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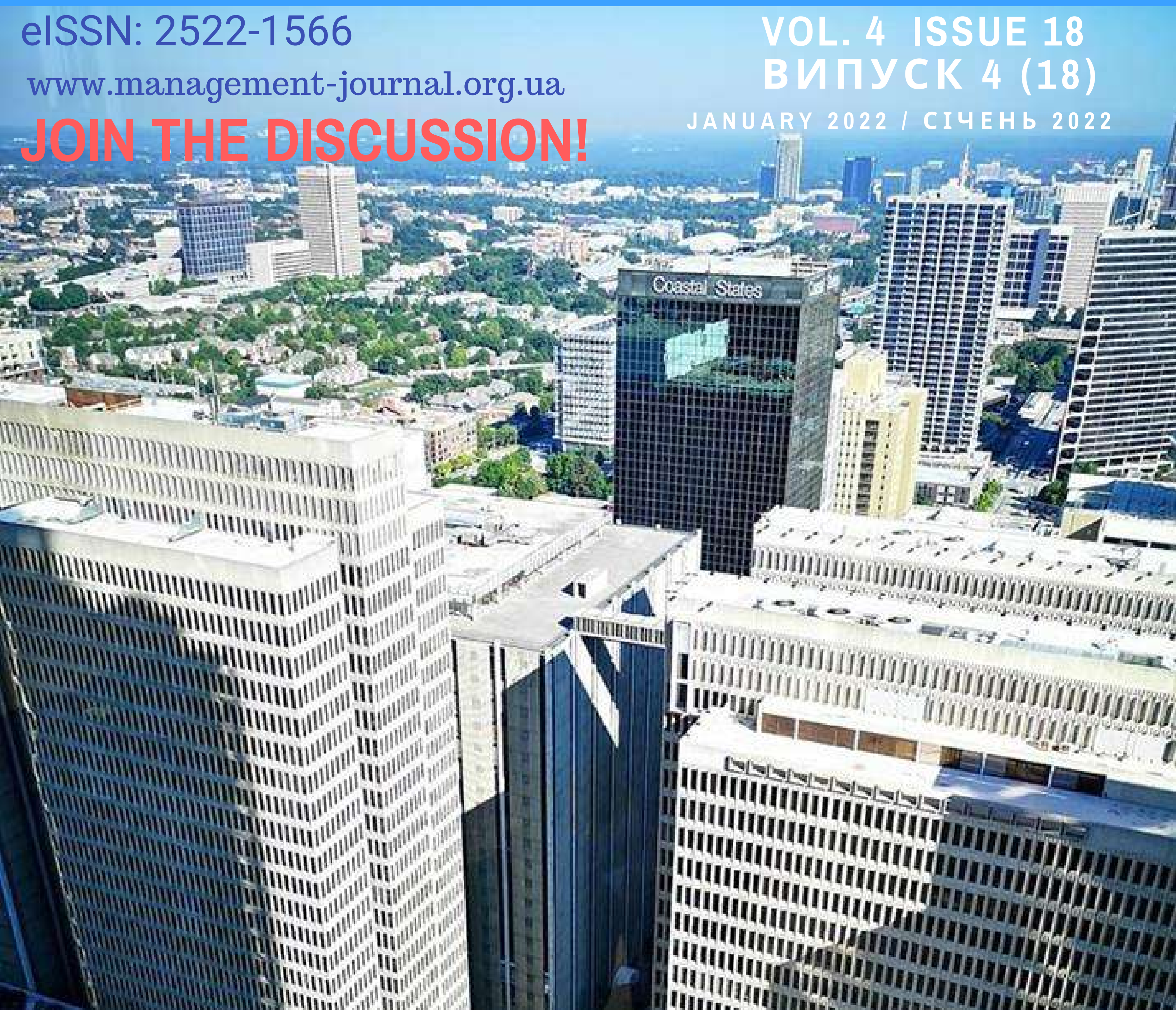

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MANAGEMENT

ПУБЛІЧНЕ УПРАВЛІННЯ ТА АДМІНІСТРУВАННЯ

ПІДПРИЄМНИЦТВО, ТОРГІВЛЯ ТА БІРЖОВА ДІЯЛЬНІСТЬ

CONTENTS

ECONOMICS

MANAGEMENT

PUBLIC ADMINISTRATION

ENTREPRENEURSHIP, TRADE AND EXCHANGE ACTIVITIES

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INDONESIAN CAPITAL MARKET CONDITION BEFORE AND AFTER THE ANNOUNCEMENT OF SOCIAL RESTRICTION

Sylvia C. Daat
Accounting Department,
Cenderawasih University,
Jayapura, Papua
ORCID ID: 0000-0002-9603-9684

Pascalina V. S. Sesa*
Accounting Department,
Cenderawasih University,
Jayapura, Papua
ORCID ID: 0000-0002-7690-5645

Yunike L. Rahayu
Accounting Department,
Cenderawasih University,
Jayapura, Papua
ORCID ID: 0000-0002-3456-5830

**Corresponding author email:* pascalinasesa@gmail.com

Abstract. Purpose: This study aims to know whether the announcement of Large-Scale Social Restriction (PSBB) and Public Activity Restriction (PPKM) in the midst of Covid-19 influence the Indonesian capital market.

Methods: Comparative research along with event study is used as the methodology. There are 32 companies taken as a sample study. The data are collected during the event period for 22 days – 11 days for PSBB event period and the other 11 days for PPKM event period. The collected data are analyzed using parametric statistical tests Paired Sample t-Test and One Sample t-Test for normal distributed data, while for the abnormal distributed data; non-parametric statistical test is carried out.

Results: The results indicated that there is no difference in the average of abnormal return and transaction volume before and after the event. However, significant abnormal returns occurred after the third day of PSBB announcement (D+3), whereas during PPKM, significant abnormal returns occurred at day two (D-2) and day three (D-3) before and day five (D+5) after the announcement. The trading volume activity also showed that there is a significant transaction volume during the day of social restriction.

Conclusion: The market reaction is occurred during the announcement of PSBB and PPKM. Even, they are becoming panic due to high selling pressure during the announcement.

Keywords: event study, abnormal return, transaction volume

JEL Classification: H54, M2, O1

INTRODUCTION

Capital market is one of the most important economics instruments. It is an indicator of a country's economic progress, which shows the higher the capital market contribute to the country's economy, the more vulnerable it is. Dewi (2018) stated that capital market is a place of an institution for investor or business organization that have excess or lack of funds of unlimited long-term situation such as stocks, mutual funds, and bonds. Capital market will response to situation that contains information, either economic or non-economic things, that disturb the Nation's stability, such as natural disaster, military threats, or disease outbreaks (Putri, 2020). Nevertheless, the outbreaks of the disease may lead to the economic losses.

Indonesian President Joko Widodo announced the first case of Covid-19 in Indonesia on Monday, March 2nd 2020 (Gugus Tugas Covid-19, 2020). *World Health Organization* (WHO) explained that *Corona Viruses* (CoV) is a virus that will infect the respiratory system tract. The infection called Covid-19, it makes the infected person experience mild to severe symptoms such as lung infections where a bunch of symptoms diseases that attack the respiratory system as happened in Middle East, which called as MERS *(Middle East Respiratory Syndrome)* and SARS-CoV *(Severe Acute Respiratory Syndrome-Corona Viruses)* (Khoiriah et al., 2020).

According to statistical data from the Ministry of Tourism and Creative Economy of the Republic of Indonesia (2020), the number of foreign tourist arrivals in March 2020 decreased by 64.11% from the previous year. The decrease was happen due to the closure of access from the country and several regions. Besides, the amount of public demand for holidays has also decreased, including the tourism service companies, hotels, restaurants, and transportation (Rahmawati et al., 2020). The spread of covid-19 has indirect impact to the stock purchase. The capital market in Indonesia, based on the BEI (Indonesian stock exchange) data, had experienced degression in regular market for 26.44% with foerign net sell 15.01 trillion rupiahs (Rifa'i et al, 2020). New normal increase the mood of capital market since June 2-5, JCI recorded a 1.98% gain to 4,847.51, which become the highest level since April 7, 2020 (Rifa'i et al., 2020). The arrivals of Covid-19 vaccine, Sinovac, from China, on Sunday 6 December 2020, build the optimism to the condition of Indonesian economy, one of which was the Indonesian Stock Exchange of Composite Stock Price Index (IHSG).

On December 7, 2020, the IHSG trading is successfully closed higher by 120.28 points or 2.07% to 5,930.76 (Antaranews.com, 2020). The increase in IHSG occurred due to positive feedback, such as the procurement of domestic Covid-19 vaccine. Even though Indonesia has procured a Covid-19 vaccine, the cases are still increase to early 2021. Therefore, the government re-implemented the enforcement of Public Activity Restrictions (PPKM) which was announced on January 6, 2021 as stated in the Instruction of Home Affairs Minister 1/2021. JCI trading close on Thursday, January 21, 2021 decreased by 15.86 points or 0.25% to 6,413.89, and it is happen due to the extension of PPKM (Melani, 2021). These condition give influence to the capital market. The market efficiency happens if the market maker did not experience the abnormal return in long-term duration.

This research discusses about the influence of the announcement of Large-Scale Social Restriction (PSBB) and Public Activity Restriction (PPKM) on capital market in Indonesia. It has purpose to test the differences in abnormal return before and after a certain event and to test whether the abnormal return is significant during the day of a certain event. It is also testing the difference in transaction volume before and after the event, and test whether there is a significant transaction volume on the day of the event.

LITERATURE REVIEW

Abnormal return and transaction volume before and after the announcement of large-scale social restriction policy (PSBB)

Until now, it cannot be confirmed yet when the Covid-19 pandemic is over. The government had been applied some policies to push the spread of the virus, such as PSBB. PSBB may affect the health stock market and lead to the unstable market price that can influence the investors. Investor reacts to the stock market based on the information that affect on the company's condition. The information will affect the market abnormal returns if it has knowledge within. The market will response to good news with positive abnormal returns and to bad news with negative abnormal returns (Tandelilin, 2010). Besides using abnormal returns, stock transaction volume can also be used to observe the content information of an event by looking at the ratio on traded number of shares at the time to the number of outstanding shares. Stock transaction volume is the number of company shares which traded in a certain period and the volume can be influenced by the interest of the investor interest (Wicaksono and Adyaksana, 2020).

Seralurin (2014) found that there were differences in abnormal returns before and after the certain event. During the period of an event, abnormal returns occur more often before the event and there is no certain pattern. This research obtain that it is happen because transactions on the stock exchange are based on the panic of market participants due to high selling pressure. According to researcher, it is happen because the transactions on stock exchange are based on the panic situation of market due to high selling pressure. Another research was done by Kusnandar & Bintari (2020) stated that there are differences in abnormal returns before and after the announcement of time changes in trading for stock exchange transactions on Indonesia Stock Exchange during Covid-19 pandemic. They found that there is significant differences between AR before and after the announcement of the first Covid-19 case in Indonesia.

Diantriasih et al. (2018) indicates that there is an average difference before and after the 2018 simultaneous regional elections in abnormal returns, security return variability and trading volume activity. The research that was done by Khoiriah et al., (2020) also indicates that the Average trading volume activity (ATVA) variable has significant positive effect before and during Covid-19. However, the analysis result of Agustiawan & Sujana (2020) obtained that there is no difference of abnormal return and trading volume activity on LQ45 stocks before and after the announcement of government's policy regarding the emergency status of Covid-19 disease.

Therefore, based on the previous studies above, the hypotheses of this study are:

H1: There are differences in abnormal returns before and after the announcement of large-scale social restriction (PSBB).

H2: There is significant abnormal returns during the day of the announcement of large-scale social restriction (PSBB).

H3: There are differences in transaction volume before and after the announcement of large-scale social restriction (PSBB).

H4: There is significant transaction volume during the day of the announcement of large-scale social restriction (PSBB).

Abnormal return and transaction volume before and after the announcement of Public Activity Restrictions (PPKM)

Even though Indonesia has applied the large-scale social restriction policy, the case of Covid-19 is keep increasing until the early year of 2021. Thus, the government is applying back the implementation of public activity restriction (PPKM). Similar to PSBB, the implementation of PPKM is affecting the health of stock market in Indonesia.

Based on the analysis of Wicaksono & Adyaksana (2020) which discusses Investor Reactions as the Impact of Covid-19 on Indonesian Banking Sector indicated that there are significant differences in abnormal returns and transaction volume activities before and after the announcement of Covid-19 pandemic. It shows a big picture of stock price volatility and trading volume that experience sharp fluctuations during the pandemic.

The analysis that was done by Hinawati (2016) which analyzes the Effects of Eid Holiday on Abnormal Returns also shows that the average abnormal return in the first week before the Eid holiday is smaller than the average abnormal return in other weeks, in general it can be concluded that there is an effect on Indonesian Stock Exchange before Eid holiday. Likewise, the two-average difference test that was carried out in total indicates that the average abnormal return in the first week after holiday is higher than the average abnormal return for the other weeks, in general it can be concluded that there is an effect of Indonesian Stock Exchange after Eid holiday.

Based on the analysis of Putri (2020) which examines the Indonesian Capital Market Reaction to the fluctuations of Rupiah during Covid-19 Pandemic. The results of hypothesis II test indicated that there is a significant difference in the average trading volume activity before and after the

fluctuation of Rupiah against US dollar. Based on the research of Putra et al. (2020) which examines the difference between Abnormal Return and Trading Volume Activity due to the 2018 Jakarta-Palembang Asian Games, The results indicated that there was no significant difference in the average abnormal return and trading volume activity before and after 2018 Asian Games opening ceremony. However, there are significant differences in the average abnormal return and trading volume activity in before and after the closing ceremony of 2018 Asian Games.
Difference test that was done by Anwar et al. (2020) indicated that presidential election is able to affect trading volume of industrial sector, although there is no abnormal return in this election. Meanwhile, the cabinet announcement event showed zero results on industrial sector stock trading that occurred on Indonesia Stock Exchange.
H5: There are differences in abnormal returns before and after the announcement of public activity restriction (PPKM).
H6: There is significant abnormal returns during the day of the announcement of public activity restriction (PPKM).
H7: There are differences in transaction volume before and after the announcement of public activity restriction (PPKM).
H8: There is significant transaction volume during the day of the announcement of public activity restriction (PPKM).

RESEARCH METHODOLOGY

This type of research is a comparative research that compares the existence of a variable or more in several different samples. This research is an Event Study. The data source used secondary data. The data collection method used Documentation method. Overall, the period of the event is 22 days, with 11 days for the announcement of the Large-Scale Social Restriction (PSBB) and 11 days for the announcement of Public Activity Restriction (PPKM), where a day for the announcement is cut off, plus five days before and five days after the announcement.

Indonesian President, Joko Widodo, emphasized that the Government will implement the PSBB to prevent the spread of Covid-19. It was announced by President Jokowi in a press statement at Bogor Palace, West Java, on March 31st 2020. The event period of PSBB can be seen in figure 1 below:

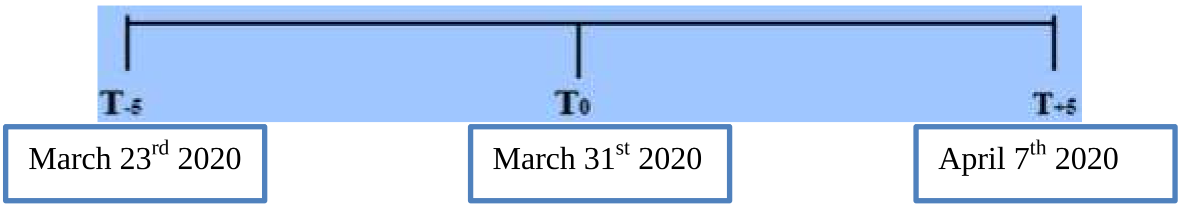

Figure 1. PSBB Event Period

Based on the official announcement of Coordinating Ministry for Economic Affairs Republic of Indonesia on 06 January 2021, through the press release, the HM.4.6/03/SET.M.EKON.3/01/2021 policy regarding the PPKM, is issued only in several regencies. Then the event period is written as following below:

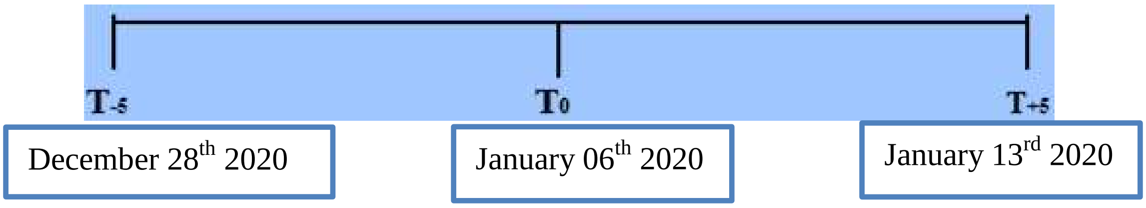

Figure 2. PPKM Event Period

The analytical method used the parametric statistical test Paired Sample t-Test for different tests and One Sample t-Test to observe the significance of each variable. Before conducting the research, a test was carried out on the data whether the data had been distributed normally or not, using the One-Sample Kolmogorov-Smirnov Test. If the data is not normally distributed, for the different test, the test is carried out using non-parametric statistical test of *Paired Sample Wilcoxon Signed Rank Test* and to observe the significance of each variable, the test is carried out using *One Sample Wilcoxon Signed Ranked Test*.

RESULT AND DISCUSSION

This study aims to analyse the capital market reaction on before and after the announcement of the policy (PSBB and PPKM) during the pandemic covid-19. The paired sample t-test is used to see the differences between the average abnormal return before and after the announcement of PSBB and PPKM. Since in the normality test the data is distributed normally then to see the difference of average abnormal return, paired sample t-test by seeing the Sig value (2-tailed). If the sig. value is less than 0.05 ($<$ 0.05) the abnormal return can occur. The paired sample t-test on the abnormal return of PSBB and PPKM can be seen in table 1 and 2 below:

Table 1

Paired Sample T-Test AR PSBB

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	**Std. Deviation**	**Std. Error Mean**	**95% Confidence Interval of the Difference**				
					Lower	**Upper**			
Pair 1	AR before_ activity restriction – AR after_ activity restriction	-.004249653	.014347951	.002536383	-.009422641	.000923335	-1.675	31	.104

Source: SPSS data (2021)

Daat, S.C., Sesa, P. V.S. and Rahayu, Y.L. (2021), “Indonesian capital market condition before and after the announcement of social restriction”, *Management and entrepreneurship: trends of development*, 4(18), pp.8-20. Available at: https://doi.org/10.26661/2522-1566/2021-4/14-01

Table 2

Paired Sample T-Test AR PPKM

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	**Std. Deviation**	**Std. Error Mean**	**95% Confidence Interval of the Difference**				
					Lower	**Upper**			
Pair 1	AR before_ Social Restriction AR after_ Social Restriction	-.012545892	.038553848	.006815422	-.026446036	.001354253	-1.841	31	.075

Source: SPSS data (2021)

Table 1 and 2 above showed the significance comparison value is > 0.05. The significance value is then used to compare the value of each events. It showed that the sig. value before and after the announcement of PSBB was 0.075 and the sig. value before and after the announcement of PPKM was 0.1.04. If the sig.value was less than 0.05 (< 0.05), it meant that Ho is rejected and Ha is accepted.

Based on the values contained in each event, it can be seen the significance of abnormal returns before and after the announcement of PSBB indicated the sig. value > 0.05 (0.075> 0.05), and the events before and after the announcement of PPKM showed the sig. value> 0.05 (0.104 > 0.05). It meant that there is no difference in abnormal returns before and after the announcement of PSBB and PPKM.

Meanwhile to see the difference between the average trading volue activities in PSBB and PPKM event, paired sample wilcoxon signed rank test was implemented. The trading volume activity appeared when the sig. value (2-tailed) less than 0.05 (< 0.05). The result of paired sample wilcoxon signed rank test can be seen table 3 and 4 below:

Table 3

Paired Sample Wilcoxon Signed Rank Test TVA PSBB

Test Statistics[a]

	TVA After_PSBB - TVA Before_PSBB
Z	-1.608[b]
Asymp. Sig. (2-tailed)	.108

a. Wilcoxon Signed Ranks Test
b. Based on negative ranks.

Source: SPSS (2021)

Table 4

Paired Sample Wilcoxon Signed Rank Test TVA PPKM

Test Statistics[a]

	TVA After_PPKM – TVA Before_PPKM
Z	-.206[a]
Asymp. Sig. (2-tailed)	.837

a. Wilcoxon Signed Ranks Test
b. Based on positive ranks.

Source: SPSS (2021)

Based on the values contained in each event, it can be seen that the sig. value of trading volume activity before and after the announcement of PSBB showed the sig. value > 0.05 (0.108 > 0.05), and before and after the announcement of PPKM the sig. value > 0.05 (0.837 > 0.05). It indicated that there is no difference in trading volume activity before and after the announcement of PSBB and PPKM.

After doing the paired sample t-test and paired sample wilcoxon signed rank test, the authors used one sample t-test to see the abnormal returns on the day around the announcement of PSBB and PPKM. One sample t-test is used because in normality test the variable of abnormal return has been distributed normal, with asumption, if the sig. value (2-tailed) < 0.05 then there is significant abnormal return in the day around the event of PSBB and PPKM. The result can be seen in table 5 and 6 below:

Table 5.

One Sample t-Test AR PSBB

	Test Value = 0					
	t	**df**	**Sig. (2-tailed)**	**Mean Difference**	**95% Confidence Interval of the Difference**	
					Lower	**Upper**
AR_D-5PSBB	.913	31	.368	.009309382	-.01147738	.03009615
AR_D-4PSBB	-.310	31	.759	-.002461403	-.01866955	.01374675
AR_D-3PSBB	-.764	31	.450	-.011811316	-.04332878	.01970615
AR_D-2PSBB	.273	31	.787	.003511042	-.02274504	.02976712
AR_D-1PSBB	.123	31	.903	.001107324	-.01727471	.01948936
AR_DDAYPSBB	-.327	31	.746	-.002650436	-.01920398	.01390311
AR_D+1PSBB	1.724	31	.095	.020797780	-.00381225	.04540781
AR_D+2PSBB	.955	31	.347	.013367205	-.01519060	.04192501
AR_D+3PSBB	2.195	31	.036	.027052174	.00192064	.05218370
AR_D+4PSBB	-.898	31	.376	-.006768880	-.02214297	.00860522
AR_D+5PSBB	1.252	31	.220	.007936207	-.00499378	.02086620

Source: SPSS processed data (2021)

Table 6.

One Sample t-Test AR PPKM

	Test Value = 0					
	t	**df**	**Sig. (2-tailed)**	**Mean Difference**	**95% Confidence Interval of the Difference**	
					Lower	**Upper**
AR_D-5PPKM	-.816	31	.421	-.005596327	-.01958238	.00838973
AR_D-4PPKM	-1.961	31	.059	-.010948989	-.02233474	.00043676
AR_D-3PPKM	-2.717	31	.011	-.015545922	-.02721333	-.00387851
AR_D-2PPKM	-2.296	31	.029	-.013776241	-.02601506	-.00153742
AR_D-1PPKM	.667	31	.510	.002610623	-.00537097	.01059222
AR_DDAYPPKM	1.782	31	.085	.011787245	-.00170158	.02527608
AR_D+1PPKM	.652	31	.519	.003917511	-.00833550	.01617052
AR_D+2PPKM	-.702	31	.488	-.005703314	-.02227396	.01086734
AR_D+3PPKM	-.782	31	.440	-.005492495	-.01981984	.00883485
AR_D+4PPKM	-1.020	31	.316	-.005791488	-.01737627	.00579329
AR_D+5PPKM	-2.594	31	.014	-.008938805	-.01596782	-.00190979

Source: SPSS processed data (2021)

The tables above indicate that there is no abnormal return around the announcement of PSBB, however if it is observed on a daily basis, there is an abnormal return in day three (D+3) after the restriction. It is similar to the announcement of PPKM which showed no abnormal return during the event, but the significant abnormal return appeared on day two (D-2) and three (D-3) before and day five (D+5) after the event. This happens due to market participants overreacting to the announcement of the PPKM.

While in trading volume activity, the normality test showed that the data is not distributed normal. Thus, one sample wilcoxon signed ranked test is used to see the trading volume activity during the day of the announcement of PSBB and PPKM. With assumption that significant trading volume activity appears if the sig. value (2-tailed) < 0.05 during the day around the event. The result of one sample wilcoxon signed ranked test can be seen in the following table 7 and 8 below:

Table 7

One Sample Wilcoxon Signed Ranked Test

TVA Large-scale social restriction (PSBB)

	Null Hypothesis	Test	Sig.	Decision
1.	The median of TVA_HMIN5PSBB Equals 0.000	One-sample Wilcoxon signed rank test	.000	Reject the null hypothesis
2.	The median of TVA_HMIN4PSBB Equals 0.000	One-sample Wilcoxon signed rank test	.000	Reject the null hypothesis
3.	The median of TVA_HMIN3PSBB Equals 0.000	One-sample Wilcoxon signed rank test	.000	Reject the null hypothesis
4.	The median of TVA_HMIN2PSBB Equals 0.000	One-sample Wilcoxon signed rank test	.000	Reject the null hypothesis
5.	The median of TVA_HMIN1PSBB Equals 0.000	One-sample Wilcoxon signed rank test	.000	Reject the null hypothesis
6.	The median of TVA_HNOLPSBB Equals 0.000	One-sample Wilcoxon signed rank test	.000	Reject the null hypothesis
7.	The median of TVA_HPLUS1PSBB Equals 0.000	One-sample Wilcoxon signed rank test	.000	Reject the null hypothesis
8.	The median of TVA_HPLUS2PSBB Equals 0.000	One-sample Wilcoxon signed rank test	.000	Reject the null hypothesis
9.	The median of TVA_HPLUS3PSBB Equals 0.000	One-sample Wilcoxon signed rank test	.000	Reject the null hypothesis
10.	The median of TVA_HPLUS4PSBB Equals 0.000	One-sample Wilcoxon signed rank test	.000	Reject the null hypothesis
11.	The median of TVA_HPLUS5PSBB Equals 0.000	One-sample Wilcoxon signed rank test	.000	Reject the null hypothesis

Within the assumption of significant value < 0.05, and there is a significant trading volume activity on the day during the announcement of PSBB and PPKM policy. Based on the table above, it showed that the sig. value is less than 0.05 for 11 days of each event. Hence, it can be concluded that cumulatively there is a significant trading volume activity around the announcement of PSBB and PPKM.

Table 8

One Sample Wilcoxon Signed Ranked Test

TVA Public Activity Restriction (PPKM)

	Null Hypothesis	Test	Sig.	Decision
1.	The median of TVA_HMIN5PPKM Equals 0.000	One-sample Wilcoxon signed rank test	.000	Reject the null hypothesis
2.	The median of TVA_HMIN4 PPKM Equals 0.000	One-sample Wilcoxon signed rank test	.000	Reject the null hypothesis
3.	The median of TVA_HMIN3 PPKM Equals 0.000	One-sample Wilcoxon signed rank test	.000	Reject the null hypothesis
4.	The median of TVA_HMIN2 PPKM Equals 0.000	One-sample Wilcoxon signed rank test	.000	Reject the null hypothesis
5.	The median of TVA_HMIN1 PPKM Equals 0.000	One-sample Wilcoxon signed rank test	.000	Reject the null hypothesis
6.	The median of TVA_HNOL PPKM Equals 0.000	One-sample Wilcoxon signed rank test	.000	Reject the null hypothesis
7.	The median of TVA_HPLUS1 PPKM Equals 0.000	One-sample Wilcoxon signed rank test	.000	Reject the null hypothesis
8.	The median of TVA_HPLUS2 PPKM Equals 0.000	One-sample Wilcoxon signed rank test	.000	Reject the null hypothesis
9.	The median of TVA_HPLUS3 PPKM Equals 0.000	One-sample Wilcoxon signed rank test	.000	Reject the null hypothesis
10.	The median of TVA_HPLUS4 PPKM Equals 0.000	One-sample Wilcoxon signed rank test	.000	Reject the null hypothesis
11.	The median of TVA_HPLUS5 PPKM Equals 0.000	One-sample Wilcoxon signed rank test	.000	Reject the null hypothesis

The results of this research are consistent with signaling theory which assumes that the ups and downs of market prices will have an effect on investors. Signaling theory discusses about how companies provide signals or information to external parties, which later the signal will be a positive or a negative signal. It indicates that the announcement of Large-Scale Social Restrictions (PSBB) policy and the announcement of Public Activity Restrictions (PPKM) contain several informations. Therefore, the market participants have a respond to the events, although the market response is uncertain. For the abnormal return variable it shows a negative value, it means that the information received by market participants is negative information. Meanwhile, the trading volume activity variable indicates a positive value; it means that the information received by market participants is positive information.

The results of this study are in line with research conducted by Agustiawan and Sujana (2020) that there is no significant difference in the average abnormal return and trading volume activity of LQ45 stocks before and after the announcement of the government's policy regarding the emergency status of Covid-19 disease. Khoiriah et al. (2020) indicated that the variable of *Average trading volume activity (ATVA)* have positive and significant influence before and during the pandemic covid-19. Difference test that was done by Anwar et al. (2020) indicate that presidential election are able to influence the trade volume of industrial sector stocks, even there is no abnormal return on the event. In connection with the results of the study, the researchers concluded that there had been a leak of positive information before the event which obtained by the investors, thus the market maker considered that the announcement of PSBB and PPKM as an ordinary events that do not need to be overreacted. It also can be concluded that the Indonesia capital market is not yet efficient in the form of semi-strong information.

CONCLUSION

Based on the test results, researcher concludes that there has been a market reaction to the announcement of PSBB and PPKM. Although there is no difference on the variable of abnormal return and trading volume activity variables before and after the event, significant abnormal return happen three days after the announcement of PSBB and significant abnormal return happen D-3, D-2 before the announcement and D+5 after the announcement of PPKM. For the variable of trading volume activity, it also indicates that there are significant transaction volumes on the announcement day of large scale social restriction and on the announcement day of public activity restriction.

Related to the results of the study, researcher concluded that transactions on stock exchange was done based on panic situations of market participants due to high selling pressure and positive information prior leaks to the investors obtained event, therefore the market players consider the announcement of PSBB and PPKM policy is only an ordinary event that does not need to be overreacted. Based on the test results that are not significant in hypothesis testing, it can be concluded that Indonesian capital market is not efficient yet in form of medium information.

SUGGESTION

This research only used two variables; abnormal returns and transaction volume, with the time period for five days before (D-5) to five days after (D+5). The sample also limited to the hotel, restaurant, tourism, and transportation sub-sectors. Therefore, for future researchs, it is expected to be able to use other estimation methods to determine the *return* thus there will be variations in determining the estimation period and additional research objects, comparing market reactions to companies in different fields with the use of larger samples, measuring market reactions with other indicators, such as stock prices and stock returns, and reducing the research time period.

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СТАН РИНКУ КАПІТАЛУ ІНДОНЕЗІЇ ДО І ПІСЛЯ ОГОЛОШЕННЯ СОЦІАЛЬНИХ ОБМЕЖЕНЬ

Sylvia C. Daat
Accounting Department,
Cenderawasih University,
Jayapura, Papua

Pascalina V. S. Sesa
Accounting Department,
Cenderawasih University,
Jayapura, Papua

Yunike L. Rahayu
Accounting Department,
Cenderawasih University,
Jayapura, Papua

Дослідження спрямоване на те, щоб дізнатися, як вплинули широкомасштабні соціальні обмеження (PSBB) та обмеження громадської діяльності (PPKM) у розриві Covid-19 на індонезійський ринок капіталу.

В якості методології використовується паралельне дослідження наряду з вивченням подій. В якості вибору були взяті 32 компанії. Дані збираються в період подій впродовж 22 днів - 11 днів для періоду подій PSBB і інших 11 днів для періоду подій PPKM. Зібрані дані аналізуються з використанням параметричних статистичних тестів Парний t-критерій вибірки та t-критерій одного вибору для нормально розподілених даних, а для аномально розподілених даних проводится непараметричний статистичний тест.

Результати показали, що немає ніякої різниці в середній аномальній доходності та обсязі транзакцій до і після подій. Однак значущі аномальні повернення виникли після третього дня оголошення PSBB (D + 3), тоді як у PPKM значущі аномальні повернення виникли на другий день (D-2), третій день (D-3) і на п'ятий день (D + 5).) після оголошення. Активність за обсягом торгів також показала, що протягом дня соціальних обмежень існує значний обсяг транзакцій.

Ключові слова: дослідження подій, аномальне повернення, обсяг транзакції.

СОСТОЯНИЕ РЫНКА КАПИТАЛА ИНДОНЕЗИИ ДО И ПОСЛЕ ОБЪЯВЛЕНИЯ СОЦИАЛЬНЫХ ОГРАНИЧЕНИЙ

Sylvia C. Daat
Accounting Department, Cenderawasih University, Jayapura, Papua

Pascalina V. S. Sesa
Accounting Department, Cenderawasih University, Jayapura, Papua

Yunike L. Rahayu
Accounting Department, Cenderawasih University, Jayapura, Papua

Исследование направлено на то, чтобы узнать, повлияет ли объявление о широкомасштабных социальных ограничениях (PSBB) и ограничении общественной деятельности (PPKM) в разгар Covid-19 на индонезийский рынок капитала.

В качестве методологии используется сравнительное исследование наряду с изучением событий. В качестве выборки были взяты 32 компании. Данные собираются в течение периода события в течение 22 дней - 11 дней для периода события PSBB и остальные 11 дней для периода события PPKM. Собранные данные анализируются с использованием параметрических статистических тестов Парный t-критерий выборки и t-критерий одной выборки для нормально распределенных данных, а для аномально распределенных данных; проводится непараметрический статистический тест.

Результаты показали, что нет никакой разницы в средней аномальной доходности и объеме транзакций до и после события. Однако значительные аномальные возвраты произошли после третьего дня объявления PSBB (D + 3), тогда как во время PPKM значительные аномальные возвраты произошли на второй день (D-2), третий день (D-3) и на пятый день (D + 5) после объявления. Активность по объему торгов также показала, что в течение дня социальных ограничений существует значительный объем транзакций.

Ключевые слова: исследование событий, аномальный возврат, объем транзакции.

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RESEARCH STATUS OF RURAL HUMAN RESOURCE MANAGEMENT IN CHINA：BASED ON CITESPACE'S QUANTITATIVE ANALYSIS

Cui Lijuan[*]
Henan Institute of Science and Technology, Henan, China,
Sumy National Agrarian University, Sumy, Ukraine,
ORCID ID: 0000-0002-8751-9184

**Corresponding author email:* 993705019@qq.com

Abstract. In order to understand the current research status of human resource management in China, this article takes CNKI as the data source and uses CiteSpace software to sort out relevant literatures on Human resources in Rural China since 2010, and analyzes them from four dimensions: the number of articles published, author contribution, institutional cooperation and keywords. Research indicates that China's research on rural human resources has generally shown a downward trend since 2010. However, with the implementation of China's rural revitalization strategy, targeted poverty alleviation and other national policies, research on rural human resources has begun to rebound in recent years.In addition, the core team of authors in this research field has not yet formed, and there is a lack of cooperation between them.In terms of research institutions, colleges and universities undertake the main task of theoretical research, while government agencies pay more attention to cooperation between different departments.At the same time, through analysis, it is also found that the research hotspots in this field are epochal, and key words with high degree of emergence have appeared in different periods.The value of this article lies in the three-dimensional presentation of the current situation of China's rural human resources research, which provides a better direction for scholars to carry out research in the future.

Keywords: rural, human resources, CNKI, CiteSpace

JEL Classification：J23, M12

INTRODUCTION

Rural human resources refer to the sum of the physical and mental power of the population in rural areas. Compared with the international academic circles, China's research on rural human resources started relatively late, but China is a big agricultural country after all. It is China's unshirkable obligation and responsibility to train high-quality rural human resources. At present, there are many achievements in the field of rural human resources research in China, but there are few systematic sorting and analysis of current research.Therefore, this article takes CNKI as the data source and uses CiteSpace to sort out literatures in the field of human resource research in rural China, so as to identify hot areas of human resource management research.This is not only the basis to promote the in-depth development of rural human resources research, but also provides a better direction for scholars to carry out research in the future.

LITERATURE REVIEW

At present, there are many researches on rural human resources in China, but there are still relatively few scholars who specialize in documenting these studies.Through combing the existing literature, it is found that the research methods used in these literatures are different, and there are three main types.

First, qualitative research methods.Qualitative research methods are currently the literature analysis methods commonly used by Chinese scholars.Cai Ningwei and Zhang Lihua (2014) took master's degree thesises as sample, adopted the literature research method of content analysis, and analyzed the changes in human resource management research from 1990 to 2005 from the perspective of semantics.The research found that the research of human resource management in China has a trend of internationalization, scientization, standardization and meticulousness.Yang Nina (2015) summarized the general situation of China's human resource service industry theoretical research around the meaning, classification and development status of human resource service industry, and proposed the characteristics of the theoretical results of China's human resource service industry and the direction of future research.Second, quantitative research methods.Ding Mengru and Zhang Xiang (2013) took sci-tech human resources as the key word and CAJD database as the data source, analyzed sci-tech human resources from the perspectives of age distribution, journal sources, core authors, funding and subject content by using bibliometric and co-word analysis methods, and put forward some suggestions for the future development of sci-tech human resources.Zhang Haoyu, Fang Hongjun (2015) used Citespace software and information visualization technology to conduct a quantitative and visual analysis of the research literature published in the magazine "China Human Resources Development" in the past 15 years.It probes the important authors, authoritative institutions, classic documents, topic hotspots and their evolution of China's human resources research in the early 21st century, and predicts the development trend of China's human resources research.Third, a combination of qualitative and quantitative methods.Wang Yufeng and Li Dan (2019) used bibliometric methods and content analysis methods to analyze foreign research literature related to rural human resource development from 2006 to 2016.The results of the study found that the academic community’s attention to the development of rural human resources is increasing year by year; the research methods are mainly theoretical studies and case studies, with relatively few empirical studies; the research topics are concentrated on development strategies, influencing factors, development Mode and so on.On this basis, the paper analyzes the shortcomings of the current foreign rural human resource development research, and predicts the future research direction.

To sum up, the current research focuses on qualitative research in research methods, and there are few quantitative researches. Many researches are based on the analysis of a certain journal. The data source is relatively narrow.Therefore, this paper uses CiteSpace software and CNKI as the data source to analyze and sort out relevant literatures since 2010.

PAPER OBJECTIVE

The purpose of this study is to carry out multi-dimensional scanning of relevant researches on rural human resources in China through literature measurement and data visualization technology, so as to present the research status of rural human resources in China.

DATA SOURCES AND METHODOLOGY

The sample of this article comes from CNKI.CNKI database is the most authoritative and most frequently used literature database of Chinese social science journals in China.The selection of the literature in this database for research can ensure the authority of the research data.In order to accurately retrieve the research literature, select "Advanced Search" in the CNKI database, use "Rural" and "Human Resources" as the title, select "Academic Journal" as the data source, and select "2010-2020" for the time span.Finally, 910 literatures were obtained. On this basis, after manual screening, it was determined that the retrieved literatures were all valid literatures.

In terms of research methods, this study selected the Cite Space visualization software developed by Dr. Chen Chaomei, a well-known information visualization expert, to perform multiple analyses on the collected data.Cite Space is the abbreviation of Citation Space. It is a visual analysis software that focuses on the analysis of potential knowledge contained in scientific literature and is gradually developed in the context of scientometrics, data and information visualization.The principle of this analysis software is to quantitatively analyze the literature based on co-citation analysis theory and pathfinding network algorithm.Because the structure, rules, and distribution of scientific knowledge are presented through visualization methods, the visualization graphs obtained by this type of method analysis are also called "scientific knowledge graphs.""Scientific Knowledge Graphs" has the dual nature and characteristics of both "graph" and "spectrum", which can be displayed as a visual knowledge graph, and can also reflect a serialized knowledge pedigree.Therefore, the visual analysis of rural human resources is helpful for scholars to better grasp the frontiers and development trends of the field of rural human resources research, so as to provide references for better carrying out theoretical research and practical research in this field.

RESULT AND DISCUSSION

With the help of the Cite Space visual analysis tool, this study analyzes the literature from four dimensions, including chronological distribution, author contribution, institutional cooperation and keyword co-occurrence, in order to comprehensively display the diversity of human resources research in Rural China as much as possible.

Chronological Distribution of Literature

Through the data analysis of collected literatures, it is found that from 2010 to 2020, the amount of literatures in the field of rural human resources research in China generally shows a downward trend, as shown in Figure 1. Since 2017, it has been gradually rising, which is mainly related to the rural revitalization strategy implemented in China in recent years.

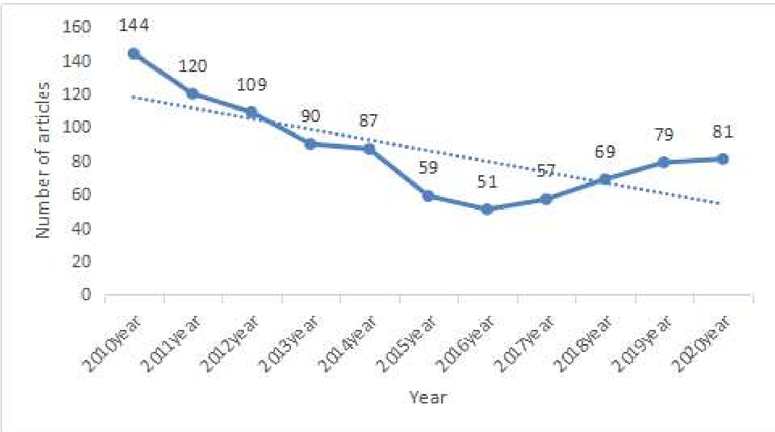

Figure 1. Annual publication of literatures related to rural human resources
Source: CNKI database

Author Contribution

Through the quantitative analysis of the authors, not only find the core authors of a certain research topic, but also serve as an important basis for the research on the formation of the community.In this study, author cooperation atlas was drawn with CiteSpace tool, and authors whose publication frequency was greater than 4 were exported through background data, as shown in Figure 2 and Table 1.

In the cooperation map generated by Citespace, the connections between nodes reflect the strength of the cooperation relationship. The more connections, the more cooperation between each other.It can be seen from Figure 2 and Table 1 that since 2010, the research groups of rural human resources have been dispersed, and the only researchers with obvious cooperative relationships are Gao Shiyou, Wang Xiaoyan, Gao Qing, Wang Yu, Jiang Leilei, etc. All of these authors have published more than 4 articles.According to the Price formula N=0.749x $\sqrt{n_{max}}$, the core authors are measured, (N represents the amount of articles published by the core authors, and n_{max} represents the amount of articles published by the most productive authors). It is concluded that the core authors of this study are those who have published 2 or more articles.Through further analysis of CiteSpace background data, it was found that only 63 authors had published more than 2 articles, accounting for 6.9% of the total number of authors, which indicates that the core research team has not yet formed.

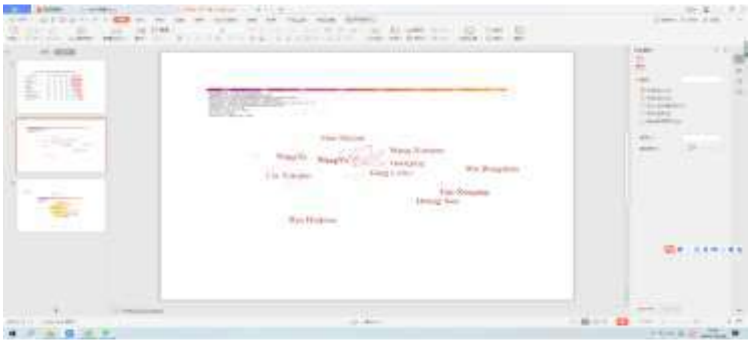

Figure 2. Author's cooperation map

Source: CNKI database

Table 1

Authors with publication frequency ≥4

Serial number	Author	Number of articles published
1	Wei Rongshan	7
2	Hao Huijuan	6
3	Liu Xiaojun	5
4	Zhu Yhanghao	5
5	Gao Shiyou	5
6	Jiang Leilei	5
7	Gao Qing	4
8	Fan Xuegang	4
9	Huang Wen	4
10	Wang Xiaoyan	4
11	Wang Yu	4

Source: CNKI database

Institutional Cooperation

Through the analysis of institutional cooperation, it is possible to detect the distribution of the main research forces of a certain research topic.With the help of CiteSpace to draw a cooperation map of research institutions, it was found that the Ministry of Commerce, Ministry of Agriculture and Rural Affairs, National Development and Reform Commission, Ministry of Human Resources and Social Security and other institutions have obvious cooperative relations, and these institutions are all state agencies or government departments. This shows that the Chinese government pays very high attention to rural human resources and emphasizes multi-sectoral cooperation to jointly promote the development of rural human resources.From the perspective of the number of articles published, institutions with more than 4 articles published are mainly concentrated in universities (Table 2), which indicates that universities have become the core institutions of rural human resources research.

Table 2

Institutions with publication frequency ≥4

Serial number	Institution	Number of articles published
1	School of Business Administration, Jiangxi University of Finance and Economics	5
2	School of Economics and Management, Northwest University of Political Science and Law	5
3	Xi'an Peihua College	4
4	School of Economics and management,Beihua University	4
5	School of Economics and Management, Jiangxi Agricultural University	4
6	School of Health Management and Education, Capital Medical University	4
7	Dongying City Human Resources and Social Security Bureau	4
8	School of Economics and Management, Northeast Agricultural University	4
9	Henan Agricultural Vocational College	4
10	Xinxiang College	4
11	School of Economics and Management, Xichang College	4
12	School of Economics and Management, Northeast Forestry University	4
13	Beihua University	4
14	Northeast Electric Power University	4
15	Yunnan Agricultural University	4

Source: CNKI database

Through the emergence function of CiteSpace to further analyze the research institutions (Figure 3), it is found that there are mainly 4 emerging institutions in rural human resource research since 2010, and all of them are colleges or secondary institutions of colleges and universities.It is worth mentioning that Xi'an Peihua College has the latest emergence time, starting in 2018, but the emergence intensity is the highest, with an emergence index of 2.11, it has become the main front of rural human resources research in recent years.

Top 4 Institutions with the Strongest Citation Bursts

Instutions	Year	Strength	Begin	End	2020-2020
1.School of Economics and Management, Northeast Forestry University	2010	1.75	2013	2020	
2.school of Economics and management, Beihua University	2010	1.77	2017	2020	
3.Beihua University	2010	1.77	2017	2020	
4.Xi'an Peihua College	2010	2.11	2018	2020	

Figure 3. Map of institutions with the strongest citation bursts

Source: CNKI database

Keyword Analysis

The existence of keywords in an article is a high degree of condensation and generalization of research topics, and is the main indicator selected in bibliometric research and analysis.Keyword analysis can better detect the evolution trend of the discipline development and the impact of sudden events on the development of the discipline.Through the Burst emergence detection of citespace analysis software, the top 20 emergent keywords were collected, such as figure 4.It is worth noting that among these high emergence keywords, the emergence intensity of rural revitalization,targeted poverty alleviation and new countryside construction is particularly high, especially the emergence intensity of rural revitalization is as high as 11.26.On the one hand, it is in line with the rural revitalization strategy and the targeted poverty alleviation project being implemented by the Chinese government, confirming that theories are derived from practice, and on the other hand, it also explains the reason why the research on human resources in rural China has rebounded in recent years.

Top 20 Keywords with the Strongest Citation Bursts

Keywords	Year	Strength	Begin	End	2010-2020
1. Rural health human resources	2010	3.06	2010	2020	
2. New farmers	2010	2.09	2010	2020	
3. New countryside construction	2010	7.86	2010	2020	
4. Government	2010	2.09	2010	2020	
5. Vocational education	2010	1.86	2011	2020	
6. Influencing factors	2010	1.8	2011	2020	
7. Building a new socialist countryside	2010	2.26	2011	2020	
8. Measures	2010	1.98	2012	2020	
9. Rural health	2010	2.52	2012	2020	
10. Suggestions	2010	2.57	2014	2020	
11.New urbanization	2010	3.66	2014	2020	
12. Ethnic regions	2010	2.35	2014	2020	
13. Surplus labor	2010	2.12	2014	2020	
14. Human resource management	2010	3.66	2015	2020	
15.Development	2010	2.13	2015	2020	
16.New professional farmers	2010	2.47	2016	2020	
17.Transfer employment	2010	2.3	2017	2020	
18.Targeted poverty alleviation	2010	4.65	2018	2020	
19.Rural revitalization strategy	2010	6.53	2018	2020	
20.Rural revitalization	2010	11.26	2018	2020	

Figure 4. Map of keywords with the strongest citation bursts

Source: CNKI database

Export the top 10 keywords with co-occurrence frequency through CiteSpace software and calculate their centrality.The higher the centrality, the richer the research around the keyword, and the stronger the control and influence the keyword has in the research network.As shown in Table 3, since 2010, keywords with high frequency of rural human resource research have basically been positively correlated with their centrality, and keywords with high centrality are basically the same as keywords with high emergence rate, which shows that since 2010 , China's rural human resources research has formed a more obvious hot spot.

Table 3

Top 10 keywords with co-occurrence frequency and their centrality

Serial number	Keywords	Frequency	Centrality
1	Human Resources	229	0.44
2	Rural	193	0.28
3	Rural human resources	192	0.44
4	Human Resource Development	168	0.31
5	Rural human resource development	139	0.35
6	Countermeasure	78	0.15
7	development	75	0.07
8	New Countryside Construction	66	0.19
9	Human resource Management	47	0.10
10	status quo	34	0.07

Source: CNKI database

CONCLUSION

In summary, the following conclusions can be drawn,China's research on rural human resources has generally shown a downward trend since 2010. However, with the implementation of China's rural revitalization strategy, targeted poverty alleviation and other national policies, research on rural human resources has begun to rebound in recent years.In addition, the core team of authors in this research field has not yet formed, and there is a lack of cooperation between them.In terms of research institutions, colleges and universities undertake the main task of theoretical research, while government agencies pay more attention to cooperation between different departments.At the same time, through analysis, it is also found that the research hotspots in this field are epochal, and key words with high degree of emergence have appeared in different periods.According to the analysis results of Citespace, future research needs to pay special attention to strengthening the cooperation between authors, condense the academic team, promote the generation of core authors, and enhance the authority of research.

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СТАТУС ДОСЛІДЖЕННЯ СІЛЬСЬКОГО УПРАВЛІННЯ ЛЮДСЬКИМИ РЕСУРСАМИ В КИТАЇ: НА ОСНОВІ КІЛЬКІСНОГО АНАЛІЗУ CITESPACE

Cui Lijuan
Henan Institute of Science and Technology, Henan, China,
Sumy National Agrarian University, Sumy, Ukraine,

Щоб зрозуміти поточний стан досліджень управління людськими ресурсами в Китаї, ця стаття використовує China Knowledge Network (CNKI) як джерело даних і використовує програмне забезпечення CiteSpace для сортування відповідної літератури про людські ресурси в сільській місцевості Китаю з 2010 року. Результати дослідження показують, що дослідження в Китаї щодо людських ресурсів у сільській місцевості загалом знизилися з 2010 року. Однак із впровадженням китайської стратегії відродження сільської місцевості та цілеспрямованої боротьби з бідністю та інших національних політик, дослідження сільських людських ресурсів почали активізуватися в останні роки. Крім того, основний колектив авторів у цій дослідницькій галузі ще не сформований і між ними відсутня співпраця. Що стосується науково-дослідних установ, то основне завдання теоретичних досліджень виконують коледжі та університети, тоді як державні органи більше уваги приділяють співпраці між різними відомствами. У той же час шляхом аналізу також виявлено, що гарячі точки дослідження в цій галузі є епохальними, а ключові слова з високим ступенем появи з’являлися в різні періоди. Цінність цієї статті полягає в тривимірному представленні поточної ситуації з дослідженнями сільських людських ресурсів у Китаї, і вона надає вченим напрямок для кращого проведення досліджень у майбутньому.

Ключові слова: сільські, кадрові ресурси, CNKI, CiteSpace

СТАТУС ИССЛЕДОВАНИЙ В ОБЛАСТИ УПРАВЛЕНИЯ ЧЕЛОВЕЧЕСКИМИ РЕСУРСАМИ В СЕЛЬСКОЙ МЕСТНОСТИ КИТАЯ: КОЛИЧЕСТВЕННЫЙ АНАЛИЗ, ОСНОВАННЫЙ НА CITESPACE

Cui Lijuan
Henan Institute of Science and Technology, Henan, China,
Sumy National Agrarian University, Sumy, Ukraine,

Для того чтобы понять текущее положение исследований в области управления человеческими ресурсами Китая, эта статья использует китайскую сеть знаний (CNKI) в качестве источника данных, используя программу CiteSpace для обработки соответствующих документов, связанных с сельскими ресурсами Китая с 2010 года, а также для анализа из количества текстов, вкладов авторов, институционального сотрудничества и четырех измерений ключевых слов. Исследования показали, что с 2010 года в китае в целом наблюдается тенденция к снижению исследований по сельским кадровым ресурсам, но в связи с реализацией государственной политики в таких странах, как омолаживание стратегических и точных мер по борьбе с бедностью в сельских районах Китая, в последние годы интенсивность исследований по кадровым ресурсам в сельских районах начала возрождаться. Кроме того, основные группы авторов в этой области исследований еще не сформированы, и им не хватает сотрудничества друг с другом. Что касается исследовательских институтов, то высшие учебные заведения выполняют основные задачи теоретических исследований, в то время как государственные учреждения уделяют большее внимание сотрудничеству между различными секторами. В то же время анализ выявил, что горячие точки исследований в этой области имеют временную актуальность, и в различные периоды ключевые слова, которые имеют более высокий уровень открытости. Ценность этого исследования заключается в том, что оно представляет собой диораму, представляющую собой статус-кво в изучении человеческих ресурсов в сельской местности Китая, которая помогает ученым лучше проводить свои исследования в будущем.

Ключевые слова: сельские, человеческие ресурсы, CNKI, CiteSpace

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ANALYSIS OF IMPROVING INDONESIAN HUMAN RESOURCES QUALITY TO PROMOTE STATE ECONOMIC GROWTH

Rasmulia Sembiring*
Department management,
Universitas Methodist
Indonesia
ORCID ID: 0000-0002-1611-9183

Sunday Ade Sitorus
Department Management,
Stie Itmi Medan
ORCID ID: 0000-0003-3107-5534

**Corresponding author email: rasmuliaumi@gmail.com*

Abstract. Indonesian human resources have decreased slightly in the last five years. Apart from the Covid-19 pandemic hitting the world of work, the existing human resources do not have good quality. When the Covid-19 pandemic occur, some human resources without competence their expertise are less innovative in creating novel things that can encourage Indonesia to increase economic growth during the Covid-19 Pandemic. In addition, Indonesian human resources lack integrity, so they are unable to improve their abilities during the pandemic and are not trusted by several parties in producing useful products to increase the country's economic growth.

This research employed a descriptive quantitative through multiple linear regression analysis using SPSS 22. The population of this study involved 128,454 workforces in Indonesia. This study used purposive sampling technique to take samples consisting of 100 workers through the distribution of questionnaires to test whether there was an influence of the characteristics of high-quality human resources on the human resources quality in promoting the increase inthe state economic growth. Based on the partial hypothesis, the analys results showed that partially and simultaneously, the variables of Human Resources' creativities, Human Resources' innovation, and Human Resources with integrity had a positive and significant impact on improving the quality of Human Resourcers in escalating Indonesian economic growth.

Key words: human resources management, promote, quality, economi growth.

JEL Classification: M12, O10, O15.

INTRODUCTION

As one of the developing countries, Indonesia is the 4^{th} country having the highest population in the world after China, the United States of America, and India. However, Indonesia is lacking human resources with excellent capabilities since they are not empowered properly by the state. This causes the human resources to lose their role to participate in supporting the country to encourage economic growth. Meanwhile, the progress of a country relies on not only natural resources but also human resources in processing natural resources into valuable and beneficial goods. Human resources that can improve their ability will support the country to escalate economic growth should be high quality. However, in Indonesia, the human resources in 2016-2020, could not upgrade their capabilities in terms of competence, expertise, skills, and innovation, and the ability to assist Indonesian in competing with other countries in creating new products useable by the state to increase its income (GDP), thereby escalating the state economic growth. The increase in the number of Indonesian workers/human resources (HR) in the last five years compared to the state economic growth is presented in Table 1.

Table 1

Total Number of Indonesian Workers (HR) Compared to the State Economic Growth in 2016-2020

No	Year	The Number of Indonesian (People)	Indonesian Economic Growth (%)
1	2016	118,412	5.03
2	2017	121,022	5.07
3	2018	126,282	5.17
4	2019	128,755	5.02
5	2020	128,454	-2.07

Source: Central Bureau of Statistics, 2020

Based on Table 1, the number of productive workers (HR) in the last five years has decreased slightly. Apart from the Covid-19 pandemic hitting the world of work, the existing human resources do not have good quality. When the Covid-19 pandemic occur, some HR without competence their expertise are less innovative in creating novel things that can encourage Indonesia to increase economic growth during the Covid-19 Pandemic. In addition, Indonesian human resources lack integrity, so they are unable to improve their abilities during the pandemic and are not trusted by several parties in producing useful products to increase the country's economic growth.

LITERATURE REVIEW

HUMAN RESOURCES' CREATIVITIES

Campbell (2017), creativity is an ability to create new, innovative, unprecedented, interesting, uniques results useful for society. Sari (2020), creativity is an ability to solve problems leading individuals to create original/adaptive ideas for their full usefulness in developing and creating novel things beneficial for the community. Purnomo (2016), creative human resources have the following characteristics: Having lots of ideas to be changed into a form useable by many people, Loving new challenges and things they never experience, Having the soul and ability to take advantage of something useful for the community, nation, and state, Being professional and responsible for their works that useful for society.

HUMAN RESOURCES' INNOVATION

Lestari (2019), innovation is an idea that is put forward and then created into real things. Nasution and Kertajaya (2018), innovation is a process of developing ideas that have been conveyed by producing and controlling what has been developed, then controlling so that the products are useful for the community. Larasati (2018), a good HR development is innovative HR, while the characteristics of innovative HR are as follows: Persistent or active in developing ideas and creating novel things, Always looking forward to the coming of changes,Always experimenting in creating something.

HUMAN RESOURCES WITH INTEGRITY

Afandi (2018), human resources with integrity are the ones with honesty who uphold good and undeviating things and do not easily hesitate when something is not following their beliefs. Handoko (2011), human resources with integrity are the ones who always believe in what they have done, regardless of the bad things they do not believe in. Larasati (2018), good human resources are those having integrity and the following characteristics: Honest and trustworthy, Committed to what they do, Fulfilling all words and deeds, Having the life principles.

HUMAN RESOURCES QUALITY

Handoko (2011), high-quality human resources are the ones having competence, talent, and vision for the future, being creative and innovative, and they can be empowered to create everything beneficial to society. Afandi (2018), high-quality human resources are the ones having honesty, integrity, leadership, nurturing spirit, ethics, and creativity in conducting things useful for many people. Larasati (2018), the characteristics of high-quality human resources are as follows: Diligent and persistent, Creative and innovative, Having integrity, Having a vision for the future,Loyal.

METHODOLOGY

This research employed a descriptive quantitative research method. Indrawan (2016), a quantitative descriptive method explains the problems existing around then looks for answers through hypotheses comparing whether one or several variables influence each other. The quantitative descriptive data analysis was carried out by using multiple linear regression analysis, where Rukajat (2015), this analysis states that there is an influence of one variable on other variables.. The population of this study involved 128,454 workforces in Indonesia. Besides, this research used the purposive sampling technique, where Hamidi (2010), by this technique, the samples are taken based on occurring conditions. In this study, the selected 100 samples represented employees working in five-star hotels in Indonesia with certain characteristics. Those samples were chosen through the distribution of questionnaires to test whether there was an effect of the characteristics of high-quality human resources on the quality of human resources in promoting the increase in the state economic growth.

RESULT AND DISCUSSION

The Effects of HR’s Creativity, HR’s Innovation, and HR with Integrity on the HR Quality in Promoting the Increase in Economic Growth

Analysis of Multiple Linear Regression Equation

Table 2

Multiple Linear Regression Equation

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	16.455	8.561		1.650	.004		
	X1 (HR's Creativity)	.122	.216	.219	6.489	.001	.964	1.135
	X2 (HR's Innovation)	.107	.123	.112	3.066	.000	.962	1.049
	X3 (HR with Integrity)	.403	.611	.203	4.126	.002	.975	1.205
a. Dependent Variable: Y								

Source: Data Processing (SPSS), 2020

Based on Table 2, the results of the linear regression equation are as follows:

$$\mathbf{Y = 16.455 + 0.122X_1 + 0.107X_2 + 0.403X_3}$$

The value of the regression coefficient X1 for HR's creativity is 0.122. It indicated that HR's creativity had a positive and significant effect on the quality of HR in promoting the increase in the economic growth, where the better the HR's creativity of HR, the quality of the HR in promoting the increase in economic growth in Indonesia improved by 0.122%. The value of the regression coefficient X2 for HR's innovation is 0.107. It showed that HR's innovation positively and significantly impacted the quality of HR in promoting economic growth, where the better the innovations made by human resources, the better the quality of human resources in promoting economic growth in Indonesia. Indonesia by 0.107%. The value of the regression coefficient X3 for the HR with integrity is 0.403. It meant that the HR with integrity positively and significantly affected the quality of human resources in promoting economic growth, where the better the integrity of Indonesian human resources, the quality of human resources in increasing Indonesian economic growth improved by 0.403%/

Determination Coefficient (R^2)

Table 3

Results of Determination Coefficient Test

Model Summary[b]										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.788[a]	.786	.845	5.34560	.786	4.678	4	95	.000	2.057
a. Predictors: (Constant), X4, X2, X3, X1										
b. Dependent Variable: Y										

Source: Data Processing (SPSS), 2020

Based on Table 3, the value of the determination coefficient value (Adjusted R Square) is 0.845. It revealed that 84.5% of HR's creativity, HR's innovation, and HR with integrity strongly influenced the improvement of HR quality in escalating Indonesian economic growth, while the remaining 15.5% were affected by other variables not discussed in this study.

Simultaneous Hypothesis Test

Table 4

Results of Simultaneous Test

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	265.355	4	57.490	5.656	.002[b]
	Residual	2756.245	95	17.695		
	Total	2464.560	99			
a. Dependent Variable: Y						
b. Predictors: (Constant), X4, X2, X3, X1						

Source: Data Processing (SPSS), 2020

Table 4 presents the F-table value is 5.656 higher than the F-count value of 2.47. In other words, simultaneously, HR's creativity, HR's innovation, and HR with integrity have a positive and significant effect on improving the HR quality in increasing Indonesian economic growth.

Partial Hypothesis Test

Table 5

Results of Partial Test

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	16.455	8.561		1.650	.004		
	X1 (HR's creativity)	.122	.216	.219	6.489	.001	.964	1.135
	X2 (HR's Innovation)	.107	.123	.112	3.066	.000	.962	1.049
	X3 (HR with Integrity)	.403	.611	.203	4.126	.002	.975	1.205
a. Dependent Variable: Y								

Source: Data Processing (SPSS), 2020

Based on Table 5, HR's creativity, HR's innovation, and HR with integrity positively and significantly affected the improvement of HR's quality in promoting Indonesian economic growth. This can be proven by the t-value of the three variables, namely 6.489 (X_1), 3.066 (X_2), and 4.126 (X_3) higher than the t-table value of 1.661.

CONCLUSION

Based on the research analysis results, the researcher comprehensively concluded as follows: Human resources' creativity had a positive and significant effect on the improvement of the HR quality in promoting Indonesian economic growth. Human resources' innovation positively and significantly impacted the improvement of the HR quality in increaseing Indonesian economic growth. Human resources with integrity negatively affected the improvement of the HR quality in escalating Indonesian economic growth. Human resources' creativity, HR's innovation, and HR with integrity had a positive and significant effect on the improvement of HR quality in enhancing Indonesian economic growth.

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АНАЛІЗ ПІДВИЩЕННЯ ЯКОСТІ ЛЮДСЬКИХ РЕСУРСІВ ІНДОНЕЗІЇ ДЛЯ СПРИЯННЯ ДЕРЖАВНОМУ ЕКОНОМІЧНОМУ РОЗВИТКУ

Rasmulia Sembiring
Department management, Universitas Methodist Indonesia

Sunday Ade Sitorus
Department Management, Stie Itmi Medan

Аналіз трудових ресурсів Індонезії показав, що вони зменшилися протягом останніх п'яти років. Крім пандемії Covid-19, що вразила сферу праці, наявні людські ресурси мають недостатні якісні показники. Під час пандемії Covid-19 трудові ресурси можуть спонукати Індонезію до прискорення економічного зростання під час пандемії Covid-19. Крім того, індонезійським трудовим ресурсам бракує цілісності, тому вони не можуть покращити свої здібності під час пандемії, і деякі сторони не довіряють їм у виробництві корисних продуктів, що сприяють економічному зростанню країни.

У цьому дослідженні використовувався описовий кількісний аналіз за допомогою множинного лінійного регресійного аналізу з використанням SPSS 22. Статистика цього дослідження включала 128454 робітників з Індонезії. У цьому дослідженні використовувалася методика цілеспрямованої вибірки для відбору вибірок, що складаються з 100 робочих, шляхом розповсюдження анкет, щоб перевірити, чи вплив характеристик високоякісних трудових ресурсів на якість персоналу у сприянні прискорення економічного зростання. Грунтуючись на частковій гіпотезі, результати аналізу показали, що частково і одночасно такі змінні, як креативність трудових ресурсів, інновації та цілісність трудових ресурсів, вплинули на підвищення якості персоналу в процесі ескалації економіки Індонезії.

Ключові слова: управління трудовими ресурсами, просування, якість, економічне зростання.

АНАЛИЗ ПОВЫШЕНИЯ КАЧЕСТВА ТРУДОВЫХ РЕСУРСОВ ИНДОНЕЗИИ ДЛЯ СОДЕЙСТВИЯ ГОСУДАРСТВЕННОМУ ЭКОНОМИЧЕСКОМУ РАЗВИТИЮ

Rasmulia Sembiring
Department management, Universitas Methodist Indonesia

Sunday Ade Sitorus
Department Management, Stie Itmi Medan

Анализ трудовых ресурсов Индонезии показал, что они уменьшились за последние пять лет. Помимо пандемии Covid-19, поразившей сферу труда, существующие человеческие ресурсы имеют недостаточные качественные показатели. Во время пандемии Covid-19, трудовые ресурсы могут побудить Индонезию к ускорению экономического роста во время пандемии Covid-19. Кроме того, индонезийским трудовым ресурсам недостает целостности, поэтому они не могут улучшить свои способности во время пандемии, и некоторые стороны не доверяют им в производстве полезных продуктов, способствующих экономическому росту страны.

В этом исследовании использовался описательный количественный анализ с помощью множественного линейного регрессионного анализа с использованием SPSS 22. Статистика этого исследования включала 128 454 рабочих из Индонезии. В этом исследовании использовалась методика целенаправленной выборки для отбора выборок, состоящих из 100 рабочих, путем распространения анкет, чтобы проверить, было ли влияние характеристик высококачественных трудовых ресурсов на качество персонала в содействии ускорения экономического роста. Основываясь на частичной гипотезе, результаты анализа показали, что частично и одновременно такие переменные, как креативность трудовых ресурсов, инновации и целостность трудовых ресурсов, оказали положительное и значительное влияние на повышение качества персонала в процессе эскалации экономики Индонезии.

Ключевые слова: управление трудовыми ресурсами, продвижение, качество, экономический рост.

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THE ANALYSIS OF COMPANY POLICY ON THE QUALITY OF EMPLOYEES IN PRODUCTIVITY DEFENSE DURING THE PANDEMIC

Ganda Mohamad Pamungkas*
Institut Teknologi dan Bisnis Asia Malang, Indonesia
ORCID ID: 0000-0003-1842-7734

Widi Dewi Ruspitasari
Institut Teknologi dan Bisnis Asia Malang, Indonesia
ORCID ID: 0000-0002-2228-3246

Yunus Handoko
Institut Teknologi dan Bisnis Asia Malang, Indonesia
ORCID ID: 0000-0002-2518-8826

**Corresponding author email: gandapamungkas@gmail.com*

Abstract. In improving the quality of employee performance, a conducive working environment is needed so that employees can carry out their responsibilities and obligations properly and professionally so that work culture that lasts and has quality can be created. The company plays a very important role in maintaining the conditions of the employee's work culture so that employees as work resources can be more productive and comfortable with their work and work environment. In line with the demands of a company's target to remain and absorb workers, the productivity defense strategy is the main key to survive so that the economic wheel within the company remains stable even in the pandemic era. The results of the research from the facts in the field show that the provision of policies in the form of motivation and rewards is very important to support the quality of employee performance at the Hero Perdana company. Efforts are made to improve the quality of employee performance.

Keywords: obligation, pandemic, productivity.

JEL Classification: J08, M54.

INTRODUCTION

The company is an important part in terms of employment for both educated and uneducated workers. Companies are able to contribute to alleviating movement during the COVID-19 pandemic. The resilience of a company is based on how to interpret the relationship with its human resources as a valuable asset and how the company becomes a popular policy.

Every company has an interest in the best policies that can be produced by a series of quality employee work within the company. Human resource management is the main factor to create the best performance and quality of work. In addition to monitoring the expertise or skills of its employees, human resource management also has the responsibility to create conducive characteristics of employees to obtain the best quality work and employee performance.

The presence of the COVID-19 pandemic requires companies to think about and maintain how to survive and adapt strategies in society. This means that the company must be able to carry out targeted restructuring and adjustments. The priority adaptation forms include in the field of human resource management such as career development and training to improve the quality of employee work. Along with the adjustment of policies, the arrangement of human resources will also change. Thus companies must be sensitive and monitor changes that occur so that companies can always preventatively maintain the quality of work of their employees so that they remain productive during the Covid-19 pandemic.

In improving the quality of employee performance, a conducive working environment is needed so that employees can carry out their responsibilities and obligations properly and professionally so that work culture that lasts and has quality can be created. The company plays a very important role in maintaining the conditions of the employee's work culture so that employees as work resources can be more productive and comfortable with their work and work environment.

Work is a very basic need for society because survival always depends on the income obtained from a job. Along with the increase in people's decent living needs, it can also be ensured that work is a priority. Related to this situation, it takes a lot of open job opportunities for the community to realize a better standard of living and welfare.

The irony that is currently happening is that many companies have decided to close their businesses due to the impact of the pandemic, while the companies that are still surviving are faced with a difficult choice to regulate their policies. This will be a very important highlight point as well as a highly anticipated hope - later by employees, the agility, and agility of thinking to realize a popular and humane decision will be a test that is felt by many companies to achieve a good management ecosystem balance to survive in the era of the pandemic. In line with the target of a company to stand up and absorb workers, the defense strategy to be productive is the main key to survive so that the company's economy remains stable even in the pandemic era. Therefore, this study will discuss the analysis of company policy on the quality of employees in productivity defense during the pandemic.

LITERATURE REVIEW

Human resources are one of the factors that have potential in the company. Human resources have the potential of mindset, knowledge, quality, motivation, and producing works that can improve the quality of the company. All of these potentials can affect the company's resilience in dealing with this pandemic situation. However, if the environmental conditions, technology, economic growth, development of information are not balanced with the quality of its human resources, the company will find it difficult to achieve the aspired goals.

According to Hasibuan (2013), human resource management is a science and art that regulates the relationship and role of the workforce to be effective and efficient in helping the realization of the goals of the company, employees, and society. This statement is supported by Marwansyah (2010). Human resource management can also be interpreted as the utilization of human resources within the organization which is carried out through the functions of human resource planning, recruitment and selection, human resource development, planning, and career development, providing compensation and welfare, occupational safety and health, and industrial relations. On the other hand (Stavrou et al., 2010) mentioned namely, training and internal career opportunities positively affected product, and service performance.

HRM is often important for companies to achieve competitiveness on the market (Pološki et al., 2008; Saha et al., 2017). Further, the competitiveness of companies is crucial for long-term business excellence (Đorđevi et al., 2016). Yuniarti (2019) explained that one of the functions of human resources is training and development, in the sense that to get a well-educated workforce and appropriate resources, it is necessary to hold employee training and development.

Mangkunegara (2013) supported the statement that human resource management is planning, organizing, coordinating, implementing, and supervising the maintenance and separation of workers to achieve organizational goals.

Based on the above understanding, it can be concluded that human resource management is the utilization of potential resources in the face of corporate competition because this is a crucial part of long-term business excellence.

Every company certainly wants to achieve company goals by what the company aspires to. To achieve this goal, the role of the employees who work in it is very important. In the movement of employees by the wishes of the company, motivation must be built within the company itself. Motivation plays a very important role in determining employee behavior at work.

According to Samsudin (2011), motivation is the process of influencing or pushing from outside on a person or workgroup so that they want to carry out something that has been determined.

Research by Jain, et al (2019) stated that motivation is a significant factor that urges people to give their best execution and help in arriving at big business objectives. Jain, et al (2019) divided motivation into intrinsic, extrinsic, positive, negative, minor form, incentive, fear-based motivation, and achievement-based motivation.

George and Sabapathy (2011) added that extrinsic motivation stems from the external work environment to the task and is usually applied by someone other than the person being motivated. The external motivation maintains that the relationship between an individual’s motives and the behavior is moderated by the individual’s affection, and cognition of the outcomes (Dwivedula et al., 2011). Extrinsic motivation is related to ‘tangible’ rewards. (George and Sabapathy, 2011).

On the other hand, Kanfer et al.(2017) argue that some common words like goals, incentives, needs, aims, wishes, wants or desires are included in motivation. According to Cameron and Green (2019), the inner force which gives energy to the individuals for the accomplishment of organizational and personal goals is known as motivation. Chhotray et al (2018) argue that employee motivation means empower to the employees for leading the company towards the competitiveness.

From the statements mentioned above, it can be concluded that motivation is a person's encouragement to do something. Motivation is divided into intrinsic and extrinsic motivation. Extrinsic motivation is influenced by environmental factors, while intrinsic motivation is influenced by factors from within a person.

Employee performance is the result of work achieved by an individual or group of employees in a company. Employee performance is carried out with full responsibility to achieve company goals by what the company aspires to.

Hermina, Yosepha (2019) explained that performance comes from the word job performance or actual performance which means work performance or actual achievement achieved by someone. Al Mehrzi and Singh (2016) add that performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or targets, or predetermined criteria that have been mutually agreed upon.

According to Mangkunegara (2015) performance is the result in quality and quantity achieved by an employee and carrying out his duties by the responsibilities given to him. Guest, et al (2017) mentioned that absenteeism and turnover can be reduced which ultimately increases the quality of work and high performance with the help of good practices of HR. Boer et al.(2017) also stated that there is an important role in employee retention by the HR management.

Girdwichai and Sriviboon (2020) stated that some evidence is rising that HR management plays an important role for retaining the exiting high-quality workforce. Kasmir (2016) added that performance is the result of a person's work and work behavior in a period, usually 1 year. Kasmir (2016) mentioned several factors that affect performance, including ability and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline.

From some of the statements above, it can be concluded that employee performance is the level of success or one's work performance during a certain period.

Parvar et al., (2013) explained the definition of quality of work-life as an effective program in improving working conditions (from the employee's point of view) and greater organizational effectiveness (from the manager's point of view). This quality of work-life plays a role in monitoring employees about the quality of their work and the quality of their work-life in helping managers to get ideas for improving an organization.

Nawawi (2016: 23), argued that the quality of work-life (Quality Work for Life) or abbreviated as QWL is a company's effort to be able to create a feeling of security and satisfaction at work so that human resources within the company become competitive. Siagian (2015: 320), the quality of work-life is a systematic concept in organizational life that emphasizes the involvement of workers to determine how they work and what contribution they can make to the company to achieve productivity goals and objectives.

PAPER OBJECTIVE

Analyzing company policies in building employee motivation and productivity during the pandemic. Knowing company policies that can boost employee performance in productivity defense efforts during the pandemic.

METHODOLOGY

This study used a qualitative descriptive method. According to Sugiyono (2017), qualitative descriptive research methods are in the form of research using case study methods or approaches. The use of this qualitative research method is carried out under natural object conditions. The use of this type of qualitative descriptive research is due to the clear definition of the research subject in digging up the required information. The place of research was conducted at Hero Perdana Company. The subjects and objects of this research are 5 employees at Hero Perdana Company, namely the President Director, HRGA, Operations Manager, Production Manager, Marketing Manager.

The research data collection method is a tool used in this study to collect information about the variables studied. In this study, the researcher acts as an instrument as well as a data collector. In addition, researchers used interview guides, questionnaires, and observation guidelines.

The analytical technique used in this study is intended to reveal the policies and quality of employees' work. Data analysis in this component consists of four interacting components, namely data collection, data reduction, data presentation, conclusion drawing, and verification.RESULT AND

DISCUSSION

The results of this study focus on the analysis of company policies on the quality of work of employees in the defense of productivity during the pandemic by using qualitative descriptive analysis. The results of the acquisition of this research data indicate that the company's policies given to its employees can improve the quality of employees' work. By providing company policies in the form of motivation to employees, they can increase productivity efforts during this pandemic.

Based on the diagram Figure 1, it can be seen that the highest percentage of the company's strategy to retain its employees during the pandemic is the reduction of working hours, and then followed by workers are laid off or dismissed, dismissed in a short time, furloughed partially paid, laid off with full pay.

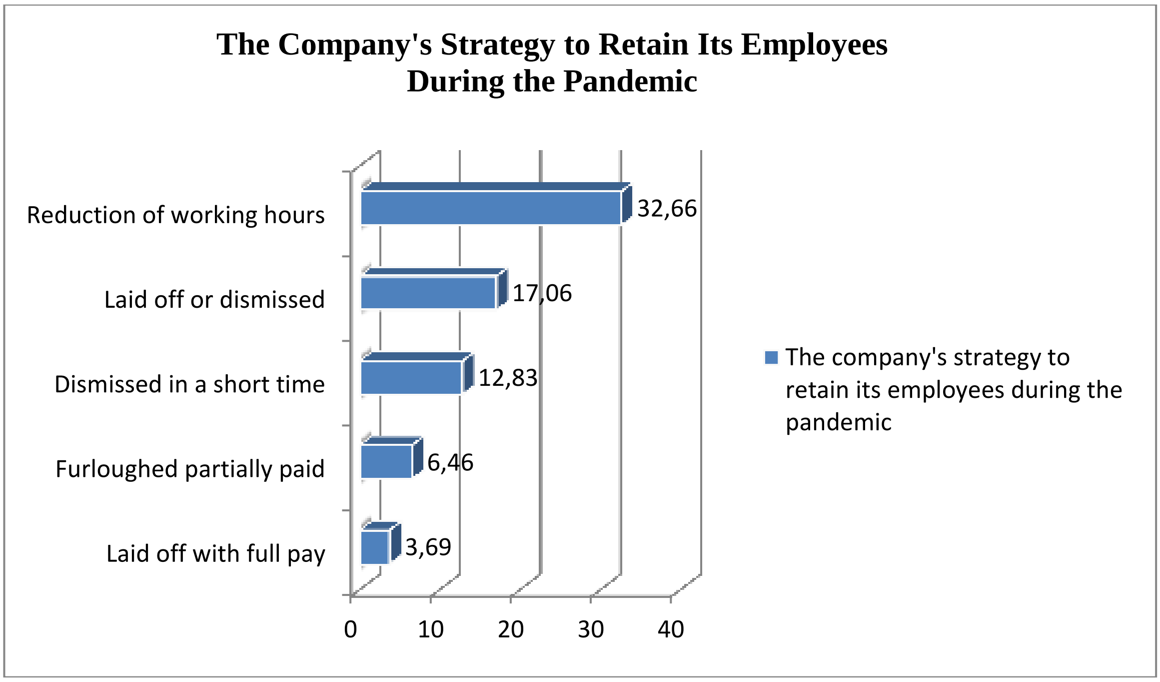

Figure 1. The Company's Strategy to Retain Its Employees During the Pandemic

Source :Databoks Analysis of the Impact of the Covid-19 Survey on Business Actors

The descriptions of the characteristics of the informants in this study are:

1. Description of the characteristics of the informant

In this study, the informants were directors and employees of Hero Perdana company who were considered representative in gathering information during this research. The informants in this study were the Director, HRGA, Operations Manager, Marketing Manager, Production Manager.

2. Description of Research Results

Data from the results of this study were obtained through in-depth interviews conducted by researchers at the company Hero Perdana company. These informants are directors as policy holders and several employees who are representative in their fields.

The descriptions of research results in in-depth interviews on several variables are:

1. President Director, questions about company policies which in essence contain the substance of company policies that are embedded to stimulate employee motivation through group discussion forums every 2 weeks through group discussion forums the company can better know the characteristics, ideas, opinions because there is an interaction between the company and employees. The company also provides rewards or awards for the best employees, usually, these rewards are given every year. Employees need a form of attention from the company because they have worked hard, one of which is to motivate these employees by giving rewards or awards for what they have achieved. Because in essence, when companies pay attention to their performance, they will be motivated to work harder so that company goals can be achieved. Especially during a pandemic like now, we need to continue to motivate employees so that the company's targets are also achieved.

2. Interview with HRGA in the form of company employee conditions. The current employees are quite satisfied with the company's policies, our turnover is not too high, and the average employees here are old people with more than 5 years of service. So far, employees'

internal and external motivations run in a balanced way, so the company feels right that the human resources we currently have already have self-awareness beyond our expectations, we don't even need a strategy to patch up this new policy for employees, they are voluntary and have a sense of belonging. who has a high reputation for this company, working with above-average productivity, whether during the pandemic or not.

3. Interview with the Operations Manager regarding the implementation of new policies and targets during this pandemic while remaining number 1 is how we convey this policy positively and happily so that the energy that is conveyed is also joy and enthusiasm for work, I am sure now they are quite happy and calm with this policy, survive and develop further until this pandemic storm is over.

4. Interview with the Production Manager about the production division's long-term targets and targets in maintaining the quality of employee performance in the era of the Covid-19 pandemic. Through being a solid team, and being able to contribute to the company, raising Hero Production, and presenting our best work to clients on behalf of a company, so that Hero Production is also remembered by the wider community.

5. Interview with the Marketing Manager regarding the marketing team's target to maintain the quality of employee performance in the Covid-19 pandemic era through continuing to learn and improve themselves, contributing twice as much in 2022, even though this is a pandemic, it turns out that now many ways can be done to keep growing.

The results of the research above are the process of collecting data from informants by research procedures. The researcher used a qualitative description method about company policies on the quality of employee performance during the productivity defense period during the pandemic at Hero Perdana company. The results of the research from the facts in the field show that the provision of policies in the form of motivation and rewards is very important to support the quality of employee performance at Hero Perdana company. Efforts are made to improve the quality of employee performance.

Figure 2 showed that Company Strategy in Indonesia Adapting to the Covid-19 Pandemic based on World Economic Forum, namely working from home, digitalization, automation, reducing workforce, upskilling/reskilling training.

Figure 2. Company Strategy in Indonesia Adapting to the Covid-19 Pandemic

Source: World Economic Forum 20 October 2020

The provision of motivation and rewards is a policy that plays a very important role in employees to support the quality of their employees' performance. Several ways to improve the ability and quality of employees are by conducting training according to the employee's field of work, participating in seminars or webinars, and conducting focus group discussions so that problems encountered at work can be resolved together. Giving motivation by Hero Perdana company to its employees is very important for employees to support their performance. Several ways to improve the quality of employee performance are by holding intensive focus group discussions, conducting training for employees, involving employees in seminars or webinars according to their field of work, providing annual rewards, and providing commensurate salaries. With the quality of performance shown by its employees with good performance skills, it can improve the company's image both in the eyes of relations and in the eyes of the community. From the explanation above, it can be concluded that the company's policy in motivating and giving rewards to its employees can improve the quality of its employees' performance. This is following the statement of Kanfer et al.(2017) that some common words like goals, incentives, needs, aims, wishes, wants or desires are included in motivation.

CONCLUSSION

From the results of the discussion on company policies on the quality of company performance during the defense period during the pandemic, it can be concluded that company policies in motivating work and providing rewards are very important for the quality of employee performance so that they can increase profits and company image in the eyes of relations and even society.

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АНАЛІЗ КАДРОВОЇ ПОЛІТИКИ КОМПАНІЇ ЩОДО ЕФЕКТИВНОСТІ ПЕРСОНАЛУ В ПИТАННЯХ ПІДВИЩЕННЯ ПРОДУКТИВНОСТІ ПІД ЧАС ПАНДЕМІЇ

Ganda Mohamad Pamungkas
Institut Teknologi dan Bisnis Asia Malang Indonesia

Widi Dewi Ruspitasari
Institut Teknologi dan Bisnis Asia Malang Indonesia

Yunus Handoko
Institut Teknologi dan Bisnis Asia Malang Indonesia

Для покращення ефективності роботи співробітників необхідне сприятливе робоче середовище, щоб працівники могли належним чином і професійно виконувати свої обов’язки та зобов’язання, щоб можна було створити культуру довготривалої та якісної роботи. Компанія відіграє дуже важливу роль у підтримці умов культури праці співробітників, щоб працівники могли бути більш продуктивними та комфортними у своїй роботі та робочому середовищі. У відповідності з вимогами цілі компанії, стратегія захисту продуктивності є основним ключем до виживання, щоб економічне колесо в компанії залишалося стабільним навіть в епоху пандемії. Результати дослідження показують, що забезпечення політики у вигляді мотивації та винагород є дуже важливим для підтримки якості роботи співробітників компанії Hero Perdana.

Ключові слова: зобов'язання, пандемія, продуктивність.

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АНАЛИЗ КАДРОВОЙ ПОЛИТИКИ КОМПАНИИ ОТНОСИТЕЛЬНО ЭФФЕКТИВНОСТИ ПЕРСОНАЛА В ВОПРОСАХ ПОВЫШЕНИЯ ПРОИЗВОДИТЕЛЬНОСТИ ВО ВРЕМЯ ПАНДЕМИИ

Ganda Mohamad Pamungkas
Institut Teknologi dan Bisnis Asia Malang Indonesia

Widi Dewi Ruspitasari
Institut Teknologi dan Bisnis Asia Malang Indonesia

Yunus Handoko
Institut Teknologi dan Bisnis Asia Malang Indonesia

Для улучшения эффективности работы сотрудников необходима благоприятная рабочая среда, чтобы работники могли надлежащим образом и профессионально выполнять свои обязанности и обязательства, чтобы можно было создать культуру долговременной и качественной работы. Компания играет очень важную роль в поддержании условий культуры труда сотрудников, чтобы работники могли быть более продуктивными и комфортными в своей работе и в рабочей среде. Согласно требованиям цели компании, стратегия защиты производительности является основным ключом к выживанию, чтобы экономическое колесо в компании оставалось стабильным даже в эпоху пандемии. Результаты исследования показывают, что обеспечение политики в виде мотивации и вознаграждений очень важно для поддержания качества работы сотрудников компании Hero Perdana.

Ключевые слова: обязательство, пандемия, производительность.

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COMMUNICATION FACTORS IN IMPLEMENTING THE POLICY OF VOCATIONAL HIGH SCHOOL REVITALIZATION IN SOUTH SUMATERA PROVINCE

Delfiazi Puji Lestari*
Universitas Diponegoro
Semarang, Central Java, Indonesia
ORCID ID : 0000-0002-2525-2226

Ida Hayu Dwimawanti
Universitas Diponegoro
Semarang, Central Java, Indonesia

Endang Larasati
Universitas Diponegoro
Semarang, Central Java, Indonesia
ORCID ID: 0000-0001-8412-1827

Hartuti Purnaweni
Universitas Diponegoro
Semarang, Central Java, Indonesia
ORCID ID: 0000-0003-3294-7410

**Coresponding author email:* fiazuhdi@yahoo.com

Abstract: This study aims to reveal the communication factors in the implementation of the Vocational Revitalization Policy (Presidential Decree No. 9 of 2016). The research location included SMKN 1 Gelumbang and SMKN 6 Palembang in South Sumatra province. The data were collected through interviews, observation and documentation. The data analyses were carried out by condensing the data, presenting it and drawing conclusions. The results show that first, although the transmission of policy information was carried out in all the revitalization areas through socialization and technical guidance, the distortions were still found. Second, the Industry, Business World, and Work World (IDUKA) did not get the maximum clarity of information on this policy. Third, the submission and clarity of information as well as coordination with the parties related lacked consistency. In the future, schools must be able to create an effective communication with all the elements of implementers and policy target groups so that the policy objectives could be achieved.

Keywords: communication, implementation, revitalization, vocational policy.

Jel classification : A21, I280

INTRODUCTION

The open unemployment rate of vocational high school graduates in Indonesia is increasing every year. According to the Central Statistics Agency (BPS), the number of unemployed people accounted for 9.77 million in August 2020. Out of this number, the highest unemployment rate was recorded among SMK graduates. This figure increased by 2.67 million people compared to the same period in 2019 (Kusuma, 2020). Even though vocational school graduates are trained to be ready for professional activities, the percentage of employed vocational graduates is actually not higher than that of high school graduates, and even those of elementary and junior high school leavers. These indices are presented in Table 1.

Table 1

The Percentage of Working Population by the Highest Education Completed, August 2018-August 2020

No	Education	2018	2019	2020
1.	Elementary school	40,82	39,83	38.89
2.	Senior High School	17,97	z18,26	18,95
3.	Junior High School	18,04	17,85	18,27
4.	Vocational High School	11,02	11,68	11,56
5.	University	9,38	9,69	9.63
6.	Diploma	2,77	2,69	2,70

Source: Central Statistics Agency 2020

According to Table 1, elementary school graduates are the most employed ones. The second place is taken by high school graduates, followed by junior high school graduates, while vocational high school graduates are in the fourth place, followed by university graduates and those who obtained diplomas.

In 2016, President Joko Widodo issued Presidential Decree No 9 concerning the revitalization of vocational high school policy to anticipate high employment of vocational graduates as part of the Nawa Cita development plan document (Nine Priorities Agenda). In the education context, revitalization is aimed to maximize all the elements of education including the Central Government, Provincial Governments, state-owned enterprises, provincially-owned corporations, private companies and related community organizations to facilitate the vocational education process. Furthermore, the Directorate of Vocational High School Development defined five revitalization areas which consist of (1) curriculum revitalization, (2) improvement of teachers and educational staff's qualifications, (3) cooperation with the Industry, Business World, and Work World (IDUKA), (4) certification and accreditation, and (5) improvement of the infrastructure and institutional facilities. Each of the five revitalization areas needs to be implemented through concrete steps taken to create competitive human resources in all fields.

The vocational high school revitalization policy is an educational policy, which aims to improve the quality of training vocational school graduates, so this policy must be understood by all the implementing elements as well as policy target groups, therefore the communication factor is very important in achieving it. The intended communication is in the form of delivering information about the objectives of the policy vision and mission as well as the procedures to attain them. Communication is carried out not only internally in schools, including the policy target groups, but also externally with stakeholders and other parties. The information provided must be complete and not half-assed to create a good understanding of the policies, whereas communication has to be performed in a serious and continuous manner. According to Edward (in Kuncoro and Indrawati, 2019), communication in the policy implementation process is intended so that all stakeholders involved can understand, show their attitudes and provide responses to the policy implementation process. Poor communication between the stakeholders involved will only create ineffectiveness in the policy implementation process (Nugroho in Kuncoro, 2019). In this research, the stakeholders are IDUKA, Central Government, Provincial Governments, state-owned enterprises, provincially-owned corporations, private companies and related community organizations. Each stakeholder has its functions and interest; therefore, poor communication may cause distortions in the implementation of this policy.

Based on the initial observations, it was found that there were some stakeholders still confused about their roles. Those stakeholders questioned their real duties and functions as the parties that accept students for internships/practical work. They were never informed of the procedures to guide the internship process. In fact, communication with IDUKA is very important to build the relationship and match with the world of work. On the other hand, there are also some IDUKAs that do not know about this policy at all, even the term IDUKA itself was heard for the first time when the researchers were making observations.

According to Kuncoro and Indrawati (2019), success in the process of implementing the disaster mitigation policies in theSouthern coastal area is influenced by the communication used. In another research, it was concluded that communication in the implementation of the business license policy for management and utilization of swallows' nests in Pekanbaru was seen from the process of delivering information to policy implementers and target groups, and analysed from the aspect of the communication media used as well as the accuracy and clarity of the information received (Wendra et al., 2020).

The communication problems stated above made the authors interested in conducting the research that focuses on the study of educational policies regarding the revitalization of Vocational High Schools, namely Presidential Decree No. 9 of 2016, which was carried out by the Government of the Province of South Sumatra. Therefore, this study aims to determine the communication factors in the implementation of vocational high school revitalization policies, especially in South Sumatra.

LITERATURE REVIEW

Van Meter and Van Horn define implementation of public policy as "actions taken by public organizations in achieving the goals set out in the previous decisions". These actions include efforts to turn decisions into operational actions within a certain period of time and continuing efforts to achieve major and minor changes determined by policy decisions (Winarno, 2011). Other scholars stated that implementation is not only the implementation of basic policy or laws but also important executive orders or judiciary decisions (Wahab, 2015).

Therefore, policy implementation is an activity that is seen after the issuance of legal directions and includes efforts to manage inputs in order to produce outputs or outcomes for the community (Akib, 2010). This is in accordance with the views of Van Meter and van Horn that the task of implementation is to build a network that allows the achievement of public policy objectives through the activities of government agencies involving various interested parties (Van Meter and Van Horn, 1975).

Furthermore, Edward III stated that carrying out the implementation activities was strongly influenced by several factors, including four factors as the source of problems and prerequisites for a successful implementation process, namely: communication, resources, bureaucratic or implementer attitudes, and the organizational structure with a bureaucratic workflow (Merriam, 2000). Out of these four factors, communication is one of the important factors that determine successful implementation of a public policy.

In his paper, Agustino defines communication as one of the important variables affecting the implementation of public policy. Effective implementation is possible, if the decision makers know and understand what should be done. Information known to decision makers can only be obtained through good communication. According to Lawler III, there were three indicators used in measuring the success of communication variables, namely: transmission, clarity, and consistency. Transmission refers to distribution of communication, which is able to configure good implementation. The problem that often occurs in the distribution of communication is misunderstanding caused by many levels of bureaucracy that must be passed in the communication process. Clarity means that communication received by policy implementers must be clear, but not ambiguous or confusing. Consistency implies that the orders given in the communication must be consistent and clear to be executed. Inconsistent orders and information will cause policy implementers confusion (Agustino, 2008).

Communication activities are carried out to ensure that implementation be in accordance with the contents of the public policy. Abdul Wahab 1997 (in Sidauruk, 2013) states that communication does play an important role for the ongoing coordination and implementation in general. However, it is very difficult to achieve truly perfect communication. According to Ramadhani in (Wendra et al., 2020), communication is the process of delivering information from the communicator to the communicant, while the communication referred to in this study is policy communication which is the process of delivering policy information from policy makers to policy implementers and target groups. This is what makes communication an important aspect in policy implementation.

Coordination is the integration of individual activities into joint efforts to achieve goals. Coordination is also defined as the activity of exchanging information and making joint arrangements by equal parties to achieve goals (Setiyanto, 2017). One of the common obstacles in coordination is ego sectoral. Aiyub and Astuti state that the sectoral ego of each profession causes cross-professional cooperation to run alone, lack coordination and stand out. Sectoral ego is the attitude of feeling the most important and most needed (Kuzairi *et al.*, 2017).

In Van Poelje's writing entitled "*Algemene Inleiding tot bestuurkunde*", it is implied that the coordinating role holder in the government has always been the axis, keeper of balance and smooth rotation of the government "machine". In this study, what is meant by axis is the provincial secretariat as the top of the bureaucracy that oversees all OPDs. Furthermore, Van Polje stated that each state institution has different authorities in accordance with their duties and functions as regulated in the laws and regulations. Despite having differences in the context of authority, each state institution has the same goal to advance the state and realize community welfare.

Awareness of this common goal is a source of strength to reduce the central ego that is an obstacle to government coordination. The figure of the leader in the government is also an important factor to reduce sectoral ego. Leaders who embrace professional ethics are able to easily build coordination between the existing sectors, and even coordinate activities with the opposition in the context of leadership strategies.

PAPER OBJECTIVE

This study aims to reveal the communication factors in the implementation of vocational high school revitalization policies, especially in South Sumatra. The implementation was executed in five areas of revitalization, namely: curriculum revitalization, improvement of teachers and educational staff's qualifications, cooperation with IDUKA, certification and accreditation, and improvement of the infrastructure and institutional facilities.

METHODOLOGY

This research used a qualitative descriptive approach. The research locations included two vocational high schools which were part of the pilot project for revitalization of vocational high schools in South Sumatra, namely SMKN 1 Gelumbang and SMKN 6 Palembang. Both vocational high schools have expertise, with the priorities in vocational revitalization policies lying in the fields of agriculture and tourism.

Data collection techniques were applied through interviewing and observing in order to obtain primary data, while for secondary data, a review of documentation related to the vocational revitalization policy was made. The informants were people expected to master and understand the data, information or facts of this vocational high school's revitalization policy. The analytical technique was used in this research as well. According to Miles and Huberman (Sugiono, 2011), qualitative analysis consists of three stages, namely: data condensation, data presentation and drawing conclusions. The first stage covered the data condensation, data organizing, and reading, making memos, describing and interpreting the data based on the research focus, i.e. the five areas of revitalization. At the second stage, the research data were presented and discussed using the communication factors according to Edward III (information transmission, information clarity, and information consistency). At the third stage, the analysis of of the research results discussion was presented in the form of narrative or text, and Tables.

RESULTS AND DISCUSSION

Information Transmission

Transmission is the first aspect for an effective policy implementation: policy implementers must know what they should do (Edward III in Posangi, Lengkong and Dengo, 1999). The form of information transmission used in the implementation of the vocational high school revitalization policies was through socializing in schools, with teachers, students and IDUKA. Socialization with students was carried out regularly, for example during flag ceremonies, or at monthly meetings involving students` parents. Moreover, socialization with teachers included communication on curriculum revitalization at regular coordination meetings in each school. To improve the quality of teaching and overcome the shortage of productive teachers, the schools enrolled their teaching staff in the dual skill program to upgrade their skills. The teachers who had completed the technical guidance program (Bimtek) and external training were required to disseminate the information to other teachers. The socialization with IDUKA through a series of curriculum synchronization activities also involved the local government through the National Education Office. The teachers who also acted as assessors were often invited to participate in socialization and coordination meetings with the National Professional Certification Agency (BNSP), especially when competency exam were held through the Professional Certification Institute (LSP). The schools also involved their teachers in obtaining the technical guidance training related to provision of assistance through the TAKOLA system – Web-based application integrated with basic education data as a data source used to manage the process of offering, determining, monitoring and reporting assistance provided by the Directorate of Vocational Development to Schools. The ways of the policy information transmission are presented in Table 2.

Table 2

Transmission of Information on the Implementation of the Vocational High School Revitalization Policy

No	Revitalization Area	Transmission type	Related element	Scope
1.	Curriculum Revitalization	Socialization, Coordination meetings	Teacher and Students	Internal
2.	Teachers' skills improvement	Technical Guidance Dissemination	Dual Skills Teacher, National Education Office	External Internal
3.	Collaboration with IDUKA	Curriculum Synchronization	IDUKA National Education Office	External
4.	Certification and accreditation	Technical Guidance Assessor Competency exam briefing	BNSP Alliance school Students	External Internal
5.	Facilities and infrastructure	TAKOLA Technical Guidance	National Education Office	External

Source: Primary data 2020

Based on Table 1, the information transmission on revitalization policies was carried out both internally and externally in all areas of revitalization. However, based on the results of the interview with IDUKA, there was no socialization and coordination from the relevant agencies or government regarding the policies. Socialization with IDUKA was only done by the schools through activities carried out in the schools, such as curriculum synchronization as part of the vocational revitalization policies. This is also justified by the relevant agencies regarding the communication between local government organizations (OPD), which was less harmonious due to sectoral egos. The term sectoral ego is related to silo mentality or silo thinking, that is, the patterns of thinking and actions inherent in certain sectors or divisions that are not willing to share information with other units within the same organization/company/country. As a result, not only may this attitude reduce overall operational efficiency but it can also erode the morale of togetherness, which results in unwillingness to contribute and significant difficulties in achieving synergy (Hadinagoro, 2020).

In Presidential Decree No. 9 of 2016, the president issued instructions to twelve State Ministers and their subordinate ministries and services, BNSP and thirty-two governors throughout Indonesia so that they could synergize in revitalizing vocational schools. However, in fact, the stakeholders rarely communicate and/or coordinate activities with each other. This happens due to the fact that this policy is an educational policy focusing on vocational high schools; therefore other agencies think that this is not their field/sector of work. Differences between sectors result in differences in the vision, content and orientation of each, giving rise to intense competition between those sectors. One sector views other sectors as less important, and vice versa (Hadinagoro, 2020). For example, there is no communication between the vocational training centre (BLK) and the National Education Office. BLK stated that revitalization of vocational high schools is the task of the National Education Office, even though it is clearly declared in Presidential Decree No. 9 of 2016, section 4b that "BLKs must provide opportunities for vocational high school students to have traineeship at BLKs". However, BLKs had no special program of work practices for vocational high school graduates until 2019. Thus, everyone who wanted to get training and skills could attend the BLK trainings directly. According to Hadinagoro's opinion, this narrow mentality, which is only concerned with their respective sectors, can continue to weaken or eliminate the adhesiveness among sectors.

Furthermore, the figure of the leader in the government is also an important factor to reduce sectoral ego. Leaders who embrace and have good ethics will easily build coordination between the existing sectors, and even coordinate with the opposite parties in the context of leadership strategies (Febrian, 2015). In this study, the role of the leader referred to the governor, and therefore the elements of provincial leadership are coordinated by the Provincial Secretary. When the 2016 Presidential Decree was issued, the previous governor failed to make the regulations to support the implementation of this policy, so there was no automatic synergy among the stakeholders. After the change of the leadership, the new governor issued a supporting regulation. The new governor then issued Governor Regulation No 22 of 2019 regarding the acceleration of the vocational schools revitalization in South Sumatra. However, as for schools, most teachers as implementers did not know about this regulation. This might have been due to a delay in issuing this regulation while the revitalization itself had been implemented since 2017. On the other hand, it was found out that in Indonesia there were only five provinces that had issued Governor Regulations, namely Bangka Belitung (August 2019), DKI Jakarta (March 2019), West Java. (November2019), East Java (May 2017) and South Sumatra (October 2019).

The issue of this supporting regulation strengthened the legal basis for the policies, but the role of the Provincial Secretary has not been effective yet. There is still no concrete effort to embrace the relevant OPDs to discuss the revitalization policies; thus, there is a tendency for OPDs to work on their own, but there is no synergy, let alone collaboration, even though the Provincial Secretary as the highest administrator in the province has the authority to make coordination with the OPD. The Provincial Secretary should be able to become the "administrative axis" in ensuring the smooth implementation of the policies.

The National Education Office, for instance, is ready to coordinate with other OPDs to achieve the policy objectives, and so is the Manpower and Transmigration Office (Primary data 2019-2020). Meanwhile, the Industry Office actually has its own vocational program and has never coordinated it with the National Education Office. They even have complete infrastructures for conducting vocational education and have collaborated with several industries as the partners that will later accommodate their vocational program graduates. This shows that there has been an overlapping of the policies of improving the human resources quality and creating relationship and match with the industrial world even though the policies' goals are the same. As mentioned by Gafar, the sectoral ego factor is reflected in many policies that appear to support the implementation of their duties and functions, so that many public regulations overlap but are not aligned with each other, both at the central and provincial levels in Indonesia (Gafar, 2018). This situation can lead to ineffective policy implementation since each implementer has a different vision. Meanwhile, according to Febrian, awareness of the common goal is a source of strength to reduce the central ego which becomes an obstacle to government coordination (Febrian, 2015). According to Nuguro (in Kuncoro and Indrawati, 2019), poor communication between the stakeholders involved will only create ineffectiveness in the policy implementation process. Edward III also stated that policy implementation will be effective if the policy decisions are communicated effectively to policy implementers and policy target groups.

Information Clarity

The second aspect in the policy communication context is the clarity of communication. Although some efforts have been made to transmit information, in reality IDUKA did not know much about this policy in depth, even though IDUKA was an important stakeholder in the implementation of vocational high school revitalization. This could have been due to a lack of socialization and coordination of the relevant agencies in relation to the policies. Some IDUKA parties were not aware of the policies.

Furthermore, IDUKA also regretted that there was no standard operating procedure (SOP) regarding students who did practical work at the company. The communication only covers the introduction of students into internships/industrial work practices. There were no clear rules and intensive communication about what were the actual goals to be achieved, therefore, internship activities were carried out on the basis of the knowledge and rules in a particular company. In fact, one of the objectives of this policy through this internship is the creation of links between vocational high schools and IDUKA. Edward III said (in Posangi, Lengkong and Dengo, 1999) that if a policy can be implemented as intended, then the implementation instructions must not only be accepted by policy implementers but also be clear to them. The ambiguity of the communication message conveyed regarding the policy implementation will lead to wrong interpretations that may cause contradictions to the original message.

Information consistency

The third aspect in the communication factors of public policy implementation is consistency. Submission of information on curriculum revitalization was carried out regularly every month at coordination meetings. As for students, it was carried out every week using a method of lecture, both during formal ceremonies and in class, especially regarding competency exams as an obligation for students to improve the quality of graduates.

However, there was a difference regarding the communication with IDUKA. The communication was only performed incidentally before the start of work practice. Even though there were some IDUKAs involved in synchronizing the curriculum, it was still only carried out annually. IDUKA communication with the related agencies was also not performed continuously. For example, the Department of Manpower should be involved in this policy, but they had never conducted regular activities on the revitalization policies. They only collected data on the workforce used in IDUKA. Even the National Education Office had never made regular coordination with IDUKA, but only participated in meetings at the time of curriculum synchronization as fellow invitees. It caused IDUKA to become confused about giving orders to students for internships. Sometimes they used their own rules because students also did not have any information about the work and the situation in the field. IDUKA had to convey to students the rules and criteria to comply with. Students should no longer need a lot of information about what would be done at the internship site, because an advance visit procedure was introduced. Unfortunately, at first, the visit site of IDUKA was sometimes not the same as the place where students were to have their internship later. IDUKA finally had to train the students for at least 1 month for their jobs. This fact was, of course, contrary to the objectives to be achieved in this policy. The revitalization policy aims to prepare vocational high school graduates for work and provide benefits to IDUKA. As a result, some IDUKA sometimes politely refused students who needed to do their internship programs as they were considered burdensome. This surely affected vocational high school graduates tremendously if they did not have places for internships. Since not all the areas of expertise could be provided by schools given their facilities and infrastructure, they automatically cannot achieve the goals of this policy. Edward (in Posangi, Lengkong and Dengo, 1999) stated that the inconsistency of policy implementation orders would encourage implementers to take very loose actions in interpreting and implementing the policies; if this happened it would result in ineffective policy implementation since very loose measures were likely to be inappropriately used to implement the policy objectives.

From the results of the research in the field, it could be concluded that in the implementation of the given revitalization policy, the communication was carried out consistently in several revitalization areas internally, namely in schools, while in other areas, the communication was still accidental and non-sustainable, especially that regarding the relationship with IDUKA.

CONCLUSION

Information transmission in communicating the implementation of the vocational high school revitalization policy in South Sumatra was carried out but it still had distortions. The transmission disruption among stakeholders occurred due to strong sectoral egos in OPDs and a weak role of the Provincial Secretary as the administrative axis in establishing communication and coordination. The reluctance of stakeholders to discuss reflected their feelings of being superior to other sectors and/or the beliefs that it was not their main task and function. The roles of the provincial leadership are essential in creating synergy. To reduce the sectoral ego, in the future it is necessary to think about building the Whole-of-Government (WoG) approach in the implementation of each policy.

The distortion of communication results in unclear information obtained by stakeholders. SOPs were not socialized optimally. Unclear information can also potentially lead to erroneous policy interpretations, so it is necessary to disseminate regulations to all elements involved in implementation.

Finally, there are still inconsistencies in the delivering information in the policy implementation. Submission of information periodically is only done internally such as in schools but not yet to external parties out of schools. It is necessary to create a regular activity to establish intensive communication not only for implementers and policy target groups, but also for stakeholders.

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КОМУНІКАЦІЙНІ ФАКТОРИ В РЕАЛІЗАЦІЇ ПОЛІТИКИ ОЗДОРОВЛЕННЯ ПРОФЕСІЙНОГО ВНЗ В ПРОВІНЦІЇ ПІВДЕННА СУМАТРА

Delfiazi Puji Lestari
Universitas Diponegoro
Semarang, Central Java Indonesia

Ida Hayu Dwimawanti
Universitas Diponegoro
Semarang, Central Java, Indonesia

Endang Larasati
Universitas Diponegoro
Semarang, Central Java, Indonesia

Hartuti Purnaweni
Universitas Diponegoro
Semarang, Central Java, Indonesia

Дослідження спрямоване на аналіз комунікаційних чинників у реалізації оздоровлення професійного ВНЗ. Місце проведення досліджень включало SMKN 1 Gelumbang та SMKN 6 Palembang у провінції Південна Суматра. Дані були зібрані за допомогою інтерв'ю, спостереження та документування. Дослідження будувалося на основі аналізу даних, їх подання та підбиття підсумків.

Доведено, що роль провінційного керівництва має важливе значення у створенні синергії. Щоб зменшити галузеву нерівність, у майбутньому необхідно подумати про побудову загальнодержавного підходу під час реалізації політики у сфері освіти. Нестача комунікації призводить до того, що зацікавлені сторони одержують нечітку інформацію. Нечітка інформація також потенційно може призвести до помилкового тлумачення політики, тому необхідно поширити правила на всі елементи, що беруть участь у реалізації. Існують невідповідності у наданні інформації при реалізації політики. Подання інформації періодично здійснюється лише всередині, наприклад, у школах, але ще зовнішнім сторонам поза шкіл. Необхідно створити регулярну діяльність для встановлення інтенсивного спілкування не лише між виконавцями та цільовими групами політики, а й між заінтересованими сторонами.

Результати показують, що хоча передача інформації про політику здійснювалася у всіх галузях активізації через соціалізацію та технічне керівництво, відхилення все ж таки були виявлені.

Ключові слова: комунікація, реалізація, активізація, професійна політика.

КОММУНИКАЦИОННЫЕ ФАКТОРЫ В РЕАЛИЗАЦИИ ПОЛИТИКИ ОЗДОРОВЛЕНИЯ ПРОФЕССИОНАЛЬНОГО ВУЗА В ПРОВИНЦИИ ЮЖНАЯ СУМАТРА

Delfiazi Puji Lestari
Universitas Diponegoro
Semarang, Central Java Indonesia

Ida Hayu Dwimawanti
Universitas Diponegoro
Semarang, Central Java, Indonesia

Endang Larasati
Universitas Diponegoro
Semarang, Central Java, Indonesia

Hartuti Purnaweni
Universitas Diponegoro
Semarang, Central Java, Indonesia

Исследование направлено на анализ коммуникационных факторов в реализации оздоровления профессионального вуза. Место проведения исследований включало SMKN 1 Gelumbang и SMKN 6 Palembang в провинции Южная Суматра. Данные были собраны посредством интервью, наблюдения и документирования. Исследование строилось на основе анализа данных, их представления и подведения итогов.

Доказано, что роль провинциального руководства имеет важное значение в создании синергии. Чтобы уменьшить отраслевое неравенство, в будущем необходимо подумать о построении общегосударственного подхода при реализации политики в сфере образования. Недостаток коммуникации приводит к тому, что заинтересованные стороны получают нечеткую информацию. Нечеткая информация также потенциально может привести к ошибочному толкованию политики, поэтому необходимо распространить правила на все элементы, участвующие в реализации. Существуют несоответствия в предоставлении информации при реализации политики. Представление информации периодически осуществляется только внутри, например, в школах, но еще не внешним сторонам за пределами школ. Необходимо создать регулярную деятельность для установления интенсивного общения не только между исполнителями и целевыми группами политики, но и между заинтересованными сторонами.

Результаты показывают, что хотя передача информации о политике осуществлялась во всех областях активизации через социализацию и техническое руководство, искажения все же были обнаружены.

Ключевые слова: коммуникация, реализация, активизация, профессиональная политика.

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DETERMINANT FACTORS OF POPULATION SERVICES POLICY AT THE BORDER OF INDONESIA

Johnny Hanny Posumah*
Universitas Sam Ratulangi
Manado, North Sulawesi, Indonesia
ORCID ID 0000-0002-6950-2231

Jericho Danga Pombengi
Universitas Sam Ratulangi
Manado, North Sulawesi, Indonesia
ORCID ID 0000-0001-9553-4037

**Coresponding author email: posumjohnny@gmail.com*

Abstract. This study is aimed at identifying several problems while analyzing the determinants of population service policies in Lirung sub-district, Talaud archipelago district, North Sulawesi province, Indonesia. This study uses qualitative research methods, the data collection methods used in this study are as follows: interviews with employees and the people served, field observations, literature studies. Population services policy is optimal because it gets political support from the central government and local governments. Local governments often communicate to the public about population service policies. Resources for the implementation of policies and programs, policies and policy formats, and there need to be a real improvement, these factors have not been able to optimize service policies. This work has never been achieved and is the result of our research so that it can guarantee its authenticity.

Keywords: determinant factors, population service policy

JEL Clasification: D78, I28, L88

INTRODUCTION

The Minister of Home Affairs Regulation (Permendagri number 120 of 2017 article 11) states that the establishment of the Technical Implementation Unit (UPT) of the Population and Civil Registration Service (Disdukcapil) is prioritized in remote sub-districts, which are difficult to reach by public transportation and have very limited access to services. Article 12, Permendagri number 120 of 2017 stipulates the availability of the following resources: employees, financing, facilities, and infrastructure. It also states the availability of positions in accordance with the duties and UPT Disdukcapil district. The number of employees in the Disdukcapil of Talaud Islands Regency is 20 people: 9 men and 11 women. (source: Agency for Development of Personnel and Human Resources of Talaud Islands Regency, Talaud Islands Regency in 2019 figures).

Observations show that the facilities and infrastructure such as the UPT Disdukcapil in Lirung District are not optimal as well as the budget for implementing policies and programs, the standard operating procedure is not yet visible so that it has an impact on the weakness of population administration services, activities such as family card services, ID cards, etc. that involve public services. So the people of the Lirung sub-district requiring population administration services must move to the island of Karakelang, precisely in Melonguane which is the capital of the Talaud archipelago district to address the Population and Civil Registry Office at a considerable distance of 20 minutes from Lirung sub-district by speedboat transportation.

Figure 1. Unfavorable natural conditions for travel.

Figure 2. Map of the Talaud archipelago district

The big question arises why the population service policy in Lirung District is not implemented optimally. The population service policies in Lirung District are determined by the political support of the central government and local government Shabbir and Rondenelli (2007), community involvement, and the socialization to the community to provide population services in Lirung districts.

LITERATURE REVIEW

Junaidi (2015) said that the implementation of e-government in population administration services has been carried out by the Department of Population and Civil Registration of Serdang Regency since 2007 by utilizing ICT such as SIAK and eKTP in service. The benefits are increased efficiency, effectiveness, transparency, accountability, participation, security, and accuracy of population data. The supporting factors are leadership commitment, budget, policy, while human resources, infrastructure, and public awareness are inhibiting factors for e-government implementation.

Tezera (2019) factors for effective policy implementation, such as policy design, stakeholders and their involvement, institutional, policy, and community context, and implementation strategy. Most individuals identified the main factors as the programs implemented, the individual involvement, the officials, educators and students involvement, and the organizations in which they operate.

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Onomisi, Timothy and Ku Samsu, Ku Hasnita and Ismail, Mohd Mahadee and Wan Mohd Nor, Murni (2019) said that policy implementation can be ensured through committed leadership, orientation, and training. As a result it provides a valuable strategy that will ensure the implementation of the Federal Character Policy in the employment distribution of Nigerian civil servants and most importantly provides useful insights for policies facing implementation setbacks.

Mthethwa (2012) states that the policy is influenced by the content of the policy, the nature of the policy process, the actors involved in the formulation and implementation process. In order for the implementation process to be better, policy implementers must pay attention to several factors related to policy implementation. This article concludes by stating that supportive policy environment can be considered as one of the foundations for better and effective policy implementation.

Resident Service

Dwiyanto, et al, (2002) revealed that the performance of public services is influenced by the following factors:

a. Discretionary authority, namely the steps taken by the organizer to resolve a certain case that has not been regulated in a standard regulation.
b. Change orientation, the extent to which employees accept change.
c. Culture of paternalism, a system that places the leader as the most dominant party.
d. Service ethics, seen from whether an employee in providing services to the community feels committed to respecting the rights of consumers to obtain services transparently, efficiently, and with guaranteed service certainty.
e. Incentive system, in the form of financial and non-material rewards for employees who excel to achieve the desired work results. Meanwhile, employees whose performance is not good are given disincentives such as warnings, delays / demotions, or dismissals.
f. The spirit of cooperation is conceptualized as team cohesiveness.

Policy Implementation

According to Edward III (1980), that policy implementation is influenced by four variables, namely:

a. Communication, namely the success of policy implementation requires the implementer to know what to do, where the goals and objectives of the policy must be transmitted to the target group so that it will reduce the distortion of implementation.
b. Resources; although the contents of the policy have been communicated clearly and consistently if the implementer lacks the resources to implement it, the implementation will not run effectively. These resources can be in the form of human resources, such as implementer competence, and financial resources.
c. Disposition; the character and characteristics possessed by the implementer, such as commitment, honesty, democratic nature. If the implementer has a good disposition, then the implementer can carry out the policy well as desired by the policymaker. When the implementer has a different attitude or perspective from the policymaker, the policy implementation process will also be ineffective.
d. Bureaucratic Structure; organizational structure has a significant influence on policy implementation. The aspects of the organizational structure are Standard Operating Procedure (SOP) and fragmentation. Organizational structures that are too long will tend to weaken supervision and lead to red tape, namely complicated and complex bureaucratic procedures, which make organizational activities inflexible.

Shabbir and Rondinelli (2007) specifically related to the implementation of decentralization policies for developing countries. They stated that the implementation of decentralization policies was influenced by four interrelated variables, namely:

1. Environmental Condition means:
   a. type of political system;
   b. policy Financing Structure;
   c. characteristics of local political structures;
   d. resource constraints;
   e. socio-cultural;
   f. degree of involvement of program recipients;
   g. availability of sufficient physical infrastructure.
2. Inter-Organizational Relations.
3. Resources for Policy and Program Implementation.
4. Characteristics and Capabilities of Implementing Agencies. According to Goggin et al. (1990) policy is assumed to be a "message" from the federal (central) government to local governments. The success of the implementation of the message is strongly influenced by three main things:
   a. The content of the policy message, including resources, policy benefits, and public involvement.
   b. Policy format (the form of the policy massage), consisting of policy clarity (policy clarity), policy consistency (policy consistency), frequency, and acceptance of policy content (a receipt of massage).
   c. The reputation of the actor (the reputation of the communicators), which consists of the legitimacy and credibility of local government actors.

Determinant Factors in Population Service Policy

1. Environmental conditions, which include: type of political system, the structure of policy financing, characteristics of local political structures, resource constraints, socio-cultural, degree of involvement of program recipients, availability of adequate physical infrastructure. Quality policies will not succeed when implemented in situations and environmental conditions that are not conducive to the efforts of policy objectives.
2. Resources for Policy and Program Implementation, namely: control over resources, the balance between a budget distribution and activity programs, accuracy of budget allocation (a policy / program will not be able to achieve goals or targets without adequate budget support), sufficient income for expenditures, support for central political leaders, support for local political leaders.
3. Contents of the Policy, including resources, benefits of the policy, and public involvement in terms of the characteristics and support of the target group (whether the target group is an individual or a group). The characteristics of the target group will greatly affect the target group's support for the implementation process.
4. Policy Format, consisting of policy clarity, policy consistency, frequency, and acceptance of policy content.
5. Communication, the Implementer must transmit to the public about the goals and objectives of the policy so that it will reduce implementation deviations.
6. Bureaucratic Structure, an organizational structure that is too hierarchical will certainly hinder the implementation process.

PAPER OBJECTIVE

The purpose of the study was to analyze the determinants of population service policies in Lirung sub-district, Talaud archipelago district, North Sulawesi province, Indonesia in the context of implementing the regulation of the minister of home affairs #120 of 2017.

METHODOLOGY

This research uses qualitative research methods, namely contextual research involving humans as instruments and adapted to conditions to be able to collect data which are generally qualitative in nature. Creswell (2002) stated that the focus of this research is the determinants of population service policies in Lirung District, Talaud Islands Regency. There are 2 types of primary data and secondary data. The main informants of this research are all population policy implementers. The data collection techniques used in this study were as follows: i) Interview (in-depth interview), ii) Observation, iii) Literature study, iv) Focus Group Discussion. Data analysis techniques are: data reduction, data presentation, data condensation, data verification

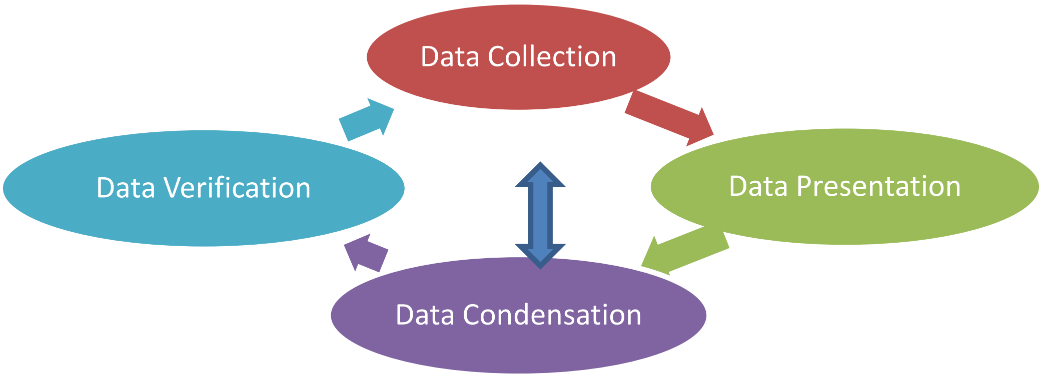

Figure 3. Interactive model data analysis (Miles & Huberman, 2014)

RESULTS AND DISCUSSION

The Talaud Islands Regency is one of the administrative areas in North Sulawesi Province with the characteristics of an Archipelagic, Border, Disadvantaged/Isolated District, and a Disaster-Prone Area with the capital city Melonguane. It is a marine area with a sea area of about 37,800 Km2 (96.79%) and a land area of 1,251.02 km2 (3.21%), A total area of 39,051.02 Km2.

Salibabu Island includes Lirung District, Salibabu District, Kalongan District, Mongore District. Lirung sub-district consists of 4 villages, among others: Talalong Village, Sereh Village, Sereh Satu Village, Musi Village. And 3 (three) Villages, namely: Lirung Satu Village, Lirung Village, Lirung Matane Village. The distance between Lirung sub-district and Melonguane (district capital) is 18.148 km using speedboat sea transportation.

Figure 4. Distance between Lirung and Melonguane sub-districts (Capital of the Talaud archipelago district)

Determinant Factors of Population Service Policy in Lirung District, Talaud Islands Regency

The determining factors in population service policies in Lirung sub-district are factors or phenomena that can make a positive contribution to implementing population service policies, including: environmental conditions, resources for policy and program implementation, policy content, policy formats, communication, bureaucratic structure. However, not all of the above factors can determine population service policies.

1. Environmental Condition

Quality policies will not succeed when implemented in situations and environmental conditions that are not conducive to the efforts of policy objectives. Cheema & Rondinelli (2007). Support from the central government to help accelerate the development of the outermost islands is very large, so that environmental conditions are a determining factor for population service policies in Lirung sub-district However, it is very unfortunate that the Talaud local government has not yet made a local regulation on the population administration of the Talaud Islands Regency. The structure of policy financing has not been arranged in the APBD of the Talaud Islands Regency, there is no political will from the regional government to respond to the policies of the central government. The pattern of social relations formed between one community and another consisting of a group of indigenous peoples is always created in every activity of the Lirung sub-district community. The existence of the availability of resources in the form of physical UPTD offices in Lirung sub-district is available but has not seen the presence of human resources and service activities in it.

The degree of community involvement in population service policies has begun to be optimal because of community involvement in helping local governments to jointly implement population service policies consistently. Community involvement in population service policies is very high because they need services that are closer, faster, and uncomplicated. Supporting physical infrastructure such as internet facilities in the form of Palapa Rings through the BAKTI service from the Ministry of Communication and Information of the Republic of Indonesia has been installed in the Talaud archipelago district.

Based on field observations, indicators of environmental conditions in the implementation of population service policies are optimal, seen from the very intense political support of the central and regional governments as well as the enthusiastic participation of the community to get fast and appropriate services.

Tezera (2019) says that the factors for effective policy implementation are policy design, stakeholders and their involvement, institutional, policy, and societal context, and implementation strategies. Population service policies indicate that environmental conditions are a determining factor for population service policies. This means that there are similarities with the research mentioned above.

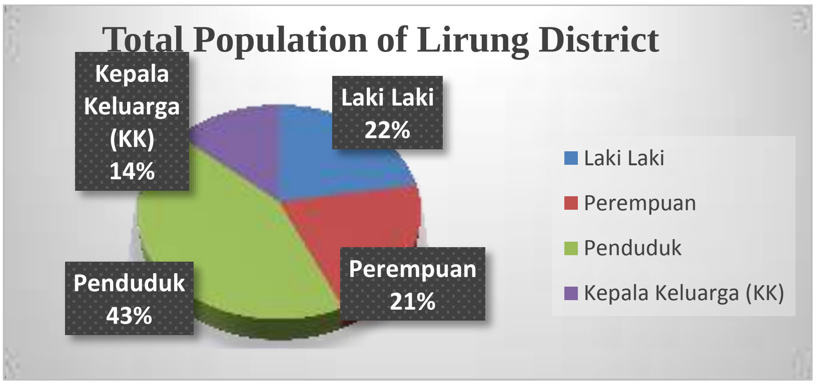

Figure 5. Total population of Lirung sub-district Data Source: Disdukcapil Talaud 2020

2. Resources forPolicy and Program Implementation

Goggin et al.'s (1990) policy is assumed to be a "message" from the central government to local governments. Permendagri nomor 120 of 2017 stipulates that it should have been implemented in the Lirung sub-district government. Christiani (2021) competent and qualified resources will facilitate the implementation of the Destaba program and the achievement of its goals. The results of the study indicate that the resources for the implementation of population service policies and programs define that the accuracy of budget allocations from local governments has not been optimal in allocating the population service policy budget in Lirung sub-district. Likewise, the balance between budget distribution and program activities related to population service policies in Lirung sub-district has not been maximized. The support of local political leaders has been observed, however, the actions to execute or decide on the budget for internet-based population services have not been optimal.

The control over resources is still lacking, the balance between budget distribution and activity programs is not maximized, the accuracy of budget allocation for the implementation of population service policies is not optimal while the support of the central political leaders is very intense to build the outermost islands bordering other countries along with the support of political leaders local government of the Talaud Islands Regency. In theory, Cheema & Rondinelli's (2007) policy perspective on resource indicators for the implementation of policies and programs has not been able to answer the existing problems. If the local government has goodwill to allocate the population service policy budget, all the needs and needs of the Lirung District Disdukcapil UPT will definitely be optimal, so that services to the community regarding population administration will improve. Christiani (2021) competent and qualified resources will facilitate the program management to achieve its goals.

3. Content Policy

From a resource perspective, the office of the Technical Implementation Unit of the Population and Civil Registration Office of the Lirung sub-district has not been able to properly implement the policy. However, community involvement in supporting population service policies is optimal. The benefits of the policy for the people of the Lirung sub-district have a very good impact and make it easier for them get access to population administration files or documents. Resources, benefits of policies, and public involvement are considered from the characteristics and support of the target group. The characteristics of the target group will greatly affect the target group's support for the implementation process. According to Goggin et al (1990) the community participation is optimal, but the availability of the sub-district UPTD office is not maximized.

Content Policy according to Goggin et al. (1990) includes resources, policy benefits, and public involvement with the reference to the characteristics and support of the target group. The characteristics of the target group will greatly affect the target group's support for the implementation process. If the resources have been adequately provided in the form of computer facilities and internet networks, as well as the sub-district Disdukcapil UPT office, and the benefits of the policy are fully comprehended, the policy factor will be fulfilled because community involvement has been optimal as it can be observed from their enthusiasm for accepting the policy. Policy indicators that include resources, policy benefits, and community involvement have not been able to determine population service policies in Lirung sub-district.

4. Policy Format

The clarity of the policies implemented to the community is not optimal, resulting in many local residents who are not aware how the policies can meet the wishes and needs of the community, because the local government does not socialize the implementation program for managing population administration documents that already exists in the sub-district government.

The consistency of population service policies has not been optimal or in other words, the local government's response is still slow.

The local government has not optimally announced the population service policy in the Lirung District community, so the community is so enthusiastic about waiting for population services in the sub-district. Of course, the benefits that will result from the implementation of population service policies will reduce the cost consequences, because the community does not spend too much time and energy, and money. The position of policymakers has not been optimal, indicating that there are no local regulations on population administration, so that program implementers have been prepared with existing resources.

Goggin et al. (1990) policy clarity, consistency, frequency, and acceptance of policy content have not been optimal in the implementation of population service policies in Lirung sub-district. Because policy consistency often encounters many obstacles and policy content, which is not optimal, if the local government has policy clarity in this case disseminating policies to the public.

5. Communication

The government informs about the goals and objectives of the population service policy through the village head and Lurah at every meeting. We always convey to the people who will require population administration to immediately go to the Village office and collect the files to be brought to the Talaud Disdukcapil office. Such step of communicating the population service policy to the community has been carried out because this is a routine task and the community needs it. Although Rai (2020) states that there are often failures in communication. Edward III (1990) the local government has informed the public about the aims and objectives of the population service policy so that it will reduce implementation deviations. This means that the government has campaigned for the purpose of the population service policy to the people of the Lirung sub-district. It turns out that Edward III's policy theory is still relevant to the existing phenomena in the field so that the communication indicator is one of the determining factors in the implementation of population service policies in the Lirung sub-district.

6. Bureaucratic Structure

The Standard Operating Procedure (SOP) does not yet exist at the sub-district level, so it tells of many problems in providing population services. Fragmentation or distribution of responsibilities within one scope is not evenly distributed. The local government uses the 'pick up the ball' method from the community and afterwards it is accommodated in the Kades or Kelurahan office and waits for a good day to be brought to the Talaud Islands Regency Population and Civil Registration Office.

An organizational structure that is too hierarchical will certainly hinder the implementation process. According to Edward III (1990), the aspects of organizational structure are Standard Operating Procedure (SOP) and fragmentation. The organizational structures that are too long will tend to weaken supervision and lead to red tape, namely complicated and complex bureaucratic procedures, which make organizational activities inflexible. The indicators of the bureaucratic structure are not optimal in implementing population service policies in the Lirung sub-district because the SOPs and distribution in the sub-districts are not evenly distributed.

CONCLUSION

The determinants of population service policies in the Lirung sub-district are still dominated or determined by environmental conditions through political support from the central government, the assistance of supporting facilities, namely the internet and political support from the local government. The factor of community involvement in supporting population service policies has been optimal so that the community's desire to obtain population services can be fulfilled in the sub-district. The factor of two-way communication with the community by disseminating or transmitting population service policies is held in the Lirung sub-district.

Meanwhile, resource factors in implementing policies and programs, policy content, policy formats, and bureaucratic structures in providing population services are not optimal, as standard operating procedures not yet available in the office, consistency in implementing population service policies has not been reached yet.

Practically it is hoped that the results of this study can contribute to the Regional Government of North Sulawesi Province and the Indonesian and global governments to better understand the meaning and purpose of the determinants of population service policies in the Lirung sub-district, the outermost island. This research is expected to be useful for improving the quality of human life, the benefits can be felt in the short term or the benefits will be felt in the long term.

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ВИЗНАЧАЛЬНІ ФАКТОРИ ПОЛІТИКИ ОБСЛУГОВУВАННЯ НАСЕЛЕННЯ НА КОРДОНІ ІНДОНЕЗІЇ

Johnny Hanny Posumah
Universitas Sam Ratulangi
Manado, North Sulawesi, Indonesia

Jericho Danga Pombengi
Universitas Sam Ratulangi
Manado, North Sulawesi, Indonesia

Дослідження спрямоване на виявлення кількох проблем під час аналізу детермінант політики обслуговування населення в підрайоні Лірунг, район архіпелагу Талауд, провінція Північний Сулавесі, Індонезія. У цьому дослідженні використовуються якісні методи дослідження, методами збору даних, які використовуються в цьому дослідженні, є такі: інтерв'ю з працівниками та людьми, які обслуговуються, польові спостереження, дослідження літератури. Політика обслуговування населення є оптимальною, оскільки отримує політичну підтримку з боку центрального уряду та місцевих органів влади. Органи місцевого самоврядування часто інформують громадськість про політику обслуговування населення. Ресурси для реалізації політики і програм, політики і формати політики, а також необхідно реальне поліпшення, ці фактори не змогли оптимізувати політику обслуговування.

Результати цього дослідження можуть допомогти регіональному уряду провінції Північний Сулавесі, а також урядам Індонезії та всього світу краще зрозуміти значення та мету детермінант політики обслуговування населення в підрайоні Лірунг, найвіддаленішому острові.

Ключові слова: визначальні фактори, політика обслуговування населення.

ОПРЕДЕЛЯЮЩИЕ ФАКТОРЫ ПОЛИТИКИ ОБСЛУЖИВАНИЯ НАСЕЛЕНИЯ НА ГРАНИЦЕ ИНДОНЕЗИИ

Johnny Hanny Posumah
Universitas Sam Ratulangi
Manado, North Sulawesi, Indonesia

Jericho Danga Pombengi
Universitas Sam Ratulangi
Manado, North Sulawesi, Indonesia

Исследование направлено на выявление нескольких проблем при анализе определяющих факторов политики обслуживания населения в подрайоне Лирунг, округ архипелага Талауд, провинция Северный Сулавеси, Индонезия. В этом исследовании используются качественные методы исследования, методы сбора данных, используемые в этом исследовании, следующие: интервью с сотрудниками и обслуживаемыми людьми, полевые наблюдения, литературные исследования. Политика в области народонаселения является оптимальной, поскольку получает политическую поддержку со стороны центрального правительства и местных органов власти. Органы местного самоуправления часто сообщают общественности о политике обслуживания населения. Ресурсы для реализации политик и программ, политик и форматов политик, и должно быть реальное улучшение, эти факторы не смогли оптимизировать политику обслуживания.

Результаты этого исследования могут помочь региональному правительству провинции Северный Сулавеси, а также правительствам Индонезии и всего мира лучше понять значение и цель детерминант политики обслуживания населения в подрайоне Лирунг, самом удаленном острове.

Ключевые слова: детерминантные факторы, политика обслуживания населения.

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MANAGING THE PRINCIPLES OF GOOD GOVERNANCE: EVIDENCE OF MEMBERS RECRUITMENT IN THE INDONESIAN POLICE ON 2015-2019

Rakhmad Setyadi*
Universitas Diponegoro
Semarang, Central Java
ORCID: 0000-0002-2444-0743

Teguh Yuwono
Universitas Diponegoro
Semarang, Central Java
ORCID: 0000-0002-6468-446X

Rahayu
Universitas Diponegoro
Semarang, Central Java
ORCID: 0000-0002-8396-2656

Ida Hayu Dwimawanti
Universitas Diponegoro
Semarang, Central Java
ORCID: 0000-0002-5869-5429

**Corresponding author email: rakhmadspolri72@gmail.com*

Abstract. The purpose of this research is to analyze the problems of the National Police in managing the principles of good governance through the principles of Clean, Transparent, Accountable, and Humanist in the recruitment of Polri members in 2015-2019. As well as to analyze aspects of the obstacles and challenges of the National Police in the application of the principles of Clean, Transparent, Accountable, and Humanist (CTAH) in the recruitment of members of the Police. And formulate or produce an ideal Polri member recruitment model in accordance with the principles of good governance. **This study uses a qualitative method.** Data was collected by means of a literature study, a document study, and in-depth interviews before data analysis was carried out. **The results showed** that the recruitment system used was a decentralized system with an indication of the powers granted to the regions. In its implementation it is transparent and objective so that healthy competence is achieved in order to prevent deviations or abuse of authority by paying attention to the principles of Clean, Transparent, Accountable and Humanist First there must be fixed the culture of the bearer of the function of human resource development itself and improve the quality of Polri personnel. It also requires a moral commitment between each party related to the development of Polri's human resources to be able and willing to carry out the process of developing human resources in a transparent, integrity, accountable, and professional manner.

Keywords: recruitment, clean, transparent, accountable, humanist.

JEL Classification: I380, L310, L440

INTRODUCTION

Since the reform era that began in 1998, there have been many improvements made by the government in order to realize Good Governance, namely an effective and efficient government system that is intended to carry out a good and correct bureaucracy by carrying out bureaucratic reform (Adisasmita, 2011). Bureaucratic reform was launched by the government in 2010 in the Grand Design of Indonesian Bureaucratic Reform (GDRB, 2010) by issuing Presidential Regulation (Perpres) Number 81 of 2010 concerning Grand Design of Bureaucratic Reform 2010-2025 and Regulation of the State Minister for Empowerment of State Apparatus and Bureaucratic Reform Number 20 the Year 2010 concerning the Road Map for Bureaucratic Reform 2010−2014. Basically, these rules say that bureaucratic reform aims to create a professional government bureaucracy with adaptive characteristics, integrity, high performance, clean and free from corruption, collusion, and nepotism, able to serve the public, neutral, prosperous, dedicated, and uphold the basic values and code of ethics of the state apparatus.

The concept of bureaucratic reform accompanied by the efforts to create excellent service explains that bureaucratic reform carried out by the government is currently focused on improving the quality of public services. Based on the 2017-2019 National Average Bureaucratic Reform Index, it is known that the 2019 average National Bureaucratic Reform Index (RB) achievement for Ministries/Institutions (K/L) is 73.66, provinces are 63.70, and districts /cities of 55.46 (the results of the Ministry of PANRB's evaluation of the implementation of the 2019 bureaucratic reform program). Compared to the 2019 target, the average achievement was 99.03%. When compared with 2018 achievements, the average index of K/L and province has increased, while districts/cities have decreased.

As a public organization, the Indonesian National Police (Polri) currently has big challenges in carrying out its main tasks and functions on a daily basis amidst the social dynamics of an increasingly modern, critical, and law-aware society. Based on the 2018 Annual Report of the Ombudsman of the Republic of Indonesia, the National Police is a state institution that has a moderate compliance index, which is included in the yellow zone category, that means that the National Police is trying to become a state administrator who is obliged to provide the best service to the community, the evidence-based policy of public service standards. The data can be seen in the image below, namely:

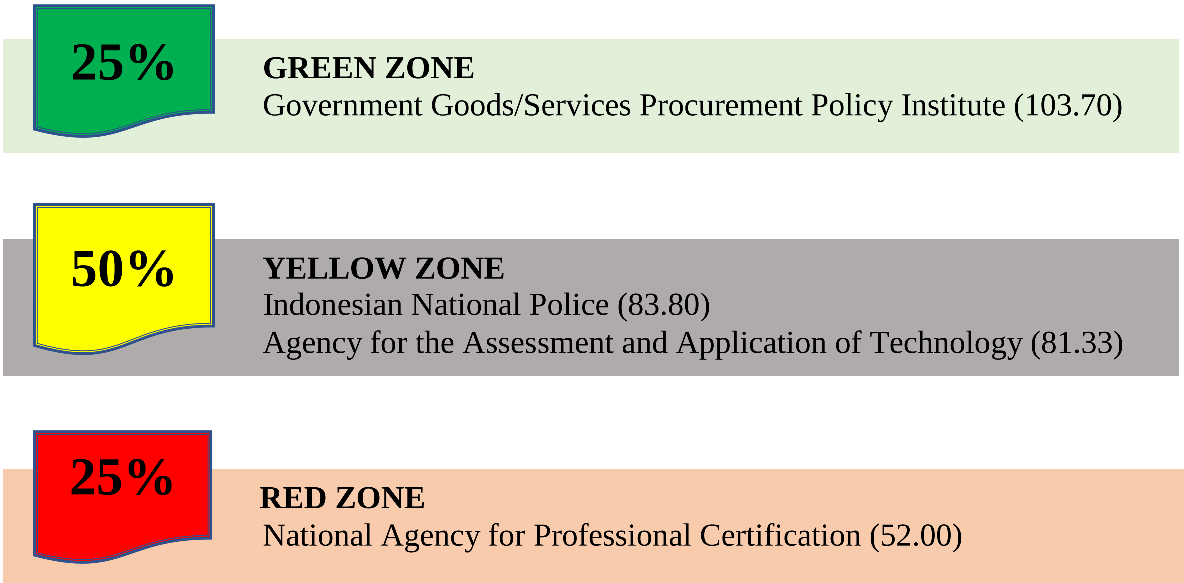

Figure 1: Compliance Value of State Institutions

Source: research data, 2021

Based on the data above, it is said that the achievement of Polri's current performance has occurred through a long process supported by the reform of the Polri bureaucracy to meet public expectations by carrying out various efforts to make improvements, arrangements, reinforcements, reforms. towards a professional and trusted National Police, including setting targets in the implementation of structuring and change, namely for 2005-2009, the National Police tried to build public trust (trust-building), in 2010-2014, the Police built partnerships, and 2015-2025, Polri is targeted to achieve excellence. The reform of the Polri bureaucracy is continued with the hope of realizing a Polri structure that is more professional, humanist, free from corruption, collusion, and nepotism, and reliable, through the field of Human Resources as well as the fields of administration and operations. The basic demands that must be met in fostering and improving the management of Polri's human resources start from the recruitment process of good and quality Polri members, this is in accordance with what was conveyed by Krivoruchenko & Shyshkin (2017) that human resources will affect organizational performance.

The implementation of good governance in recruiting Polri members is part of the Polri bureaucratic reform which aims to cover requirements, criteria, mechanisms, and procedures by ensuring the implementation of transparency and accountability. To improve the recruitment process for members of the National Police so that they are more qualified, the National Police stipulates Regulation of the Chief of the Indonesian National Police Number 10 of 2016 concerning the Admission of Candidates for Members of the Indonesian National Police. The National Police in the process of recruiting members refers to the basic principles of acceptance, namely Clean, Transparent, Accountable, Humanist, and competency-based.

The recruitment process for Polri members is indeed very vulnerable to the practice of corruption, collusion, and nepotism. According to Riggs (1964), poor recruitment practices are inherent in societies undergoing transition. The problem of recruitment carried out by the government is also not free from problems, namely creating vulnerability to corruption, collusion, and nepotism in recruitment. The poor admission system continues to have an impact when the candidate who has been accepted is placed in a position. With a bureaucratic situation full of corruption, collusion, and nepotism, such a recruitment process cannot produce the best candidates. Such a recruitment culture will only produce officers whose morals are not maintained and their competence is inadequate. Arnaz (2018) revealed that various irregularities still occur in the recruitment and selection process for the National Police organized by Polda throughout Indonesia, including (1) fraud and embezzlement by promising to graduate, (2) a policy of prioritizing local sons, (3) leaking questions tests, and (4) abuse of authority. These problems occur because there are still gaps that have the potential for deviation. The National Police leadership has given a warning in eliminating irregularities in the implementation of the selection, by taking firm action against elements and participants involved in corruption, collusion, and nepotism practices.

Based on the above problems, this study aims to analyze the problems faced by Polri in managing the principles of good governance through CTAH principles in the recruitment of Polri members in 2015-2019. Analyzing the aspects of the obstacles and challenges of the National Police in the application of CTAH principles in the recruitment of members of the National Police. Formulate or produce an ideal Polri member recruitment model in accordance with the principles of good governance.

LITERATURE REVIEW

Keban stated that the term Public Administration shows how the government acts as the sole agent in power or as a regulator, who is active and always takes the initiative in regulating or taking steps and initiatives, which they think are important or good for the community because it is assumed that the community is a passive party, less able, and must submit to and accept whatever is regulated by the government (Keban, 2008). Hadjon (2005) asserts that in the broadest sense public administration is the state's activity in exercising its political power. In the implementation of public affairs, in addition to being carried out by the government bureaucracy in the executive environment, professional resources are also needed. (Al Hafis, 2017; Yogia et.al, 2020). Therefore, public administration can be defined as executive activities in the administration of government functions (Hadjon, 2005).

Bureaucratic reform is a systematic, integrated and comprehensive effort aimed at realizing good governance (Komarudin, 2014). Bureaucratic reform emphasizes significant changes in the administration of the state/government and development, carried out in various aspects of the state apparatus (institutions, human resources of the apparatus, administration or management, apparatus accountability, supervision, and quality public services, as well as changes in mindset and culture-set). (Komarudin, 2014).

Bureaucratic reform in Indonesia has taken a new phase since the government launched the grand design of national bureaucratic reform through Presidential Regulation No. 81 of 2010 so that bureaucratic reform efforts can run more directed and sustainable. The implementation of this grand design was attended by all institutions/ministries under the management of the national team for bureaucratic reform with the involvement of various related elements for the coordination of the vice president, such as the Ministry of Empowerment of the State Civil Apparatus and Bureaucratic Reform as the coach, the Financial and Development Supervisory Agency as the quality assurance team, the Ministry of Finance as the supervisor of financial affairs and performance-based remuneration, as well as several relevant State-Owned Enterprises institutions under the Ministry of SOEs whose function is to sharpen, coordinate, and synchronize government programs.

Presidential Regulation of the Republic of Indonesia Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010-2025 explains that bureaucratic reform is an ongoing effort, each stage of which provides changes or improvements to the bureaucracy for the better. The operational implementation of the Grand Design for Bureaucratic Reform 2010–2025 will be stated in the Road Map for Bureaucratic Reform which is set every 5 years by the Minister of PANRB. In 2025, Indonesia is expected to be in a truly advanced phase with a government bureaucracy that is professional and has high integrity. The grand design of the 2010-2025 national bureaucratic reform and the roadmap for implementing bureaucratic reform is also programmatically articulated through the Nine Bureaucratic Reform Acceleration Programs, namely structuring the bureaucracy, structuring the number and distribution of civil servants, an open selection system, and promotion of the apparatus, professionalization of the apparatus, improving the welfare of the apparatus, efficient use of apparatus work facilities and infrastructure, increased transparency and accountability of apparatus, simplification of business licensing, and development of electronic government.

Police reform began with the issuance of Presidential Instruction Number 2 of 1999 dated April 1, 1999, which was later confirmed by the Decree of the People's Consultative Assembly of the Republic of Indonesia Number VI/MPR/2000 concerning the Separation of the TNI and Polri and the Decree of the People's Consultative Assembly Number VII/MPR/2000 concerning the Role of the TNI and Polri. The separation is a good momentum for the National Police to change the situation for the better in all aspects related to realizing an independent and professional Police. The reform of the National Police in the fields of structure, procedure, and culture is carried out in line with the reform of the state administration to realize good governance. In line with reforms, the National Police have made structural changes such as the status of the National Police under the President, validation of the organization: Small Headquarters, Regional Police Enough, Large Police, Strong Police and Satwil adjusted for regional expansion and the formation of a National Police Commission in accordance with Law Number 2 of 2002. Meanwhile, from the instrumental aspect, namely the existence of Law 2/2002 and its elaboration, revision of task guidelines such as the operational field according to democracy and human rights, the field of development includes recruitment, education, discipline, and professional ethics and the field of planning and supervision. Meanwhile, from the cultural aspect, there has been a paradigm shift, where the organizational culture is transparent and accountable, the member culture includes attitudes and behavior as well as internal and external supervision (Rahardi, 2012).

METHODOLOGY

The research approach used is a qualitative method. This study uses a qualitative approach because the research intends to obtain an in-depth picture of the problems faced by the Indonesian National Police in managing the principles of good governance through the principles of being CTAH in the recruitment of members of the National Police in 2015-2019. Data collection techniques are carried out by means, namely interviews, documents, and archive recordings and observations. The informants selected were internal parties, namely Rojianstra As HR of the Police Headquarters, Karo of HR of the Regional Police, Bidpropram Polda, and Itwasda Polda. External parties, namely Kompolnas, Ombudsman, parents of participants, and participants. Furthermore, data analysis was carried out in three steps which included: (1) preparing and organizing the data, (2) reducing the data, then (3) presenting the data.

RESULT AND DISCUSSION

Polri manages the principles of good governance through the principles of CTAH in the recruitment of Polri members in 2015-2019.

The recruitment of human resources for members of the 2015-2019 fiscal year at the Polda level must be carried out in accordance with the procedures and mechanisms established by referring to the Decree of the Chief of Police concerning the Provisional Script for the Admission of Candidates for Police Members. In the implementation process of recruiting members of the National Police, there are targets to be achieved. The target is to find the best candidates for Polri members and with the principle of acceptance of Polri Members, namely the principles of CTAH. This principle is used as a reference in the recruitment of human resources for members of the National Police for the 2015-2019 fiscal year. The existence of a principle that has become a reference in the implementation of the recruitment of Polri Members proves that the efforts of the Indonesian National Police in implementing the recruitment of Polri Members are carried out by referring to the principle of good governance.

The recruitment process for members of the National Police is initial recruitment so that applicants come from external sources. The target is all Indonesian citizens who meet the specified requirements. As one of the advertising sentences used is "POLRI provides an opportunity for the sons and daughters of Indonesian citizens to become members of the National Police". To get qualified, superior, and competitive prospective participants, the central committee requires all regional committees to carry out campaigns/socialization proactively to the Polres and Polsek levels through various efforts including making conventional advertisements and digital advertisements about the recruitment of Polri members including making videos/ short film. To get qualified candidates, the regional committee is required to visit superior schools in their area, as well as visit schools, villages on the outermost inhabited small islands, remote areas, and border areas with neighboring countries. All of these efforts are evidence that the National Police opens this opportunity as wide as possible to all eligible people in order to obtain potential participants without discrimination.

The organizing committee element involved in the acceptance of Polri members is the regional committee. Regional committees have their respective duties, principals, and functions in implementing the acceptance of Polri members. The admission committee in question starts from the highest ranks in the Regional Police, namely the Regional Police Chief to the supporting committees in accordance with their respective field expertise. Outside of the regional committee, there is also a supervisory team assigned to oversee the entire process of accepting members of the National Police. There are two supervisors involved in this acceptance, namely internal supervisors and external supervisors. The internal supervisors involved are the Regional Superintendent Inspectorate (Itwasda) and the Professional and Security Sector (Bidpropram) while the external supervisors are involved in accepting Polri members from various fields such as the Ombudsman, the Indonesian Doctors Association (IDI), the Religious Communication Forum (FKUB), Institute of Social Society (NGO). The existence of elements of internal supervisors and external supervisors involved in the implementation of the recruitment of human resources for members of the National Police is certainly a form of effort made by the police institution so that the implementation of the recruitment of members of the National Police can be maintained in the implementation process.

The selection process for Polri members, as a continuation of the recruitment process, uses several selection methods which include: initial administrative examination, health examination I, psychological examination and testing, academic testing, health examination II, physical ability testing, final administrative examination, and final determination meeting. The initial selection is the administrative selection of prospective Member students to complete the administrative requirements. The administration is carried out in two places. There are two reviews of this administrative stage, proving that there are efforts to prevent incompatibilities with the documents used to support administrative requirements. This process proves that the administrative process is very strict. Prospective student members pass through seven stages of the test starting from the administrative stage to the final determination stage or what is known as the Final Determination Committee Assessment. At this stage of the test, before the prospective student members are declared to have passed the Final Determination Committee Assessment stage, there is a supervision team from the National Police Headquarters who conducts the examination. This is done to review the process and results of the stages of the acceptance test for Polri members at the Regional Police starting from the initial administrative stage to the second health stage before the final determination is carried out. This review is carried out to review the results and the implementation process of all stages of the acceptance test. This proves that the entire series of stages from the beginning to the end of the acceptance of Polri members, the test results must be in accordance with the facts that occur in the field.

Looking at the many stages of the appointed National Police Membership acceptance test, it can be said that the Indonesian National Police institution has been trying to find qualified Polri members who can be assigned to carry out their duties, principals and functions as police in Law no. 2 of 2002 concerning the National Police of the Republic of Indonesia which states that the function of the police is based on Article 1, namely maintaining security and public order, Article 2 is enforcing the law and Article 3 is protecting, nurturing and serving the community. The series in each stage of acceptance affects the results obtained. Efforts with the many stages of the test can certainly get the best members of the National Police. The knockout system used in the process of implementing this test plays an important role in selecting the best prospective students. In this process, prospective students/students register through online mass media for free at no charge in accordance with the explanation of information officially published by the National Police.

After the registration process is complete, it is continued with the process towards the test stage, but before the test stage takes place there is an Integrity Pact commitment. The signing of the Integrity Pact was carried out before the start of a series of activities for the selection process for the recruitment of members of the National Police. This process is carried out by supervisors, committees, parents, and prospective students/students of the Indonesian National Police. The Integrity Pact is an oral or written commitment. The existence of an integrity pact is an effort made by the Indonesian National Police to ensure commitment to the implementation of human resource recruitment for members of the National Police. In the process of accepting members of the National Police using a predetermined system, wherein a series of one-stage test participants prospective students of the National Police are unable to take part and do not pass the process, they are declared disqualified directly at the stage of the test.

Aspects of Polri's obstacles and challenges in implementing the CTAH principle in the recruitment of Polri members

The knockout system used can make it easier to determine who can follow the next stage of the test. A large number of participants proves that the knockout system is very effective for accepting Polri members with a large number of participants. In the implementation of the recruitment process for members of the National Police, there are often issues circulating in the community related to alleged irregularities that occurred during the process of testing the acceptance of members of the National Police. Phenomenon I, the acceptance of Polri members in conducting socialization carried out by the implementing committee by visiting high school / vocational schools is still not optimal. The schools visited were not evenly distributed across all existing schools, only a few schools were visited to provide information regarding the admission of members of the police.

In the implementation of Member acceptance, there is also a phenomenon carried out by prospective Member students. At the health test stage, there is also a phenomenon that occurs that there are two male and female selection participants before entering the health room sending SMS and fuel to individuals. After being traced by the supervisory committee to the source, there is no clear identity of the message. Seeing such a phenomenon proves that there are still attempts to commit fraudulent acts by irresponsible persons. However, with such a strict system, prospective student members cannot carry out these irregularities. After further investigation by internal and external supervisors, the identity of the contacted by prospective students/students of Polri members is not clear.

In the implementation of the test stage measuring height, there are also irregularities that occur, namely differences in the height measuring instruments used. The implementation of this Member acceptance uses two height measuring instruments. Whereas the two measuring instruments used should have the same size without the slightest difference. Seeing this odd phenomenon, participants who have taken the test to measure height who have passed or are called back to repeat the test fall out. The Implementation of the acceptance stage, of course, all materials, materials, tools must be carried out in an accountable manner, but in accepting this Brigadier there are differences in the results of the measurements of the two height measuring instruments used and the difference is very different. This difference in measuring instruments affects the requirements for the admission of members of the National Police so that it has a major impact on candidates.

In the implementation of the assessment stage, which still uses human power, there is the potential for subjectivity in the assessment that has not been supported by technology that can erode the potential for this subjectivity. The use of technology that is not fully automated, such as the use of the LJK system in the written test, is also a potential fraud. Including the absence of a computer-based technology system (application) that integrates the overall value results of each sub-item and each item of a selection method that automatically processes values into final values so that they still use human power (operators) to input values into value processing applications which cause potential value manipulation.

The graduation criteria for ex-Akpol selection participants is an affirmative action carried out by the Police which has more value because it allows the National Police to get quality non-commissioned personnel because they get participants who pass all stages of selection at the Police Academy level with a higher qualification level than the NCO level. However, the quota has not been determined from the start, so it has the potential to take over the quota of other participants. Regarding this, a source from one of the Polri officials at the HR bureau explained that he could not determine the quota from the beginning for the graduation criteria for ex-Akpol selection participants because it was not known beforehand how many people were declared Unselected Passed in the Akpol selection who were then willing to join as prospective NCO education students, However, this provision has been regulated in the regulations so that the presence of the passing criteria for ex-Akpol selection participants will erode the position of non-commissioned officers in the lowest rank because the graduation criteria for ex-Akpol selection participants are considered more qualified because they have passed the selection with qualifications at the Akpol cadet level.

The ideal model for recruiting members of the National Police is in accordance with the principles of good governance.

Good governance can be interpreted as an action or behavior that is based on values that are directing, controlling, or influencing public problems to realize these values in their actions and daily life. Good governance is a form of awareness of responsibility in managing natural resources and in upholding human rights. Good governance also exists, if the state can guarantee the security of its citizens. Likewise, if bureaucrats use their positions to serve the wider community, not to enrich themselves. Furthermore, good governance also means the implementation of socio-political policies for the benefit of the people, not only for the prosperity of certain individuals or groups but good policy implementation is also based on good human resources and is able to carry out policies (Christiani et al. 2021).

Basically, good governance is directed to practice ideal governance. All principles of good governance must be a guideline for local governments in exercising their authority to accept candidates for members of the National Police, especially the principles of being CTAH. This is intended so that the philosophy of “the right man on the right place” remains the basis for consideration in the context of accepting candidates for members of the National Police. The ideal model for recruiting members of the National Police is in accordance with the principles of good governance, namely.

1. Accountability

Accountability, consisting of 1. There is conformity between implementation and standard implementation procedures. 2. There are sanctions set for any errors or omissions in the implementation of activities. 3. Preparation of accountability reports from state administration activities to the public in accordance with statutory regulations. 4. Increased public trust in the Police. 5. Reduced cases of corruption and nepotism.

2. Openness (Transparency)

Openness or transparency can be seen from three aspects: (1) the existence of an open policy towards supervision; (2) the existence of access to information so that the public can reach every government policy; (3) the application of the 30 principles of check and balance between the executive and legislative institutions. The aim of transparency is to build mutual trust between the Police and the public, whereby the Police must provide accurate information to the public in need. Especially reliable information related to legal issues, regulations, and the results achieved in the recruitment process for members of the National Police; the existence of a mechanism that allows the public to access relevant information; the existence of regulations governing the obligation of the Police to provide information to the public; and fostering a culture in the community to criticize the policies produced by the National Police. The principle of transparency in the recruitment of members of the National Police is 1. Availability of adequate information in every process of drafting and implementing public policies. 2. There is access to information that is ready, easily accessible, freely obtained, and on time. 3. Increased knowledge and insight of the community towards the recruitment of members of the Police. 4.

Increased public trust in the Police. 5. Increasing the number of people participating in the recruitment of members of the National Police.

3. Participation

Participation is a process of involving the community, especially their aspirations in making policies or formulating plans made by the National Police in the recruitment of Polri members, also seen in the involvement of the community in the implementation of various Polri policies and plans, including monitoring and evaluation. This involvement is not based on the principle of representing the aspirations of the people through representatives in the House of Representatives, but indirect involvement. Participation in the sense of encouraging all citizens to exercise their right to express, directly or indirectly, suggestions and opinions in the decision-making process. Especially giving freedom to the people to gather, organize, and actively participate in determining the future. The principles of participation in the recruitment of members of the National Police are 1. There is an understanding of state administrators about the participatory process or method. 2. There is decision-making based on mutual consensus. 3. Increasing the quality and quantity of inputs (criticisms and suggestions) for the recruitment of members of the National Police. 4. There is a change in people's attitudes to become more concerned with every step taken by the Police.

4. The rule of law bureaucratic apparatus

The rule of law of the bureaucratic apparatus means that there is clarity and predictability of the bureaucracy towards the private sector; and from the perspective of civil society, it means that there is a legal framework needed to guarantee the rights of citizens in upholding the accountability of the Police. The requirements for the concept of the rule of law are as follows: a. The rule of law: every action of the State must be based on law and not based on unilateral actions with the power it has. b. Legal certainty: in addition to being closely related to the rule of law, it also requires guarantees that problems are regulated clearly, firmly, and not duplicative, as well as contrary to other laws and regulations. c. Responsive law: the law must be able to absorb the aspirations of the wider community and be able to accommodate the needs of the community and not be made for the benefit of a few elites. d. Consistent and non-discriminatory law enforcement: efforts that require sanctions, mechanisms for implementing sanctions, and human resources/law enforcement with integrity. e. Judicial independence: namely the principle that attaches the effectiveness of the judiciary as an important condition for the realization of the rule of law.

CONCLUSION

The implementation of recruitment for Polri members is a process of seeking human resources for Polri members in police organizations with the aim of obtaining qualified Polri members. The acceptance of members of the National Police in its implementation refers to the Decree of the Chief of Police. In its implementation, the Police Headquarters of the Republic of Indonesia gives full authority to the Regional Police for the implementation and determination of graduation for the acceptance of Polri Members. The recruitment and selection system must be carried out transparently and objectively so that healthy competencies are achieved in order to prevent irregularities or abuse of authority by paying attention to good principles including CTAH.

It takes quite a long time to realize the development of Polri's human resources in accordance with the expectations of all Polri personnel and the community. First, it is necessary to fix the culture of those who carry out the human resource development function and to improve the quality of Polri personnel so that they are able to respond to the challenges of society in upholding the rule of law and civil supremacy in a democratic government environment. It requires a moral commitment between each party related to the development of Polri's HR to be able and willing to carry out the HR development process in a transparent, integrity, accountable, and professional manner. And there are legal sanctions for those who violate this moral commitment.

It is important for the National Police to immediately draw up a Regulation of the National Police Chief regarding the merit system which is firmly a principle in the management of the National Police as a whole, including the recruitment and selection process for the National Police. This step is also to answer the mandate contained in the 2016-2019 Police Bureaucratic Reform Road Map which states that the strengthening of the Polri HR management system that is transparent, competitive, with integrity, based on merit and is carried out through the issuance of the National Police Chief Regulation on the National Police HR Management System.

The central committee as the policymaker and the rules used by all regional committees in carrying out the recruitment and selection process are aimed at building a technology system in the computer-based assessment and scoring mechanism in an integrated manner from the assessment of each selection method item to a total assessment in determining the final ranking to eliminate the potential for subjectivity valuation and manipulation of values. These technologies include: (1) psychological examinations, academic tests, and PMK using the Computer Assisted Test (CAT) system, (2) health checks, coding of participant numbers is carried out with a barcode system so that assessors and participants do not know the new participant number, (3) test physical, using sensor-based measuring instrument technology. Furthermore, a computer-based technology system (application) is needed that integrates the overall results of each selection method which automatically processes the value of each selection method into a final value based on ranking.

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ЗАБЕЗПЕЧЕННЯ ДОТРИМАННЯ ПРИНЦИПІВ УПРАВЛІННЯ В ПРОЦЕСІ ПРИЙОМУ НА РОБОТУ ДО ПОЛІЦІЇ ІНДОНЕЗІЇ У 2015-2019 РР.

Rakhmad Setyadi
Universitas Diponegoro
Semarang, Central Java

Teguh Yuwono
Universitas Diponegoro
Semarang, Central Java

Rahayu
Universitas Diponegoro
Semarang, Central Java

Ida Hayu Dwimawanti
Universitas Diponegoro
Semarang, Central Java

Метою даного дослідження є аналіз проблем Національної поліції у питаннях дотримання принципів управління у процесі прийому на роботу до поліції Індонезії через принципи прозорості, підзвітності та гуманізму. Проаналізовано аспекти перешкод та проблем національної поліції щодо застосування принципів прозорості, підзвітності та гуманізму при прийомі на роботу співробітників поліції. Сформульовано та розроблено ідеальну модель набору членів Polri відповідно до принципів належного управління. При цьому у дослідженні використовується якісний метод. Дані були зібрані у вигляді вивчення літератури, вивчення документів і глибинних інтерв'ю щодо аналізу даних. Результати показали, що використана система прийому на роботу була децентралізована із зазначенням повноважень, наданих регіонам.ЇЇ реалізація є прозорою та об'єктивною, тому компетентність досягається з метою запобігання відхиленням або зловживанню владою, звертаючи увагу на принципи чистоти, прозорості, підзвітності та гуманізму.

Ключові слова: національна поліція, керування, прийом на роботу.

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ОБЕСПЕЧЕНИЕ СОБЛЮДЕНИЯ ПРИНЦИПОВ УПРАВЛЕНИЯ В ПРОЦЕССЕ ПРИЕМА НА РАБОТУ В ПОЛИЦИЮ ИНДОНЕЗИИ В 2015-2019 ГГ.

Rakhmad Setyadi
Universitas Diponegoro
Semarang, Central Java

Teguh Yuwono
Universitas Diponegoro
Semarang, Central Java

Rahayu
Universitas Diponegoro
Semarang, Central Java

Ida Hayu Dwimawanti
Universitas Diponegoro
Semarang, Central Java

Целью данного исследования является анализ проблем Национальной полиции в вопросах соблюдения принципов управления в процессе приема на работу в полицию Индонезии через принципы прозрачности, подотчетности и гуманизма. Проанализированы аспекты препятствий и проблем национальной полиции в применении принципов прозрачности, подотчетности и гуманизма при приеме на работу сотрудников полиции. Сформулирована и разработана идеальная модель набора членов Polri в соответствии с принципами надлежащего управления. В этом исследовании используется качественный метод. Данные были собраны посредством изучения литературы, изучения документов и глубинных интервью для проведения анализа данных. Результаты показали, что использованная система приема на работу была децентрализованной с указанием полномочий, предоставленных регионам. Её реализация прозрачна и объективна, так что компетентность достигается с целью предотвращения отклонений или злоупотребления властью, обращая внимание на принципы чистоты, прозрачности, подотчетности и гуманизма.

Ключевые слова: национальная полиция, управление, прием на работу.

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UNDERSTANDING THE CHALLENGES FACING SMALL AND MEDIUM ENTERPRISES IN FOODSERVICE INDUSTRY: A CASE OF SRI LANKAN RESTAURANTS

H.A.K.N.S. Surangi*
University of Kelaniya
Sri Lanka
ORCID ID: 0000-0002-2671-2212

P.S. Ekanayake
University of Kelaniya
Sri Lanka

**Corresponding author email:* surangins@kln.ac.lk

Abstract. Small and Medium Enterprises (SME) play an essential role in the Sri Lankan tourism industry, whereas relatively little is known about the restaurant sector and its challenges. This research aims to examine the challenges facing SME restaurants in Sri Lanka. Given the relatively new and unexplored nature of the research problem, a qualitative, specifically multiple case study method was adopted. Twenty-eight respondents, including the restaurant owner, manager, and two customers from each selected case, were purposively approached. In-depth interviews and observations were used to collect data which was then analysed using the thematic analysis for the implication and conclusion. The key challenges highlighted by the study respondents are lack of skilled employees, high labour turnover, stiff competition in the industry, wrong location, increased budget tourists, lack of technical support from the government authorities and no proper waste management system. The study results support the view that the Sri Lankan restaurant sector requires much more governmental and institutional support. Therefore, the government and other supporting agencies of SMEs can use these findings to develop the SME sector for future programs. Furthermore, this study enriches the understanding of challenges on the experience of Sri Lankan entrepreneurs, which is influenced by the industry-specific factors.

Keywords: challenges, Small and Medium enterprises, foodservice industry, restaurant, qualitative.

JEL Classification: M 2.

INTRODUCTION

Small businesses play a vital role in the economies of both developed and developing countries. For instance, this sector constitutes 95%, 97.3% and 85.5% of all businesses in the United Kingdom, New Zealand and Australia, respectively (Ekaterina, Daria & Wim, 2021). Small businesses are the backbone of the Canadian economy; they account for 99 per cent of all businesses in the country and are responsible for over 20% of the country's GDP (Le 2015). According to the Kenya National Bureau of Statistics 2017, small and micro-enterprises play a major role in Kenya, with the sector contributing over 50 per cent of the new jobs created in 2015 (Ekaterina, Daria & Wim, 2021). About 98% of enterprises in most Asian countries are classified as small enterprises; they contribute significantly to total employment in any nation, frequently representing more than 50% of employment (Adam & Alarifi 2021). For example, small and medium-sized enterprises contributed over 30% of Pakistan's GDP in 2005 (Ekaterina, Daria & Wim, 2021**)**.

For tourism to be beneficial in income generation, economic growth, employment generation, poverty alleviation and rural development, it has to be linked to local economies such as agriculture and micro and small-scale enterprises (UNWTO 2011**)**. The economy of Sri Lanka mainly depends on plantation crops, the apparel industry, tourism and foreign employment. Therefore, tourism has become an active income-generating source for the Sri Lankan economy. In 2017, tourism maintained its position as the country's fourth-largest foreign exchange earner, and tourism's contribution to foreign exchange earnings in 2017 amounted to 2.6% (SLTDA 2018). Regarding the restaurant category, Sri Lanka's tourism and, specifically, the restaurant sector depends heavily on its Small Enterprises (SLTDA 2018). Furthermore, 90% of all restaurants worldwide employ less than 50 total employees, and 70% of all restaurants are standalone entities that operate as a single unit (Gaille, 2017). In a global scenario, the restaurant industry has shown steady positive growth and overall global sales, growing at an annual rate of 5.6% (Gaille, 2017). The global market size of the restaurant industry in 2017 was USD 2.1 trillion (Restaurant & Hospitality Industry Statistics and Market Size Overview, Business and Industry Statistics, 2018). The approximate number of restaurants worldwide was 16 million in 2016. Therefore, Sri Lankan restaurants serve a more significant role in society and are considered as an emerging industry, which makes up 1.55 % of GDP together with the hotel sector (SLTDA 2019).

The number of small business establishments, including the restaurant sector in Sri Lanka, is very high, contributing to employment. In general, the small business sector is more labour intensive compared to larger companies. Even though the small business sector accounts for a significant proportion of employment creation, this sector, nevertheless, has a high failure rate. The rate of failure of small businesses in developing countries is higher than that in the developed world (Marlow, Henry and Cater, 2009). The World Bank survey (2007) highlights that, within eight years of receiving a small business loan, only 20% of small businesses survived in Sri Lanka (World Bank 2010). One study has identified that the business failure in SMEs in Sri Lanka is around 45%. From the inception of the industrialization of the Sri Lankan economy, the small business sector was recognized as an important sector to be developed. However, the performance progress of this sector is not yet up to expectations (Premarathna 2008, Selvamalar 2005) as small and medium enterprises face many issues and challenges. In this regard, many researchers have considered the problems small businesses face, identifying various traditional constraints such as finance, lack of planning and networking, which are some of the reasons behind the slow growth of SMEs (Rathnayake 2006, Selvamalar 2005). In this setting, some of the traditional issues are already acknowledged by some researchers as hindering SMEs success most and leading to a high failure rate in the country. But are these really the case in the Sri Lankan SME restaurant sector?

LITERATURE REVIEW

The literature dealing with barriers to the growth of SMEs is relatively rich, but not in the restaurant sector. Hwang & Lockwood (2006) found six main related issues for SMEs in the tourism industry: changing demand, limited resources, lack of skilled labour, lifestyle, lack of competitive benchmarking, and location. Another group of researchers identified several barriers to success, including three general areas (Lussier, Bandara, & Marom 2016). The first is general factors, which can influence any business, such as global terrorism or disease outbreaks. The second is related to the size of SMEs and their financial, human resources as well as marketing related issues. Third, the lack of involvement of the owner or manager with all aspects of the business. The final factor is the unique nature of the service sector businesses (Lussier, Bandara, & Marom 2016). These barriers put extraordinary pressures on the industry, with lost sales unable to be recovered at a later date. The emphasis could move from copying competitors and gaining competitive advantage through exceptional performance to motivating and allowing experience sharing in networks regarding joint problems for future excellence (Lonita, 2013). Rather than focusing on the strategic level, when thinking about SMEs, addressing the pertinent business issues that emerge from current business priorities should be the key theme (Hwang & Lockwood, 2006). Some researchers pointed out that a lack of financing became an obstacle to SMEs growth in transitional economies due to poorly developed capital markets (Marom & Lussier, 2014).

According to the OECD 2017, the adoption delay of SMEs is mainly due to a lack of investment in complementary knowledge-based assets, such as R&D, human resources, organizational changes and process innovation. For instance, a lack of investment in in-house innovation processes and organizational capabilities limits the capacity of SMEs to take full advantage of new technologies to enhance data analytics and increase their participation in knowledge networks (OECD, 2017). The Information Technology revolution has made it easier for firms to innovate through collaborative networks with other businesses and requires coordinating with external knowledge partners and effectively incorporating knowledge from external sources into internal processes (Olaison & Sorensen, 2014). However, the SME sector did not take full advantage of technological advancement (Bennet, 2017). Poor management practices and lack of governance structure also pose challenges to business transfer and management transition processes in many SMEs, particularly the restaurant sector (Bennet, 2017, Chittithaworn, Islam, Keawchana, & Yusuf , 2011).

In some cases, management limitations are compounded by financing constraints, regulatory hurdles, administrative and tax burdens, and minor markets for business transfer (Bennet, 2017 Hwang & Lockwood, 2006). As a result, regulatory uncertainty, complexity and inconsistency affect SMEs disproportionately, and SMEs are typically less efficient than large firms in screening the regulatory environment and dealing with relevant norms (Jayathilake, 2017). Moreover, the SME sector mainly depends on external network actors as they do not have sufficient skills and expertise (Surangi, 2018, Jayathilake, 2017).

Moreover, SME participation in the knowledge-based economy is held back by skills shortages, poor internal management practices and low levels of workforce training (Lonita, 2013). There is evidence that SMEs have higher skills deficiencies than large firms, and SME training effort is average compared to larger firms (Lussier, Bandara, & Marom 2016). As a result, SMEs often face challenges attracting and retaining highly qualified personnel and staff with relevant skills (Oyedele et al., 2014). Furthermore, SMEs appear to be relatively behind in establishing collaboration with education and training institutions (Oyedele et al., 2014, Pushpakumari, 2008).

In this setting, what arises from the literature is that SMEs face several issues and challenges. The problems can be categorized into internal and external. Internal barriers typically include a variety of firm characteristics. External factors usually refer to obstacles related to access to credit. The finance problem was consistently highlighted. But the studies also show that barriers are varied depending on the sector or industry to which business belongs. Another important finding is that some obstacles are context-specific. For example, institutional barriers are different from country to country.

METHODOLOGY

There are limited studies that have been carried out concerning the Sri Lankan SME restaurant sector. Therefore, an exploratory, qualitative research approach was suitable to understand the experinces of SME entrepreneurs related to business challenges. Critical realism philosophy and a case study method were identified as the most appropriate research design for the study. A critical realist case approach is particularly well suited to relatively clearly bounded but complex phenomena (Yin, 2014). Furthermore, the nature of the research question in critical realism must be of the form "what caused the events associated with the phenomenon to occur". Therefore, critical realism is particularly well suited for case study researches (Easton, 2008).

Moreover, the case study method enables a researcher to closely examine the data within a specific context (Yin, 2014). In most cases, a case study method selects a small geographical area or a minimal number of individuals as the subjects of study (Yin, 2009). Therefore, the case study method would be most suitable to investigate contemporary and real-life issues (Yin, 2012). Unlike quantitative analysis, which observes patterns in data at the macro level based on the frequency of occurrence of the phenomena being observed, case studies follow the data at the micro-level (Yin, 2014). Multiple case studies enable the researcher to understand better the scenario's differences within and between cases (Yin, 2014). In this study, seven successful small and medium scale restaurants were selected as the cases for investigations. One of the common pitfalls of case study is a tendency to attempt to answer a question that is too broad for one study. To avoid this problem, several authors, including Yin (2003) suggested that placing boundaries on a case can prevent this explosion from occurring. Their suggestions on how to bind a case include: (a) by time and place; (b) time and activity; and (c) by definition and context. In this study, small and medium-scale restaurants were investigated as cases, and their boundaries were identified as follows:

Inclusion criteria:

• Local small and medium scale restaurants in Gampaha District in Sri Lanka (10-200 employees);

• Sri Lanka tourism board approved Grade A restaurants;

• Fine dining, Casual style dining, Fast-casual dining and Buffet type restaurants were only considered.

Exclusion criteria:

• Restaurants that were affiliated with well-established hotels or any other organization;

• Microscale restaurants that have less than ten employees were not considered.

The data were collected through in-depth interviews and observations. In-depth interviews were conducted with the restaurant owner, one manager/employee, and two customers of the respective restaurant. Two different interview guides were used for interviews. Most of the time, interviews were conducted early morning or evening since the interviewees were busy in rush hours. The average interview time for the owner and manager was around one hour for each. For a customer, the average interview time was around 15 minutes. Once the interviews had taken place, transcribing took place by the researcher with reducing unnecessary data. Transcribing own data helps build knowledge of the data and saves the time incurred in editing the transcriptions done by another person. In addition, it allowed the researcher to gain familiarity with the content of the interviews. Afterwards, the completed transcripts for each restaurant were read thoroughly to identify the broad themes and patterns. This research involves a combination of apriori, and theoretically derived codes. The collected information under each theme and pattern for each case was read carefully as preparation for carrying out with-in the case analysis. Updated with-in the case analysis was then read several times, tracing back to the interview guides when necessary to prepare the cross-case analysis. After being updated with-in case reports many times, the sub themes were finally purified from the data under the identified main themes. During this stage, it was required to cross-reference the information many times with the original interview transcripts and reviewed literature. Then the cross-case analysis was made carefully.

The strategies such as member checking, data triangulation, sources of triangulation were used to ensure trustworthiness. Furthermore, the ethical procedure was considered throughout the research process. For example, only adults participated in the research, with their informed consent applied as a mechanism to ensure that the participants understood what it meant to participate in the research study to decide whether they wanted to join in a conscious, deliberate way. In addition, pseudonyms were used to protect the confidentiality of the research participants.

ANALYSIS AND DISCUSSION

The results and discussion of the interviewed data and observation evidence revealed the themes and patterns of challenges faced by small and medium-scale restaurants in Sri Lanka under the ten main themes (main challenges).

Human resources related challenges

Two sub-themes were identified under the central area of HR, such as lack of trained/skilled employees and high labour turnover.

Lack of trained/skilled employees

As per the interviewees, there is a considerable shortage of skilful employees for the positions such as head cook, waiters, stewards, helpers, etc. Especially, case studies A and F thoroughly mentioned this issue and said they were suffering a lot. As a result, customers can see the restaurant team's weaknesses and get upset about the service. One owner mentioned that even cooks in our country are also not adequately trained. This essence can be found in the interview transcripts.

"The biggest problem in Sri Lanka is employees. There are no trained people. There is no system in Sri Lanka that trains people" (*Owner – Case Study A).*

"A lot of unskilled people are coming to us. It's a problem. Some people don't even know how to call a customer. So all the problems stuck with us. Therefore, there are so many complaints" (*Owner – Case Study F).*

"The biggest problem is that waiters and helpers do not know this field" (*Manager – Case Study F).*

According to the respondents views, most of the time, those employees are not well trained. Therefore, restaurant managers have to teach them before the job and on the job. Moreover, some case studies in this research emphasized that restaurants face some problems due to poor skills of mainly temporary employees.

"…There is no discipline when they come to work. Some casual employees take liquor with guests. Some even steal guests' belongings at parties. It can damage our image. This is why trustworthiness and discipline are so important" (*Manager – Case Study C).*

It was noticed that hotel school students do not tend to come to small restaurants for their training. They are thinking about the reputation of the organization. Thus, most students like to go to Hilton, Galadari, or other famous places since those names will give them many advantages in the future when they apply to other jobs.

"We've asked trainees from hotel schools. But we haven't found them. So they go to big hotels with a big name like Hilton, Taj. (*Manager – Case Study A).*

"People like to work in places that have a good reputation even though they are not paid well (*Owner – Case Study C).*

In some small restaurants, trainees are paid well with free food and accommodation. However, trainees are not still coming to small local restaurants for their training. Not only trainees but also employees prefer to work in reputed places. Therefore, this situation is not favourable for the small, local restaurant sector.

Since employees are the leading resource of an organization, it is essential to maintain a code of conduct. If employees behave well, the organization will be benefited. If they act beyond the proper discipline, organization will be lost. Therefore, discipline is essential to maintain the restaurant status as well. The discipline of the employees reflects the quality of the restaurant.

All these issues occur due to the lack of training and knowledge. As a result, many customer complaints are raised. In this context, the main problem among the human resources related challenges highlighted by the owners and managers of SMEs is a lack of skilled employees, and these findings comply with the prior researches (Ahmed et al., 2019). For example, Ahmad et al. (2019) identified various issues in starting up and operating tourism-related businesses in the United Arab Emirates, and a lack of skilled labour was the main issue.

High Labour Turnover

As per the interviews, it is challenging to retain employees in this industry. Therefore, the industry needs to do the recruitment process continuously.

"We have to recruit employees for one position several times as no one retains for a more extended period. So we need to spend our time and cost on this continuous recruitment. (*Manager – Case Study D).*

We had a man for live music. But, even though I asked him to do service only for our restaurant, he denied it. Because he knows that he is very specialized. (Manager – Case Study F).

"As the restaurant is so crowded, one steward has to look at many tables. Then they'll miss our orders. So we need to remind them what we need constantly. They are under so much pressure. Whenever we come here, we can see new faces of employees". (*Customer – Case Study E).*

The restaurant industry mainly depends on people. Without people, it will be very hard to continue. Therefore, to successfully operate a restaurant, it is crucial to have enough employees. Suppose a restaurant is running with a shortage of employees. In that case, every function in the restaurant will be at risk as there is no proper attention for food quality, food safety, food service, etc. When employees work under stress with a load of work, they cannot give their customers the best service. The regular high turnover rate in the hospitality industry, including restaurants, is the most problematic managerial issue (Bennet, 2017). Employee turnover has been argued as a harmful effect on revenue and expenses in management and has been addressed as a severe operational and strategic challenge(Bennet, 2017). Furthermore, turnover among human services occupations, especially in the tourism and hospitality industry, negatively impacts management and organizations as wellas the quality of services and goods, which results in customer dissatisfaction (Eravia, Handayani & Julina 2015).

Rising of competitors

Another significant challenge which restaurants are faced with is the rising of competitors. The manager of Case Study B frequently highlighted the issue of their competitors. In his view, their competitors are always trying to copy them.

"There are many competitors. They're attacking our restaurant. They're promoting and selling the food at a reduced/low price. Our food is expensive, but ща рипр quality" (Manager – Case Study B).

Every food has its own standard quality. Most successful restaurants follow the good quality of products and provide their customers with a quality service. Therefore, the food is mainly priced according to its quality and the service provided. Competitors can easily copy those products and sell them at a lower cost. This practice discourages the restaurants which are running well with best practices.

The manager in Case Study B says: *"There's a big problem. If someone started a business with many hardships, others would start the same business next to it. Then, finally, nobody does get a profit. Just see the TV now. All was copied from India. Or from America. There's no creativity in them. We do the same for others. Our people don't know how to think anew".*

When entrepreneurs working in a highly competitive industry like tourism, competitors copying each other is common. Therefore, high competitiveness is a great challenge to implement best practices and make enough profit in the restaurant industry. However, competition is usually considered a positive thing for any industry. It forces entrepreneurs to continue to improve and gives their customers more options. Those willing to start a new business in any industry will face many rivals and competition to end with death or life. Researchers revealed that tourism entrepreneurs face huge competition compared to other sectors (Le, 2015, Hwang & Lockwood, 2006). Therefore, they need to prepare new competitive strategies to survive in the field. Tourism entrepreneurs always are in an uncertain and highly changeable environment. Given this state of complexity, tourism entrepreneurs must actively strive to consistently carry out a competitor analysis (Hwang & Lockwood, 2006).

Wrong restaurant location

While many mistakes can be corrected later on, a wrong location is sometimes impossible to fix. The restaurant's location is crucial to run the business in a better way without hazards. Many respondents in the study commented on it. According to them, the operation of the restaurant should not disturb society.

"At parties, there is too much noise, causing trouble. There were parties around 2 am. So people came and complained that they couldn't even sleep. There are a lot of people who go to work in the morning. So now we have parties only until 12" (*Manager – Case Study B).*

"This area is not suited to this restaurant. Since this area is residential, this kind of entertaining restaurant needs to be a little bit far away from the residential area or in commercial area…" (*Manager – Case Study B).*

As mentioned in the above quotations, the noise should not be disturbing to the neighbouring area, mainly when music shows, parties or events are conducted.

The manager of Case Study D emphasized that the highway's opening severely affected their business as people got a new fast route for their journeys.

"We lost our business badly soon after the highway was opened. This happened due to the fact that people started to use highway rather than using their usual routs" (*Manager – Case Study D).*

Choosing a business location cannot be done easily as every step in a business process is crucial. The restaurant's location should be consistent with its particular style and image. Previous researches show that restaurants are an important factor in choosing a holiday destination for some tourists, and restaurants location can enhance the guests' overall satisfaction with the destination (Parsa et al, 2005). Investigating the customer experience related to critical restaurant attributes, Pezenka and Weismayer (2020) findings revealed that payment options, the atmosphere and location affect the overall star rating.

Increase in budget tourists

The manager in Case Study A emphasized a new threat to the Sri Lankan tourism industry. According to him, currently tourists are not spending much money on high-class food and accommodations. What they want now is new experiences.

"Europeans didn't eat rice & curry in the past. But now they eat whatever they have. The reason is now tourists work on a budget. In the past, white people came here to spend money. But now, they come to get experience, not to spend money (*Manager – Case Study B).*

This is a newly identified challenge as tourists are really cost-conscious nowadays. Most of the tourists are not spending more days in luxury hotels. If they stay, they do not get food from hotels since those foods are expensive. Instead, tourists go to very small restaurants or shops for cheaper foods. Global Data consumer survey (2021) also shows that travellers are more price-sensitive than before the pandemic, which is unsurprising given that 87% of global respondents expressed concern about costs. Budget restaurant owners will be well-positioned to benefit from increased bargain-hunting travellers looking for the cheapest food and facilities (Sternad, Krenn & Schmid, 2017).

Lack of technical support from responsible organizations

One restaurant owner noted that he has an important new project, but there is no place to get technical knowledge related to these projects.

"We are going to introduce a wastewater treatment plant. It is completely re-treating the water we use. I've planned to build the system to use the treated water again, but it is very difficult to do in Sri Lanka. Even though the rules are there, there is no proper place to get technical advice and support. So I am really disappointed (*Owner – Case Study A).*

According to the National SME policy, providing support for SMEs is one of the significant responsibilities of the government (National Policy Framework for Small and Medium Scale Enterprise Development, 2015). However, it is still questionable when it comes to the practical situation. Many places in Sri Lanka can help SMEs improve their business, including the Chamber of Commerce, CEA (Central Environmental Authority), Sri Lanka Standards Institute, and relevant ministries. But, there is no proper coordination among these institutions. Most of these responsible bodies are not connected to the updated technical database and other facilities. However, many researchers revealed the critical role of the government in creating the right framework conditions for the digital transformation of tourism business models and a broader tourism ecosystem (Surangi, 2018, Sternad, Krenn & Schmid, 2017).). The digitalisation of SMEs has been identified as a particular challenge concerning productivity in micro and small businesses that are often resource-constrained and have less support from the relevant authorities (OECD, 2017).

Challenges in Waste Disposal Management

Some restaurant owners stated that there is an issue with waste disposal in some of their outlets. According to them, the municipal council does not collect garbage properly. In such situations, garbage is accumulated in the restaurant premises, and garbage collectors are careless in collecting the trash. Moreover, since some areas do not have proper drainage systems, restaurants face many difficulties when removing waste from their premises.

"The garbage is collected by the municipality. We have to give them money, or they won't do it properly, they do not come every day (Owner – Case E).

"There's a problem. Sometimes the municipal council does not collect the trash. There is a stink of garbage. It's not good. The other problem is that they break our trash baskets. They had recently damaged a wheel in one of our trash baskets. They don't handle our belongings carefully. We can't always buy those things"(Owner – Case F).

"Since there is no drainage system here, a gully bowser comes in every two months and takes wastewater in gullies. It's a big problem" (Owner – Case F).

Many developing countries face issues related to managing waste properly, and Sri Lanka is also not the exception. Local authorities organize waste collection and disposal poorly. Hygiene is one of the essential things in the restaurant sector as the risk of contamination with their foods is very high. Therefore, massive business risk is also related with this challenge. These findings complied with the previous research (Pezenka and Weismayer 2020). One of the most burning issues related to waste generation in tourism-related business is that those responsible authorities may present inefficient waste management programmes, laps of environmental protection legislation, and a poor infrastructure (Pezenka and Weismayer 2020).

CONCLUSION

This research contributes to the current knowledge in the area of SME constraints in the specific context of the Sri Lankan restaurant sector. Since the topic of the involvement of entrepreneurs in the restaurant industry in Sri Lanka is not well investigated, the research findings add to the current knowledge from a contextual point of view. The majority of studies of SMEs, particularly those based in developed economies, tend to respond to the interests of policymakers and practitioners. Therefore, these studies tend not to explore in-depth issues and challenges of small businesses since most of them have an economic and quantitative basis.

According to the findings, workforce shortages in terms of quantity and quality are among the most significant human resource challenges the restaurant industry faces in Sri Lanka.

Therefore, most of the restaurants recruit unskilled people for some positions. Labour turnover is inevitable, and many businesses and industries are dealing with this issue every single day. This study's findings confirmed that restaurant industry employees expect to move from one job to another due to a lack of job security and the seasonality effect. Moreover, the labour turnover increases when employees are far more specialised, more challenging to find a better job, and require more training. Inefficient waste management is another challenge facing this sector, which leads to higher operational costs and lower touristic value of the attractive location. Several government agencies are supposed to offer technical advice on running a business. However, according to the participants, the questionable nature of the support they offer is also a barrier. The rise of competitors, who employ unethical practices like serving items similar in appearance but low in quality at a low price, also puts restaurant owners under pressure of competition as their customers are misled. Another significant finding to arise is that restaurant location is a highly noticeable factor influencing the success of SMEs in Sri Lanka. This research contributes to the understanding of SME development by highlighting the issue of location as a particularly significant factor. For the owner-managers and businesses in the sample, the location was a much more acute and multi-faceted issue than in most other studies

The present research study generated several findings and conclusions that may have implications for practice, policy, and research. The conclusions derived from the present study of the issues and challenges faced by SMEs would be significant for practitioners since they could provide entrepreneurs with an enhanced understanding of how they could manage their businesses. From a government perspective, the issues brought up in this study would work as an opportunity to set up national policies. The government should help the restaurant sector minimize the impact of the challenges they face, especially in the case of labour shortage and waste disposal management. Therefore, the government and other SME-supporting agencies can use these findings to develop the SME sector for future programs. Finally, the findings of this study would be beneficial to restaurant managers so that they could understand their customer needs closely and take necessary action to increase customer satisfaction.

This research has limitations that call for further investigation. The present research study was conducted in a specific geographical context: the Gampaha District in Sri Lanka. Many of the findings may be specific to this location and Sri Lanka. For these reasons, generalization of the results could be limited. A further limitation of the present study is that the SMEs studied were selected from the restaurant sector. Therefore, some of the findings may be sector-specific, and thus generalization of such results to other industries is inappropriate. The research study employed a cross-sectional design. As the data collection for the study involved face-to-face interviews, all data were somewhat subjective. Notwithstanding this bias, future researchers can consider the mixed methods in mitigating this limitation.

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ВИВЧЕННЯ ЗАДАЧ, З ЯКИМИ СТИКАЮТЬСЯ МАЛИ ТА СЕРЕДНІ ПІДПРИЄМСТВА У ГАЛУЗІ ХАРЧОВОГО ОБСЛУГОВУВАННЯ: ПРИКЛАД РЕСТОРАНІВ ШРІ-ЛАНКИ

H.A.K.N.S.Surangi
University of Kelaniya,
Sri Lanka

P.S. Ekanayake
University of Kelaniya,
Sri Lanka

Малі та середні підприємства (МСП) відіграють важливу роль у туристичній індустрії Шрі-Ланки, тоді як про ресторанний сектор та його проблеми відомо відносно мало. Це дослідження має на меті вивчити проблеми, з якими стикаються ресторани малого та середнього бізнесу на Шрі-Ланці. Враховуючи відносно новий і невивчений характер дослідницької проблеми, було прийнято якісний, а саме множинний метод дослідження випадків. До двадцяти восьми респондентів, у тому числі власника ресторану, менеджера та двох клієнтів із кожного вибраного випадку, було звернуто цілеспрямовано. Глибокі інтерв'ю та спостереження були використані для збору даних, які потім аналізувалися за допомогою тематичного аналізу для висновку. Основними проблемами, які виділяють респонденти дослідження, є нестача кваліфікованих працівників, висока плинність робочої сили, жорстка конкуренція в галузі, неправильне розташування, збільшення бюджету туристів, відсутність технічної підтримки з боку державних органів та відсутність належної системи поводження з відходами. Результати дослідження підтверджують думку, що ресторанний сектор Шрі-Ланки потребує набагато більшої державної та інституційної підтримки. Таким чином, уряд та інші агенції підтримки МСП можуть використовувати ці висновки для розвитку сектору МСП для майбутніх програм. Крім того, це дослідження збагачує розуміння проблем, пов’язаних із досвідом шрі-ланкийських підприємців, на які впливають специфічні для галузі фактори.

Ключові слова: виклики, малі та середні підприємства, індустрія громадського харчування, ресторан, якість.

ИССЛЕДОВАНИЕ ЗАДАЧ, С КОТОРЫМИ СТАЛКИВАЮТСЯ МАЛЫЕ И СРЕДНИЕ ПРЕДПРИЯТИЯ В ОБЛАСТИ ПИЩЕВОГО ОБСЛУЖИВАНИЯ: ПРИМЕР РЕСТОРАНОВ ШРИ-ЛАНКИ

H.A.K.N.S.Surangi
University of Kelaniya, Sri Lanka

P.S. Ekanayake
University of Kelaniya, Sri Lanka

Малые и средние предприятия (МСП) играют важную роль в туристической индустрии Шри-Ланки, тогда как о ресторанном секторе и его проблемах известно относительно мало. Целью исследования является изучение проблем, с которыми сталкиваются рестораны малого и среднего бизнеса на Шри-Ланке. Учитывая относительно новый и неизученный характер исследовательской проблемы, был принят качественный, а именно множественный метод исследования случаев. К двадцати восьми респондентам, в том числе владельцу ресторана, менеджеру и двум клиентам из каждого выбранного случая, было обращено целенаправленно. Глубокие интервью и наблюдения были использованы для сбора данных, затем анализировались с помощью тематического анализа для вывода. Основными проблемами, которые выделяют респонденты исследования, являются: недостаток квалифицированных работников, высокая текучесть рабочей силы, жесткая конкуренция в отрасли, неправильное расположение, увеличение бюджета туристов, отсутствие технической поддержки со стороны государственных органов и отсутствие надлежащей системы обращения с отходами. Результаты исследования подтверждают мнение, что ресторанный сектор Шри-Ланки нуждается в гораздо большей государственной и институциональной поддержке. Таким образом правительство и другие агентства поддержки МСП могут использовать эти выводы для развития сектора МСП для будущих программ. Кроме того, это исследование обогащает понимание проблем, связанных с опытом шри-ланкийских предпринимателей, на которые влияют специфические для отрасли факторы.

Ключевые слова: вызовы, малые и средние предприятия, индустрия общественного питания, ресторан, качество.

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Дизайн обкладинки:	Бухаріна Л.М., Онищенко О.А.

Засновник видання:
Запорізький національний університет
Адреса редакції: 69063, м. Запоріжжя, вул. Жуковського, 55а, к. 415
Телефон: (061)289-41-15
Офіційний сайт видання: www.management-journal.org.ua
Електронна адреса: znu@management-journal.org.ua

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Contacts: Zaporizhzhia National University
Faculty of Management
Zhukovsky street 55a, office 415, Zaporizhzhia, 69063
Official website: www.management-journal.org.ua
Email: znu@management-journal.org.ua