ICASPGS
INTERNATIONAL CONFERENCE ON ADMINISTRATIVE SCIENCE, POLICY, AND GOVERNANCE STUDIES

"Advancing Policy, Governance, and Innovation in Digital Ecosystems: A Multidisciplinary Approach"

October 30 - 31 2018
Aston Priority Simatupang & Conference Center
The 2\textsuperscript{nd} International Conference on Administrative Science, Policy and Governance Studies

In strategic alliance with

The 3\textsuperscript{rd} International Conference On Business Administration And Policy

Main Theme:

“Advancing Policy, Governance, and Innovation in Digital Ecosystems: A Multidisciplinary Approach”

Faculty of Administrative Science
Universitas Indonesia

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Warm greetings from Dean,
Faculty of Administrative Science Universitas Indonesia

Dear Colleagues and Guest,

A very warm welcome to our 2nd International Conference on Administrative Science, Policy and Governance 2018! Faculty of Administrative Science Universitas Indonesia (FIA UI) is growing and going international! As the youngest Faculty at Universitas Indonesia, we are glad and proud that our second international conference has successfully attracted more than 203 national and international enthusiasts. This time we closely collaborate with Faculty of Social and Political Science, Universitas Gadjah Mada and the Institute for Governance and Policy Analysis, University of Canberra as the co-hosts for the success of this event.

This year’s conference theme “Advancing Policy, Governance, and Innovation in Digital Ecosystems: A Multidisciplinary Approach” reflects the dynamics relations between multiple actors in harnessing innovation as the enabling factor that encourages public administrators and business actors to look beyond ‘business as usual’ to improve citizens’ living quality.

We hope that the conference could stimulate discussions and debates among academicians, experts, and policy makers on the most current theoretical and practical issues to address various wicked problems in public sector through collaboration and partnership. I strongly believe that ICAS-PGS could serve as a promising hub for the exchange of information and solution between multiple governance actors in today’s dynamic and multi-faceted digital ecosystems.

Finally, I would like to sincerely thank the Organizing Committee for their hard work during the ten months of preparation. Thanks to all speakers and participants for your contribution and participation in promoting the advancement of administrative science!
Warm greetings from General Chair, The 2nd ICAS-PGS 2018

Dear esteemed colleagues,

On behalf of the committee, I am pleased to welcome all participants and guests to our 2nd International Conference on Administrative Science, Policy and Governance 2018 (ICAS-PGS 2018).

We are really glad to reach this milestone following ten months of preparation. We cannot wait to share our greetings to some old friends from last year while welcoming many new faces to the second annual ICAS-PGS 2018.

It did not take so long for the committee to agree on this year’s theme “Advancing Policy, Governance, and Innovation in Digital Ecosystems: A Multidisciplinary Approach”. We are currently living in a rapidly changing environment that requires more and more collaboration than ever. Within this context, only by harnessing the power of innovation then the society, business, and government actors can move forward altogether and survive.

In the second year of our conference, we received more than two hundred articles that were blindly reviewed through the selection process. Around twenty four percent of the submitted articles were declined afterwards due to quality issue, and half of them (one hundred and eight participants) will be presented at the conference.

Moreover, consistent with the digitization agenda, this year we further develop our Conference App 2.0 to ensure that the participants enjoy a better access on various conference-related materials in your fingertips.

Finally, I would like to thank FIA UI’s big family for their support and all the participants and speakers for your sharing and contribution. I hope you have a great time at the conference!
Keynote Speakers

The 2\textsuperscript{nd} International Conference on Administrative Science, Policy and Governance Studies
DAY 1 (OCTOBER 30 2018)

“Policy Innovation and Governance Reform that Matter in Digital Era”

Prof. Mark Evans
(University of Canberra)

“Public Policy and Governance under Digital Ecosystems: Some Practical Experience from Indonesia”

Prof. Wahyudi Kumorotomo, Ph. D
(Universitas Gadjah Mada)

“Local Government Readiness in Digital Era: A Melting Point between Local Capability and Global Challenge”

Dr. Alex Brillantes
(University of the Philippines)
DAY 2 (OCTOBER 31 2018)

“The Sustainability of Social Entrepreneurship in Industrial 4.0”

Prof. Dr. Heike Grimm
(University of Erfurt)

“The Roles of Fiscal Policy to Attract Investment in Industrial 4.0: Indonesian Government Perspective”

Robert Pakpahan, Ph.D
(Directorate General of Taxes, Ministry of Finance)

“How to Utilize Business Intelligence to Improve Competitiveness in Industrial 4.0?”

Dr. William Yeoh
(Deakin University)

“How Should Government Handle Social Impact of Industrial 4.0?”

Prof. Dr. Gerry Stoker
(University of Canberra)
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| 09:00 – 09:30 | National Anthem: Indonesia Raya Opening Ceremony:  
1. Rector of UI  
2. Dean of Faculty of Administrative Science | Ballroom Aston Hotel, Jakarta                       |
| 09:30 – 10:00 | Group Photo                                                      | Ballroom Aston Hotel, Jakarta                       |
| 10:00 – 10:30 | Coffee Break                                                      |                                                       |
| 10:30 – 11:00 | Soft launch Double Master Degree  
FIA UI – IGPA UC | Ballroom Aston Hotel, Jakarta                       |
| 11:00 – 12:30 | Plenary Session 1  
**Prof. Mark Evans**  
(University of Canberra)  
“Policy Innovation and Governance Reform that Matter in Digital Era”  
**Prof. Wahyudi Kumorotomo, Ph. D**  
(Universitas Gadjah Mada)  
“Public Policy and Governance under Digital Ecosystems: Some Practical Experience from Indonesia”  
**Dr. Alex Brillantes**  
(University of the Philippines)  
“Local Government Readiness in Digital Era: A Melting Point between Local Capability and Global Challenge”  
Moderator:  
**Prof. Dr. Eko Prasojo**  
(Dean of Faculty of Administrative Science UI) | Ballroom Aston Hotel, Jakarta                       |
<p>| 12:30 – 13:30 | Lunch                                                                | Ballroom Aston Hotel, Jakarta                       |
| 13:30 –       | Parallel Session I                                                | Ballroom Aston Hotel, Jakarta                       |</p>
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<td>10:30 – 11:00</td>
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<td>11:00 – 12:30</td>
<td>Plenary Session 2&lt;br&gt;&lt;b&gt;Prof. Dr. Heike Grimm&lt;/b&gt;&lt;br&gt;(University of Erfurt)&lt;br&gt;“The Sustainability of Social Entrepreneurship in Industrial 4.0”&lt;br&gt;<strong>Robert Pakpahan, Ph.D</strong>&lt;br&gt;(Directorate General of Taxes, Ministry of Finance)&lt;br&gt;“The Roles of Fiscal Policy to Attract Investment in Industrial 4.0: Indonesian Government Perspective”&lt;br&gt;<strong>Dr. William Yeoh</strong>&lt;br&gt;(Deakin University)&lt;br&gt;“How to Utilize Business Intelligence to Improve Competitiveness in Industrial 4.0?”&lt;br&gt;<strong>Prof. Dr. Gerry Stoker</strong>&lt;br&gt;(University of Canberra)&lt;br&gt;“How Should Government Handle Social Impact of Industrial 4.0?”</td>
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Parallel Sessions

The 2nd International Conference on Administrative Science, Policy and Governance Studies
# Stream 1: Toward Sustainability Policy and Governance in Digital Ecosystems

## Day 1, Tuesday, 30 October 2018

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<td>Msmes Programme In Depok City, West Java Province, Using The</td>
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<td>Bersatu (Bersama Dalam Satu) Collaborative Governance In Providing</td>
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<td>18803</td>
<td>Lack of Collaborative Governance in Building Community Disaster</td>
<td>Oscar Radyan Danar, Tommy Anggriawan, Atsushi Suzuki</td>
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<td>Bridging Government And Civil Society: The Concerned Citizens Of</td>
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## Session 1: Innovation

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**Session 3: Public Apparatus**

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**Session Chair: Dr. Lizan Perante Calina**
### Session 4: Administrative Reform

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### Room: Sky Priority Ballroom 2

### Session 3: Public Participation

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### Stream 2: The 3rd International Conference on Business Administration and Policy
### Linking governance, business strategy and innovation towards a sustainable society: Research and Practice

#### Day 1, Tuesday, 30 October 2018

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#### Session 2: Human Resource Management

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**Time: 13:30 – 15:00 WIB**

**Session 2: Organization, Innovation and SME**

**Time: 15:15 – 16:45**

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**Session 3: Brand**

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## Stream 3: Advancing Fiscal Policy in Digital Ecosystem

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**Session 4: Tax Authority & Tax Trust**

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**Session 3: International Taxation**

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**Session 4: International Taxation**

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Abstract of All Submitted Papers

The 2\textsuperscript{nd} International Conference on Administrative Science, Policy and Governance Studies
Collaborative Governance in Filling Right of Basic Education of Indonesian Migrant Workers’ Children in East Malaysia

Rahmadi Diliawan, Amy Yayuk Sri Rahayu

Based on the data obtained from Bank Indonesia, the number of remittance earned by Indonesia from Indonesian Migrant Workers (TKI) in 2016 reached 8,673 million USD. This fact makes migrant workers as one of the highest foreign exchange contributors for Indonesian government. Remittance of TKIs in Malaysia is the second highest of Indonesia’s foreign exchange next to the one of TKIs in Saudi Arabia. Haryati (2009: 388) stated that there are many things about TKI that still need to be solved. Numerous Indonesian workers in Malaysia get married and have children whose educational responsibilities are on the side of Indonesian government (the 1945 Constitution Article 31 paragraphs 1 and 2) due to their Indonesian citizenship, but the provision of educational services cannot be directly provided because of Malaysia’s authorities. This research aims to analyze the education of TKI’s children in Malaysia based on the model of collaborative governance (Ansell & Gash, 2007). The Governments of Indonesia and Malaysia have different authorities and responsibilities related to how to fulfill the education right for TKI’s children in Malaysia. Gunton & Day, and Imperial (in Ansell & Gash, 2007: 552) stated that the imbalanced authorities and responsibilities will keep the actors moving together in collaborative governance. Community Learning Center (CLC) finally becomes a collaborative area for both governments along with other non-governmental actors in fulfilling the basic education right for TKI’s children in Malaysia.

Keyword: Collaborative Governance, Educational Service, Indonesian Workforce, Basic Education Right

Analysis Of The Collaborative Practice In The 1,000 Stalls For Msmes Programme In Depok City, West Java Province, Using The Collaborative Governance Approach

Rizki Dwi Utari, Amy Yayuk Sri Rahayu

MSMEs in Depok City have enormous potentials for supporting the development of the city. This is based on the fact that back in 2017, MSMEs in Depok City successfully made a contribution of 60 percent to the total GRDP of Depok City. Despite that, problems did not necessarily stand aside from this city’s MSME sector. At the present time, the government pays considerable attention to the problems faced by MSMEs in the marketing sector. In West Java, the MSMEs in Depok City are falling behind those in other regions in terms of popularity. Thus, through the Depok Befriends MSMEs (Depok Sahabat UMKM) Programme, the Government of Depok City launched the 1,000 Stalls for MSMEs (1.000 Kios untuk UMKM) Programme, aimed at supporting MSMEs in facilities and infrastructure provision. This programme emphasizes collaboration with non-governmental stakeholders. To meet the number of stalls targeted for the period 2017–early 2018, the Government of Depok City cooperated with 10 modern stores in Depok City. The practice of collaborative governance is showing in the implementation of the 1,000 Stalls for MSMEs Programme, where non-governmental parties are engaged in managing or solving public issues in particular fashion (Ansell and Gash, 2008). The aim of this research is to analyse the collaborative practice in the 1,000 Stalls for MSMEs Programme viewed from the collaborative governance concept. This research used post-positivist approach and descriptive design. Research results show the presence of collaborative governance process.
in the 1,000 Stalls of MSMEs Programme in accordance with the model proposed by Ansell and Gash (2008).

Keyword: collaborative governance, collaboration, MSMEs, marketing

ID Paper 17164
Collaborative Dynamics In Collaborative Governance On Kota Tanpa Kumuh (Kotaku) Program Planning: A Case Study Of Tegal Alur Urban Village, Kalideres Sub-District, West Jakarta Municipality, Dki Jakarta Province
Putri Ghofari Azzahra

This research aims to describe collaborative dynamics in Tegal Alur Urban Village through Kota Tanpa Kumuh (KOTAKU) program. KOTAKU is a program that aims to realize settlements that are habitable to reach 0 Ha slum without displacing. This program is nationally implemented as a platform or a basic management of slums that integrates various resources and sources of funding, including from the central governments, provincials, cities/sub-districts, donors, privates, communities and other stakeholders. The KOTAKU program intends to build an integrated system for slums management, where local governments lead and collaborate with the stakeholders in the planning and implementation, as well as put forward community participation. Given that the main key lies in collaboration, this research uses collaborative governance theory proposed by Emerson, Nabatchi, & Balogh (2011). Research approach is post-positivist that utilizes in-depth interview and literature study. The result shows that there are 10 sub-dimensions of 12 sub-dimensions that are fulfilled which is: (1) discovery, (2) definition, (3) deliberation, (4) determination, (5) mutual trust, (6) legitimacy internal, (7) procedural/institutional arrangements, (8) leadership, (9) knowledge, and (10) resource.

Keyword: Collaborative dynamics; collaborative governance; community; local government; slum settlement

ID Paper 17244
Bersatu (Bersama Dalam Satu) Collaborative Governance In Providing Public Services (Study On Sidewalk Distribution By Telkom, Pln, And Pdam In Margonda Raya Street Depok)
Aminatul Maula, Intan Permata Sari, Violita Sinda Arinda, Lina Miftahul Jannah

The provision of public services is not only the task of the government, but also the duty of non-government actors such as the private sector and the public. Because the government cannot do it alone. A Collaborative Governance mechanism is needed to optimize the delivery of public services. One of the public facilities provided by the government is the sidewalks reserved for pedestrians. However, the current phenomenon is the salient ego nature of the stakeholders that led to the repetition of open-close pavement sidewalks on the sidewalk on Jalan Margonda Raya Depok. This study aims to determine and illustrate Collaborative Governance model in the provision of public services between PLN, PDAM, and TELKOM. This research is done by post positivist approach with mix-method data collection method, where the research data is obtained through the incorporation of quantitative techniques and qualitative techniques. The results of this study indicate there has been no collaboration in conducting excavation of sidewalks on Margonda Road by PLN, PDAM, and Telkom. Collaborative Governance model that can be applied in solving the problem is Ansell and Gash collaborative governance model with four main variables tailored to the problems encountered in excavation of sidewalks by related stakeholders.

Keyword: Public service, collaborative governance, sidewalk excavation
ID Paper 18803
Lack of Collaborative Governance in Building Community Disaster Resilience

Oscar Radyan Danar, Tommy Anggriawan, Atsushi Suzuki
of Research and Development for Oil and Gas Technology (LEMIGAS) is one of public agents

Keyword: Collaborative governance; community disaster resilience.

ID Paper 17067
Implementation of Local Development Planning Coaching and Supervision Policy in West Java Province

Jiwa Muhammad Satria Nusantara, Irfan Ridwan

The existence of the Local Autonomy policy in Indonesia has implications to the development planning system in Indonesia which was once centered to the local government. As a unitary state, the true power of the government and also the highest holder of responsibility is still in the central government. In line with this, development planning in the provinces and regencies should also be synchronized and aligned with the central development planning. In the framework of synchronization and alignment of development planning, one of the instruments used is through the coaching and supervision of Local development planning. The role of governor as the representative of central government in Indonesia, especially in terms of coaching and supervision of Local development planning is still not optimal, especially in West Java. This is what encourages the implementation of researches related to the implementation of local development planning coaching and supervision policy in West Java Province. Using a qualitative approach with a descriptive method, this study aims to be able to describe the implementation as mention above and see what factors that affect the intended implementation using theory of Edward III’s policy implementation theory. The result of the research shows that some of the problems that exist in the implementation as mention above is that there are no more operational regulations at the local level, the lack of human resources resulting from organizational structuring, policies, apparatus's lack of understanding things related to their duties, and the absence of standard operational procedure that regulates the pattern of work between the Local Development Planning Agency and the Inspectorate of West Java Province.

Keyword: Policy Implementation, Local Development, Coaching, Supervision

ID Paper 17255
Renouncement of Reclamation Policy for Infrastructure Development: Case of Jakarta Bay Reclamation

Syai'fudin Zakir, Roy Valiant Salomo, Lina Miftahul Jannah

Jakarta as the national capital city of Indonesia, has many functions as a residential center and services. If in the past, the approach of almost all cities is racing to become the center of multi-sector services and shelter. Currently this approach has to be abandoned, by separating between the service function and the dwelling function. To qualify service power quality, efficiency and convenience of traffic, Jakarta should have begun to separate and provide adequate space for the benefit of the fulfillment of these two statuses and functions, supported by good urban transport. This separation will have an impact, among others, on
the distribution of necessities or activities of any kind in everyday life can be well organized. Poor transportation services result in wasted energy that ultimately also affects other cost of living expenses, including clean water, drainage, waste, and waste management that can cause flooding, as a result of untreated drainage due to clogged garbage, in addition to low rainfall capability by the reduction of catchment areas in Jakarta itself and upstream. Residential needs for fast-growing Jakarta services community spends the area around Jakarta which should be a buffer zone for food suppliers (food and water). The policy of implementing reclamation in the Jakarta Bay area is an effort to solve landscape needs for development and the provision of other services and the effort is to address the root causes rather than to get support, but spawned polemics and resistance from many stakeholders. This paper is a literature review of the problems of the Jakarta Bay reclamation policy for the development of urban infrastructure that must be more attention to get the solution and find a way out together before deciding to increase the landscape and create a giant embankment.

Keyword: Renouncement, Reclamation Policy, Infrastructure Development Policy, Jakarta Bay.

ID Paper 17298

The Challenges of Food Security Policy in Indonesia: Lesson Learned from Vietnam, India, and Japan

Anika Widiana, Lina Miftahul Jannah

Food security is a fundamental issue for a country or state. In Indonesia, there are still many problems related to food, ranging from production to distribution problems. Indonesia’s national food consumption is still dominated by grains, so its availability becomes important for the community. In this article, case studies on the availability and food security issues from three selected countries (Vietnam, India and Japan) are presented. Vietnam is one of the ASEAN members that has successfully built its food industries. Over the last thirty years, Vietnam has transformed from a food crisis country to a food-secure country. Meanwhile, India is a large and populous country that has built institutional systems in order to establish its national food policy. Other more advanced lessons are from Japan, which has developed its agriculture industry to achieve food security and sovereignty. Japan has successfully developed advanced technology in its agriculture and food industries. The technology is generated through synergy between the government, the private sector, and university, and reasonable to be implemented. Indonesia could learn important lessons from the three countries, particularly in building systems and institutions to manage food supplies (rice) and distribution channels. In addition, the Indonesian government should encourage the development of technology, such as to build data, improve the productivity and quality of the food, as well as the distribution system. By working on this, food policy making and implementation to achieve food security and sustainability will be effective and efficient.

Keyword: food security, food policies, lesson learned
The Analysis Of Policy Implementation Of Education National Standard At Elementary School Level In Lebak District

Tri Asih Wismaningtyas, Amy Yayuk Rahayu

Basic education is an obligation that must be provided by the government. Lebak District as an area close to the state capital but still bad condition including education. Seeing the bad condition of basic education in Kabupaten Lebak where the national standard of education still faces many obstacles. Quality assurance of education through the implementation of national education standardization policy becomes very crucial. The focus of this research is the application of national education standardization at the primary school level in Lebak. The purpose of this study is to analyze the implementation of National Education Standards policy at the primary school level in Kabupaten Lebak and the factors that influence it. This research is post positivist research. Data were collected using in-depth interview and observation. The result is the standard of facilities, infrastructure and financing standards are the most problematic. In addition to content and policy context factors, there are other factors such as geography and access, local culture and the influence of government regulations. Suggestions that can be given from research conducted is the development of educational facilities and access to schools. In order to achieve the national standard of education in Kabupaten Lebak, it is necessary to extract other sources of funding other than Bantuan Operasional Sekolah (BOS) and the need for a regulation that regulates community participation in the provision of education to ensure the security of public institutions.

Keyword: Education; Implementation; Public Policy

The Determinant Factors of Farmland Conversion: Evidence from East Java, Indonesia

Edwin Aprianto, Firda Hidayati, Kusdi

Land is the primary resource for agricultural activities. As Indonesia’s economy and the population grow and productivity improvement slows down, maintaining the existing farmland is considered very important to support national food security. This study examines the determinant factors for a change in farmland size in 38 cities and regencies in East Java Province, Indonesia, during the period 2010–2016. It aims to strengthen policies of sustainable farmland preservation that are suitable in different types of farmland. Mixed methods, combining panel data regression and qualitative approach, were employed to address these issues. The results reveal that socio-economic variables such as per capita gross regional domestic product (GRDP) and population density contributed to reducing the size of both wetland and dry land in a statistically significant way. The GRDP in agriculture variable positively impacts the agriculture sector in maintaining the farmland size. However, reduction in the size of wetland and dry land still occurred over the observation period, even after the policy adoption. The policy implications of the findings are to halt the conversion of farmland for non-farmland use and instead encourage development of the agricultural sector. Moreover, we have also proposed possible integrated measures and strategies in farmland protection policies that cover the legal, zoning, and economic aspects. First, a complete set of operational regulations must be in place in each city and regency with strict law enforcement (legal). Second, zoning compatible with the characteristics of the farmland and regional economic development should be implemented (zoning). Finally, an enhanced incentive scheme for peasants and/or landowners is necessary (economic).

Keyword: Farmland Conversion, Mixed methods, Farmland Preservation Policy
Evaluation of society satisfaction level on odd even policy application in Bekasi toll road

Lutfi Amalia, Surya Wibawa, Palupi Lindiasari Samputra

Implementation of even odd policy in Bekasi toll road in the direction of Jakarta is the implementation of the continued policy of odd even policy in Jakarta to break down the traffic jam on the highway. Implementation of odd even policy in Bekasi toll is applied since March 12, 2018, every Monday-Friday at 06.00-09.00 WIB at West Bekasi Toll Gate and East Bekasi Toll Gate. According to the Head of Jabodetabek Transportation Management Agency (BPTJ), Ir. Bambang Prihartono, MSCE., even odd policy on Bekasi toll road in Jakarta after two months of trial proved to have policy success due to the reduction of private car volume from Bekasi toll gate in Jakarta direction almost equal to 32.40% and existence of vehicle rate increase in toll road at 48.45 km/h from the previous rate of 32.34 km/h (BPTJ, 2018). However, the data has a difference in public perception that is equal to 64% of 30 users of Jakarta toll road Bekasi which says toll congestion is not reduced. The result of evaluation on 14 indicators of satisfaction index based on the Decree of the Minister of Administrative Reform Number KEP/25/M.PAN/ 2/2004 obtained an index value of 2.59. Thus, the quality of the even odd implementation policy in Bekasi toll road in the direction of Jakarta for two months is B with good policy performance. If the index value of IKM is 2.59 compared to the range of interval value of IKM policy quality B that is between 2.51-3.25, then the index value has minimum interval difference of 8 value. The difference in the minimum value at that interval appears to have not reached the maximum level in the quality of policy B because of the time factor of the short policy implementation, the congestion factor and the expense factor of the respondent.

Keyword: Bekasi Toll Road, evaluation of public policy, even odd policy, level of public satisfaction

SESSION 1:

ID Paper 16808

Good Governance Strategy At Indonesian Government Procurement In Disruptive Era: Retrospective Case Study

Mustofa Kamal, John Elim

Improvements in government procurement governance have not yet been in line with the decrease of the corruption level in the procurement. On the contrary, government procurement level of corruption showed the increasing trend from 2004 to 2017. The research question is what kinds of governance strategy of the Indonesian government procurement are in disruptive era. Qualitative research methods used with normative legal research approach and retrospective procurement corruption case study. The results showed there were, at a minimum, 13 procurement fraud risks factors, 10 fraud control weaknesses ratings, 10 fraud finding media ratings, and, at a minimum, 15 fraud control ranking ratings. The serious effort needs to be done in strengthening the accessibility and electronic procurement, increasing the capacity and capabilities of the leaders of the government procurement projects, strengthening the supervision and audit and strengthening the legitimacy of a whistle blower system. The implication of this research is that government agencies need to immediately implement government procurement risk management.

Keyword: government procurement, procurement fraud risks and fraud control
Initiative of Smart City Development in South Tangerang City: An Approach Toward Sustainable City

Abdul Rahman, S.Ap, Prof, Dr. Irfan

In the hegemony of globalization and complexity in building the city, thus need a smart solution. Not just a technical approach to infrastructure such as: building overpasses, toll, and displacing the population solely. But more in-depth and strategic include building a mindset and socio-cultural patterns which accordance with the citizen conditions. That precedent leads to a discourse called "smart city". Smart city development in contemporary context is a necessity, because finally it can stimulate the realization of sustainable city which is characterized by: economic sustainability, social sustainability, natural sustainability, physical sustainability, and political sustainability. This matter which prompted the research with big theme smart city. Using a qualitative approach with descriptive method, this study aims to answer the research question "how initiative of smart city development in South Tangerang City (as an approach toward sustainable city)?". The theory of smart city development initiatives Chourabi et. al., (2012) is the foundation in this study. This research concludes that despite South Tangerang City has various potentials and resources to become a sustainable city through the development of smart city such as: a linear vision and represents smart city, its status as New Autonomous Region (DOB) and buffer zones of capital city, the abundance of population in productive age, and high index of human development, but it has not been able to give maximum contribution, thus the development of smart city in South Tangerang City can be considered not too good. This is caused by several factors such as: lack of human resources and low competence in the field of IT; inadequacy of software, hardware, and network technology contemporary; legal uncertainty; low community participation; inadequate economy; inadequate digital infrastructure; lack of Green Open Space (RTH); and weakness of guidance and supervision on the implementation of environmental permits and environmental management.

Keyword: Development, Smart City Initiative, Sustainable City

Local innovation in the new governance era: The case of metagovernance in Batang Regency

Adi Adyawarman

The new decentralisation system in Indonesia has resulted in ambivalent outcomes. While some local governments have engaged in policy innovations to improve service delivery and introduce better public management, many others still deliver deficient performance and bad governance. It shows that public innovation is contesting and encompassing uncertainty. Apart from the fundamental hindrances in public organisation (e.g. risk aversion, free rider and no pecuniary incentive), innovators must convince stakeholders for accepting and supporting their new ideas.

This research investigates how governance innovations were generated, adopted, implemented and institutionalised, as well as the antecedents in that processes by way of a close study of Batang Regency under considerations as follows:
1. While the former Regent and Local Council Chairmen were sentenced due to corruption case, in contrast, Regent Yoyok (2012-2017) prioritised governance innovations (UPKP2 Local Ombudsman and Budget Festival) which have been acknowledged by various institutions, including the awarding of Bung Hatta Anti-Corruption Award in 2015.
2. Both Regent Yoyok and Vice Regent Soetadi had no affiliation to the political party and did not recontest in the 2017 Local Election. Alternatively, they embraced local NGOs (e.g. Laskar Batang, Omah Tani, Lakpesdam NU) in governance innovations and maintained a close relation with national-based watchdog NGOs (ICW, TII).
It is argued that the collaboration between state actors and civil society (network governance) becomes crucial to supplement the focus on hierarchy governance and market-driven governance. Moreover, governance innovation may reclaim political legitimacy by being more responsive, participative, transparent and accountable (Moore and Hartley, 2008). The preliminary findings suggest five key drivers for successful governance innovations in Batang Regency, including: a clear vision and commitment, building trust for collaboration, network capacity to external resources, effective leadership to overcome obstacles, and quick win priority.

Keyword:

ID Paper 18409

Smart City Policy Innovation In Bandung City Government

Yogi Suprayogi Sugandi, Elisa Susanti, Mas Halimah

This paper presents a description of some web-based application policy innovation by Bandung City Government. One of the innovations undertaken by several local governments in Indonesia to overcome the public problems is the smart city concept. The Smart City concept is a City with all parts in it interact and managed by human by forming government, business, community, and other organization. The smart city became a human effort to make the city more comfortable and secure to live in with the city's current problems experienced by the people and organizations in the city, then solve it by utilizing existing technology and developing new technologies. There are already some big cities in Indonesia that have implemented the concept of Smart City, and one of which is the city of Bandung. Bandung is the source of reference for "Best Practices" in the application of smart city in Indonesia.

Keyword: Policy Innovation, Smart City, and Application.

ID Paper 18769


Ima Mayasari

Online Single Submission (“OSS”) is applications that provide convenience of investing through the implementation of an integrated electronic licensing system. As a legal foundation in the implementation of OSS, on 21 June 2018, The Government has issued a Government Regulation Number 24 of 2018 on Electronic Integrated Licensing Service. To accelerate the process and increase investments and businesses, the Indonesian Government has decided to implement the issuance of licensing services online. The types of applicants for a Business License can be an Individual Business Actor or a Non-Individual Business Actor. Based on Article 19, states that, “Implementation of the authority of issuing the licenses as referred to, including the issuance of other documents relating to the Enterprises Permitting shall be made through the OSS Board.” This research aims to explain the important of OSS Policy in the framework of the acceleration and enhancement of capital and business based on Government Regulation Number 24 of 2018; to identify the procedure of business licensing through OSS; and to identify the benefits of using OSS. This research uses legal research methods. Legal research methodology used for interpretation or analysis of codes, acts, rules, to know the consequences of implementation of law, or effects of that law on the society. Research result suggests that using OSS make it easier to obtain a range of business licenses to operate business—location permit;
environment permit or building permit, whether issued by the central government or local government with mechanism of compliance the commitment; OSS helps to connect with all stakeholders and obtain licenses in a safe, quick and real time way; helps to report and solve license problems in one place and helps to save licenses data in one identify (Nomor Induk Berusaha/NIB).

Keyword: Online Single Submission, Business License, Operational/Commercial License

ID Paper 17132

Jayapura City Organizational Conflict Model in Managing Indigenous Papuans Economic Development

Lya Anggraini, Prof. Dr. Irfan Ridwan Maksum, M.Si., Hardin Halidin

The Mayor of Jayapura City is leading the city to be religious, advanced, modern, prosperous, and uphold local wisdom. As the capital of Papua Province, this city faces a prolonged problem of inequality from within the city, between the province of West Papua, and with its neighbor Papua New Guinea. This paper reviews how the city government drives innovation to move the economic sector forward and how it manages the negative impact of disparities. The paper questions how inequalities remain in Papua Province and how the current city bureaucracy manages to maintain the highest human development index based on the Organizational Conflict Model of Pondy (1967). We argue that inequalities has hit indigenous Papuans the hardest and they are facing the pressure of higher skilled settlers from other parts of Indonesia and encroachment from the mountain areas of Papua, as well as illegal occupants from PNG. In this research, based on the model, we have found that the Mayor and his head of department are responsive to mitigate potential conflicts. The bureaucracy is supported by the military, police, community leaders, and academics to implement governances innovation in various fields. We argue that regular trainings for government officials on policy and program implementation will bring result for the economic development of indigenous Papuans.

Keyword: Local Governance, Decentralization, Indigenous Papuans, Inequalities, Conflict, Services, Innovation

ID Paper 19117

Centralized Local Development vs. Localized Central Arrangement: Ambiguous Village Autonomy Policy in Indonesia

Desy Hariyat, Defny Holidin, Imas Cempaka

The decentralization big bang initiated in Indonesia following the political regime shift in 1998 has entered a new phase of wicked multi-level governance. In this situation the central government has ambiguously issued the village autonomy policy in order to bring public services closer to the people amidst underperformed municipal governments and limited capacity of village apparatus. While local government, particularly at village level, has almost been missing in comparative public administration, this article contributes to this field by explaining formal and informal rules of the institutional setting of local tradition based rural development under wicked multi-level governance in Indonesia. For this purpose, we conduct both comparative case study and within-case study across relatively strong local tradition of villages in two special autonomous provinces in Indonesia: Desa Wukirsari (village) in Special Sultanate Province of Yogyakarta and Gampong Nusa (village) in Special Sharia-based Province of Aceh, Indonesia. We conduct qualitative research through policy document analysis and in-depth interviews of key informants of municipal government and village apparatuses, local entrepreneurs, academics, and village development activists. We suggest that rather than strengthening
village autonomy and enhancing capacity of local apparatuses for rural development, the village autonomy policy imposed by the central government has unfortunately increased bureaucratization due to higher formalization of village. At the utmost destructive implication, the policy has subsequently given barriers for cultivating indigenous values and local wisdom as basis for further rural development.

Keyword: decentralization, local tradition, rural development, village autonomy policy, comparative public administration.

ID Paper 18758

Participatory Regional Development Planning: Building the Sense of Belonging and Social Justice through Public-Private-People-Partnerships (4Ps)

Miptahul Janah, Roy ValiAnt Salomo

This article consist of theoretical discussion focusing on the potentials and challenges of 4Ps concept as well as on practical examples of how city can involve various actors in their development planning process. This article aimed to understand the relationships among all actors and the divisions of their roles and accountability as well as the advantages of end-users participation deriving from theoretical perspective. Hence, this article drives from the theoretical review of a new concept of collaborative approach adopted in urban development planning. The concept emerged as a critique to the old schemes of Public-Private-Partnership (PPP) in which the participation of the citizens or NGOs are not proportionally given. This new concept is manifested in the principle of Public-Private-People-Partnerships (4Ps) which is a meeting point of Participative and Collaborative Governance concept. In addition, this article also trying to discuss the theoretical debate of what makes the 4Ps concept difference with PPP and Collaborative Governance Concept. This 4Ps concept answer the needs of People (end-users) participation in a future-oriented urban development process. Furthermore, the author put one mega project in North Lombok, West Nusa Tenggara (NTB) Indonesia namely; Bandar Kayangan Global Hub, as the example of project that are claimed themselves to use the 4Ps concept in their on-going development project. Finally, we conclude with a discussion of issues that should be considered when adopting 4Ps concept, that there are no one-size-fits-all answers on how 4Ps concept should be designed and there are needs to understand the tendencies of conflicting visions and goals, power or influence asymmetrics and resources imbalance among involved actors.

Keyword: Regional planning, Sustainable development, Local autonomy, Public-Private-People-Partnerships

ID Paper 18805

Community Participation and Development Planning in Local Government Level: A Study on the Formulation of Local Mid-Term Development Plan Year 2018-2022 in Batu City, Indonesia

M.R Khairul Muluk, Oscar Radyan Danar, Lia Rahmawati

Community participation in development planning is implemented with the involvement of stakeholders with the goals to gain aspirations and create a sense of ownership. The aim of this study is to assess the community participation process in the formulation of Local Mid-Term Development Plan (RPJMD). This study developed participatory planning model to improve the effectiveness of community participation in the formulation of RPJMD. Using qualitative approach, data in this study is collected through intensive focus group discussions, semi-structured interviews and observation. Batu City is chosen as location of the study as the only city which formulates RPJMD in East Java Province, Indonesia in 2017. The research showed that Batu City needs to improve the effectiveness of public
consultancy forum and development planning deliberation as a tool for community participation. This study proposed a new participatory planning model to enhance the community participation quality in the formulation of RPJMD.

Keyword: Community Participation; Local Mid-Term Development Plan (RPJMD); Soft-System Methodology; Local Government

ID Paper 18738

The Arrangement Process of Village Mid-Term Development Plan (RPJMDes) in Village Elite vs Community

Ambar Teguh Sulistiyani, Ratnawati, Sri Sulistyani, Kristi Yuliani, Muammar Yuliana, Titis Dewi Anggalini

Village Mid-Term Development Plan (RPJMDes) is a village government document which is used to guide a village government in a period of work of a village head (6 years). Technocratic, Village Mid-Term Development Plan is followed by Village Development Work Plan (RKPDes) and Village Budget Plan (APBDes), in order to achieve a better development quality. This research is focused in analyzing the arrangement process of Village Mid-Term Development Plan according to the perspective of village elite vs community. Village Mid-Term Development Plan is regarded as the main key of a village development. In order to create qualified planning, capacity and professionalism in human resources are required. The form of technocratic actions of ad-hoc team in the arrangement of Village Mid-Term Development Plan should be supported with active participation from community. This research used survey method of 40 sampling village which cover 4 regencies, namely Sleman, Bantul, Kulonprogo, and Gunungkidul. In order to describe the argument about the perspective of village elite in the development arrangement process, interview with ad-hoc team was carried out. Review on the perspective of village elite versus community in the arrangement of Village Mid-Term Development Plan was performed using comparative model. Through data comparative, sharpened by comparative analysis, village elite contribution is discovered in one side and society participation in the other side. The analysis aims to find out the level of understanding between village elite and community related to aspects which should be fulfilled in the arrangement of Village Mid-Term Development Plan. The more aspects are understood by the two actors, the more appropriate the substance in the arrangement of Village Mid-Term Development Plan for the necessity of a village. This problem is developed based on the first research finding, which is the measurement of good governance implementation in RPJMDes, which has not been optimal. According to Sulistiyani et al. (2017: 264), there are six indicators which express good governance spirit in RPJMDes, but only some parts which have achieved good scores. One interesting part here is the indicator value of community participation which tends to be low. Regarding to this finding, elite domination is indicated to be involved in the arrangement process of RPJMDes.

Keyword: Community Participatory, Development Plan, Village Development, Village Elite, Village Mid-Term Development Plan

ID Paper 18802

Decentralization Policy and Prevalence of Infectious Diseases Control in Indonesia: 2008-2014, Success of Fail?

Aris Rusyiana, Ramayuni Perwari, Dimas Hari Santoso
This study aims to elaborate on factors contributing to the prevalence of infectious diseases in Indonesia. Data resources come from various official statistics in the period of 2008-2014, such as PODES datasets (N=82,000 villages), District Fiscal Datasets, Poverty Rate, Density of Corruption at Local Government, and Gross Domestic Regional Product (N=506 districts). Two Level Logistic Regression Model is used to analyze which variables at villages’ level and districts level that affect the performance of health development in villages’ level. The result indicates that the development of demographic, social, and environment’s performance at villages level links with village characteristics and districts characteristics. This study also shows that local governments in Indonesia vary in terms of infectious diseases reduction considering its characteristics of districts level and lower administrative tiers level. At the district level, this policy depends on the capability of regional administrations to supply goods and services that fulfill the needs of local citizens, and local government financing capacity in delivering public services, the commitment to support a national priority in combating infectious diseases, and as well as providing local direct political participation. When local governments strengthen their governance capacity, Decentralization in Indonesia offer the fruitful promises to support sustainable development. In other words, improving decentralization outcomes in terms of infectious diseases control depends on the competency and the capability of street-level bureaucracy in controlling and detecting earlier how small scaled symptoms of infectious diseases into the escalated outbreak of infectious diseases spread. Moreover, this study shows other characteristics of district level and characteristics of village level are associated with infectious diseases in villages level. At the district level, key determinants of infectious diseases control vary from GRDP, Poverty, and Corruption. While in villages level, risk factors of infectious diseases ranging from the density of pollution, the existence of slum areas, the presence of mining areas, and malnourished children at a village.

Keyword: infectious diseases, decentralization, multilevel regression model.

Collaborative Governance in the Development of Community-Based Geotourism in Gunung Sewu Geopark in Gunungkidul Geoarea

Kusnul Nur Kasanah, Amy YS. Rahayu

Geotourism development in Gunung Sewu Geopark carried out by the Government of Gunungkidul District has contributed to the increase in Locally Generated Revenue (PAD) from tourism sector and stimulated local economic activities. In its development, the Tourism Office of Gunungkidul District encounters an issue of limited resources, encouraging collaborative governance by involving various stakeholders. Applying a post positivism approach through a qualitative method, this study describes collaboration in the development of community-based geotourism in Gunung Sewu Geopark in Gunungkidul Geoarea. The findings show that collaboration has been established among the Tourism Office of Gunungkidul District, the Village Government, Geosite Management Community Groups, and universities. Meanwhile, collaboration with the private sector is still limited and not extensively established, while collaboration with the Tourism Office of Pacitan District and the Tourism Office of Wonogiri District is still merely a discourse. The findings also show that the collaboration process is influenced by culture and technology. Moreover, Gunung Sewu Management Agency formed by the District Head of Gunungkidul has not been able to institutionally unite three districts, since they act partially.

Keyword: Collaboration, Geotourism, Geopark
Urban water policy and actor network: Pattern of interaction among actors at different levels of government on urban water governance

Wahyu Mulyana, Eko Prasodjo

Water is a key natural resource that plays an important role in ensuring the survival of urban communities. Urban water conditions are under pressure due to external changes such as rapid urbanisation, population growth, climate change and economic development. The current urban water management system is still done traditionally emphasizing on physical infrastructure development in order to reduce the gap of basic service provision. It is believed that this traditional approach will not be able to address the challenges and dynamic changes of future urban water management. Urban water cycles ranging from surface water, ground water, drinking water and wastewater are handled separately by many institutions where tasks and authorities often overlap. Urban water management in metropolitan area involves many actors at different levels of government and many sectors which have their own policies and regulations. The key problem is the fragmented urban water management which could threaten the sustainability of urban development. This article aims to determine how urban water governance in Indonesia faces fragmented governance. It also identifies key actors in urban water governance network which have a significant role and responsibility in policy domain. A mixed method research design was used to analyse both urban water policy domain and actor network. Content analysis was used to identify policy domains that are used as events within the network analysis. Social Network Analysis (SNA) was used to analyse urban water governance network. Bandung Metropolitan Area (BMA) was chosen as a case study to test the urban water governance network. Research data were obtained from secondary sources through desk studies. The output is a pattern of interactions among actors at different levels of government with regard to policy domain.

Keyword: sustainable urban water management, actor network, urban water policy, social network analysis

Concept of Governance of Public Service Risk Mitigation In Study on Public Health Emergency in the Plan of Development of Aerotropolic Area

Idham Ibty

Public service risk mitigation is a great challenge in governance reform. The complexity of public service and environmental trends of public service providers have vulnerabilities and risks in the development of Aerotropolic area. The aim of this study is to establish a governance model that shapes the risk mitigation of emergency public health services in the Aerotropolic city. The study used a qualitative approach with secondary document review and action research. The study proposes the conceptual of public service risk mitigation governance by 3 factors that shape the model. There are (a) The extreme risk of health services is negatively related to the mindset and deliberative approach of policy planning and the program either structural or non-structural risk management; (b). The implementation of collaborating and compromising services between the parties is positively related to performance (c) The vulnerability and risk trend of the organization moderates the relationship between the risk of the operator and the integration of the non-government service provider (d) The vulnerability and risk organizational ecosystem is moderated by the compromise or collaboration of stakeholders in the public services. The integrative model theoretically contributes to the mechanism of handling the impact of multiplier effect on
public service’s performance. This model is practically useful for managing risk and integration in policy formulation for the public health emergency in the plan of area development.

Keyword: Governance, Risk Mitigation, Public service, Health emergency, Plan of development, Aerotropolic area

ID Paper 18842
Efforts to Improved Capture Fisheries Governance in Riau Islands Province using Dynamic Governance Approach and Theory-U: A Literature Review
Fajar Aryadi, Martani Huseini
This review paper aims to analyze the issues of fisheries governance in Riau Islands Province. Using the concept of Dynamic Governance and Theory-U the author pointed out different concept to understanding issues related fisheries governance as the efforts to optimize the potential of natural resources and as the basis to solve the problem specifically in the marine and fisheries sector in Riau Islands Province. The final result of this review suggests that efforts to improve capture fisheries governance in Riau Islands Province can be pursued by adapting Dynamic Governance approaches and Theory-U through developing dynamic capabilities thinking ahead, thinking again and thinking across also developing the ability to sensing and listen emphatically through open mind, open heart and open will. This study expects to provide additional insight for stakeholders and readers who are interested in topics related to capture fisheries governance.

Keyword: Fisheries Governance; Dynamic Governance; Theory-U

ID Paper 16586
Analysis Of Society-Political Governance On The Policy Of Creative Economy Development In The City Of Bandung: A Case Study Of Interplays In Design Action Of Bandung
Mohamad ichsana Nur, Roy V Salomo
Bandung serves as a pilot project for creative economy implementation in Indonesia and abroad. It has been recognized that this achievement was made possible with a collaboration among entities both of government and society, through their strategic roles in creative economy development in the city of Bandung. Nevertheless, the potentials of creative economy in the City of Bandung are in fact much more significant in comparison to what has been actualized. Full realization of these potentials has been hampered due to the fact that the stakeholders have yet to perform their respective roles in their interactions optimally. This research aims at analysing the interplays between stakeholders in, as well as their impacts on, the development of creative economy in the city of Bandung. This research is descriptive research and employed post-positivist approach. In-depth interviews and document study were carried out for the purpose of data collection. Present research results attest that Design Action Bandung as an interplays-based creative economy development program can run well and consistently on a yearly basis, but in the implementation, there are still entities who give powerless impression eventhough the power and authority are large enough to be able to organize and manage the program. However, the program succeeded in providing recommendations for the government to be run through programs that will be made later. From these results, this study yields a conclusion that the Design Action Bandung, as a program that involves various stakeholders, can provide the benefits as well as the impact in developing creative economy in the city of Bandung, although there has been no serious evaluation related to the
ID Paper 19704

Operationalization Of Cascading In Balance Scorecard In The Directorate General Secretariat, Directorate General Of State Assets Management (Djkn) Of The Ministry Of Finance Of The Republic Of Indonesia

Nadya Putri Kusuma, Defny Holidin

One of the Echelon 1 units implementing Kemenkeu-One to Kemenkeu-Five cascading system in Indonesia’s Ministry of Finance is the Directorate General of State Assets Management (Direktorat Jenderal Kekayaan Negara; henceforth referred to as DJKN). Furthermore, DJKN was assigned as the pilot performance-based budgeting project in the Ministry based on the Directorate’s performance in 2017 that exceeded targets. Intriguingly, the operationalization of cascading as strategic management in one of the Directorate’s supporting units, i.e. Directorate General Secretariat, is the lowest compared to the other units; supposedly, chances would have been low for DJKN to exceed the aforementioned targets. Therefore, this study aims to elaborate the operationalization of cascading in balanced scorecard system in the Directorate General Secretariat that led to the DJKN’s performance reporting in 2017, in which the institution was deemed as exceeding targets. The study utilizes post-positivist methods; primary data were gathered using in-depth interviews while the secondary data were elicited from the documents and related regulations to be analyzed qualitatively. The results show that the operationalization in the Secretariat led to such reporting due to the fulfillment and existence of several aspects: (1) consistent visions and missions with those of DJKN, (2) strategic targets supporting business units, (3) strategic targets with causal relations, and (4) key performance indicators that are relevant to the strategic targets in the supporting and implementing units.

Keyword: administrative reform, balanced scorecard, cascading operationalization, performance accountability, strategic management

ID Paper 18794

Practice Of Entrepreneurial Government In Indonesia: Case Study On Research And Development Centre Of For Oil And Gas Technology (Lemigas)

Rukmono Haribowo, Martani Huseini, Endang Wirjatmi, Anugrah Yuka

Practice of entrepreneurial government is popular issue in many countries. In Indonesia, Centre

Keyword: Practice, Entrepreneurial Government, Indonesia, LEMIGAS

ID Paper 18763

Strategies And Agendas Of Economic Governance Development To Improve Economic Growth In Indonesia

Paramita Nur Kurniati, Roy V. Salomo, Alita Roesida
The World Bank concludes that sustainable development can only be done if the private and public sectors implement good governance. The opposites, Khan found that in China, India and Bangladesh, even though the country's level of governance has decreased, the country's economic growth rate surprisingly shows high positive growth. Related to this paradox, this study aims to analyze to what extent the relation between governance and economic growth in Indonesia. This research was conducted through descriptive methods and focuses on the practice of governance carried out in Indonesia, especially in President Joko Widodo's leadership era. The result shows that efforts to improve national economic governance are expected to become important capital for the government in the face of global economic shocks. However, it should be noted that governance is not the only decisive factor in the success of economic growth. Other factors to consider in supporting the success of a country's economic growth include leadership, history, culture and the stability of both macroeconomic and microeconomics indicators.

Keyword: Administrative Reform, Debureaucratization, Deregulation, Economic Governance, Regulatory Reform, Re-Regulation

ID Paper 18785

Economy Growth And Governance Practice At Reformation Era In Indonesia: Linearity Or Complexity

Anugerah Yuka Asmara, Rudiarto

Economy development of Indonesia has significantly moved since reformation era in 1997 when President Habibie leaded Indonesia which was then continued by President Abdurahman Wahid, and President Megawati. In those period, national economics growth was not stable due to political instability of Indonesia. After President Susilo Bambang Yudhoyono leaded, national economy development showed significant improvement and tended to be stable, though in the last period of his leadership economy growth declined from 6,7% in 2010 to be 5,0% in 2014. In era of President Joko Widodo, stability of national economy growth is on average by 5% of Gross Domestic Products (GDP). Besides, practices of good governance principles during reformation era shows increasing result. Notwithstanding, both economics growth and good governance practices are debatable by many scholars, whatever it is linearity or complexity pattern. This study is conducted to describe more detailed whatever both have relationship and diversed pattern in influencing each other, as well as to provide particular effect to economy growth and good governance practices. This research approach is a review literature yielding descriptive-qualitative data, main data sources were derived from secondary data. The study finding is that national economics growth and good governance practices are determined by strategic role of Government of Indonesia in positively creating and supporting a national economy climate

Keyword: Governance, Economy, Reformation, Indonesia, Linearity, Complexity.

ID Paper 17226

Analysis of Implementation of Central Talent Management In Position Filling in Ministry of Finance Republic of Indonesia

Vina Rizkanti

Implementation of Open Selection in order to overcome the problems in position filling in the public institutions experiencing several problems such as, huge cost, time and demarcation. Therefore the Ministry of Finance implements a central talent management program to encounter the problem in position filling. This study aims to describe the Implementation of Central Talent Management in Position Filling in the Ministry of Finance of the Republic of Indonesia. This study uses a post-positivist approach by using
dimensions from the stages of talent management proposed by Rothwell as an analytical framework: get commitment, analyze the work and the people now-and determine what talent means, recruit and select talent, evaluate performance, analyze the work and people needed in the future, evaluate potential, develop people, retain the best people, and evaluate program results. The primary data is obtained through interviews, and the secondary data is obtained by literature studies on documents issued by the Ministry of Finance. The result showed that the Central Talents Management in Position Filling in the Ministry of Finance has different stages within the stages proposed by Rothwell. The challenges in the implementation of Talent Management in the Ministry of Finance are the limited capability of human resources, differences in the mindset of the leaders, limited budget for development and assessment center, and the availability of mentors.

Keyword: Human Resource Management; Performance Appraisal; Position Filling; Talent; Talent Management

ID Paper 18373

Reducing Triplication Of Job Information Policy For Civil Servants In Local Government Of Indonesia

Yogi Suprayogi Sugandi

The purpose of this paper is 1) to understand various policies on job information in Indonesia, 2) to analyze the policy output about the job information so that it becomes overlapping, 3) to formulate an analytical technique to reduce the various policies into one simple policy, making it easy implemented by the local government. Policies on job information in Indonesia consist of job analysis, workload analysis, and job evaluation. There are three policies that share the common goals from different institutions. This paper shows the technique of policy implementation by using a technique that reduces the overlap with path analysis process. The method used a business process by understanding the direction of the path and goals, and by understanding the purpose of each indicator in the form. The result of the reduction of these three policies resulted in a simpler and comprehensive policy that will not take much time and budget to implement.

Keyword: Policy, Job Information, and Reducing Triplication

ID Paper 18768

A Challenge to Indonesian Civil Servants in Drugs Abuse Case: Study of Punishment to the Involved Civil Servants.

Yusti Fatmaningdyah, Lina Miftahul Jannah

This research explained and described some of criminal penalty and othe strict sanctions which are given to the civil servant who involved in drugs abuse. The result is Determination of disciplinary measures by the official staffing officer must be held until the permanent decision of criminal justice. Providing disciplinary punishment to persons involved in drugs is definitely a severe disciplinary measure, but the type of severe punishment provided is tailored to the criminal law granted to the Person. The results obtained that the imposition of criminal punishment that is happening in practice has no compatibility between the distributor, narcotic addict, abusers, or transporting. Provision of disciplinary punishment to unscrupulous civil servants are also in accordance with the discretion of the official staffing officer, so that each region in Indonesia vary the application of severe disciplinary punishment.
The Blockages of Female Leaders in Indonesian Bureaucracy
The case of Female Civil Servant’s Upward Journey to Leadership Position in the Provincial Governments of the Special Region of Yogyakarta and Bali
Eunike Prapti Lestari Krissetyanti  Eko Prasojo

Women’s under-representation in upper positions in government organizations is a global problem. The same as other nations, Indonesia faces the issue of women's under-representation in structural positions in the bureaucracy, especially at the upper level. From the standpoint of human resource development, this is an unequal career development issue between men and women. Basically, there are differences in career development between men and women. Women’s upward journey in public organizations is unique and sometimes more complicated than men peers. The uniqueness is that every woman has different career journey to reach the leadership position. The complexity is that women have to perform such multi-roles as a public role, domestic role and in the case of Balinese Women, cultural role. The purpose of this study was to identify common inhibitors and facilitators for women civil service to achieve leadership positions, as well as strategies used to overcome challenges in achieving and exercising their leadership. This study was conducted using the qualitative method. Interviews were conducted with women civil service who held structural positions in the Provincial Governments of the Special Region of Yogyakarta and Bali and with some key persons related to civil service career development in the Local Civil Service Agencies of the Province of Special Region of Yogyakarta and the Province of Bali. The finding of this research shows that the common inhibitors for female civil servants to achieve leadership position derived from personal or individual factors. These factors are established in response to such organizational factors as organizational policies regarding personnel management. Therefore, the women do not perceive the inhibiting organizational factors as an obstacle. Nevertheless, these obstacles have significant impacts on the women’s career development to achieve leadership positions, especially at the upper level. In order to overcome these obstacles, women often need some strategies to develop their careers in leadership positions. In their leadership development, women tend to build their own leadership style, demonstrating capabilities that can compete with men. Sometimes, they need to show more abilities, to seek the attention and support of their superiors.

Keyword: female leaders, female civil servant, women's career development.

The Selection Tool Preparation of Subject-Specific Competence Test for Civil Servant Candidate Recruitment in Indonesia: a Case Study at Indonesian Institute of Sciences
Tyas Wida Handoko, Lina Miftahul Jannah

The fact that from among 4,450,000 civil servants in Indonesia, as many as 42% are still senior high school graduates hampers the Indonesian government from achieving organizational goals effectively. In addition, as much as 32.6% of civil servants are elderly human resources, approaching retirement age. Such conditions force the government of Indonesia to take an option of recruiting Civil Servant Candidates. This study raises and discusses the preparation issue of the selection tool used to screen the applicants during the recruitment process. The selection tool in question is Subject-Specific Competence Test. A case study was conducted at the Indonesian Institute of Sciences (LIPI). The results show...
that the selection tool for Subject-Specific Competence Test by LIPI is the forming of a special team called the Compiler Team.

Keyword: recruitment, selection, selection tool, public sector

ID Paper 18196
Making Administrative Reform Work: Lesson Learned Of Key Success Factors In Establishing Performance Management In Yogyakarta Province And Banggai Regency, Indonesia
Muhammad Yusuf Ateh, Eko Prasojo

One of the main prerequisites for realizing results-based accountability and performance-based budgeting is to implement results-oriented governance through public sector performance management. In Indonesia, paradoxical elements appear in two places that successfully implement performance management. In the middle of its monarchy system, Yogyakarta Province succeeded in implementing administrative reforms through improved performance. This great change raises the question of how in the monarchy system—Yogyakarta Province—that have strong culture and values can emerge so many changes that the public feels greatly benefited. Second, in Banggai Regency there is a tendency that governance in the eastern region of Indonesia is lower than the governance in western Indonesia including the human resource. With all the limitations that exist, Banggai Regency can make a big change in performance management. This study talked about key success factors of Banggai Regency and Yogyakarta Province in performance management and using key success factor in performance management theory with qualitative approach. The result represents that key success factors in Yogyakarta Province are commitment, culture, and regulation. Key success factors in Banggai Regency are commitment and awareness. These key success factors leads them to implement a better performance management.

Keyword: Key Success Factor, Paradox, Performance Management, Administrative Reform

ID Paper 17153
Administrative Reform in Indonesia: How Far is The Citizens' Online Complaints-Handling System (LAPOR!) About to Reach The Open Government Agenda?
Dilani Maryam, Adi Nurul Hadi

Indonesia is one of the most prominent countries that have a strong interest in implementing open government agendas. In 2011, the Indonesian government along with seven other country leaders took the initiative to form a global network movement called Open Government Partnership (OGP) as a platform in making their governments more open, accountable, and responsive to citizens. To connect the international agendas with national open government reforms, the Indonesian government also establish the movement called Open Government Indonesia (OGI). Under the national public complaints management system, LAPOR! was established as the flagship of the open government movement to encourage a "no wrong door policy" guaranteeing the right of the people to file any complaint to be channeled to the authorized public service provider. With the key feature that gives the public the ease to aspire, LAPOR! becomes the pioneer of national integrated public complaints handling systems in Indonesia. The purpose of this paper is to assess how far the LAPOR! is being implemented to support open government agenda. The topic will be analyzed using the Governance approach, given that Open Government movement is a new and more efficient way of doing governance. Three main dimensions will be the main
focus of the discussion, namely; public participation, collaboration, and transparency. This research is conducted by using a qualitative descriptive method. Data are collected through official documents or publications, and other various written sources including journals, news, articles related to the topic of discussion. The findings of this research reveal that the implementation of LAPOR! in fulfilling the governance dimensions is still program of the Indonesia Open Government movement that needs to be addressed.

Keyword: Public Complaints, Open Government, Governance Reform, Citizen Participation, Transparency, Collaboration

ID Paper 19101

Getting Inside the Head of Modern Public Administrators: Behind Their Decision to Support or to Resist Administrative Reform Initiative

Reza Fathurrahman

This article investigates the underlying factors behind individual public administrator’s decision to support or to resist the reform initiative introduced in public services. The Readiness for Organizational Change concept proposed by Holt and colleagues is employed to exhibit personal contemplation inside the heads of street-level bureaucrats. The result reveals that the personal benefit issue, specifically an anticipated financial reward, still become a substantial issue for many modern public administrators. However, surprisingly, it is the very last matter to be taken into account after subjective consideration of reform urgency, self-efficacy, and upper-level management support issues in sequencing order. This finding encourages public managers and decision makers in public sector to upgrade their outdated basic assumption on the most powerful stick-and-carrot inducement to secure the support of street-level bureaucrats in delivering the expected performance results within administrative reform context.

Keyword: Administrative Reform, Performance-Based Incentive, Readiness for Change

ID Paper 18715

When university professor running the government office: the secret recipe of their success in managing change

Ario Wicaksono

University professors have played a strategic role in Indonesian policy-making and policy change process, as part of the decision-makers elite. This paper will introduce the concept of Academic Administrative Entrepreneurs (AAEs) as a concept to refer the above practice. AAEs are defined as a university professor who is recruited into public office due to their expertise in specific policy areas and their access to various forms of social, economic and political capital. AAEs are investigated in this paper as potential agents of change in the context of leading and managing policy and organisational change. The presentation starts with retrospecting the rise of AAEs and the making of the Indonesian technocracy, continued with describing the AAEs’ career pathways and their resources, AAEs’ and the role of context, and end with explaining what makes an influential AAEs. As part of the ongoing research project, the presentation based on data from series of face-to-face interviews with 45 respondents, documents, as well as academic research. From the preliminary findings, the current post-authoritarian situation demands AAEs possess political resources since AAEs do not enjoy full political support like during the
authoritarian era. Furthermore, for an AAE to have influence they must possess a balance of personal and political characteristics, different forms of capital, and good timing in relation to the political salience of their expertise.

Keyword: -

ID Paper 19080
Governance Reforms Towards Philippine Competitiveness
Lizan Perante Calina

Governmental services in the Philippines have been described as slow, cumbersome and inefficient. In fact, in the recent Global Competitiveness Report published by the World Economic Forum, the Philippines slips in the competitiveness ranking. Thus, this paper pursues the concept of Competitiveness Governance. It reviews first government reforms with focus on the most recent, Ease of Doing Business Act (Republic Act 111032) which amended the Anti-Red Tape Act (Republic Act 9485), as a take-off point in initiating and developing public sector reforms towards

Keyword: competitive governance; public sector reform; Governance Reform Framework

ID Paper 18400
(Social) Trust, Sense of Community and Civic Engagement :Exploring Heterogeneities among Australian Migrants
Riyana Miranti

Keyword: -

ID Paper 19716
The Community Perception to the Smoke Free-Policy in Depok City, Indonesia Krisna Puji Rahmayanti, Arfah Habib Saragih, Murwendah

This study aims to analyze the perception of the targeted group in the program of community service to the smoke-free policy. Several studies support smoke-free policy as a useful tool to reduce the smoke prevalence and minimize risk factor of the cigarette consumption. Depok City in West Java, Indonesia, is a city that has started the implementation of smoke-free policy since 2015 but this city still deals with critiques about the weakness of the process. This study is part of an action research which aims to socialize the policy and analyze the process of collaborative governance among involved actors in the policy implementation stage. This perception of the targeted group will become a baseline for the further step of the action research. This study surveyed perception of 28 persons in the community. The result found that majority of the respondents already know about the harmful impact of smoking, but some of the respondents do not understand the existence of the smoke-free policy. Smoke-free policy in Depok City gives the essential duty to the citizen to conduct monitoring and evaluation of the implementation stage. However, the result of the survey found that the respondents do not well informed about this role and difficult to identify available channels for monitoring. Therefore, this study proposes to Depok City government to build information and communication platform to send and receive message from and to the people related to the monitoring and evaluation of the
smoke-free policy. As technology develops, there are many mechanisms to share the information and communicate with people or organization which may increase the beneficial interaction between people and the government of Depok City. This communication channel is very significant to align the community perception or the people perspective with the policymaker’s point of view.

Keyword: smoke-free; perception; policy implementation

ID Paper 18656

Public Participation In Electronic Rulemaking

Ari Khusrini, Vishnu Juwono

Internet communication technology has been used as an enabler instrument of good governance systems. Assessment e-readiness is contextually adaptive in achieving good governance, so that baseline conditions are structured to create a roadmap for system maturity development. Implementation of e-rulemaking in developed countries and developing countries regarding problems and challenges faced has been proved to be highly contextual and dependent on the locus of the system implementation by taking into account the e-readiness indicators that include tangible and intangible factors of the system’s environment including stakeholders. In addition to technical matters, the government needs to take into account the commitment and consistency of the vision and direction of government policy as a resource manager and policy authority in conducting assessment conditions of e-readiness and finding the right approach to overcome the challenges of electronic system development in policy formulation. Data and literature reviews related to the development, evaluation of the aspects concerning e-government and d-government show that: (i) electronic systems are alternative tools for engaging public participation in the policy cycle; (ii) preconditions are needed to become a foothold in starting open government development through e-rulemaking; (iii) e-rulemaking implementation in the world has various results due to different aspects inherent in each country; (iv) there is a close two-way causal relationship between the level of public participation and transparency in the e-rulemaking system.

Keyword: e-rulemaking, public participation, good governance, e-government, d-government, e-readiness,

ID Paper 18045

The Model of Empowering Forest Communities Through Government Cooperation with Companies in Order to Improve Community Welfare

Dr. Drs. Ardiyan Saptawan, M.Si

The existence of suburban communities spreads until in the interior of the forests, so that the Government is strategically difficult to carry out directly. One of the Government’s efforts to accelerate the development of communities in the periphery is through a policy of community empowerment. This indicates that the government seeks to cooperate with companies which operating in their working area where the residents live in the suburban areas concerned. The most prominent collaboration in this context is through a corporate social responsibility program. Meanwhile there are also structured programs prepared by local government units that are included in government development activities. These two types of programs still have not reached the ideal model to support community development effectively. A synergistically integrated model between the two policy programs can serve as a reference for mobilizing development in the forest area toward an effective development policy.
SESSION 4 : INTERNATIONAL COMPARISON

ID Paper 18775

Glocalization Higher Education in Indonesia: Lesson Learned from Thailand and South Korea
Vivi Indra Amelia Nasution, Lina Miftahul Jannah

This study intends to provide a brief overview of how Indonesia determines higher education policies to deal with global pressures and internal problems. The Indonesian constitution mandates education to be non-profit, on the other hand the framework of international trade includes education as entities in trade in services. Meanwhile, due to limited government funding, universities are required to finance themselves while improving quality to pursue WCU standards. Indonesia is struggling to harmonize this condition. The approach taken is understood as Glocalization, that is how lessons learned from globalization and internationalization of higher education are adopted and implemented with local values and elements. It leads a way to Indonesia to strategize policies which accommodate globalization and internationalization on higher education and try to adjust them to the constitution also institutional capacity. For that Indonesia can learn from several countries such as Thailand and South Korea. Thailand initiated higher education reform in 1999 by restructuring and changing the governance of higher education system. South Korea, with majority of private universities, bears to open higher education in the global economic dimension and benefits from it.

Keyword: globalization, internationalization and glocalization of higher education

ID Paper 18677

The Energy Security Policy in Germany: The Political Economy of Nord Stream 2 Development Project
Aviah Jufri, Vishnu Juwono

This research discusses German policy in approving Nord Stream 2, a direct gas pipeline project from Russia to Germany through the Baltic Sea. Germany is being challenged by Poland, the European Union, and the United States who are against the development of this project. The main question raised in this study is why Germany approved the Nord Stream Pipeline 2 project which is initially a Russian project proposed by private sector both from companies within EU and Russia. To answer that question, this research uses a qualitative method and uses the energy security theory as an analytical frame. The energy security theory is used to explain how a country’s energy policy is affected by its national interest to secure its energy. The main argument developed by this research is that Germany approved the construction of Nord Stream 2 based on its interests in securing its energy supply.

Keyword: Energy Security; German Energy Policy; Nord Stream 2

ID Paper 17236
Endang Yuni Astuti, Bambang Shergi Laksmono

The presence of the digital industry promotes changes in public transport from conventional to modern through online application. The positive impact of the presence of the digital industry, especially on-line transport for the community is the availability of new job opportunities and additional sources of income. However on the other hand the presence of on-line transport also presents various problems. Even in some areas, the presence of on-line transportation is challenged and restricted. Moreover, partnership working agreement pattern that is built by sharing economy digital transport industry also emerges problem concerning social security. This research uses qualitative research method with data collection method through in-depth interview, FGD, interactive discussion, and observation. The results showed that the welfare of the Gojek's drivers in Lampung and Jakarta did not increase and they also experienced lack of social security from Gojek.

Keyword: Digital Industry; Welfare; Social Protection; Online Transportation

ID Paper 18385

Corporate Social Responsibility (CSR) Fund As “Local Government Budget Policy”: Is It Legal?

Yogi Suprayogi Sugandi

The purpose of this paper is to describe the policy innovations in the construction of public facilities using company funds in the name of corporate social responsibility in Bandung. Construction of city park in the fourth largest city in Indonesia is one impossible thing can be done simultaneously at the beginning of the leadership of a mayor. However, with his ability, the mayor is managed to build city park facilities using social responsibility fund that is intended to be utilized by the community, at a time when the government's budget is not available to build such facilities. This paper will also present policy discretion because the mayor is able to renew the previously poor city parks into some community gathering centers and become the love of the people. Use of social responsibility fund organized by the government is a maladministration in the law in Indonesia, but the people accept this as a policy in the innovation development of public facilities. Building public facilities is a shared responsibility between government, public and private. The third party, which is usually the private sector, is the most frequently party employed by the government or society as a party that builds public facilities, but if the private sector to build public facilities initiated by the government, then this is a discretion in the concept of law in Indonesia. The use of budget dilemma becomes a negative issue when the CSR provider has the interest to build luxury housing in Bandung. The interest of building a city that should be assisted by the private sector is suspected of a conspiracy of negotiations between the local government and the developer. However, from the public service infrastructure index, the community is very satisfied with the infrastructure developments. The method used in preparing this paper by using qualitative, search data using interview research, document studies and observation. The results of several field findings indicate that 1) In Indonesian regulations CSR is allowed to become one of the sources of regional development budgets, 2) The use of CSR should be more transparent and accountable by socializing prior development to the community, 3) Infrastructure development especially thematic problems from the park it should be in accordance with the customs and culture of the local community, 4) CSR-based budgets should conduct public consultation in advance, this avoids conflicts of interest between the interests of employers and the government. The use of CSR Budget to be one of the infrastructure development options must remain with the pattern of public consultation first. Various conditions of public consultation such as majority groups,
agencies, and local cultural experts should be involved. So that participatory development can be accepted by all parties.

Keyword: Corporate Social Responsibilities (CSR), Infrastructure Development, Local Government and Budget

ID Paper 17182

The Role of Government in Corporate Social Responsibility in Developing countries: The Case of Indonesia and Malaysia

Shofwan Al Banaa Choirruzzad, Asra Virgianita, Nurul Isneani

Keyword: -

Stream 2: The 3rd International Conference on Business Administration and Policy

Linking governance, business strategy and innovation towards a sustainable society: Research and Practice

SEASON 1

ID PAPER 18674


Aditya Rahmat Ghifary, Bernardus Yuliarto Nugroho, Ferdinand Dehoutman Saragih

Abstract : This research discusses corporate working capital management as a way of maximizing shareholders’ wealth. The aim of this research is to analyse the effect of working capital management on shareholders’ wealth. The present research comes with three hypotheses: first, working capital investment financing has an effect on shareholders’ wealth; second, factors such as financial distress, expected sales growth, long-term debt and short-term debt have effects on working capital investment financing and; third, the trade credit provided by a firm has an effect on shareholders’ wealth. Results of this research show that working capital investment financing has an effect on shareholders’ wealth, in that an addition of 1 Rupiah to working capital gives shareholders’ greater amount of wealth than an addition of 1 Rupiah to cash. An increase in working capital investment increases future corporate sales growth expectation. Last but not least, trade credit provided by a firm has an effect on shareholders’ wealth, in that an addition of 1 Rupiah to account receivable offers less value to shareholders than that offered by an addition of 1 Rupiah to inventories.

Keyword: working capital management, excess return, trade credit, non-financial firms

ID PAPER 16971

Analysis Of The Impact Of Corporate Governance On Cost Of Capital And Firm Value Of Non-Financial Companies Listed On Indonesia Stock Exchange Period 2006-2016

Ririen Clara Octavia, Bernardus Yuliarto Nugroho
Abstract: This study examines the use of corporate governance to the cost of capital and corporate value. Corporate governance is a set of rules which manages the relationships between stakeholders, government, internal and external parties, employees, and management that are related to their rights and obligations. The proxies used for corporate governance variables are independent commissioners, board size, managerial ownership, institutional ownership and non-institutional ownership. The purpose of this study is to analyze the influence of corporate governance on the cost of capital and firm value. The research method used is panel data regression. The sample used in this study is non-financial listed on the IDX in the period 2006-2016. The results of this study indicate that variables of corporate governance such as, independent commissioner, boardsize, managerial ownership and institutional ownership have a significant influence on capital costs. In addition, the results of this study also found that variables of corporate governance such as boardsize, institutional ownership, and non-institutional ownership significantly influence the firm's value (Tobin's Q).

Keyword: Corporate Governance, Cost of Capital, Tobin’s Q

ID PAPER 17237

Analysis Model To Predict Dynamic Trend Lines Utilizing Maxwell-Boltzmann Statistic

John Poerwadi Kaunang, Ferdinand D. Saragih

Abstract: In order to achieve a better instrument to analyze volatility of stock prices, we've investigated the Indonesian Stock Exchanges (IDX) Market dynamic trend lines used Maxwell-Boltzmann distribution physical statistic law and it's probabilistic. Closing Price values and Closing volumes are used as independent variables. This Maxwell-Boltzmann distribution and probabilistic law are utilized to predict shares dynamic trend lines in Indonesian Stock Exchanges Market. The result of the dynamic trend line changes (uptrend or down trends) is scrutinized by utilizing Maxwell-Boltzmann probability statistic and distribution law. The results of the comparison percentage by using one way Anova test is 69 % right for Maxwell-Boltzmann, 40.55% right for the George Lane stochastic oscillator, the 10 SMA-10 EMA for 43.55%. The RSI gets 46.67%, the % R William for 45% right, the MACD has 40.33% right and the OBV is 41.44%.

Keyword: Maxwell-Boltzmann statistic, probability, distribution, closing volume, uptrend, downtrend, price.

ID PAPER 18680


Mannaria Esther Yudika Sitorus, Umanto

Abstract: This research aimed to analyze the relationship between dividend policy and stock price volatility. Dividend policy of the companies are measured through dividend yield (DY) and dividend payout (DP) by contributing the control variable of firm size (FS), asset growth (AG), long-term debt (LD), earnings volatility (EV), and earnings per stock (EPS) in non-financial companies listed on the Indonesia Stock Exchange (IDX) for the period of 2009 to 2016. The research used multiple regression analysis method and used secondary data with the total sample of 38 non-financial companies listed on IDX. The results of this research indicated that dividend yield variable has a significant and positive effect, whereas dividend payout, earning volatility, and EPS have significant and negative effect, while firm
size, asset growth, and long-term debt have no significant and positive effect towards stock price volatility.

Keyword: Dividend payout; dividend yield; dividend policy; stock price volatility

ID PAPER  17194

The Influence Of Pay Satisfaction And Organizational Culture In Employee Turnover Intention Of PT Bank DKI Branch Office Depok

Intan Sari, Eva Andayani

Abstract: This study analyzed the influence of pay satisfaction and organizational culture on employee turnover intention of PT Bank DKI Branch Depok. Pay satisfaction refers to the theory of Heneman and Schwab (1985) which consists of pay level, pay raise, benefits and pay structure/administration. Dimensions of organizational culture refers to the work culture of Bank DKI consists of professional, integrity and customer focus. Turnover intention refers to the theory of Mobley et., al consists of intent to leave and intent to search for another job. The primary data is collected through questionnaire distributed to all of the employees of PT Bank DKI Branch Depok with total of 35 respondents. Result shows that pay satisfaction influenced turnover intention and there is negative relationship which can be interpreted that the highest the value of pay satisfaction than lower the value of turnover intention and vice versa. The test of organizational culture shows that it has effect on turnover intention. Pay satisfaction and organizational culture influenced turnover intention in simultaneously way with the value of coefficient determination R Square is 0.494 which indicates that 49.4% of turnover intention variable can be explained by the variable of pay satisfaction and organizational culture.

Keyword: Organizational Culture; Pay Satisfaction; Turnover Intention

ID PAPER  19121

Effect Of Perceived Organizational Support, Quality Of Worklife And Employee Engagement On Employee Performance In Public Agencies In The Field Of Trade

Dea Pradinska Dewi, Fibria Indriati, Pantius D. Soeling

Abstract: The management of human resources is now needed as an organization’s strategy to deal with competition challenges. This is no exception to public agencies where the agency must also compete with other public and non-public agencies in obtaining and retaining employees. The purpose of this study is to determine the effect of perceived organizational support, quality of worklife and employee engagement on employee performance in units that gained the best value in terms of monitoring the integrity and tidiness of documents in one public institution. The approach used in this study is a quantitative approach. Data collection techniques were carried out by survey method through questionnaires to a total sampling of 104 employees where the number of questionnaires returned was 100 questionnaires. Data analysis techniques in this study used descriptive and inferential analysis using SMARTPLS3. The results of this study reveal that in the unit the influence of perceived organizational support and employee engagement did not significantly correlate with employee performance but correlated significantly with
employee engagement. Variable that have a direct effect on employee performance is employee engagement. Based on the indirect relationship test perceived organizational support and quality of worklife have a relationship to employee performance but with mediation from employee engagement.

Keyword: Perceived Organizational Support; Quality of Worklife; Employee Engagement dan Employee Performance

ID PAPER 19133

How Do Appreciative Leadership And Organizational Climate Affect Organizational Citizenship Behavior In Higher Education Institution

Sopiyan Sopiyan, Fibria Indriati, Pantius D. Soeling

Abstract: Environmental changes require organisations to survive and improve their performance. The role of many employees must be owned by every employee in an organization, whether valued in the form of formal rewards or at a level beyond formal organisational rewards through excellent attitude known as organisational citizenship behaviour. This study used a quantitative approach where data were collected using questionnaires. The sample consisted of 245 employees from a medical educational institution in Universitas Indonesia. Descriptive and inferential statistics were used to analyse the data, and SmartPLS was used to test the hypothesis. Results show that appreciative leadership influences organisational climate, which in turn influences organisational citizenship behaviour. On the contrary, appreciative leadership does not influence organisational citizenship Behaviour. To influence the latter, the former needs organisation climate as a moderator variable.

Keyword: Appreciative Leadership; Organizational Climate; Organizational Citizenship Behavior; Performance

ID PAPER 19127

The Effect Of Leader's Emotional Intelligence On Employee Engagement With Internal Organization Communication As A Mediator Variable (Study On One Of The Public Law Agencies In Indonesia)

Izzati Zata Lini, Pantius D. Soeling, Fibria Indriati

Abstract: Currently, the human resources hold a main role or can even be referred to as an asset of the company in gaining success and achieving goal. It surely will be easier to obtain both things if the individuals within the organization are capable enough to give the good performance. Good performance can be obtained easily when the level of employee engagement in the organization is also good. In fact, currently there are many organizations facing obstacles in managing their human resources, especially in maintaining the spirit and motivating the human resource. In order to deal with the problem, it would be better if a leader has emotional intelligence. Emotional management carried out by the leader will directly impact to the harmonious communication relationships in the organization. This will help employees in developing a sense of trust and loyalty to the company which will directly impact to the employee engagement. This study aims to determine the effect of leader’s emotional intelligence on employee engagement with internal communication of organization as a mediator variable. This study involved 1006 respondents selected using convenience sampling with a quantitative approach and the type of explanatory research.
The research questionnaire uses a Likert scale and is distributed online through the Google Form. Hypothesis testing is carried out using the path analysis method through the Sobel test. In conclusion, this study shows that there is a positive and significant influence between the variables of the emotional intelligence of leaders on employee engagement with the variable internal communication of organization as a mediator variable.

Keyword: Emotional Intelligence Of Leader; Internal Communication Organization; Employee Engagement

ID PAPER 16872

Analysis The Effect Of Financial Distress On Earnings Management In Non-Financial Companies On The Period Of 2010-2016 At Indonesian Stock Exchange

Amelia Febriandini

Abstract: The background of this paper is from the measure of earnings management to solve financial distress, there are different opinions of using earning management when firms have financial distress, firm could use income increasing or income decreasing depending on context of distress. The main proxy of this paper is discretionary accruals. The purpose of this paper is to examine the effect of financial distress on earnings management. The method of research is quantitative and panel data regression. Sample was taken from non-financial companies that listed on Indonesian Stock Exchange in the period of 2010-2016. This study found that distress 1 and 3 have a negative significant relations and distress 2 is not significant. This study concludes that there is an impact that financial distress on earnings management and related to net income that could have been used by the firms. The recommendation for the firms in Indonesia that have financial distress is to use income decreasing when they use earning management method.

Keyword: Discretionary Accruals; Earnings Management; Financial Distress

ID PAPER 18303

Indonesian Banking Liberalization Policy And The Competitiveness Of State Owned Banks Towards Single Market Policy Of ASEAN Economic Community 2020

Rizky Budi Kristianto, Umanto, Novita Ikasari

Abstract: Indonesian banking sector is notoriously regarded as a highly regulated sector (www.oxfordbusinessgroup.com) despite the change in national government and politics. Throughout its development, banks remain the country's primary financial institutions, regardless of the vast endorsement of the capital market and banks' volatile performance over the years. This research is aimed at exploring how the banking liberalization policy over the period of 1999 to 2018 would affect the sector's competitiveness in light of the upcoming regional economic integration. Using qualitative approach and method, the results of this study show that the government and its supervisory body has neglected the development of asset and foreign investor acquisitions by way of enactment of policies that are very liberal. Interviews with relevant personnel in charge are performed to obtain a comprehensive and deep understanding on the intricate policies in banking sector. This is affected the readiness of state-owned banks in facing the influx of capital flows of foreign consortiums dominant shareholders of local banks at the time of the implementation of single market policy of the ASEAN economic community in 2020. This condition requires
policy changes in the banking sector to create and maintain a healthy, fair banking competition and protect the national interest.

Keyword: Banking Liberalization Policy; Competitiveness; Single Market Policy; ASEAN Economic Community

ID PAPER 18684

A Conceptual Framework for User Acceptance of Debit Cards in Indonesia

Umi Julaihah

Abstract: Developments and innovations in technology will be successful when users accept and use the system. As theory suggests, user acceptance is the key to success in using technology. In 2014, Indonesia launched a national movement to reduce cash usage, known as the cashless society movement. Moreover, in 2017, the government also began to transfer social assistance payments electronically through debit cards. There are a growing number of electronic payment usages, but its application is still slow. Especially for debit cards – which are the most commonly used form of electronic payment in Indonesia – the pattern indicates that a large number of debit card transactions are for cash withdrawals rather than for direct purchasing. This paper aims to propose factors affecting user acceptance of debit cards in Indonesia for both the general population and mandatory users. The study will apply the Unified Theory of Acceptance and Use Technology (UTAUT) framework model with some modifications to reasonably fit financial sector characteristics and the Indonesian context. These modifications are required both because the UTAUT model was originally developed for research in information technology (IT) rather than finance and also to incorporate particular countries’ characteristics.

Keyword: -

ID PAPER 18716

Supply Chain Governance Using Big Data Management

Sylvia Mardiana

Abstract: This research aimed to analyze the relationship between dividend policy and stock price volatility. Dividend policy of the companies are measured through dividend yield (DY) and dividend payout (DP) by contributing the control variable of firm size (FS), asset growth (AG), long-term debt (LD), earnings volatility (EV), and earnings per stock (EPS) in non-financial companies listed on the Indonesia Stock Exchange (IDX) for the period of 2009 to 2016. The research used multiple regression analysis method and used secondary data with the total sample of 38 non-financial companies listed on IDX. The results of this research indicated that dividend yield variable has a significant and positive effect, whereas dividend payout, earning volatility, and EPS have significant and negative effect, while firm size, asset growth, and long-term debt have no significant and positive effect towards stock price volatility.
Analysis On Entrepreneurial Intention, Motivation And Personality Traits: Study At Universitas Indonesia

Razanah Zsazsa, Eko Sakapurnama

Abstract: In the era of disruption, organization needs people who posses the entrepreneurial profile. The study aims to provide a general description on the level of entrepreneurial intention, motivation, and personality traits of final years students of the University of Indonesia. Entrepreneurial Intention is measured by two dimensions, i.e. Immediate Term Intention and Future Intention. Meanwhile, Entrepreneurial Motivation is measured by three dimensions, namely Ambition for Freedom, Self-Realization, and Pushing Factors. Personality Traits are measured by four dimensions, namely Personality Traits, Business Relation, Behavior in Organization, and Other Characteristics. The study compiled as respondents 150 final year students from 5 faculties, namely: Faculty of Economics and Business, Faculty of Administrative Science, Faculty of Pharmacy, Faculty of Computer Science and Faculty of Engineering. Afterwards, it applied mean value to analyze respondents’ answers. The results show that final year students from the Faculty of Economics and Business, Faculty of Administrative Science, Faculty of Pharmacy, Faculty of Computer Science and Faculty of Engineering, have high intention, high motivation, as well as strong personality to become entrepreneur.

The Position Of Culture In Entrepreneurial Ecosystem: The Heart Of Martha Tilaar Group Development

Kurnianing Isololipu

Abstract: Elements in the entrepreneurial ecosystem have important roles to the growth of the entrepreneurship. Culture is one of the element that is identified as critical in entrepreneurial ecosystem since many studies has found that there is a connection between culture and entrepreneurship. However, a few study has conducted to investigate the position of culture in entrepreneurial ecosystem. This study attempts to figure out the position of culture in MTG’s entrepreneurial ecosystem. It conducts by using qualitative method in order to obtain insights about culture in MTG’s entrepreneurial ecosystem. The findings reveal that culture in MTG is inherited from the family of the owner. It is the direction of MTG in creating products, expanding its strategic business units and finding ideas for entrepreneurial activities. Culture has led MTG to understand its core entrepreneurship.

The Influence Of Entrepreneurial Orientation On Micro, Small And Medium Enterprises (Msmes) Business Performance

Ainul Chanafi, Effy Zalfiana Rusfian
Abstract: Market globalization presents a challenge for entrepreneurs, both large and small. Micro, Small and Medium Enterprises (MSMEs) are present as a driving force for the national economy. The role of MSMEs appears in the focus on product and ability of production innovation in anticipation of market turmoil. However, the contribution of MSMEs has not been accompanied by maximum performance and entrepreneurial spirit that tend to be inconsistent. Based on the data from the Ministry of Cooperatives and MSMEs, the number of export MSMEs during 2016 to 2017 was 107 MSMEs, consisting of 90 medium and 17 small enterprises. The purpose of this paper is to analyze the influence of entrepreneurial orientation on business performance in export MSMEs recorded in the Indonesian Ministry of Cooperatives and MSMEs during 2016 to 2017. This paper research approach uses mixed methods with an explanatory sequential model, where the main approach is to use quantitative supported by qualitative approaches. The population in this paper is export MSMEs recorded in the Indonesian Ministry of Cooperatives and SMEs during 2016 to 2017 and by using Yamane formula, where it is found that the number of samples is 84 export SMEs. The data were collected through questionnaires distributed to 84 export MSME owners (response rate is 81.7%) with simple random sampling, while in-depth interviews were addressed to several informants. The theory used as a basis for the relationship of entrepreneurial orientation with business performance is the Resource Based View (RBV) theory of Wernerfelt (1984) and Barney (1991). The results show that entrepreneurial orientation has a positive and significant influence to improve business performance. Innovativeness, proactiveness and risk taking are attitudes that support business owners to improve business performance.

Keyword: Entrepreneurial Orientation, Business Performance, export MSME

ID PAPER 16776

Go-To-Market Strategy Of Volvo Buses In Winning Bus-Rapid-Transit (Brt) Market In Indonesia’s Smart Cities

Himawan Kunto D.A, Dr. Retno Kusumastuti, M.Si

Abstract: The smart city (SC) Program aims to accelerate the pace of city development. One of the component of smart cities is smart transportation. Thus, road mode in Bus Rapid Transit (BRT) form is one of smart transportation have to be developed. In total 34 regional or municipal plans have already confirmed, with procurement plans for more than 3000 buses until 2019. The total value potential estimated to more than 3 billion SEK, not including aftermarket and service. From the big three of buses player, Scania since 2015 450+ buses in Jakarta, Volvo gaining traction with ~100 buses soon delivered. Mercedes Benz strong traction in Jakarta but also in e.g. Surabaya since Dec 2017 and have not calculated yet the sales achievement of china and Korean brand. Since 2004 when BRT was developed first time in Indonesia especially in Jakarta. The research have a main objective to establish a strong foundation for rapid growth for Volvo Buses in Indonesia. Through the go-to-market (GTM), analyses and strategy development were found that brand awareness and market image for Volvo Buses is still in the lower level in the BRT market. Thus, Volvo buses have to execute the several strategies to enhance their brand awareness through customer perception education, channel management, marketing promotion, and develop the aftermarket capacity.

Keyword: BRT, go-to-market, strategic competitive, channel management

ID PAPER XXXXXX
The Sail Plan Management System: A Study on Management Control System in the Philippine Navy
Michelle Castillo
Abstract: -
Keyword: -

ID PAPER 16843
Viral Marketing Towards Customer Engagement Millennials (Study #Adaaqua On Instagram)
Nadya Alistika, Effy Zalfiana Rusfian
Abstract: Competition in various industries will lead to a decrease in market share, even in mature companies. One strategy that can be done is to improve customer engagement. To improve engagement, the company must know the target market. The target market in this research is millennial generation. The strategy undertaken to attract the generation is through viral marketing campaign. This research was conducted to analyze the influence of viral marketing campaign to customer engagement. This study uses a quantitative approach, with data collection techniques through surveys or questionnaires. The sample in this research is follower I Instagram @SehatAQUA account. Data processing technique using linear regression analysis. The result of research is there is influence between viral marketing campaign to customer engagement.
Keyword: customer engagement, marketing campaign, viral marketing

ID PAPER 17862
The Effect Of Word Of Mouth And Brand Awareness On Event Marketing On Intention To Buy In P.T. Dewaweb
Astrid Zusana Logahan, Jerry Logahan
Abstract: -
Keyword: -

ID PAPER 16891
The Effect Of Service Quality To Customer Loyalty In Mediation By Customer Satisfaction On Citilink Massacre Customers At International Airport Soekarno-Hatta Cengkareng
Mila Pradita Aulia, Heri Fathurahman
Abstract: -
Keyword: -
ID PAPER 18826
The Effect of Brand Image towards Purchasing Decision of Smartphone iPhone on University Indonesia Student at Campus UI Depok
Hans Samori, Heri Fathurahman
Abstract: -
Keyword: -

ID PAPER 16697
The Influences Of Store Image To Perceived Risk With Value Consciousness As Moderating Variable (Case Of Bakery & Delica Product Of Aeon Store)
Muhammad Alief Iqbal, Fatimah Muchtar
Abstract: This study analyzes the influences of store image at bakery & delica Aeon Store towards creating consumer perceived risk with value consciousness as moderator. Quantitative approach be used on this study. Researcher spread questioner to 100 respondents with purposive sampling. Result that appeared show store image has no effect towards perceived risk with value consciousness as moderating variable at bakery & delica product Aeon Store
Keyword: Store Image; Perceived Risk; Value Consciousness; Aeon

ID PAPER 16705
The Effect Of In-Store Environment Towards Impulsive Buying Tendency
Intan Mutia Zahira, Fatimah Muchtar
Abstract: Consumers may have tendencies to purchase several goods unintentionally or impulsively particularly when the people are inside a store completed by delightful environment. This research aims to analyse the effect of in-store environment towards impulsive buying tendency. This research uses a quantitative approach by conducting survey using questionnaire presented the instrument to 100 respondents. The data processing used simple linear regression method. The results of this research presents that all dimensions in in-store environment consisting of crowding, in-store scent, background music, ventilation, coupons and vouchers, store display, advertisement and promotions, behaviour of shop staff and price is influenced towards impulsive buying tendency. The finding shows that Watsons’ in-store environment strategy has an effect on impulsive buying tendency.
Keyword: impulsive buying tendency; in-store environment; marketing communication; sales promotion, Watsons

ID PAPER 16874
Enabling Customer Engagement Via Brand Facebook Page (BFP): Case Study Brand LOIS Jeans Indonesia
Anggraeni Joga, Prof. Dr. Martani Huseini

Abstract: In this paper, the main purpose is to reveal the relation between customer engagement through Brand Facebook Page (BFP) of LOIS Jeans. Customer engagement plays an important role in the process of digital marketing in developing long lasting relationship between a company or/and brand with their customer. To engage customer has always been a challenge for businesses, in the other hand evolving technology has opened endless opportunities for businesses. From the business perspective, there are two different channels, online and offline. Those channels handled by people with different skills. This explained the reason, if two customers who connect with the same business may have different experiences. To engage them in equal satisfaction will be a great challenge. In the digital era, the customer can create engagement through activities that involve interactivity in the online environment, in this case via BFP. Social media with its ability to facilitate relationships may help realize the promise of the marketing concept, market orientation, and relationship marketing by providing the tools to satisfied customer better and build customer engagement. The present research implies a qualitative approach using observation data from BFP of LOIS Jeans Indonesia. This study provides substantial insights into digital marketing, to find out which strategies that can be used to make a better promotion, retain the customer and to increase sales.

Keyword:

ID PAPER 17189

The Effect Of Marketplace Experiential Value On E-Satisfaction Of Bukalapak.Com's Users

Rifqi Muhammad

Abstract: In determining customer satisfaction, digital transactions through e-commerce differed from conventional transactions. Hence, e-satisfaction is used as a measurement to measure customer satisfaction in the online ecosystem. C2C e-commerce companies are not responsible for direct communication with consumers and for providing technical pieces of information about the products. For these reasons, they can not rely on their selling partners in terms of improving e-satisfaction. Therefore, the experiential value is used to describe the transition process of passive consumers to active consumers, as well as the factors that moderate the perception of e-satisfaction in the C2C marketplace environments. The debates in previous works of literature on whether intrinsic values have a direct effect on e-satisfaction are the basis for this study. The aim of this study is to determine whether or not the experiential value has a direct effect on e-satisfaction and which dimension is the most influential by taking 100 samples of Bukalapak.com's users who have used and bought products from the website. The obtained data were analyzed using multiple regression analysis. The regression analysis is performed twice; the first analysis is performed to find out the direct effect of the independent variable simultaneously, and the second analysis is performed to find out which dimension of the independent variable is the most influential. The result of this study indicates that experiential value directly affects e-satisfaction, with dimensions of extrinsic value as the most significant dimensions.

Keyword: E-Commerce; E-Satisfaction; Experiential value; Net Emotional Value; Net Promoter Score

ID PAPER 18174

The Influence Of Green Marketing On Green Purchasing Behavior Of Re-Kanken Bag
Arianis Chan, Ayu Sekarsari, Benny Alexandri

Abstract: Green marketing activities have become one of the business strategies that can be done to maintain environmental sustainability. The quality of a product will be more qualified when certified environmentally friendly. Consuming such environmentally friendly products adds value to the consumer because in addition to getting the functions offered, the product is also safe for the environment. Re-Kånken is a product that performs green marketing strategy in doing marketing technique. This study aims to study and know the conditions of green marketing, as well as the influence of green marketing on green purchasing behavior in the fashion sub-sector in the creative industry on the bag Re-Kånken. Re-Kånken is an eco-friendly product using green marketing as its marketing strategy but consumers tend to buy Re-Kånken because of its attractive design. The research method used is quantitative method with descriptive analysis verifikatif with data collection techniques in the form of distributing questionnaires on Re-Kånken consumers as much as 97 respondents and interviews with Brand Executive Fjallraven Indonesia and Buyer Manager one of the official retailers Fjallraven. The results of this study indicate that there is a very low effect of green marketing on green purchasing behavior simultaneously. Re-Kånken’s green marketing activities are superior to the Eco-Brand dimension. Recommended for Re-Kånken to use fashion influencers who have enthusiasm for environmental conservation and work with retailers selling environmentally friendly products to improve environmental advertisement. Re-Kånken can create a campaign about the importance of environmental conservation to grow green purchasing behavior in the community.

Keyword: green marketing, green purchasing behavior, Re-Kanken

ID PAPER 16779

Brand Personality’s Influence On The Purchase Intention: A Sportwear Specs Active Hijab Product Study

Genesia Ayu Veda, Effy Zalfiana Rusfian

Abstract: Gen-M is a world phenomenon today. The Muslim generation has specific criteria for choosing a product. Specs is a local sportswear brand that is able to see this opportunity by releasing the Specs Active Hijab variant. This product is intended for the Hijabers who likes to exercise at a price that is relatively cheaper than competitors. This study aims to determine the brand personality of consumer purchase intention in sportswear Specs Active Hijab. This research uses the quantitative method with purposive sampling technique, and multiple regression analysis methods. The number of samples used in this study amounted to 100 respondents. The results of this study prove that brand personality has an influence on purchase intention in Specs Active Hijab and the influencing dimensions in this research are competence, attractiveness, sincerity, innovation, excitement, and ruggedness, while one dimension named activity has no influence at all.

Keyword: brand personality, purchase intention, sportswear

ID PAPER 16795

The Influence Of Brand Experience On Brand Loyalty Through Brand Satisfaction On H&M Brands

Muthia Fathona Rosidi, Effy Zalfiana Rusfian
Abstract: Loyalty is an important tool that marketers need to maintain their brands in the midst of fierce business competition. Creating brand-loyal customers is one of the marketing strategies. The purpose of this study is to determine the effect of brand experience on brand loyalty either directly or indirectly through brand satisfaction on H&M clothing brands customer in Jabodetabek. The type of research is explanatory research using quantitative by distributing questionnaires to the respondents who meet the population and sample criteria. The population criteria is a consumer living in Jabodetabek, aged 18-37 years, has been wearing H&M clothes for more than a year, and has purchased H&M clothing at least three times. Sampling method is non-probability sampling with convenience sampling technique. Data processing used simple regression analysis, path analysis, and sobel test. The result of this study indicate that brand experience has a significant influence on brand satisfaction. Brand experience has a significant influence on brand loyalty. Brand satisfaction has a significant influence on brand loyalty. Brand experience has a direct effect on brand loyalty and indirect effect through brand satisfaction.

Keyword: brand, brand experience, brand loyalty, brand satisfaction

ID PAPER 16798
Brand Extension's Influence On The Purchase Intention A Zara Home Study
Amirah Afifah Sahaz, Effy Zalfiana Rusfian

Abstract: The purpose of this study is to analyze the influence of brand extension towards purchase intention. This research is using a quantitative approach, with 100 respondents as the sample. The method analysis of this study is using linear regression analysis, where the respondents are the one who had bought the product Zara by using purposive sampling. The results of this study indicate that brand extension has an influence on buying interest with influential dimensions are Fit, Perceived Risk and Consumer Innovativeness, while the dimensions that have no effect is Brand Reputation.

Keyword: Brand Extension, Durable Good, Purchase Intention

ID PAPER 16842
Brand Love Influence On Word Of Mouth Study On McDonald
Alda Laura Jire, Effy Zalfiana Rusfian

Abstract: One form of promotion in the world of franchising that has a high enough level of effectiveness is Word of Mouth. To create a Word of Mouth among consumers, the company must be able to make its consumers love the brand first. The construct is called Brand Love. The purpose of this study is to find out how the influence of Brand Love on Word of Mouth on McDonald's consumers. This type of research is quantitative by distributing questionnaires to respondents who can be said to meet the population and research sample criteria. The study population is consumers who frequently consume McDonalds within the last 3 months, thinking of themselves as a McDonald lover and aged from 18-30 years. Sampling method is non-probability sampling with purposive sampling technique. Data processing using simple and descriptive regression analysis. The results show that consumer's love of the brand has a positive influence on Word of Mouth.

Keyword: Brand Love, Promotion, Word of Mouth
Motor Vehicle Tax Treatment on Heavy Equipment After The Constitutional Court Judgement Number Put-15/PUU-XV/2017

Amalia Imana, Haula Rosdiana

The imposition of motor vehicle tax on heavy equipment which has been applied from the beginning generate various polemics in Indonesia. At the end of 2017, the Constitutional Court of the Republic of Indonesia declared The Constitutional Court Judgement Number Put-15/PUU-XV/2017, which canceled the imposition of motor vehicle tax on heavy equipment that has been applied before. This study aims to analyze the treatment of motor vehicle tax on heavy equipment after The Constitutional Court Judgement Number Put-15/PUU-XV/2017. The research used the qualitative-descriptive method with in-depth interview data collection and Library Research. The owners of heavy equipment should still contribute to the imposition of heavy motor vehicle taxes, as defined in the decision of the Constitutional Court of Put-15 / PUU-XV / 2017 that for a period of 3 (three) years, the equipment may still be subject to tax. In addition, the Directorate General of Fiscal Balance should engage all stakeholders in making the tax policy on future heavy equipment.

Keyword: Motor Vehicle Tax, Heavy Equipment, Tax Treatment, Local Tax, The Constitutional Court Judgement

THE IMPLEMENTATION OF IMPORT DUTY POLICY FOR THE IMPORT OF RAW MATERIALS AND COMPONENTS FOR MEDICAL DEVICE: A CASE STUDY OF HOSPITAL BED PRODUCTS

Lina D R, Haula Rosdiana, Lucas F S

The lack of raw materials and components to produce medical device left the players in the medical device industry with no choice but to import them. This study aims to analyze the implementation of import duty policy on the import of raw materials and components of medical device specifically for hospital bed products, and to analyze the appropriate alternative customs facilities to support the medical device industry. This study uses a quantitative approach with data collection techniques in the form of library research and in-depth interview. The result of this study indicates that players in the medical device industry are reluctant with the import duty tariffs imposed on the import of raw materials and components of medical device. An incentive that the government can provide to support the medical device industry is to provide the exemption of import duties on raw materials and components of medical device.

Keyword: Policy implementation, Import Duty, Medical Device

Domestic Resource Mobilization and Comparative Advantage

Kris W H, Iftikhar A L

Domestic resource mobilization is a building block for sustained economic growth. However, efforts to boost tax revenue, as prioritized by some understandings of domestic resource mobilization, are undermined not only by weak state capacity but also by poorly strategized development policy. Historical experience shows that government revenue growth has not yielded substantial progress across the developing world, while many countries have neglected comparative advantage as a means to facilitate capital accumulation. In this article we apply New Structural Economics concepts to empirically demonstrate that, in
terms of economic growth and domestic resource mobilization, countries whose policies follow comparative advantage outperform those whose policies defy comparative advantage. The findings support our broader argument that neither the structuralist mandate of replication-based industrialization nor the common suite of neoliberal governance reforms has effectively mobilized domestic resources. Alignment of policies with structural endowments is a critical but overlooked factor in explaining the development gap.

Keyword: Economic growth, domestic resource mobilization, New Structural Economics, structural transformation
Study results indicate that the main determining factor is transportation costs paid by permanent employees to travel back and forth from their home to the office, and that the policy regarding maximum limit of occupational expenses needs to be adjusted with a nominal increase when current economic development is taken into consideration.

Keyword: Tax policy; occupational expenses; tax deduction; permanent employee tax

Analysis of Income Tax Policy Towards Over-the-Top Based E-Commerce Companies
Ali W W, Inayati

Value Added Tax Policy On Sugar Industry Business Activites: A Case Study On Sugar Industry In Indonesia
Ayuni Sekar F, Titi M P

This study aims to analyze Value Added Tax (VAT) policy on business activities of sugar industry and its derivative products at PTPN X in East Java, Indonesia. This study applies a qualitative approach with data collection techniques of literature and field study. The findings show that the delivery of sugar for household consumption exempt from VAT, however the delivery of sugar for industry consumption subject to VAT. The discrimination regarding VAT treatment of sugar production is not in line with the principle of neutrality in tax policy and may affect the business decision of sugar industry. VAT exemption on the supply of sugar as the basic needs of the community can facilitate the administration of tax obligations for both sugar industry and farmers.

Keyword: VAT, Tax Policy, Exemption, Sugar Industry

EVALUATING THE IMPLEMENTATION OF INCOME TAX TREATMENT ON BANK INDONESIA’S INCOME
Dina A Indriyati, Haula Rosdiana

Since the 1983 tax reform, the first time the surplus of Bank Indonesia becomes the object of Income Tax, as stated in Article 4 paragraph 1 Letter s Undang-Undang Pajak Penghasilan Tahun 2008. For almost 10 years in implementation, there are constraints due to the different characteristics of BI as a central bank with a conventional bank, since the sole purpose of BI is to achieve and maintain the stability of the rupiah. The purpose of this study is to describe the obstacles that arise in the implementation of the treatment of income tax on surplus BI and provide policy recommendations based on income tax on central banks in other countries. This research uses qualitative approach, qualitative data analysis technique, cross-sectional time dimension with data collection technique in the form of a literature study and in-depth interview. The result of the research shows that the constraints in the treatment of Income Tax on BI surplus include the mismatch of the principle of matching cost against revenue to calculate the tax relief, especially the deductible expenses and the burdensome method of prepaid tax due to the fluctuating acceptance of Bank Indonesia. Bank of England based policy recommendations that exclude income tax on receipts earned from its duties in issuing banknotes and separate bookkeeping of tasks related to the issuance of money and other tasks.

Keyword: central bank, corporate income tax, tax policy, matching cost against revenue principle
ANALYSIS ON COMPLIANCE COST IN POST IMPLEMENTATION OF ELECTRONIC WITHHOLDING TAX SLIP (E-BUPOT) (A STUDY ON E-BUPOT PHASE I USER TAXPAYERS)

Sekar A N, Neni S

The Directorate General of Taxation as one of the government institutions in charge of taxation has been implementing electronic system service for Taxpayer, which is undertaken in form of payment service (e-Billing), reporting service (e-Filling), and facture serial number application service (e-Nota). E-Bupot is a deduction receipt making, SPT (Tax Return) services, and tax return reporting service for Income Tax of Article 23 and 26 which utilizes the internet, in the aim to reduce the administrative burden of the Taxpayers. This research aims to analyze the tax compliance cost in the aftermath of Taxpayers's application of e-Bupot and after they are aware of its advantages and disadvantages, and treated as research subject the e-Bupot Phase 1 User Taxpayers. This research applies quantitative approach with survey data collection technique using questionnaire instrument. The research shows that the application of e-Bupot system has proved to reduce compliance cost. The results obtained show that time cost and psychological cost borne by Taxpayers as a whole reduced since they used e-Bupot. As for the fiscal cost, the compliance cost borne by the Taxpayer as a whole is still the same. The advantage of e-Bupot system is it increases validity of tax withholding tax slip and Periodic Tax Return (SPT Masa) reporting in more practical manners.

Keyword: Compliance Cost, e-Bupot, Withholding Tax Slip, Electronic Service

Alternative Designs to the Local Tax Incentive Policy in Sekotong Tourist Site, The Regency of West Lombok

Rijal Rivaldi, Achmad Lutfi

This research discusses an alternative design to the local tax incentive policy to boost economic development in Sekotong tourist site. Taxes and economic development are inseparable in concept. The role of tax in economic development is not only to facilitate the budget or to act as a budgeteer, but also to support economic development through regulatory interventions. The study employs a post-positivism approach using the design theories from Fischer, Miller, and Sidney. The proposed alternative design to the policy which when implemented is expected to boost economic development in Sekotong covers an incentive on Land and Building Tax (Pajak Bumi dan Bangunan/PBB), and an incentive on Excise/Tax for Acquiring Right on Land and Building (Bea Perolehan Hak Atas Tanah dan Bangunan/BPHTB) and a disincentive on Land and Building Tax.

Keyword: policy design, tax incentive, local tax

Evaluation of Revenue Allocation Policy For Cigarette Tax

Nurul Dyah Ayu, Achmad Lutfi

This research discusses the evaluation of cigarette tax policy especially regarding the allocation of cigarette tax revenue. Cigarette tax is a local tax administered by the central
government. Cigarette tax revenue allocation to each provincial government is crucial. Cigarette tax revenue allocation is highly dependent on the formula for calculating the revenue share of the cigarette tax. The greater revenue from cigarette tax allocated to the provincial government, the greater the impact on the fiscal capacity of the provincial government. This research was conducted by using post-positivism approach with qualitative research method through in-depth interview and literature study. The results of this study illustrate that the implementation of the cigarettes tax revenue allocation policy from 2014 to 2017 is considered to have been implemented quite well. There is an obstacle to the allocation of cigarette tax revenue due to the delay in reporting the profit sharing of the cigarette tax by the provincial government. The formula used by the central government in calculating the allocation of cigarette tax has not been in accordance with the cigarette tax base that is based on consumption, thus causing injustice. In the cigarette tax policy, the local government does not have the authority because the authority to collect is in the central government, so it is necessary to transfer the authority to the local government.

Keyword: Policy Evaluation, Local Tax, Cigarette Tax

ID Paper 17875

The Implementation of Earmarking Tax Policy on Cigarettes Tax in West Java Province

Maisarah, Murwendah

In an effort to control cigarette consumption in Indonesia, one of the policies used by the government is the earmarking tax policy on cigarette tax, apart from other state levies instruments such as excise taxes or Value Added Tax (VAT) on tobacco products. In fact, the prevalence of smoking in Indonesia continues to increase even though the government has imposed various state levies. The purpose of this study is to analyze the implementation of earmarking tax policy on cigarette tax in West Java Province as one of the regions receiving the largest cigarette tax allocation in Indonesia. This research uses qualitative approach with descriptive research objectives and data collection techniques of literature and field studies, as well as in-depth interviews. The results show that the earmarking tax policy on cigarette tax has not been able to reduce the prevalence of smoking since cigarette tax in the region has not been utilized as per its designation. The function of control of earmarking tax policy on cigarette tax is limited to controlling budgeting aspect; yet, there is no control function related to cigarette tax income to be used according to its purpose (earmarking). Other factors considered as the cause of stable smoking prevalence in Indonesia, are namely the cheap price of cigarettes sustained by people’s increasing revenue, massive tobacco advertising, and fervent smoking culture in the community. A partial policy that only relies on state levies is perceived as insufficient to control cigarette consumption, particularly without coordination among stakeholder in central and local governments. In fact, cigarette tax revenue has been budgeted for public health services in West Java Province; nevertheless its implementation in the field has not been fully utilized for public health services.

Keyword: Policy Implementation, Earmarking Tax, Cigarette Tax, West Java

ID Paper 17876

An Analysis of Value Added Tax Policy on the Delivery of Tobacco Products in Indonesia (A Comparative Study with South Africa and the Philippines)

Tasya Armani, Murwendah
Increasing the price of tobacco products through higher tax is considered to be the most effective way to control tobacco consumption and its negative externalities. Indonesia is one of the countries utilizing tax instruments, one of which is Value Added Tax (VAT) on tobacco products. However, the increase has not provided any significant effects on the negative externalities of tobacco. The purpose of this study is to analyze the trend of VAT policy on the delivery of tobacco products over the last 20 years and the comparison of VAT policy on tobacco products in Indonesia and South Africa and the Philippines. This study applies a qualitative and descriptive approach and data collection techniques of literature study and in-depth interviews. The findings of the study show the increase in effective tariff of VAT between 0.2%-0.3% over the last 20 years, imposition with single-stage levy, the transition of supervisor of tax collection from the Directorate General of Customs and Excise to the Directorate General of Taxes, and the change in Tax Base for free delivery of tobacco products. Theoretically, VAT is not an appropriate instrument to control tobacco consumption in a similar way to excise. South Africa and the Philippines collect VAT with a multi-stage levy system and utilize excise instruments rather than VAT to reduce tobacco consumption. The 1% increase in effective tariff in both countries is considered to be an additional levy in controlling tobacco consumption.

Keyword: Tax Policy, VAT on Tobacco Products, Trend in Policy, Comparison of Policy, Indonesia, South Africa, the Philippines

The Effectiveness of Earmarked Tax Policy on Cigarette Tax in Controlling Consumption of Cigarette and Other Tobacco Products in DKI Jakarta

Filza Rahmah, Inayati

The increasing number of smokers in Jakarta and other regions in Indonesia from year to year makes approaches to control cigarette consumption necessary. This requires the government, both central and local, to make efforts to control the consumption of cigarettes. One of the state levies on tobacco is cigarette tax. In Indonesia, Cigarette Tax is not only intended as a source of local revenue, but also used for funding health services and law enforcement. This study focused on analyzing the effectiveness of earmarked tax policy on tobacco tax in DKI Jakarta. This research is done using post positivist approach. The results of this study indicate that the implementation of earmarked tax policy on tobacco tax in controlling cigarette consumption and other tobacco products in Jakarta has not been effective. The absence of regulations in Indonesia governing the budgeting of earmarking funds and the absence of specific technical guidelines governing the use of cigarette taxes for cigarette consumption controls contributes to the failure of DKI Jakarta in implementing the ideal cigarette earmarked tax.

Keyword: Effectiveness, Policy, Earmarked Tax, Cigarette Tax, DKI Jakarta

THE IMPACT OF TAXPAYER'S CONFIDENCE AND POWER OF TAX AUTHORITY ON TAXPAYER COMPLIANCE

Davin Andika, Milla Sepiliana

Referring to slippery framework, taxpayer compliance can be measured using confidence trust and power of tax authority in order to obtain comprehensive output. This research is addressed to analyze taxpayer’s confidence and power of tax authority of Large Tax Office Two as well as analyzing the impact of taxpayer’s confidence and power of tax authority
towards taxpayer compliance. The research employs mixed methods approach. In quantitative side, this research collected data from questionnaire and is processed using descriptive statistics, regression, and coefficient determination tests. In qualitative side, this research collected the data from interview and was processed for triangulation objective and enriching output obtained from quantitative approach. This research revealed that taxpayer’s confidence and power of tax authority lie on different level and performed significant impact on taxpayer compliance by 57.2% in Large Tax Office Two. It is suggested that Large Tax Office Two needed to control its authority and power to prevent it from being either weak or arrogant.

Keyword: tax compliance, taxpayer confidence, power of authority

ID Paper 18697
Analysis of Rural and Urban Land and Building Tax Arrears Disbursement Optimization Strategy in Bekasi City
Assetia Rahmawati
Keyword: -

ID Paper 18843
Will Problems Arise When Banks are Exempted from the Minister of Finance Decree Number 169/PMK.010/2015?
Arfah H S
This research was intended to provide empirical evidences that the exemption of banks from Minister of Finance Decree Number 169/PMK.010/2015 did not raise any significant problem on banks tax avoidance. Quantitative method was used in this study by conducting regression-fixed effects method on unbalanced panel data. This study found that thin capitalization in banks did not impact tax avoidance significantly. Present research also found that the banks size and profitability were other determinants of the level of tax avoidance in the banks sample. Bank size and profitability had a significant and negative effect on effective tax rate.

Keyword: thin capitalization; debt-to-equity ratio; tax avoidance; effective tax rate

ID Paper 19090
Arfah Habib S
Local tax reforms in Indonesia have been going on for approximately twenty years. The aim of the tax reform is to increase regional revenues from the tax sector which will be used for the prosperity of the people through economic growth and regional development. This study aims to investigate the effect of tax revenue on economic growth in Indonesia. The research method used is quantitative method with unit analysis of 34 provinces in Indonesia in the period 2013-2016. Secondary data is processed using panel data regression with Stata software. The results obtained from this research are: provincial tax revenue has a positive and significant effect on the provincial economic growth in Indonesia during the period 2013-2016. The implication of this finding is to be able to increase the economic growth of a
region, it needs support for the sustainability of local tax revenue. Local tax revenues should also be used to fund productive projects so as to accelerate economic growth. Local governments also need to increase the effectiveness of local tax reforms, as taxpayers need to increase compliance in paying taxes because ultimately the benefits will return to the area. Another result obtained from this research is that the consumer price index does not affect economic growth, while the gini ratio is found to have a negative effect on economic growth.

Keyword: Tax revenue, economic growth, tax reforms

ID Paper 17072

THE STRATEGY TO INCREASE PUBLIC TRUST OF TAXPAYERS IN DEVELOPING TAXPAYERS’ COMPLIANCE IN SOUTH SULAWESI PROVINCE

Moh. Thahir, Hasniati, Mashuri

The compliance of taxpayers are very necessary for the government not only for advanced countries but also for developing countries, because taxes are the main funding resources for development programs such an Indonesia country. Meanwhile, the issues of non-compliance and tax-evasion becomes the main problems of central government and also in the South Sulawesi Province Government. It becomes the main challenge of central government and local government to minimize the highly of taxpayers noncompliance. Many researches have been conducted to measure the slippery slope framework, unfortunately, there was no research to measure the effect of slippery slope framework on public trust of taxpayers in developing taxpayers’ compliance. This article is to analyze and explain the strategy to enhance the public trust of taxpayers to pay tax by using two variables namely; power and trust based on the slippery slope frameworks theory. The research approach is quantitative and the type of research is a survey exploratory. Respondents in this study were employees at the tax office in three Tax Office Services, such as; South of Makassar, Maros, and Palopo; local entrepreneurs, and community groups selected by purposive sampling with the total of population of 2500 people. We used the determination of research sampling 20% of population. The use of this technique is based on the consideration that the respondents knew the tax service problems and eager to be interviewed. To obtain accurated data, we used questionnaires, semi-structured interviews, observation, and document review. In this research, data were analyzed through SPSS and Structural Equation Modelling. This article indicates that power has a positive effect on the public trust of taxpayers, and also trust has a positive effect on the public trust of taxpayers. Besides that, both power and trust have a positive effect on the public trust of taxpayers simultaneously. In this article, we argued that the strategy to increase public trust of taxpayers in developing the taxpayers’ compliance is through power and trust. This article also verified that the slippery slope framework can be applied for developing taxpayers’ compliance.

Keyword: public trust, taxpayers’ compliance, power, trust, slippery slope framework approach

ID Paper 17079

An Analysis of the Profit Split Method as a Transfer Pricing Method after Implementation of Country-by-Country Reporting Policy in Indonesia

Ifti K R, Adang H, Milla S S, Arfah H S
The Arm’s Length Principle (ALP) as a prevailing approach in transfer pricing analyses has a number of drawbacks, giving rise to the Global Formulary Apportionment as an alternative approach. However, the OECD firmly rejects any non-ALP approach and states that the Profit Split Method (PSM) can provide solutions for any ALP drawback. PSM per se is a transfer pricing method deemed complex with numerous difficulties, notably in the access to cross-border affiliates’s information. The Country-by-Country Reporting (CbCR) policy requires that multinational enterprises report financial information of all of their business group members globally. The presence of the information within such policy framework should be reviewed as to whether it will be useful for the PSM implementation. This research used a qualitative approach with data collection techniques including qualitative interview and qualitative document techniques. The results of this research indicate that in the future, the PSM will grow in urgency with the development of multinational enterprises and the Anti-BEPS (Base Erosion and Profit Shifting) project. However, the PSM implementation in Indonesia at the present time is still rare due to particular difficulties encountered by both taxpayers and tax authorities. CbC Report data alone is not sufficient to be used as a basis for the PSM implementation as this will lead to several issues related to juridical and practical aspects. Nevertheless, CbC Reports can still be used by taxpayers as a basis for the PSM implementation in collaboration with other data and information, for example, one that is obtained from local documents, parent documents and financial statements.

Keyword: -

ID Paper 18691
The Analysis of Tax Disputes Upon Interest free loan Transaction on Related Companies
Muh. Abdur R, Milla S S

Tax disputes upon interest free loan on related companies has frequently occurred up to now. Tax authority corrected interest free loan to be interest debt with reasonable interest rate. Nevertheless, of many cases of tax court decisions, taxpayers are the ones who frequently win the disputes. Therefore, it is needed deep analysis on tax disputes upon interest free loan on related companies. This research was conducted using qualitative approach. Data is obtained through in-depth interview and literature review. The result shows that tax disputes upon interest free loan on related companies occurred when interest free loan transaction is characterized as loan or other transaction that performs character of loan without interest on it. Inappropriate determination of the character leads to tax treatment that is irrelevant with its economic substances. Therefore, it has to be implemented based on the principle of business arm’s length principle to prevent any tax avoidance. Nevertheless, when the regulation is not clear and specific accompanied with gap in the implementation by tax administration, it would lead to uncertainty. Tax administration should have referred to Article 12 Government Regulation No. 94/2010 as guidance for withholding tax.

Keyword: Tax dispute, interest free loan, related company, arm’s length principle, tax avoidance

ID Paper 18828
Building Tax Culture: Joint Effort towards Cooperative Compliance
Lambang Pujo, Haula Rosdiana
The problem of low tax compliance and low tax ratio in Indonesia has always been a problem that has never been finished to discussed. This study aims to provide another perspective to solve this problem. Packaged in the framework of manifestation of cooperative compliance, building tax culture is believed to be a joint effort which has been required to solve the problem. With qualitative methods, based on desk research and in-depth interviews, this research succeeded in compiling some significant recommendations that are useful to form the foundation of tax culture in Indonesia. Through the six dimensions of Indonesian Culture (Power Distance, Individualism, Masculinity, Uncertainty Avoidance, Long Term Orientation, Indulgence) are initiated several things that can be taken to build a tax culture. In addition there are 5 important points that must be considered in building a tax culture in the disruptive era. Finally, there are 10 types of actions that can be tried based on interviews and lessons from 28 countries around the world in building a tax culture. Some steps may have never been thought of before. In essence, this study shows that building tax culture can be done in fun ways in the form of tax campaigns, tax day celebrations, direct benefits to taxpayers and pleasant service at the tax office. Because basically the people of Indonesia prefer to be given incentives rather than being constantly feared with sanctions and the threat of punishment.

Keyword: Tax Culture, Tax Compliance, Cooperative Compliance, Disruptive Era

ID Paper 18777
Analysis of the Implementation of Transfer Pricing Documentation Policy in Indonesia
Ning Rahayu, Jesselyn A F
Keyword: -

ID Paper 16899
Analysis of the Permanent Establishment Draft Bill Towards the Non Resident Over The Top (OTT) Company in Indonesia
Pingkan Persitya, Iman Santoso
Keyword: -

ID Paper 18779
ANALYSIS OF IMPLEMENTATION PROVISION OF THE APPLICATION OF DOUBLE TAX AVOIDANCE AGREEMENT AS TAX TREATY OVERRIDE
Ayu Hapsari P, Ning Rahayu

Tax Treaty is an agreement between two countries to overcome international double taxation. The party that has the right to apply the provisions in a tax treaty is the Resident of one of the contracting countries. To ensure the concerned party is a Resident, it must be proven by Certificate of Domicile. Regarding its application in Indonesia, the Directorate General of Taxes issues an implementation provision, namely the Regulation of the Director General of Taxes No. 10/PJ/2017. This research aims to analyse whether this regulation is a form of tax treaty override and the obstacles arising in the implementation of Tax Treaty based on this regulation. This is a descriptive research with qualitative approach. The data collection method used is literature study and field study through interviews with related stakeholders. The result of this research shows that legislatively, the Regulation of the Director General of Taxes number PER-10/2017 is a form of tax treaty override as there is a
provision in it that contradicts with the provision of the Double Taxation Avoidance Agreement, in which the benefits of the Double Taxation Avoidance Agreement are given if the Certificate of Domicile of Non-Resident Taxpayer has been submitted as an attachment in Monthly Tax Return for the due period of income tax. On the other hand, judicially, there are no tax treaty override that occurs as the decision making made by judge prioritizes the provision in the Tax Treaty in accordance with its position as lex specialis. There are three categories of obstacle in the implementation of the Double Taxation Avoidance Agreement based on the Regulation of the Director General of Taxes number PER-10/2017, namely, the obstacle in the issuance of Certificate of Domicile, the obstacle in the overpayment tax refund to Taxpayer, and the obstacle in the form of Taxpayer’s noncompliance.

Keyword: Tax Treaty, Tax Treaty Application, Tax Treaty Override, Certificate of Domicile

Analysis of Determination of Residency Status of Dual Residence Citizen Based on Tax Treaty Between Indonesia and Malaysia

Nastiti Tri S, Milla S S

This research focused on the determination of residency status of dual residence citizen based on Tax Treaty between Indonesia and Malaysia. This research refers to the in stock sale transaction for tax year 2010 in Indonesia. The purpose of this research is to analyze the determination of tax payer residency status at the condition of dual residence based on the Tax Treaty between Indonesia and Malaysia and explains the imposition of income tax on capital gain for fiscal year 2010 in Indonesia. This research used a qualitative approach with field research and literature data collection methods. The results showed determination of residency status of dual residence citizen based on the test of the provision of tie breaker rule in Tax Treaty between Indonesia and Malaysia. Then, the profit of the sale of non-stock exchange shares received by tax payer from Indonesia is only subject to income tax in Malaysia in accordance with Malaysian domestic tax law.

Keyword: Dual residence, capital gain, Tax Treaty between Indonesia and Malaysia

ID Paper 17225

Controlled Foreign Companies (CFC) Rules In Indonesia : To Analyze The Law Harmony And An Impact For Start Up Companies Or Foreign Non Exchange Business Entities

Kartika P K, Ciresta A F

The purpose of this research is to deeply analyze the role of CFC regulations in Indonesia. This regulation is important to be enforced in every country (especially developing countries) because of the tendency for start-up companies that choose to become private companies, it is used by taxpayers who want to invest without being monitored further by the government. The scheme which ultimately leads to cons from the government so the BEPS Action Plan appears jointly studied by the OECD member countries. This study analyzes the suitability of CFC rules with the nature of rules through the analysis of tax policies to see the impact on start-up companies and foreign non-exchange business entities. The results of this study are 1) CFC regulations in Indonesia are in accordance with the nature of rules, but there’s different interpretation between the government and the taxpayer, 2) The latest CFC regulations have been able to accommodate and become alternative policies from the previous regulation, 3) The latest regulation of CFCs makes the taxpayer to postpone or delay their investment activity, this matter can also be disadvantageous the private companies.

Keyword: Control Foreign Company Regulation, Tax Policies, Start up Companies
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