

ECONOMIC FUNDAMENTALS, ECONOMIC STRUCTURE AND ECONOMIC GROWTH USING THE ONE ISLAND MANAGEMENT MODEL

I NENGAH DASI ASTAWA

Universitas Pendidikan Nasional.

MADE SATRIA PRAMANDA PUTRA

Politeknik Negeri Bali.

DWI YUSTIANI

Badan Pusat Statistik Provinsi Bali.

KOMANG SATRIA WIBAWA PUTRA

Universitas Pendidikan Nasional.

Abstract

This research is included in the qualitative category with a population of all deans of the Faculty of Economics and Heads of the College of Management as well as all universities that have digital business study programs in Bali. Data collection techniques are carried out by inviting the entire population to take part in Focus Group Discussions, so that the entire population becomes a sample and data collection is through a documentation study. The results of the study show that the right way to recover and anticipate and stabilize Bali's economy when there is a disaster or after a disaster is to manage Bali's natural resources, human resources and economic resources with the "one management island" model, so that there is synergy between districts/cities and the gap in economic development is narrowing.

Keywords: Economic Fundamentals, Economic Structure and Economic Growth

1. INTRODUCTION

The growth, development and stability of a country's economy is determined by several factors. The three main and most determining factors for the economic stability of a country or region are economic fundamentals, economic structure and sustainable growth. Weak or strong economic fundamentals are determined by the roles of three economic actors, namely the government, private sector, and society. In Indonesia, government actors are played by BUMN and BUMD, private actors are played by large companies and community actors are played by MSMEs. Meanwhile, the weak and strong economic structure is determined by the role of the primary sector, the role of the secondary sector and the role of the tertiary sector. If we look at the rate of sustainable growth, it is determined by the presence of investment, infrastructure, and community economic activities, including export and import activities. When one of these determinants is problematic, it can have negative implications for the economic stability of a country or region. Therefore, maintaining and continuing to innovate to strengthen these determinants is the responsibility of all parties and this is in line with the penta-helix theory.

The involvement of all parties or multi-stakeholders, of course, is not limited to being present, but participating in synergizing and contributing in a massive and systematic and even structured way to strengthen the three main factors as the determinants mentioned above. Explicitly and implicitly the position and role of the three factors are complementary and interdependent as the principles of symbiosis-mutualistic. If ecosystems are built in a country or region, then economic strength and stability will not be easily disrupted by events and disasters, both natural and human-made, which can occur at any time. Even disasters caused by natural factors that are difficult to predict due to the sophistication and progress of science and technology, such as earthquakes, the side effects can be minimized.

If you look closely at the current conditions, many countries are experiencing a very deep negative economic contraction, due to the Covid-19 pandemic. Since the start of the pandemic, it has spread to several countries, directly affecting the economic conditions of a country, and Indonesia is no exception. A few months after the Covid-19 pandemic broke out, Indonesia's negative economic contraction was quite deep and significant, although after a few months several regions experienced a gradual increase in the economy, so that the Indonesian economy slowly grew 7.07 percent in the second quarter of 2021 when compared to the second quarter. 2020. Really give confidence in the increase through the national economic growth.

Even though the national economy grew by 7.07 percent (y-on-y) as stated above, the economy in several regions continued to contract, still deeply negative. One area experiencing a very negative contraction in economic growth is the Province of Bali. Since entering the second quarter of 2020, Bali's economy has contracted -10.98 percent and at the end of 2020 entering the fourth quarter it has increased in contraction rate to -12.21 percent (y-on-y). When the Covid-19 pandemic began to show signs of easing into 2021, the rate of contraction in Bali's economic growth in the first half of 2021 contracted by -3.73 percent (c-to-c).

Of course the question arises why Bali's economy contracted so deeply and lasted longer than several other regions in Indonesia? It turns out that empirically, it is caused by the too dominant role of the tertiary sector, especially the tourism industry in Bali's GRDP. This can be seen in the structure of the Balinese economy since 1980 the contribution of the tertiary sector has increased slowly, and since 1990 it has begun to surpass the primary sector. Even in the last 10 years, namely 2010-2020 the dominance of the tertiary sector is very clear and can be seen in table 01 below.

Table 1: Contribution of the Primary, Secondary and Tertiary Sectors to Bali's GDP in 2010-2020 (% at constant prices)

Year	Primary	Secondary	Tertiary	Total
2010	18,38	16,34	65,29	100.0
2011	17,51	15,96	66,53	100.0
2012	17,22	16,88	65,90	100.0
2013	16,56	16,93	66,51	100.0
2014	16,17	16,61	67,21	100.0
2015	15,55	16,56	67,89	100.0
2016	15,15	16,46	68,39	100.0
2017	14,70	16,36	68,94	100.0
2018	14,41	16,62	68,97	100.0
2019	14,07	16,83	69,10	100.0
2020	15,32	17,77	66,92	100.0

Looking at table 1 above, it can be seen that over the last 10 years, namely the 2010-2020 period, the role of the primary sector has continued to decline. It also seems to have increased in 2020 only due to the growth of the tertiary sector, especially the tourism industry sub-sector, which is experiencing contraction due to the co-19 pandemic. The increase in the role of the primary sector in Bali's GRDP in 2019 towards 2020 is relatively small, so it is not too significant. The data shows that the contribution of the primary sector, and the secondary sector to GRDP has experienced a shift in roles that are not so different. The increase in the role of the primary sector, especially in 2019 towards 2020, has not been able to offset the negative contraction in the tertiary sector. The increase from 16.83% in 2019 to 17.77% in 2020, and at that time was triggered by the condition of the tertiary sector which was affected by the Covid-19 pandemic, barely felt the positive impact. Furthermore, based on the data in table 1 above, it is clear that the average contribution of the tertiary sector per year dominates Bali's GRDP within 10 years, namely the 2010-2020 period of 67.42%. Furthermore, in absolute terms the contribution of each sector to Bali's GRDP can be seen in table 2 below.

Table 2: GRDP Value According to Constant Prices of Primary, Secondary and Tertiary Sectors to Bali's GRDP for 2010-2020 (Rupiah)

Year	Primary	Secondary	Tertiary	Total
2010	17,226,637	15,315,333	61,207,380	93,749,350
2011	17,510,982	15,958,104	66,522,546	99,991,632
2012	18,414,002	18,056,985	70,480,478	106,951,465
2013	18,898,645	19,317,553	75,887,383	114,103,581
2014	19,697,314	20,233,508	81,856,752	121,787,575
2015	20,077,911	21,387,828	87,660,823	129,126,562
2016	20,797,966	22,597,013	93,901,466	137,296,445
2017	21,302,383	23,708,708	99,922,221	144,933,312
2018	22,201,633	25,600,590	106,270,440	154,072,663
2019	22,890,251	27,379,654	112,424,420	162,694,325
2020	22,601,984	26,212,283	98,735,531	147,549,798

Taking into account the data in table 2 above, it can be seen that since 2010 the role of the tertiary sector in absolute terms has reached 65.29% of Bali's GRDP and in 2020 it has increased to 66.92%. Banking in 2018 and 2019 experienced the highest increase in absolute terms, so that relatively in 2018 it was 68.97% and in 2019 it reached 69.10%. Of course, with the increase in the role of the tertiary sector every year, the role of other sectors, namely the primary sector and the secondary sector, is decreasing, even though in absolute terms there is an increase in the two sectors, relatively their role is decreasing, as a result of the increase in these two sectors they have not been able to catch up with the increase. Tertiary sector.

Taking into account the factual conditions as shown in table 2 above, it appears that the tertiary sector is so dominant, especially the tourism industry in Bali's GRDP, so that if a natural disaster or disaster such as the Covid-19 pandemic occurs, Bali's macro economy will collapse, caused by the reduced role of the tertiary sector. , especially the tourism industry, so that economic growth is constrained by minus two digits, even with indications of collapse or total bankruptcy. This is the result of a lame or unbalanced economic structure, so that it can be likened to "putting eggs in one basket-put eggs in one basket". When the eggs fall from the basket, it tends to break all the eggs and difficult to save. It will be different from putting it in several baskets or bags, if it falls, there is still a chance that the eggs won't all break.

2. PROBLEM FORMULATION

Taking into account the real economic conditions of the Province of Bali that have occurred since the Covid-19 Pandemic with a very sharp negative contraction, so that other sectors, directly or indirectly affected, contracted significantly, the formulation of the problem in this study is (1) what steps are needed to revive the Bali economy after The Covid-19 pandemic and (2) what strategies can be formulated so that the events mentioned above do not recur in the future so that Bali's economy does not collapse?

3. THEORETICAL STUDIES

3.1 Economic Development

Development is a process that never stops, be it physical or non-physical development, including development in the economic field. Conceptually, economic development as well as other developments are difficult to separate. Development in various fields always intersects, even though the level and scope of the slices varies, both in terms of quality and quantity. Economic development will intersect with social, political and cultural development as well as development in other fields. Therefore it takes synergy and collaboration.

Entering the late 1960s and early 1970s, economic development underwent a redefinition. The view has begun to emerge that the main objective of economic development efforts is no longer to focus on aspects of high economic growth, but how to reduce poverty and inequality. Some economists argue that growth, which is reflected in the increase in GNP figures each year, has not been able to be a solution to the problem of poverty and inequality so that the "meaning" of rebuilding is questionable (Arsyad, 2017). Furthermore, in the broadest sense, economic

development leads to the following policies and programs: (a) Policies taken by the government to achieve economic goals in a broad sense which include controlling inflation, increasing employment opportunities, and sustainable growth. (Policies that the government undertakes to meet broad economic objectives including inflation control, high employment, and sustainable growth). (b) Policies and programs aimed at providing/providing services to the public which include road construction, park management, and medical services for the underprivileged. (Policies and programs to provide services including building highways, managing parks, and providing medical access to the disadvantaged). (c) Policies and programs that are explicitly aimed at improving the business climate through special efforts, business finance, marketing, residential area development, business retention and expansion, technology transfer, property/estate development and so on. (Policies and programs are explicitly directed at improving the business climate through specific efforts, business finance,

Meanwhile, Manan (2014) stated that economic development during the Dutch colonial era was directed at all potentials to get the maximum profit from the Dutch East Indies, especially raw goods to be used as raw materials for industry in the Netherlands. With the help of Articles 163 and 131 of the Indische Staatsregeling which were stated to apply to Foreigners, it was easier for the Dutch to obtain the raw materials they needed for industry in their country by making these Foreigners as intermediary traders, namely intermediaries between the Indigenous Peoples. As a producer of raw goods on the one hand with large European traders (The big five) on the other. With the motto of letting the Bumiputra people live in their own customary law, a situation was created in which the Indonesian people remained as poor peasants throughout their lives. Furthermore, Anwar and Hadi (1996) in Junaidi (2011) revealed that one of the causes for the emergence of inequality in economic development between regions in Indonesia is the difference in the characteristics of the abundance of natural resources (resources endowment) and human resources (human resources) in addition to several other factors that also very crucial such as demographic differences, differences in potential locations, differences in aspects of accessibility and power (power) in decision making as well as differences in aspects of market potential.

3.2 Economic Fundamentals

Trees grow and develop if they want to be sturdy and strong from exposure to wind and rain if they have and are supported by strong and large roots and are in accordance with the structure of the trunk, branches, twigs, leaves and the height of the tree itself. Likewise, the economy of a country and/or region grows and develops solidly if it is supported by strong economic fundamentals. Therefore, it is very fundamental for a country or region to strengthen economic fundamentals to strengthen the position of the economic structure in a balanced and cohesively integrated manner. A strong economic structure tends to be more resilient in facing various trials, especially crises. As happened in 1997 and until early 1998 many countries experienced a crisis, even a multi-dimensional crisis. The crisis that occurred in several of these countries was preceded by a crisis in the financial sector, or better known as the monetary crisis. As revealed by Sidiq (1999) that in mid-1997 the monetary crisis hit the DAEs countries, which previously had amazing economic indicators. With the monetary crisis which later developed

into an economic crisis, there were several countries that were able to quickly overcome the crisis, but there were several countries, such as Indonesia, that were slow in overcoming this economic crisis. This is because Indonesia's economic fundamentals are very fragile. With the monetary crisis which later developed into an economic crisis, there were several countries that were able to quickly overcome the crisis, but there were several countries, such as Indonesia, that were slow in overcoming this economic crisis. This is because Indonesia's economic fundamentals are very fragile. With the monetary crisis which later developed into an economic crisis, there were several countries that were able to quickly overcome the crisis, but there were several countries, such as Indonesia, that were slow in overcoming this economic crisis. This is because Indonesia's economic fundamentals are very fragile.

In fact, taking into account the view above, that economic fundamentals are the key factors in relation to the currency crisis. In fact, when developing the theory of the currency crisis, some experts in the field of economics and finance initially suspected that economic fundamentals were the sole cause of the crisis. This theory, known as the first generation theory, was introduced by Krugman (1979) by saying that currency crises were caused by deteriorating economic fundamentals. After being further developed by other researchers, research reached the second generation with 'self-fulfilling crises' which said that a crisis could arise (in a fundamentally good country) if decision makers feel the costs of maintaining the exchange rate are far greater than the benefits to be obtained. Final theory, third generation, known as the contagion effect theory. This theory says crises can be transmitted from one country to another through trade links or the commonality of economic fundamentals (Tjahjono, 2017). Essentially, any form of crisis, be it a monetary crisis, a political crisis or any other crisis, always has implications for economic fundamentals. A country or a region with solid and good economic fundamentals, if it is hit by a prolonged crisis and cannot be resolved immediately and quickly, it will weaken the economic conditions in a massive and systemic and structured way, both at the macroeconomic level and at the microeconomic level. This theory says crises can be transmitted from one country to another through trade links or the commonality of economic fundamentals (Tjahjono, 2017). Essentially, any form of crisis, be it a monetary crisis, a political crisis or any other crisis, always has implications for economic fundamentals. A country or a region with solid and good economic fundamentals, if it is hit by a prolonged crisis and cannot be resolved immediately and quickly, it will weaken the economic conditions in a massive and systemic and structured way, both at the macroeconomic level and at the microeconomic level. This theory says crises can be transmitted from one country to another through trade links or the commonality of economic fundamentals (Tjahjono, 2017). Essentially, any form of crisis, be it a monetary crisis, a political crisis or any other crisis, always has implications for economic fundamentals. A country or a region with solid and good economic fundamentals, if it is hit by a prolonged crisis and cannot be resolved immediately and quickly, it will weaken the economic conditions in a massive and systemic and structured way, both at the macroeconomic level and at the microeconomic level.

Multi-crisis is a condition that causes the economic fundamentals of a country or region to become very fragile. The fragility of economic fundamentals will make it difficult to realize the goals and objectives of economic development. According to Kuncoro (2015) in Masbiran

(1019) the fundamental goals to be achieved in the development of a region include: (1) increasing the rate of regional economic growth, (2) increasing per capita income, and (3) reducing poverty, unemployment and inequality, and (4) improving the quality of human development. These indicators basically reflect the real condition of the regional economy and the setting of targets is important and a necessity for the regions as a measure of the success of their government. In addition to the goals mentioned above, the economic development of a region must also be followed by the development and improvement of infrastructure in a sustainable manner. Infrastructure will encourage and facilitate the movement of people and goods from one place to another. Community economic activity is closely related to the existence of infrastructure, and without adequate infrastructure, it is difficult to expect economic development to run as expected. Tampubolon and Hidayat (2013) in Sumantyo (2019) revealed that infrastructure repair and development is part of the government's current focus. In carrying out development, the government needs funds to finance the project. One source of financing for development projects is debt, both domestic and foreign. Indonesia's debt income comes from the issuance of both state and corporate bonds from BUMN or BUMD, the World Bank, the Asian Development Bank (ADB), the Islamic Development Bank (IDB) as well as bilateral cooperation with various countries. However, excess debt income without being accompanied by sufficient state revenue can become a debt burden that flows into subsequent periods. Thus, the government imposed debt restrictions as measured by the ratio of debt to Gross Domestic Product (GDP). If not, the swelling state debt burden could have an impact on increasing the potential risk of the state's inability to pay debts (sovereign risk). Excess debt income without being accompanied by sufficient state revenue can become a debt burden that flows into subsequent periods. Thus, the government imposed debt restrictions as measured by the ratio of debt to Gross Domestic Product (GDP). If not, the swelling state debt burden could have an impact on increasing the potential risk of the state's inability to pay debts (sovereign risk). Excess debt income without being accompanied by sufficient state revenue can become a debt burden that flows into subsequent periods. Thus, the government imposed debt restrictions as measured by the ratio of debt to Gross Domestic Product (GDP). If not, the swelling state debt burden could have an impact on increasing the potential risk of the state's inability to pay debts (sovereign risk).

3.3 Economic Structure

Normatively, the economic structure is determined by three sector forces. The three sectors are (1) primary sector, (2) secondary sector and (3) tertiary sector. These three sectors, if they grow and develop in harmony, balance and integration, of course the economy of a country or region is always strong, like the human body, namely there is a balance and suitability between height, weight and supported by bone and muscle strength. If the human body is built or formed like that, it will always be strong and healthy and tends to be flexible, flexible and adaptive in moving and stepping. Likewise, an economic structure with a marked balance between structures is certainly strong and easier to grow and develop as well as flexible in facing various upheavals, threats and challenges, both coming from internal and external. So strategic to build the strength and flexibility of the economic structure on the basis of economic fundamentals. In fact, economic structure and economic fundamentals are the basic strength of economic

development, especially in the long term. In fact, structural strength and economic fundamentals are the main capital in dealing with economic changes in the long term. Economic changes are closely related to the growth of a country's national income. A fundamental change in the structure of the economy, from a traditional economy with agriculture as the main sector to a modern economy dominated by non-primary sectors, especially the manufacturing industry with dynamic increasing returns to scale (positive relationship between output growth and productivity growth) as the main engine of growth economics (Weiss, 1998).

Meanwhile, the results of research by Cohen and Zysman, it is known that the economic structure has a role in income inequality, especially in developing countries, with an economic structure that has not been able to integrate its agricultural sector (Core Activities) with the manufacturing and service sectors (Supporting Activities), generally has uneven distribution of income (Nangarumba, 2015). This reality is very clearly seen in several regions, including regions in Indonesia which do not try to balance the economic structure synergistically. Entrusting the strengthening of the economic structure to one sector as domination is relatively very risky and bears quite large risks. Although fluctuations in the contribution of each sector to revenue are always moving and changing dynamically, However, care should be taken not to let there be too sharp an imbalance between sectors, so that the role of the sector is too dominant, and it is relatively risky if there is a sudden threat to the dominant sector. Although the structural transformation of the economy by itself will become a reality, and the economy will eventually shift from a traditional agricultural economy centered in rural areas to a modern industrial economy oriented towards urban life patterns (Alfarabi et al, 2014).

3.4 Economic Growth

Stable and stronger economic structure of a country or region is positively correlated with economic growth. The stronger the economic structure, the greater the opportunities for a country's or region's economy to grow and develop more progressively. This is due to the ease of carrying out various innovations and creativity that encourage economic growth, such as investment, production to support trade, employment opportunities and community economic activities, both on a micro, small, medium scale and even large-scale economic activities.

Economic growth as a process of increasing output from time to time is an important indicator for measuring the success of a country's development (Todaro, 2005). Therefore, the identification of various factors that influence it, including the role of the government, is interesting for deeper study. According to the basic theory of Neoclassical economic growth from Solow and Swan (1956) there is no effect of the government's role on growth either in the form of spending or taxes (Kneller et al., 1999). Economic growth is only influenced by capital stock, labor and technology which are exogenous. The government can affect population growth which will affect the availability of labor but does not have an impact on economic growth (Ma'ruf and Wihastuti, 2008). Economic growth and poverty are important indicators to see the success of a country's development. Each country will strive to achieve optimal economic growth and reduce poverty. In many countries in the world the main condition for creating poverty reduction is economic growth. However, conditions in developing countries

including Indonesia, the economic growth achieved was also accompanied by the emergence of problems with the increasing number of people living below the poverty line (Jonaidi, 2012).

Economic growth is still used as an indicator of aggregate economic progress. Economic growth shows an increase in the production of goods and services in an economy, so that this economic growth is one of the important indicators in conducting an analysis of economic development. Indonesia's economic growth in 1990-1994 was ranked 9th out of 93 countries, and in 2005-2011 it was ranked 5th. However, it is necessary to pay close attention to whether high economic growth or economic progress in a country can be enjoyed by the whole community? It could be that high economic growth actually results in greater inequality in people's income (Nuraini, 2017). Moreover, economic growth is driven more by unproductive conditions, however, it is formed from growth in consumption or expenditures that are not significant in having a side effect on the growth and development of community activities. Even in theory, economic growth supported by consumption will not be sustainable growth. Sustainable economic growth is growth that is supported by investment. Growth supported by investment is considered to be able to increase productivity thereby helping to increase economic growth (Ernita, 2013). Sustainable economic growth is growth that is supported by investment. Growth supported by investment is considered to be able to increase productivity thereby helping to increase economic growth (Ernita, 2013). Sustainable economic growth is growth that is supported by investment. Growth supported by investment is considered to be able to increase productivity thereby helping to increase economic growth (Ernita, 2013).

Empirically, economic growth triggered by investment or productivity will be of higher quality, when compared to economic growth driven by increased public consumption growth rates. Moreover, as stated above, that the pattern of increasing public consumption is not able to boost the growth of other sectors that are more innovative and productive. If growth is supported by investment, it certainly guarantees a better quality of economic growth from a region or region. This is because the presence of investment tends to encourage the growth of other production units as a result of the investment needs.

4. METHODOLOGY

This research is qualitative in nature and data collection techniques were carried out through focus group discussions and documentation studies. Then all the population becomes the sample. The population is; (1) all Deans of the Faculty of Economics in Bali, (2) all Heads of the College of Economics (STIE) and Heads of the College of Management in Bali and (3) all heads of higher education institutions that have digital business study programs in Bali. Furthermore, the analysis technique was carried out in a qualitative descriptive manner with the support of data sources and types of data. Sources of primary and secondary data, while the types of data needed for analysis purposes are qualitative data and quantitative data. Of course all data will be tested before being processed through a data validity test.

5. DISCUSSION

5.1 Steps to Revive Bali's Economy

The stability of the economic structure has a real effect on macroeconomic growth (Sumantyo, 2019). In fact, Nuraini (2017) revealed that a stable economic structure will have a strong influence on the quality of economic growth in a region or region. Meanwhile, besides the stability of the economic structure, solid economic fundamentals are also needed, so as to avoid a sudden economic collapse, if turbulence occurs, such as Bali's economy during the Covid-19 pandemic. This also happens because economic fundamentals have not been solidly developed (Tjahjono, 2017; Sumantyo, 2019 and Sidiq, 1999). This is caused by the dominant role of the tertiary sector, especially the tourism industry in Bali's GRDP. Even in terms of data, as shown in table 1 and table 2 above, the role of the tertiary sector in the 2010-2020 period was 67.42%. This means that the role of the primary and secondary sectors is only 32.58%, in fact the role of these two sectors is decreasing every year. If seen from the normal aspect, the jump in Bali's economic structure from primary straight to tertiary is something that is different from the habits that generally occur in various countries or regions (Dasi Astawa I Nengah, 2005). Generally, the economic structure moves from primary to secondary and then to tertiary, but the economic structure of the Bali area jumps from primary directly to tertiary. Primary sectors such as agriculture, plantations and livestock are not fully and optimally processed by the secondary sector. This means that the production of the primary sector has not been processed so that it has added value, because the secondary sector has not been developed significantly. Secondary sectors such as the processing industry, the creative industry has not been built yet, as has happened in other countries. It is very important and strategic to maintain the stability of the economic structure, because it contributes directly to regional income (Alfarabi, 2014, Junaidi & Zulgani, 211).

Taking into account the real conditions as described above, there is concern that it could weaken regional economic fundamentals (Masbiran UV, 2019). Therefore, to develop Bali's economy, various policies are needed by various parties, especially the local government so that in the future all calamities or disasters, whether caused by natural factors or human factors, the Bali economy does not contract to a minus position. This condition is very risky for the level of social welfare due to a prolonged economic crisis (Sidiq S, 1999). The next implication is that the poverty rate in the regions will increase and can be followed by the trend of increasing social problems and social diseases due to poverty (Alfarabi MA, Hidayat, MS & Rahmadi S, 2014). Several policies that should be formulated by all parties, especially the local government have been formulated in this research, so that they can be taken into consideration so that a similar disaster should not recur in the future, such as the almost collapse of the Bali economy due to the Covid-19 pandemic. . The impact of the Covid-19 pandemic on Bali's economy is very bad. Investment, income and other crises were affected by the disaster (Ernita, Amar and Syofyan, 2013; Nangarumba, 2015; Tjahojono 2017). The impact of the Covid-19 pandemic on Bali's economy is very bad. Investment, income and other crises were affected by the disaster (Ernita, Amar and Syofyan, 2013; Nangarumba, 2015; Tjahojono 2017). The impact of the Covid-19 pandemic on Bali's economy is very bad. Investment, income and other

crises were affected by the disaster (Ernita, Amar and Syofyan, 2013; Nangarumba, 2015; Tjahojono 2017).

1. Sector harmonization. No less important and strategic is maintaining the balance of development between sectors. The primary sector must be in line with the development of secondary and tertiary sector development. And vice versa, so that development between sectors forms a collaboration that is interdependent and connected or connected. This harmonization pattern will be able to strengthen Bali's economic fundamentals from all threats. The focus point is on strengthening the secondary sector as a source of innovation, creation and upstream and downstream of the creative economy, so that all results in the primary sector can be processed by the secondary sector and in the end the economic added value increases like a geometric progression. No longer worry about the results of primary sector production, especially during the main harvest. The mutual growth of the relationship between the primary sector and the secondary sector, will certainly have positive implications for the growth and development of the tertiary sector. Synergistic connectivity between sectors will give birth to strong development from all threats and challenges, both because of human creation and because of the universe.
2. Quality of Human Resources-HR. Improving the quality of human resources is a part that cannot be taken lightly, because humans are dynamic beings and are the "center of excellence". Improving and developing the quality of Balinese human resources is prioritized based on local potential-Balinese local natural resources, so that all local potential can be worked on and optimized by Balinese Human Resources, in line with the growth and development of the secondary sector. Don't be spectators in your own house. Dominant job creator orientation. Quality Balinese human resources will be able to optimize, in addition to natural resources, of course also be able to optimize Bali's economic resources.
3. Bali Investment Hub. This is very strategic to support the strengthening of the three sectors and the three sectors will grow synergistically and collaboratively so that the structure and fundamentals of Bali's economy are more robust, and resistant to various shocks and threats.
4. Mindset Change. Humans and especially Human Resources, especially the young generation of Bali must start to improve and change in a productive and progressive direction based on character excellence, competence and professionalism so that they are able to side by side, compete and compete on all fronts, locally, nationally and even internationally.
5. Sustainable to sustainability. That Bali's economic development is based on sustainability so that all sectors grow in a balanced manner and one field never negates another, and does not make one sector have a dominant role so that "put eggs in one basket" does not occur
6. Tactical and Practical Strategy. There are two strategic steps that must be prepared by the government, first to increase resilience, second to increase competitiveness. Resilience by providing or helping basic needs in emergency situations, such as groceries, and

competitiveness by setting up "fishing ponds" of life, educating the public on how to fish, providing subsidies for making fishing rods or providing fishing rods, as well as the government preparing facilities and regulations as bait so that fish come to the "pool" of people's lives.

7. Technology Transformation. Strengthening mastery of technology so that transformation takes place, especially in the digital world. This is important and the government can strengthen and expand existing infrastructure, such as the internet network and the next step is to expand the reach of the internet network so that people can take part in developing a digital-based local economy along with other inputs. In this case the state must be present as a facilitator and mediator.

The seven steps above are actually interconnected and influence each other, so that if all of these steps have been formulated and carried out in a planned and measurable manner, of course the problems faced in relation to the economic downturn of a country or region due to natural disasters can be minimized, maybe even not. Significant effect on the level of economic mobility of society as a whole. Paralysis of one sector due to the disaster, while other sectors can still grow and develop, of course the dynamics of the community's economy is still moving and it has not stagnated due to a disruption in one sector, such as the paralysis of the Bali tourism industry due to the Covid-19 pandemic.

Planning and control as well as providing basic infrastructure to support the stability of the community's economic movement must be designed by all parties or stakeholders. Collaboration between the government as regulator and facilitator, as well as the role of industry as initiator and creator, as well as the role of academia as a contributor to research-based ideas and solutions, including the role of the media as communicator and mediator, and the community as stabilizer and dynamist must unite in the face of various economic pressures, both come from internal or external or due to natural disasters and man-made disasters. All forms of disaster must have bad implications for development, especially economic development. Therefore, the best way to minimize the potential for disaster is to work together and work hand in hand,

When the unification of all economic potential and followed by integrated management such as "one management island" will accelerate the return of something that has fallen to getting back up. So is Bali's economic development. If all the components work together, it is certain that Bali's economic recovery will rise more quickly and stability will be more guaranteed. Therefore, the 7 (seven) steps mentioned above must be expedited as soon as possible, because we all do not know when a disaster will come again, even though the form of a disaster may be different or maybe similar or the same and, no one knows, let alone disasters caused by natural factors. All parties are required to always be alert and prepare for disaster management that is better, organized and more responsive and precise in anticipating.

5.2 Anticipatory Strategy to Maintain Bali's Economic Stability

The quality of regional economic growth is an integral part of national economic growth (Maruf & Wihastuti, 2008 and Nuraini 2017). Explicitly or implicitly local governments have

a responsibility and play a major role in maintaining development in all fields including maintaining the quality of economic growth and that is in accordance with applicable rules or norms (Manan, 2014 and Suwarni, 2006), including economic stability in their respective regions. Strength and ability to maintain economic stability can affect or have implications for resilience and stability in other fields, such as social, political and cultural resilience and stability. Therefore, for local governments, such as the Provincial Government of Bali, the experience of the economic downturn due to the Covid-19 pandemic, an anticipatory strategy should be designed. So that what has happened will not happen again? In fact, if synergy is to occur, of course economic development and economic development will become one unit with other developments (Witjaksono, 2009 and Arsyad, 2017). Returning and this condition has proven to have led most Balinese people, especially those in the tourism industry to experience pressure in a barrage, such as the slogan "has fallen and been crushed by a ladder". Really experiencing liquidity pressure to the lowest point. Furthermore, several strategic steps so that the economic downturn in Bali does not recur, requires anticipatory steps such as the following. of course economic development and economic development become one unit with other development (Witjaksono, 2009 and Arsyad, 2017). Returning and this condition has proven to have led most Balinese people, especially those in the tourism industry to experience pressure in a barrage, such as the slogan "has fallen and been crushed by a ladder". Really experiencing liquidity pressure to the lowest point. Furthermore, several strategic steps so that the economic downturn in Bali does not recur, requires anticipatory steps such as the following. of course economic development and economic development become one unit with other development (Witjaksono, 2009 and Arsyad, 2017). Returning and this condition has proven to have led most Balinese people, especially those in the tourism industry to experience pressure in a barrage, such as the slogan "has fallen and been crushed by a ladder". Really experiencing liquidity pressure to the lowest point. Furthermore, several strategic steps so that the economic downturn in Bali does not recur, requires anticipatory steps such as the following. Really experiencing liquidity pressure to the lowest point. Furthermore, several strategic steps so that the economic downturn in Bali does not recur, requires anticipatory steps such as the following. Really experiencing liquidity pressure to the lowest point. Furthermore, several strategic steps so that the economic downturn in Bali does not recur, requires anticipatory steps such as the following.

1. Research. Research is needed and it is carried out in an integrated manner so that it is not partial, such as research in the agricultural sector, the tourism sector so that shared strength emerges and there is no dichotomy between sectors in development.
2. Bali Great Again. Bringing together all potentials, such as agriculture, maritime affairs and tourism, promoting creative industries or creative economy, digital consolidation or digital base and strengthening the education sector so that an international business economic ecosystem is built.
3. Road Map. Bali needs a road map in several areas of development, especially economic development which is leading, including a road map in the tourism industry, so that tourism can immediately revive and recover soon.

4. Digital-Based Creative Economy. In the current era, it is not strong if you rely on one sector or field of development. Innovation and creativity are needed, so that the use of technological advances and developments to support each other with community creativity runs synergistically. Such a pattern will give birth to a digital-based creative economy.
5. Empowerment of Small Micro and Medium Enterprises-MSMEs. The target of empowering MSMEs is to strengthen the business area and production area as well as market coverage. MSMEs are encouraged and given opportunities and facilities to take on a wider role, so that they are predominantly export-oriented.
6. Startup Summit. Encouraging various world-class meetings, especially in developing start-ups which are attended by digital nomad activists.
7. Asset Identification. Idle assets such as Bale Banjars, which number approximately 4,600 can be utilized to become centers or hubs for business activities, so that they are more functional and optimal and will encourage growth and community economic activity down to the village and lowest community levels.
8. Human Resources. Improving the quality of human resources in all fields must be carried out in a structured manner and can be carried out by increasing skills or competencies in accordance with the development of the potential of natural resources and the potential of Bali's economic resources.
9. Tree Planting Theory. It is fitting that development learns a lot from tree theory. Don't be too quick to chase and pick flowers or fruit, without first strengthening roots, stems and branches and twigs, including widening leaves as part of integrated development. Bali should not be too hasty in picking flowers forgetting the branches, stems and roots.
10. Digital Base. It's time for Bali to have a digital base, including all digital-based data, so that in improvising development can run faster because of digital support and it needs policy support from the government.
11. Digital Working Space/Nomads. Streamlining the movement and pace of the economy can be done by expanding networks and media, including expanding media such as digital working spaces, so that every inch of Bali is truly optimally utilized. The existence of a digital working space is also one of the factors that encourages and makes it easier for people to do work anywhere and anytime and not always static. Humans will be able to work dynamically and not lose much time because they go to work, but can work anywhere as long as there is a digital working space.
12. Featured product. Bali is obliged to have superior products in several fields, such as superior products in agriculture and superior products produced by creative industries and the existence of creative industries is almost spread in all villages in Bali. This has huge potential, if design and quality issues can be fixed.
13. Regulatory Support. The government is the owner of authority in issuing regulations, because of the government's function and role as a regulator. The government can issue regulations as a policy in favor of groups of weak economic actors, especially in the

agricultural sector. Providing protection for the prices of agricultural commodities and also the wages of agricultural workers is very important and necessary, so that there is great trust as farmers because production in the form of agricultural commodities gets protection from the government. Farmers are no longer easily fooled by middlemen, especially during the main harvest. Commodity prices are always stable and the results enjoyed by workers in the agricultural sector are guaranteed because they get a decent income.

14. **Technology Utilization Education.** Most people need education so they are more confident at work, especially regarding the use of technology in the agricultural sector. Agricultural output will increase if you take advantage of technological advances and to do that, people need education. Agricultural land is getting narrower without being supported by the use of technology, it is relatively difficult to get optimal results and in line with farmers' expectations. Utilization of technology in addition to increasing agricultural output, can also improve the quality of agricultural commodities.
15. **Tourism Village.** Improving and increasing tourist villages is one of the anticipatory steps to expand and increase the choice of tourists coming to Bali. The existence of tourist villages continues to be improved and developed so that they become part of village tourism.
16. **s. Technology Approach.** As explained above, the role of technology is so great in the development of the agricultural sector, of course it does not end in efforts to use technology only in the productive sector, but the use of technology is also used to absorb the abundant agricultural and plantation products to be processed into various commodities with added value, so that economically provide more benefits and greater benefits, both to farmers and to consumers.
17. **Production Continuity.** Agricultural and plantation products must be developed in a sustainable manner. It doesn't always follow the season. Several agricultural and plantation products, including horticulture, are developed on the principle of continuity. Forget about the utilization of science and technology progress in agricultural and plantation products, as well as horticulture is always available every day.
18. **Innovation.** A progress in a certain sector, without being supported by innovation, is relatively risky, especially for sustainability. Because every sector must experience fluctuations, caused by internal factors and external factors that are difficult to control. As it hit the tourism industry in Bali. When the Covid-19 pandemic occurred, the growth of the Bali tourism industry was totally silent or did not move and even led to collapse. At times like these, innovation is urgently needed, both diversification and differentiation. Only with innovation will emerge and grow and develop creativity, especially in the economic field, including in the industrial world, so that various creative economies will be born in all sectors.
19. **Business Mindset.** The basic principle in this business mindset is the existence of thoughts from every business actor to always maintain and maintain the market in a sustainable manner or what is called "maintain customer".

20. **Investation.** Inviting investors to always be present in an area is part of a strategy to always maintain economic growth in that area. Because one of the factors triggering economic growth is investment. It's best not to put too much faith in the business model, but if you believe in the business model, it should be modified according to objective conditions and local, national and global economic developments.
21. **Extraordinary Policy.** Under certain conditions, especially in emergencies, government policies are needed that are fast, precise, accurate and even extra. The purpose of this policy is to anticipate and improve and avoid policies that are partial in nature and without clear directions and run separately, so that policies often appear at the operational level to overlap and not be synergistic.
22. **Supply and Demand.** In difficult economic conditions, every step and movement as well as policies must consider important aspects of the economy. One such aspect is the issue of supply and acceptance. The ideal policy is to balance supply and demand in various fields of transactions, especially transactions related to the economy, especially trade, both at the regional, national and international levels.
23. **Local culture.** The existence of local wisdom, which relates to all areas of people's lives, especially local wisdom related to economic development so that it is always maintained and used as the basis for encouraging and motivating people to become more empowered and resistant to various turmoil, so that they do not easily and quickly give up, surrender and finally lost. Local wisdom related to economic development is intended to be a source and potential to show excellence, both comparative advantage and competitive advantage. The strong position of advantage can be the basic capital to strengthen the bargaining position in the economic development of a region, including in conducting trade, especially at the national and international levels.

Taking into account the strategic steps mentioned above, and to maintain the resilience of Bali's economy from various threats, both internal and external threats or due to human actions or natural factors, it is necessary to formulate an integrated development pattern as a necessity. This integrated development pattern, both between sectors, as well as between district and city governments and the province, so that a strong and sustainable synergy is built based on a unified regulation, facilitation and management. The existence of such a pattern will give birth to a pattern of managing Bali's natural resources, human resources and economic resources in a single unit, better known as one island management. It is undeniable that, since regional autonomy was established by the state in 1999, it turns out that at the district and city levels, development disparities often occur between districts or cities within the province. In that condition the provincial government could not do much, let alone intervene. Of course it is not justified by law, so the governor as the head of government at the provincial level, is only limited to being a facilitator, so that the coordinative role often does not work as expected. Moreover, the regents and mayors as well as governors are not in the same "carriage" or political party, they tend to be out of sync in formulating development. As an implication of the lack of synchronization between development directions and policies among these regions, giving birth to development disparities between regions or regions cannot be avoided. In the

Province of Bali this condition is very clear. Badung Regency has accelerated in development in all fields, especially infrastructure, while other districts, especially small regional own-source revenues, are very far behind Badung Regency. Just look at the development in all sectors in several districts with small local revenues, such as Bangli Regency, Klungkung Regency, Karangasem Regency, Buleleng Regency and Jembrana Regency. Of course it is different from development in regencies and cities that are included in the Sarbagita region, namely Denpasar City, Badung Regency, Gianyar Regency and Tabanan Regency. Badung Regency has accelerated in development in all fields, especially infrastructure, while other districts, especially small regional own-source revenues, are very far behind Badung Regency. Just look at the development in all sectors in several districts with small local revenues, such as Bangli Regency, Klungkung Regency, Karangasem Regency, Buleleng Regency and Jembrana Regency. Of course it is different from development in regencies and cities that are included in the Sarbagita region, namely Denpasar City, Badung Regency, Gianyar Regency and Tabanan Regency. Badung Regency has accelerated in development in all fields, especially infrastructure, while other districts, especially small regional own-source revenues, are very far behind Badung Regency. Just look at the development in all sectors in several districts with small local revenues, such as Bangli Regency, Klungkung Regency, Karangasem Regency, Buleleng Regency and Jembrana Regency. Of course it is different from development in regencies and cities that are included in the Sarbagita region, namely Denpasar City, Badung Regency, Gianyar Regency and Tabanan Regency. Just look at the development in all sectors in several districts with small local revenues, such as Bangli Regency, Klungkung Regency, Karangasem Regency, Buleleng Regency and Jembrana Regency. Of course it is different from development in regencies and cities that are included in the Sarbagita region, namely Denpasar City, Badung Regency, Gianyar Regency and Tabanan Regency. Just look at the development in all sectors in several districts with small local revenues, such as Bangli Regency, Klungkung Regency, Karangasem Regency, Buleleng Regency and Jembrana Regency. Of course it is different from development in regencies and cities that are included in the Sarbagita region, namely Denpasar City, Badung Regency, Gianyar Regency and Tabanan Regency.

If you look at the three regencies and one city mentioned above, where the infrastructure development is relatively better, when compared to the five regencies in the Province of Bali, this is of course due to the fact that the regional original revenues of the three regencies and one city are larger, so that the sources of financing for development are greater. Big. The regional original income of three regencies and one city is getting bigger due to higher economic activity in those areas, especially economic activity which is driven by the rapid growth of the tourism industry. Reflecting on the inequality of regional original income between regencies and cities, of course if this condition continues, development inequality and ultimately inequality in the level of people's welfare cannot be avoided. Therefore, considered the establishment of an integrated inter-regional development pattern so that problems of equitable development can be realized more quickly. The results of the study show that a development pattern based on "one island management", especially in the field of economic development, should be started as an initial step or a pilot project, so that if the pilot project is successful, it can be developed for development in other fields. Undoubtedly the distribution

of development in all aspects will be more evenly distributed and the gap will gradually narrow and the welfare of the people will gradually become more evenly distributed, so that it will have positive implications for the reduction of social problems and social ills in the Province of Bali. The results of the study show that a development pattern based on "one island management", especially in the field of economic development, should be started as an initial step or a pilot project, so that if the pilot project is successful, it can be developed for development in other fields. Undoubtedly the distribution of development in all aspects will be more evenly distributed and the gap will gradually narrow and the welfare of the people will gradually become more evenly distributed, so that it will have positive implications for the reduction of social problems and social ills in the Province of Bali. The results of the study show that a development pattern based on "one island management", especially in the field of economic development, should be started as an initial step or a pilot project, so that if the pilot project is successful, it can be developed for development in other fields. Undoubtedly the distribution of development in all aspects will be more evenly distributed and the gap will gradually narrow and the welfare of the people will gradually become more evenly distributed, so that it will have positive implications for the reduction of social problems and social ills in the Province of Bali.

6. CLOSING

6.1 Conclusion

Based on the results of the analysis, it can be concluded that there are 7 (six) factors that must be considered and paid attention to by all stakeholders in the Province of Bali to revive the economy after the slump due to the co-19 pandemic. The seven factors are (1) harmonization between development sectors, (2) improving the quality of human resources, (3) building the Bali investment hub, (4) changing mind-sets, (5) sustainable to sustainability, (6) technical and practical strategies and (7) technological transformation. Furthermore, to maintain Bali's economic stability in the future, several anticipatory steps are needed, both policy and regulatory, as well as concrete steps in the form of concrete actions. Both of these steps can and can be carried out partially by stakeholders in accordance with their respective duties, functions, authorities and responsibilities or can and can be carried out jointly. Partial or joint steps that can or can be carried out by stakeholders, adjusted to the level of importance, goals and objectives to be achieved or problems to be resolved in order to find the right solution in a fast and short time. Collected as many as 23 factors that can be taken as anticipatory steps, either in the form of policies or regulations or concrete action steps,

6.2 Findings

That if Bali wants to avoid various threats or disturbances in economic development, so that Bali's economy remains stable, grows and develops as expected, then Bali needs a pattern of economic development based on "one island management". Through this pattern, Bali's three main strengths namely (1) natural resources, (2) human resources and (3) economic resources will complement each other in building a healthy, strong and stable economy of all time.

That in order to prevent Bali's economy from collapsing due to future disasters, whether due to natural disasters or man-made disasters, if this happens again, disaster management is certainly needed on a professional, structured, organized, responsive and precise basis. as well as policies, so that the minimum victims and recovery efforts become fast, straightforward and complete.

Bibliography

1. Alfarabi, MA, Hidayat, MS, & Rahmadi, S. (2014). Changes in economic structure and their impact on poverty in Jambi province. *Journal of Regional Development and Financing Perspectives*, 1(3), 171-171.
2. Arsyad, L. (2017). *Development Economics and Economic Development*. Available online at: [http://www.References.ut.Air conditioning. En/lib/wp-content/uploads/pdfmk/ESPA4324-M1. Pdf](http://www.References.ut.Air%20conditioning.En/lib/wp-content/uploads/pdfmk/ESPA4324-M1.Pdf) [accessed in Lembang, West Java, Indonesia: 2 October 2018].
3. Dasi Astawa, I Nengah, 2005. Dissertation with the title of people's economic empowerment in Jembrana Regency.
4. Ernita, D., Amar, S., & Syofyan, E. (2013). Analysis of economic growth, investment and consumption in Indonesia. *Journal of Economic Studies*, 1(2).
5. Jonnadi, A., Amar, S., & Aimon, H. (2012). Analysis of economic growth and poverty in Indonesia. *Journal of Economic Studies*, 1(1).
6. Junaidi, J., & Zulgani, Z. (2011). The Role of Economic Resources in Regional Economic Development. *Regional Development Journal*, 3, 27-33.
7. Ma'ruf, A., & Wihastuti, L. (2008). Indonesia's economic growth: determinants and prospects. *Journal of Economics & Development Studies*, 9(1), 44-55.
8. Manan, A. (2014). *The role of law in economic development*. Kencana Prenada Media Group.
9. Masbiran, VU (2019). Typology Analysis Based on Regional Economic Fundamental Indicators. *Journal of Development Policy*, 14(2), 195-211.
10. Nangarumba, M. (2015). Analysis of the effect of economic structure, provincial minimum wages, capital expenditures, and investment on income inequality in all provinces in Indonesia in 2005-2014. *Journal of Economics and Development Studies*, 7(2), 9-26.
11. Nuraini, I. (2017). The quality of regional economic growth in districts/cities in East Java. *Journal of Development Economics*, 15, 79-93.
12. Sidiq, S. (1999). Economic fundamentals and the Indonesian economic crisis. *Economic Journal of Emerging Markets*, 84-91.
13. Sumantyo, R. (2019). Analysis of the Influence of Macroeconomic Fundamentals and Global Sentiment on the Development of Credit Default Swaps in Indonesia. *EQUITY (Journal of Economics and Finance)*, 3(1), 27.
14. Suwarni, E. (2006). Changes in Indonesia's Economic Structure. *Journal of Development Economics*, 4(1), 19-29.
15. Tjahjono, ED (2017). Economic Fundamentals, Contagion Effect and Asian Crisis. *Bulletin of Monetary Economics and Banking*, 1(2), 1-27.
16. Witjaksono, M. (2009). Economic development and development economics: An examination of terms and orientations in the context of development studies. *Journal of Economics and Development Studies*, 1(1).