

**Lembar Abstraksi  
(Current Content)  
Tahun 2020**

1. **Keterlibatan Siklus Terintegrasi Knowledge Management Terhadap Perilaku Kerja Inovatif Sumber Daya Manusia di Balai Diklat Keuangan Yogyakarta;** Bagas Dwi Praptowo, Mikhriani, dan Agus Suharsono; Vol 16 No 1, Tahun 2020.

*To realize Knowledge Management as one of pillars of Ministry of Finance Corporate University, Financial Education and Training Agency Yogyakarta as an institution that carries out a role of building a learning environment needs to have a series of systems and procedures for managing financial knowledge so that is available and well managed. This study aims to prove efforts effective influencing Human Resource (HR) Innovative Work Behavior in Financial Education and Training Agency Yogyakarta are through an integrated Knowledge Management Cycle namely Knowledge Capture, Knowledge Sharing and Dissemination, Knowledge Acquisition and Application. This integrated cycle can stimulate HR in critical, creative, and innovative thinking to produce useful new knowledge. This research method was a quantitative approach to SEM analysis using Smart PLS software. The results of the study proved that Knowledge Acquisition and Application affect the HR Innovative Work Behavior. However, Knowledge Capture and Knowledge Sharing and Dissemination did not affect HR Innovative Work Behavior, this indicates that there was a need to increase Knowledge Capture and Knowledge Sharing and Dissemination at Financial Education and Training Agency Yogyakarta so that overall employees could contribute to fostering Innovative Work Behavior in accordance under BPPK Decree No. KEP-140/PP/2017 which regulates that Knowledge Management is all employees' task of Ministry of Finance.*

**Keywords:** Knowledge Capture, Knowledge Sharing and Dissemination, Knowledge Acquisition and Application, Human Resource (HR) Innovative Work Behavior

2. **Ojrek Bareng: Memperdebatkan Argumen Apati dalam Penyelesaian Masalah Publik (Studi Kasus Bank Sampah Malang);** Qurnia Indah Permata Sari, Wawan Sobari, dan Sukaesi Marianti; Vol 16 No 1, Tahun 2020.

*The dominant argument about the work of Everyday Makers states that apathy encourages community involvement in solving public problems. This qualitative case study aims to explore the workings of the Everyday Makers practice in the case of Malang Garbage Bank management. Unlike the previous argument, this study found an enthusiastic attitude that encouraged the community to work together in handling the waste problem in Malang city. The enthusiastic attitude that drives the community to work with the government and the private sector is the philosophy of Ojrek Bareng which is based on Arek Culture. This philosophy was reflected in the expression of the community in dealing with waste problems, namely sengkuyung seduluran (brotherhood spirit), ewuh pakewuh (uneasy feelings) and tanpa pamrih (sincere). This study debates the workings of Everyday Makers, that what drives the work of Everyday Makers in solving public problems is public's apathy towards the government. However, this study found that Ojrek Bareng as a community enthusiasm in solving waste problems through the Malang Garbage Bank. The practical implications of this study were the governance of public issue.*

**Keywords:** Everyday Makers, Governance, Malang Garbage Bank

3. **Marginalisasi Kesejahteraan Hewan Akibat Ambisi Peningkatan Ekspor Minyak Sawit di Indonesia**; Anggalih Bayu Muh. Kamim dan Muhammad Irsyad Abrar; Vol 16 No 1, Tahun 2020.

*The Indonesia Government has taken various measures to counter the European Union's policies which are considered will harmful the efforts to increase palm oil exports. However, the efforts of the Indonesian government to maintain the image of the palm oil commodity considered a hiding act from animal and human conflicts. One of which arises from the expansion of oil palm plantations. This study would explore the outbreak of animal and human conflicts affected by the expansion of oil palm plantations due to the ambition of increasing palm oil export. This research was a desk study conducted by tracing various journal articles, reports of oil palm plantation guard organizations, reports of civil society organizations related to deforestation of oil palm expansion and various reports of civil society organizations about cases between animal and human conflict. The results of the study showed that there had been a misunderstanding in understanding the European Union's decision, which would not impact on the decline in palm oil exports. Sustainable palm oil governance is not well implemented by oil palm companies and the Indonesian Government so that marginalizing animal life. The intensity of animal-human conflict continues to occur in various areas of oil palm concessions that lead to the threat wild animal life.*

**Keywords** : Palm Oil Exports, Animal-Human Conflict, Animal Welfare

4. **Kolaborasi dan E-Literacy: Kunci Keberhasilan Inovasi E-Government Pemerintah Daerah**; Mochammad Rozikin, Wa Hesty, dan Sulikah; Vol 16 No 1, Tahun 2020.

*E-government is a type of bureaucratic reform which not only highlights technological changes but also changes in the government system involving citizens in policy decision-making. Human resources, leadership and community engagement are critical success factors for innovation in e-government. Therefore, a local government innovation strategy is essential to enhance e-government growth through collaboration and e-literacy. Collaboration is a mechanism of collaboration between one government agency and other governments to jointly solve problems. Although e-literacy is a human resource capability in the learning process to understand a media. The methodology used was library research using previous research articles, books and website literature related to e-government innovation. The stage of the e-Government innovation strategy can be clarified by implementing the SWOT analysis of internal factors such as strength and weakness and external factors, namely opportunities and threats to establish SO strategy, ST strategy, WO strategy and WT strategy. The stages of innovation can be done through two processes, namely collaboration and innovation. The mechanism of collaboration is carried out in order to overcome budgetary problems and to strengthen inter-related agencies in the development of e-government. The e-literacy process is conducted to enhance community participation and development of human capital through community socialization, training of trainers and comparative studies.*

**Keywords**: Collaboration, E-Literacy, Innovation, Local E-Government

5. **Analisis Spasial Sektor Pariwisata di Provinsi Kalimantan Selatan**; Kisfendie Regga Rahmad Igarta dan Fitri Handayani; Vol 16 No 1, Tahun 2020.

*The Indonesian government is focusing on improving the tourism sector, hoping that this sector could become a stepping stone to put Indonesia as a developed country in 2045. Local governments who draw interest for the benefits earned by tourism sector also supported this expectation. Regarding policy design, it would be important if policy makers know the mapping and potential distribution of the sector. Therefore, the purpose of this paper is to identify spatial autocorrelation in the tourism sector in South Kalimantan Province. The analytical method used was a Moran Index. Based on the results of the analysis, each field of business in the tourism sector had a Moran Index value of 0.168 for trade, 0.017 for transportation and storage, 0.114 for the accommodation and food service activities, and 0.003 for other service activities. The Moran Index showed a positive tourism sector autocorrelation between districts/cities. From the results of the spatial autocorrelation analysis, the tourism sector which was a priority for spreading its impact on other regions was on the trade business field.*

**Keywords:** *Tourism, Spatial Autocorrelation, Moran Index*

6. **Evaluasi Penerapan Model Pembelajaran E-Learning pada Pelatihan Dasar Calon Pegawai Negeri Sipil;** Muhammad Abdi Rahman, Rustan Amarullah, dan Kemal Hidayah; Vol 16 No 1, Tahun 2020.

*Technological developments in the industrial 4.0 revolution era have driven changes in the ways of work and use of resources in the digital era. Likewise, training mechanism, from conventional learning patterns to the network learning (online). Training and development in the government environment has discussed aggressively the concept of e-learning to provide new learning alternatives for trainees. This research used a qualitative-descriptive tried to evaluate the effectiveness of e-learning model in the Basic Training of Prospective Civil Servants. The results showed that the implementation of e-learning was effective enough to be used to increase participants' understanding of the training subjects. The quality and sustainability of the use of e-learning need to be improved so that it can effectively complement classical learning (blended learning). Mapping of efforts to optimize e-learning has also been identified starting from revamping the e-learning system/ application, learning facilitators, implementation time, and the need to adapt conventional learning elements.*

**Keywords:** *E-learning, Training, Basic Training, Prospective Civil Servants (CPNS)*

7. **Kontekstualisasi Adopsi Kebijakan: Studi Kasus Kebijakan Pengendalian Covid-19 di Korea Selatan;** Fajar Iswahyudi, Muhadjir Darwin, Heruanto Adna, dan Pande Made Kutanegara; Vol 16 No 2, Tahun 2020.

*South Korea is one of the countries that has successfully controlled Covid-19. The successes obtained by implementing policies, namely: tests, tracking, treatment, and social distancing. This success invited other countries to adopt policies. Policy adoption needs to be done by considering the policy context through three perspectives, namely rationality, organizational, and political. This research will reveal the context of South Korean policy from each perspective. The research method used to discuss the topic is document analysis. From a rationality perspective, the South Korean Government's policy has potent correlation both theoretically and empirically in controlling Covid-19. From an organizational perspective, the determination of South Korean government policy is limited by the rules apply in the organization. From a political perspective, the determination of the policy of the South Korean Government is limited by political pressure on policy makers. This condition is the reason the South Korean Government tends chooses policies for conducting tests, tracking, maintaining,*

and social distancing over other policies to control Covid-19. Although other policies have a better ability to control Covid-19, those who wish to adopt the policy of the South Korean Government can seek and take advantage of other policy alternatives. Especially, not experiencing organizational and political boundaries as happened in South Korea.

**Keywords:** Covid-19, South Korea Government, Policy, Control

8. **Upaya Peningkatan Kapabilitas Aparat Pengawasan Intern Pemerintah (APIP) di Aceh Melalui Internal Audit Capability Model (IACM);** Rati Sumanti; Vol 16 No 2, Tahun 2020.

*Internal Government Supervisory Apparatus (APIP) is an actor who conducts internal audit. The top level of capability of APIP shows that APIP is getting better in carrying out its role as an internal supervisor. However, not all APIP in Aceh have a good level of capability. Therefore, the Aceh BPKP Representative as the APIP supervisor agency seeks to increase the level of APIP capabilities through the Internal Audit Capability Model (IACM). This study aims to describe how the implementation of IACM in the region is proven to increase the capability level of APIP. Using a qualitative approach with a case study method, interviews were conducted with officials in the Aceh BPKP who were considered being representative so they could provide accurate information on the problem under study. There are 6 elements capability of APIP comprising 24 key process areas to reach level 3. Representatives of BPKP Aceh have improved capabilities of the six elements capability of APIP. Coaching conducted comprehensively has fulfilled 24 key process areas required in IACM including coaching and consulting activities. The findings in this study showed that of the 24 APIP in Aceh, 16 APIP or 67% have increased capability levels. This means that implementing IACM conducted by the Aceh BPKP Representative shows a positive impact on improving the capabilities of APIP. So this research contributes to the practice where other local governments can adopt the efforts and improvements that need to be made according to the six elements of APIP capabilities.*

**Keywords:** Internal Audit, Internal Government Supervisory Apparatus (APIP), Capability of APIP, Finance and Development Supervisory Agency (BPKP)

9. **Implementasi Kebijakan Pengembangan Kawasan Ekonomi Khusus Tanjung Kelayang;** Alvin Rizalsan dan Vishnu Juwono; Vol 16 No 2, Tahun 2020.

*Tanjung Kelayang, as a tourism SEZ (Special Economic Zone), has some difficulties with land disputes and unfulfilled investment targets. This paper attempts to study the implementation with streams/critical juncture approach and rational implementation model. This study was conducted with a post-positivist approach and data collection by conducting in-depth interviews and literature studies as secondary data. The study showed that the SEZ was BUPP innovation to develop business with incentives from the government. The government sees this as an opportunity to increase community development. The implementation of the policy was carried out with lots of actors from the government and BUPP. The problem with investment in SEZ is that the investors choose to wait and see. In terms of the important factor that influenced the implementation are unclear vision and mission, unfulfilled investment target, and monitoring without the ability to intervene.*

**Keywords:** Special Economic Zone; Tourism; Implementation; Policy

10. **Equal Employment Opportunity in Indonesia: Antecedent of Human Resource Management Practices and Service Performance of Government Employees in Tanjungpinang**; Wayu Eko Yudiatmaja; Vol 16 No 2, Tahun 2020.

*Recently, government employees encountered issues of service performance because of the rising citizen's demand to get a better service quality. The concern of the researchers to relate employee service performance with equal employment opportunities and the practices of human resource management still limited. Using social exchange theory, recent study aims to examine the relationship between equal employment opportunity and employee service performance in the public sector. This research also investigates the mediating role of human resource management practices between the equal employment opportunity and employee service performance. This study was conducted among public servants in Tanjungpinang. A total of 258 public servants responded to the survey. The data were analyzed using structured equation modeling. The findings showed a positive relationship between equal employment opportunity and service performance. Besides, this study also claimed that human resource management practices mediate the connection between equal employment opportunity and service performance. The research implications and future research area need further elaboration.*

**Keywords:** Social Exchange Theory, Equal Employment Opportunity, Human Resource Management Practices, Service Performance

11. **Pemetaan Riset Reformasi Birokrasi di Indonesia**; Fikri Habibi; Vol 16 No 2, Tahun 2020.

*The purpose is to map the research on the bureaucratic topics in Indonesia and get a development description of its changes from the bureaucraties reform and achievements of its changes in Indonesia. The study obtained from 105 articles published on journal accredited Sinta 1 and 2 from 2010 to 2020. Based on the amount, it showed that from 2010 to 2014 was relatively stable, from 2015 to 2019 were fluctuated with an increase in 2016 followed by continued decline. Research on bureaucratic reform has covered the institutions/organizations, governance, apparatus and public services including achievement of eight change areas. . However, there is still less research that discusses about political-bureaucratic relations, cultural and efforts to change mind set and culture set of apparatus. There are 17 researches about central government bureaucracy, 44 researches relate to regional bureaucracy, 43 researches of government organizations, and 1 research about village bureaucracy. This study showed that the agenda of bureaucratic reform has not yet reached the expected significant effectiveness. Future bureaucratic reform can discuss the topics that lack or earn non-optimal results and received less attention from previous research. In short, it needs synchronization between the research of bureaucratic reform with the Grand Design of Bureaucratic Reform 2010 to 2025.*

**Keywords:** Research Mapping, Bureaucratic Reform, Indonesia.

12. **Pengaruh Kemampuan Menyusun Perencanaan dan Memobilisasi Stakeholder Terhadap Pencapaian Target Kinerja Pejabat Publik di Indonesia**; Putri Wulandari Atur Rejeki dan Yuyu Yuningsih; Vol 16 No 2, Tahun 2020.

*Public officials as leaders who take care of the interests of many people are bound to have managerial abilities such as planning ability and mobilizing stakeholder ability to achieve organizational goals. This research aims to discover the influence of the ability to formulate*

*plans and mobilize stakeholder in achieving performance targets for public officials in Indonesia. This research used a quantitative approach. The population was all public officials in Indonesia. The sample used was all participants of the Leadership Training in Puslatbang PKASN LAN in 2019. Multiple linear analysis was used to analyze the data. The dependent variable was Performance Target Achievement of Public Officials (PTKPP). The independent variable was Ability to Plan (KMP) and Ability to Mobilize Stakeholder (KMS). The results showed that the R<sup>2</sup> value was 0.878. It means that 87.8% of the public official performance targets could be explained by planning and mobilizing stakeholder ability. It also showed that both variables had a positive and significant influence on the achievement of public officials' performance targets. Further research needs to be conducted to measure and modelize various aspects related to the achievement of public officials' performance targets beside two variables used in this research, such as human resources, budget, and facilities.*

**Keywords:** Public Officials, Planning, Mobilizing, Stakeholder, Performance

13. **Analisis Kebijakan Penanganan Wabah Covid-19: Pengalaman Indonesia;** Leo Agustino; Vol 16 No 2, Tahun 2020.

*This article discusses the efforts of the Indonesian Government in handling the outbreak of Corona Virus Disease-19 (COVID-19). The handling strategies assessed by understanding the efforts, steps, and policies formulated and implemented by the government while the analysis used a deliberative policy analysis approach was used. This approach analyzes the narratives and arguments of the authorities to understand the decision making and policy implementation. The research used a qualitative approach by utilizing descriptive analysis methods. Then the data collection technique used literature studies. The findings found that, first, negative narratives and the slow response of the government. Before COVID-19 approached Indonesia, narratives delivered by the elite government showed that there was no sense of crisis so that it slow-down decision making. Second, weak coordination, especially between the central government and regional governments. This asynchronous coordination created uncertain handling for the control of Coronavirus. Third, citizen ignorance or disobey government instruction. The impact is, the handling effort has stalled because it is not supported by the wider community. The combination of these three factors complicates the government's efforts to control the outbreak of COVID-19 in Indonesia.*

**Keywords:** Indonesia, COVID-19, Coronavirus, Handling, Policy.

14. **Orientasi Kebijakan Pemberantasan Korupsi Negara Asia Menurut Ranking Corruption Perception Index;** Okparizan dan Lesmana Rian Andhika; Vol 16 No 3, Tahun 2020.

*This study discusses the effort against corruption eradication in Asian countries which is a manifestation from the corruption itself. To that goal, this study adopted a literature review to explore ways to corruption eradication (secondary data). Meanwhile from the literature review, the analysis provided information that corruption eradicating was more directed at preventive measures through education in early childhood at the elementary school programs as an investment in future integrity. The citizen participation, institutions cooperation, good governance, and electronic use in reporting activities system contributes to efforts to make difficult corruption. The corruption eradication in each country will apply differently according to the condition and resources available.*

**Keywords:** Corruption, Eradication, Asia Country

15. **Efektifkah Pelaksanaan Penjaminan Mutu Melalui Akreditasi Lembaga Pelatihan Pemerintah di Indonesia**; Erna Irawati dan Yogi Suwarno; Vol 16 No 3, Tahun 2020.

*The implementation of ASN competency development is closely related to the quality of education and training provided by the Educational Institution (Lemdik). The National Institute of Public Administration (NIPA) as the agency assigned the task of fostering the implementation of education and training for ASN employees has conducted quality assurance to ensure the implementation quality of the education and training. Even though quality assurance has been carried out routinely, training problems still arise. This study aims to analyse the implementation of accreditation as a quality assurance process carried out by Educational Institutions. This research was conducted using qualitative descriptive method with data collection techniques through document review, FGDs, and in-depth interviews. The results of the study showed that the implementation of accreditation has not been able to portray aspects of leadership and organizational commitment as part of quality assurance. The results of the study found that the fulfilment of data and information in the implementation of accreditation had not been carried out routinely. From these findings, the results of the study recommended that the quality assurance process must be viewed from the management cycle. Besides, there also needs an improvement in data and information management systems.*

**Keywords:** State Civil Apparatus (ASN), Quality Management, Accreditation, Competency Development.

16. **Birokrasi dan Revolusi Industri 4.0: Mencegah Smart ASN Menjadi Mitos dalam Agenda Reformasi Birokrasi Indonesia**; Dodi Faedlulloh, Syamsul Maarif, Intan Fitri Meutia, dan Devi Yulianti; Vol 16 No 3, Tahun 2020.

*This research is motivated by the idea of Smart ASN which was introduced by the government as a step to face the industrial revolution 4.0. The government must face the industrial revolution 4.0. The apparatus must adapt to technological transformation. The purpose of this research is to explore critically the roots of the Smart ASN idea. This research method uses PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-analyses). The results show that the Smart ASN idea still has an inherent problem that is not yet optimal use of information technology. In other words, the Smart ASN idea does not have a solid foothold. The result of the alternative analysis that needs to be done is to optimize the presence of the millennial generation by 1) Providing jobs that are in accordance with their competencies and potential; 2) Provide opportunities to open perspectives and learn new knowledge in work through various methods; 3) Providing space for the new idea; 4) Building a humanistic work culture; and 5) Providing opportunities for capacity building for young apparatuses. Meanwhile, to support the management of human resources, the idea of ASN Corporate University can be implemented to achieve the goal of Smart ASN.*

**Keywords:** Bureaucracy, Smart ASN, Industrial Revolution 4.0

17. **Quintuple Helix dan Model Desa Inovatif (Studi Kasus Inovasi Desa di Desa Panggunharjo, Yogyakarta)**; Retnayu Prasetyanti dan Bayu Mitra A. Kusuma; Vol 16 No 3, Tahun 2020.

*Innovation determines the future of village development. This qualitative case study presents an analysis of village governance best practices in economic, environmental, socio-cultural, and technological aspects. Unlike the majority of villages that duplicate innovation,*

*Panggunharjo was able to develop a genuine innovation through the creation of a village-owned enterprise (BUMDes). This scientific paper concludes that participation and synergy among helixes/subsystems in the quintuple helix innovation model (government, industry, universities, civil society, and the natural environment) determine the success of continuing village innovation. In Panggunharjo village, there were 3 affecting factors in succeeding innovation, there were political and leadership capacity; process and bureaucratic capacity; and social and environmental capacity. The use of the top-down & bottom-up innovative village model was also crucial. As a lesson learned, this study formulated the stages of developing innovative villages. The figure of the village leader played a crucial role in the process of initiating innovation and optimizing the village bureaucracy politically and administratively. A set of development roadmap referring to the national priority of the village development program was fundamental. It is also urgent to maintain coordination among helixes so that village innovation can embrace the potential of the village and influence people's welfare.*

**Keywords:** *Quintuple Helix, Innovation Model, Village Innovation, Village Development, Innovative Village Model*

18. **Penerapan Good Environmental Governance pada Praktik Perdagangan Karbon di Proyek Katingan Mentaya;** Bimo Dwi Nur Romadhon Sukadi, Dewa Ayu Agung Intan Pinatih, dan Ni Putu Mirna Sari; Vol 16 No 3, Tahun 2020.

*The implementation of good governance by continuing to prioritize respect for the environment (good environmental governance) is very suitable to be applied during the environmental problems that occur recently. The implementation of good environmental governance in carbon trading practices in the Katingan Mentaya Project is the collaboration between the government, private sector, and community. Which becomes the main focus of this research. The division of power, duties and authority among the stakeholders is analyzed with 3 principles of good environmental governance. This study revealed an academic study related to "the increasing degree of power-sharing between state and market actors", where the division of roles between the government and market actors in stage of expanding towards an ideal position. The government (KLHK) is still developing its role as a regulator, while market actor (PT. RMU) is still exploring its potential efforts based on the midst of environmental and community empowerment at Katingan Mentaya Project's area. The existed of a statute or legal product that contains carbon trading mechanisms based on the principle of non-overlapping good environmental governance is very necessary for alleviating problems and obstacles that arise.*

**Keywords:** *Good Environmental Governance, Carbon Trading, Katingan Mentaya Project*

19. **Implementasi Sistem Merit pada Aparatur Sipil Negara di Indonesia;** Anggita Chariah, Ariski S, Agus Nugroho, dan Adi Suhariyanto; Vol 16 No 3, Tahun 2020.

*High performance and competency are the demands that must be owned by State Civil Apparatus known as ASN nowadays. Those demands can be achieved if the human resources' screening process is carried out lawfully and correctly by procedures. This article aims to examine the management of State Civil Apparatus in Indonesia using the merit system theory based on several phenomena. The data were analyzed using qualitative techniques, namely a descriptive phenomenological analysis. The discussion focuses on the development and particular phenomenon of the merit system in Indonesia's current situation, starting from the*

*beginning of the selection and recruitment process, the placement of ASN, and implementing a merit system based on competency. Research result showed that the implementation of the merit system in Indonesia has not yet been thoroughly carried out based on the right procedures. More importantly, to become a dynamic governance also requires firm awareness of all stakeholders' responsibility, which is the primary key to executing a merit system in Indonesia. However, the improvement of supervision also needs to be done, especially by KASN, to optimize the merit system's implementation.*

**Keywords:** Merit System, State Civil Apparatus (ASN), Performance Appraisal, Human Resource Management

20. **Penerapan Kebijakan Sistem Merit: Praktik Terbaik di Lembaga Administrasi Negara;** Adi Suryanto dan Mariman Darto; Vol 16 No 3, Tahun 2020.

*The implementation of the merit system policy in National Institute of Public Administration (NIPA) since 2015 has recently gained a positive recognition. In 2019, NIPA has got an excellent rating in the Merit System Index published by the Commission of State Civil Apparatus (KASN). The purpose of this research is to explore NIPA's experience in implementing the merit system processes, what has been done and how to do it. Through an explorative-qualitative approach, data were collected by interviewing key informants as well as document analysis of the merit system implementation process for the last 5 years (2015-2020) and using participation observer technique. The result showed that NIPA has consistently implemented the merit system according to its principles and regulation during its implementation. It is also found that top leaders' commitment has played a dominant and significant factor in the successful merit system implementation.*

**Keywords:** Merit System, Civil Servant, Professionalism

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## UCAPAN TERIMAKASIH

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**Ely Susanto, S.IP., MBA., Ph.D**  
(Universitas Gadjah Mada, Yogyakarta)

**Wawan Sobari, S.IP., MA., Ph.D**  
(Universitas Brawijaya, Malang)

**Dr. Samodra Wibawa, M.Sc.Mag.rer.publ.**  
(Universitas Gadjah Mada, Yogyakarta)

**Prof. Dr. Nur Fitriah, MS**  
(Universitas Mulawarman, Samarinda)

**Dr. Bevaola Kusumasari**  
(Universitas Gadjah Mada, Yogyakarta)

**Istiqomah, SE., M.Sc., Ph.D**  
(Universitas Jenderal Soedirman, Purwokerto)

**Prof. Jaka Sriyana, Ph.D**  
(Universitas Islam Indonesia, Jakarta)

**Dr. Tedi Sudrajat, SH., MH**  
(Universitas Jenderal Soedirman, Purwokerto)

**Dr. Sujarwoto, S.IP., M.Si., MPA**  
(Universitas Brawijaya, Malang)

**Prof. Dr. Eny Rochaida, SE., M.Si**  
(Universitas Mulawarman, Samarinda)

**Yogi Suwarno, S.IP., MA., Ph.D**  
(STIA-Lembaga Administrasi Negara, Bandung)

**Dr. Ir. Solimun, MS**  
(Universitas Brawijaya, Malang)

**Prof. Muradi, SS., M.Si., M.Sc., Ph.D**  
(Universitas Padjadjaran, Bandung)

**Dr. Maskun, SH., LL.M**  
(Universitas Hasanuddin, Makassar)

**Dr. Vishnu Juwono, SE., MIA**  
(Universitas Indonesia, Jakarta)

**Fadillah Putra, MPAff., Ph.D**  
(Universitas Brawijaya, Malang)

**Dr. Rachma Fitriati, M.Si., M.Si (Han)**  
(Universitas Indonesia, Jakarta)

**Suwatin Miharti, Ph.D**  
(Lembaga Administrasi Negara, Jakarta)

**Dr. Dwiyanto Indiahono, S.Sos., M.Si**  
(Universitas Jenderal Soedirman, Purwokerto)

**Dr. Nurhadi Susanto, SH., M.Hum**  
(Universitas Gadjah Mada, Yogyakarta)

**Yogi Suprayogi Sugandi, S.Sos., MA., Ph.D**  
(Universitas Padjadjaran, Bandung)

**Ida Widianingsih., S.IP., MA., Ph.D**  
(Universitas Padjadjaran, Bandung)