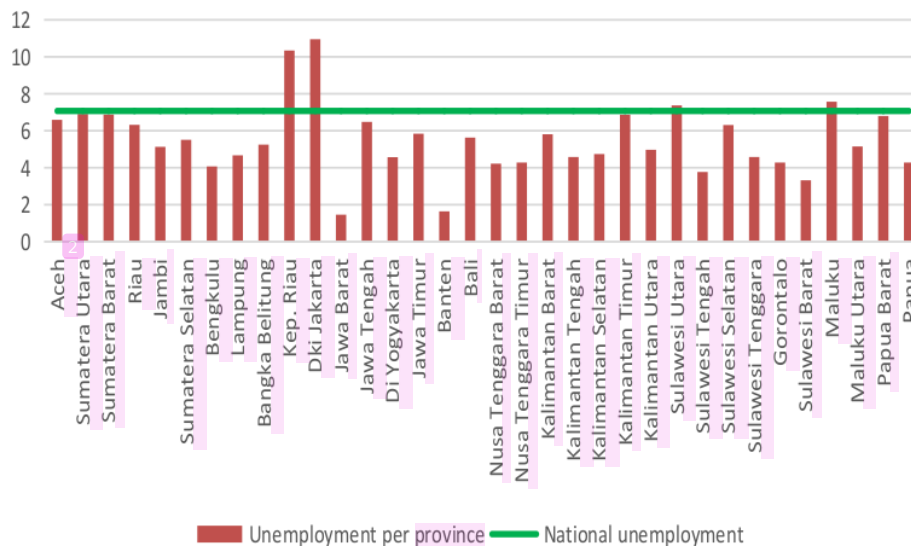


Figure 3. Unemployment Rate in 2020 by Province (%)

From the figure 3, it can be seen that there are 4 provinces with unemployment rates exceeding the national unemployment rate including the province of Kep. Riau, DKI Jakarta, Sulawesi Utara, and Maluku. The highest unemployment rate occurred in the province of DKI Jakarta with an unemployment rate of 10.95%. The second position occurred in the province of Kep. Riau is 10.34% and the third position occurs in Papua Barat province with an unemployment rate of 7.57%. Meanwhile, the province with the lowest unemployment rate occurred in Jawa Barat at 1.46%, while the other province was Banten with an unemployment rate of 1.64%.

From the table 5, it is known that poverty in Indonesia in 2020 is dominated by rural communities. The rural poverty rate nationally is 12.82% whereas if viewed per province, the pro-

the lowest urban poverty rate is in the province of Bangka Belitung with a poverty rate of 3.06%.

It is known from the figure 4 that there are 13 provinces with a higher urban poverty rate than the national urban poverty rate. The 13 provinces include: Aceh, Sumatera Utara, Jambi, Sumatera Selatan, Bengkulu, Lampung, Jawa Tengah, DI Yogyakarta, Jawa Timur, NTB, NTT, Sulawesi Tengah, Sulawesi Barat. On the other hand, there are 21 provinces with urban poverty rates below the national urban poverty level. The provinces are Sumatera Barat, Riau, Bangka Belitung, Kep. Riau, DKI Jakarta, Jawa Barat, Banten, Bali, Kalimantan Barat, Kalimantan Tengah, Kalimantan Selatan, Kalimantan Timur, Kalimantan Utara, Sulawesi Utara, Sulawesi Selatan, Sulawesi Tenggara, Gorontalo, Maluku, Maluku Utara, Papua Barat, dan Papua.

Table 5. Urban and rural poverty rates by province in 2020 (%)

No	Province	Poverty Rate by province, March 2020 (%)	
		Urban	Rural
1	Aceh	9.84	17.46
2	Sumatera Utara	8.73	8.77
3	Sumatera Barat	4.97	7.43
4	Riau	6.12	7.29
5	Jambi	10.41	6.23
6	Sumatera Selatan	12.16	12.96
7	Bengkulu	14.77	15.16
8	Lampung	9.02	13.83
9	Bangka Belitung	3.06	6.33
10	Kep. Riau	5.42	10.43
11	Dki Jakarta	4.53	-
12	Jawa Barat	7.14	10.27
13	Jawa Tengah	10.09	12.80
14	Di Yogyakarta	11.53	14.31
15	Jawa Timur	7.89	14.77
16	Banten	5.03	8.18
17	Bali	3.33	4.78
18	Nusa Tenggara Barat	14.90	13.09
19	Nusa Tenggara Timur	8.64	24.73
20	Kalimantan Barat	4.69	8.50
21	Kalimantan Tengah	4.62	4.96
22	Kalimantan Selatan	3.61	5.08
23	Kalimantan Timur	4.45	9.51
24	Kalimantan Utara	5.06	9.46
25	Sulawesi Utara	5.22	10.25
26	Sulawesi Tengah	8.76	14.69
27	Sulawesi Selatan	4.49	11.97
28	Sulawesi Tenggara	7.14	13.50
29	Gorontalo	3.97	23.45
30	Sulawesi Barat	9.59	11.26
31	Maluku	6.23	26.21
32	Maluku Utara	4.53	7.70
33	Papua Barat	5.85	32.70
34	Papua	4.47	35.50
Indonesia		7.38	12.82

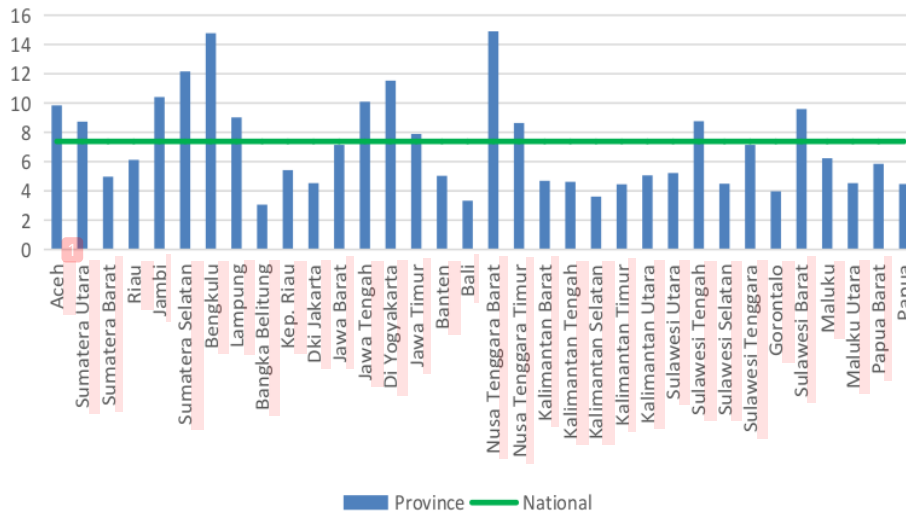


Figure 4. Urban Rate by Province in 2020 (%)

Figure 5 shows that there are 14 provinces with higher rural poverty rates than the national rural poverty rates. The 14 provinces are Aceh, Sumatera Selatan, Bengkulu, Lampung, Bangka Belitung, Kep. Riau, Dki Jakarta, Jawa Barat, Jawa Tengah, Yogyakarta, Jawa Timur, Nusa Tenggara Barat, Nusa Tenggara Timur, Sulawesi Tengah, Sulawesi Tenggara, Gorontalo, Maluku, Papua Barat, Papua. Furthermore, there are 20 provinces with

lower rural poverty levels than the national rural poverty levels. The provinces are Sumatera Utara, Sumatera Barat, Riau, Jambi, Kalimantan Barat, Kalimantan Tengah, Kalimantan Selatan, Kalimantan Timur, Kalimantan Utara, Sulawesi Utara, Sulawesi Selatan, Sulawesi Barat dan Maluku Utara.

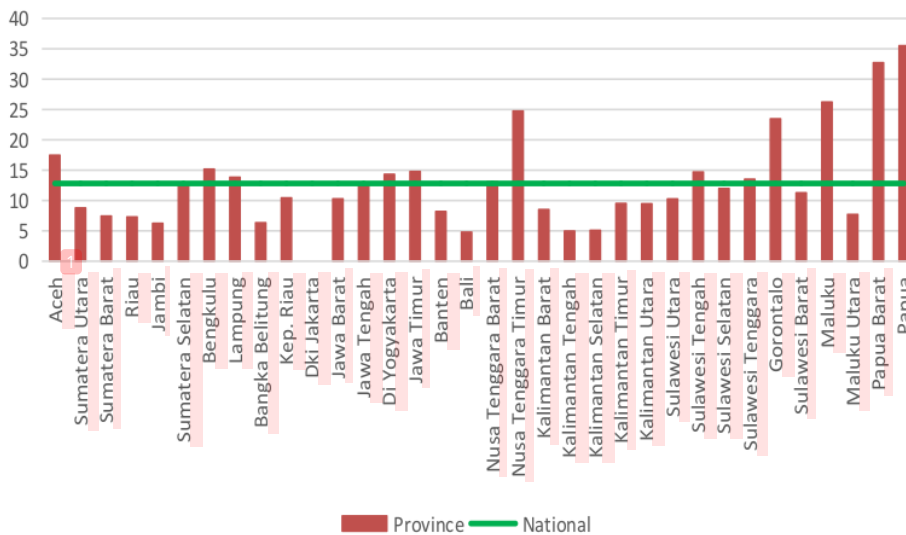


Figure 5. Rural Poverty Rate by Province in 2020 (%)

Table 6. Indonesian Inequality Level by Province, March 2020

No	Province	Gini Ratio
1	Aceh	0.323
2	Sumatera Utara	0.316
3	Sumatera Barat	0.305
4	Riau	0.329
5	Jambi	0.320
6	Sumatera Selatan	0.339
7	Bengkulu	0.334
8	Lampung	0.327
9	Bangka Belitung	0.262
10	Kep. Riau	0.339
11	DKI Jakarta	0.399
12	Jawa Barat	0.403
13	Jawa Tengah	0.362
14	DI Yogyakarta	0.434
15	Jawa Timur	0.366
16	Banten	0.363
17	Bali	0.369
18	Nusa Tenggara Barat	0.376
19	Nusa Tenggara Timur	0.354
20	Kalimantan Barat	0.317
21	Kalimantan Tengah	0.329
22	Kalimantan Selatan	0.332
23	Kalimantan Timur	0.328
24	Kalimantan Utara	0.292
25	Sulawesi Utara	0.370
26	Sulawesi Tengah	0.326
27	Sulawesi Selatan	0.389
28	Sulawesi Tenggara	0.389
29	Gorontalo	0.408
30	Sulawesi Barat	0.364
31	Maluku	0.318
32	Maluku Utara	0.308
33	Papua Barat	0.382
34	Papua	0.392
Indonesia		0.381

From figure 6, there are 8 provinces with higher levels of inequality than the national (0.381). The 8 provinces are DKI Jakarta, West Java, DI Yogyakarta, South Sulawesi, Southeast Sulawesi, Gorontalo, West Papua, and Papua. while the other 26 provinces have lower inequality when compared to national inequality. The province with the highest level of inequality was DI Yogyakarta with a Gini ratio of 0.434.

This is because expenditures in the lower layer group fell faster than the upper group. This is not only the case in the DI Yogyakarta province but also in several provinces that have experienced an increase in inequality. Meanwhile, the province with the lowest inequality occurred in the province of Bangka Belitung with a Gini ratio of 0.262. efforts that have been made by the provincial government of the Bangka Belitung Islands for

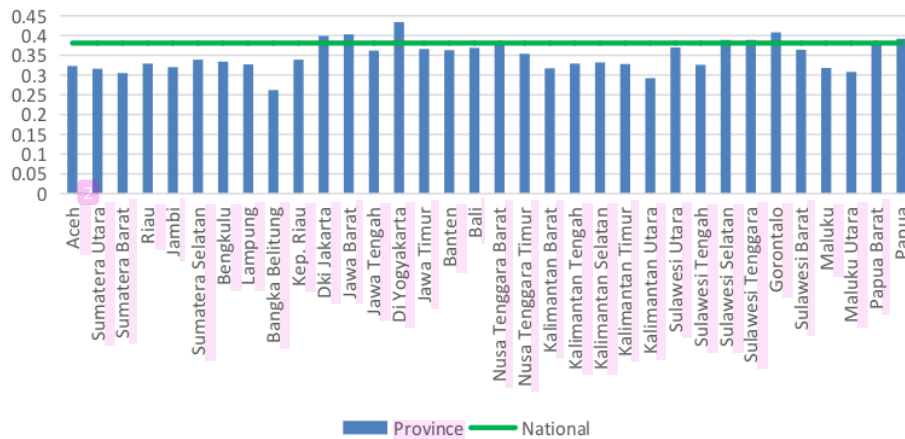


Figure 6. Level of Inequality (Gini Ratio) by Province in 2020

economic equality, namely by empowering the local economic capacity of the community, such as promoting small shops compared to franchise networks. Besides, the acculturation of the community's culture in Bangka Belitung between Malay and Chinese ethnicities is also running well, thereby reducing the potential for inequality.

The Covid-19 pandemic does not necessarily directly affect existing conditions, but through several factors, one of which is the implementation of large-scale social restrictions (PSBB). This limits the space for human movement/activity, causing economic conditions to decline. On the other hand, the dilemma that must be faced if the Covid-19 pandemic is not resolved immediately, the impact will be even greater.

From the analysis of the four variables above, several phenomena can be found. The Covid 19 pandemic has a greater impact on provinces with high mobility and a high population, wherewith a high population, economic activity is also high. The provincial characteristics above are majority-owned by the provinces in Java. Based on data from the Central Statistics Agency in 2020, the population of the island of Java is 158 million people. While the total population of Indonesia is 284 million people, so it can be seen that 50% more of Indonesia's population is on the island of Java.

CONCLUSION AND RECOMMENDATION

The Covid-19 pandemic that has occurred in Indonesia since March 2020 has had various impacts and significant changes in various sec-

tors. One of the sectors significantly affected by the Covid-19 pandemic is the economic sector.

First seen from economic growth, in the second quarter and third quarter of 2020, the national economic growth experienced negative growth. It can be said that Indonesia has experienced a recession because the real economic growth was negative for two consecutive quarters. Negative economic growth is also experienced by almost all provinces in Indonesia at different levels. In the second quarter, there were 9 provinces with lower growth rates compared to the national economic growth and 25 provinces that still had economic growth above the national economic growth. Meanwhile, in the third quarter, there were 12 provinces with lower growth rates compared to the national economic growth in 22 provinces with growth rates above the national growth.

Second, seen from the Unemployment Rate, it is known that during the Covid-19 pandemic the majority of provinces in Indonesia experienced an increase in the unemployment rate. This is due to unstable economic conditions and the policies of many companies to terminate their employees during a pandemic. The unemployment rate for February 2020, there are 12 provinces with an unemployment rate exceeding the national unemployment rate and 22 provinces with an unemployment rate below the National unemployment rate. In the August 2020 period, there were 4 provinces with unemployment rates exceeding the national unemployment rate and 30 provinces with unemployment rates below the National unemployment rate. The reduction

in the number of provinces where the unemployment rate exceeds the national unemployment rate is due to the fact that the national unemployment rate has also increased from the previous period which was originally 4.94% to 7.07%

Third, in terms of the poverty level, there are 13 provinces with higher urban poverty rates than the national urban poverty rates and 21 provinces with urban poverty rates below the national urban poverty levels. On the other hand, there are 14 provinces with rural poverty levels higher than the national rural poverty levels and 20 provinces with rural poverty rates below the national rural poverty levels.

Fourth, in terms of inequality, there are 8 provinces with a higher level of inequality than the national ones (DKI Jakarta, West Java, DI Yogyakarta, South Sulawesi, Southeast Sulawesi, Gorontalo, West Papua, and Papua). On the other hand, there are 26 provinces with lower levels of inequality when compared to national inequality.

When viewed as a whole, it can be seen that the Covid-19 pandemic has an impact on the performance of the provincial economy in Indonesia as seen from economic growth, unemployment, poverty, and inequality levels.

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