

THE JOURNAL REPORT

THE IMPACT OF COVID-19
FOR THE TRANSPORTATION COMPANY
PT KAI (KERETA API INDONESIA)

Submitted as a Partial Fulfilment of the Requirements
for Achieving Associate Expert (Ahli Madya) Degree

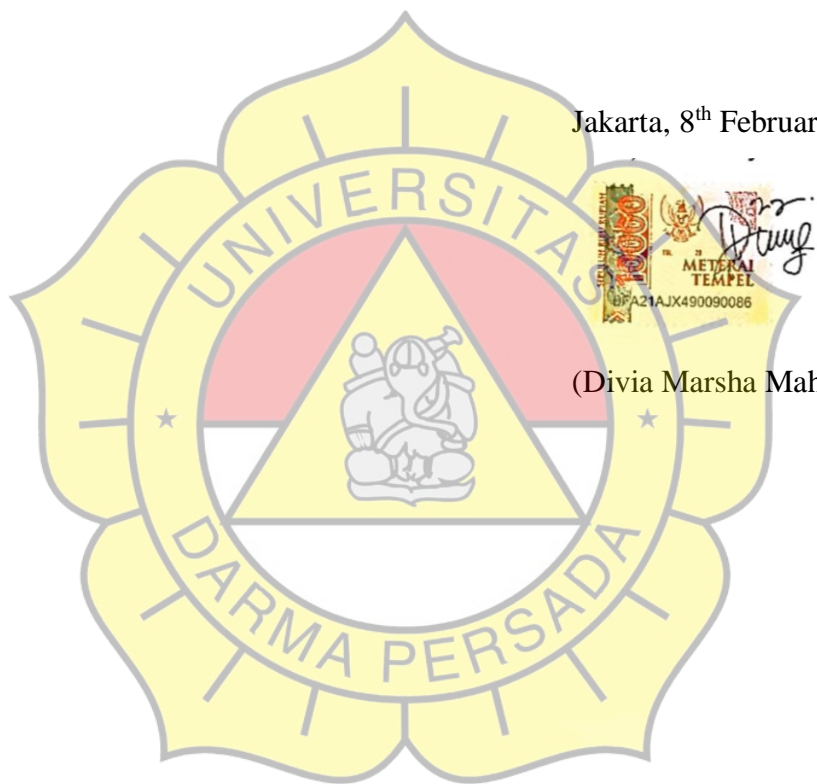


ENGLISH DIPLOMA III DEPARTMENT
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Jakarta, 8th February 2021



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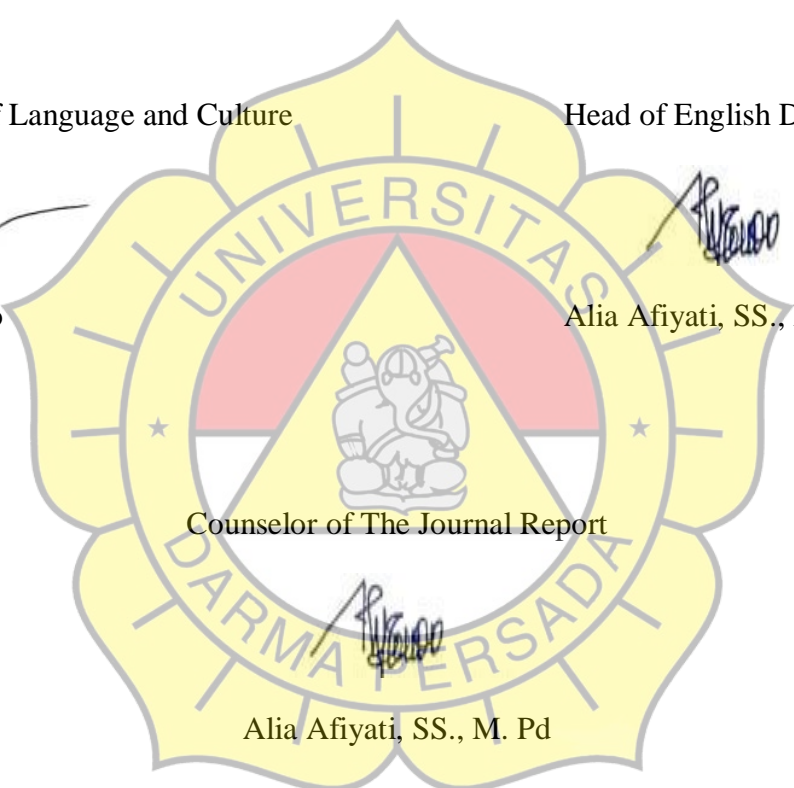


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THE IMPACT OF COVID-19 FOR THE TRANSPORTATION COMPANY PT KAI (KERETA API INDONESIA)

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Abstract

This research aims to determine the effects of COVID-19 in Indonesian transportation sector, Corona virus first entered Indonesia in February 2020. The World Health Organization (WHO) has declared a global emergency status for the Corona virus outbreak. The world is becoming aware of this virus outbreak, not only alert to the spread of viruses that cause disease, but also to be aware of the possible impact on the economy. The impact of the Corona virus on the economy is proven, The government's steps in each country to lock down a number of areas to prevent the spread of the Corona virus have suddenly stopped economic activity, the global economy has crashed due to the pandemic. The economic downturn was felt by various business sectors. The transportation sector is one of the sectors most affected by the pandemic. Especially the railway sector, PT Kereta Api Indonesia. The decreasing number of passengers and some train were canceled are some significant effects in the company. It started in March, 2020. COVID-19 pandemic has made PT KAI under tremendous pressure. This happens when the government issues several policies related to long-distance travel and health protocol. Therefore, it is affirmed that COVID-19 has become a serious global problem in recent years.

Keywords: COVID-19, Transportation Sector, Railway Sector, PT Kereta Api Indonesia

Abstrak

Penelitian ini bertujuan untuk mengetahui bagaimana dampak COVID-19 di dalam sektor transportasi yang ada di Indonesia. Corona virus pertama kali masuk di Indonesia pada bulan Februari 2020. Organisasi Kesehatan Dunia (World Health Organization) telah menetapkan status gawat darurat global untuk wabah virus corona. Dunia menjadi waspada akan wabah virus ini. Tidak hanya waspada terhadap penyebaran virus yang menyebabkan penyakit saja akan tetapi juga waspada terhadap dampak yang mungkin terjadi dan mengganggu perekonomian. Dampak virus corona terhadap perekonomian terbukti kuat, Langkah pemerintah pada setiap negara untuk melakukan penguncian pada sejumlah daerah (lockdown) guna mencegah penyebaran virus corona telah menghentikan aktivitas ekonomi secara tiba-tiba, Ekonomi global menyusut akibat pandemi corona. Pelemahan ekonomi sangat dirasakan oleh berbagai sektor usaha. Sektor transportasi adalah salah satu sektor yang paling dirugikan akibat adanya pandemi. Khususnya pada sektor kereta api, PT Kereta Api Indonesia. Penurunan jumlah penumpang serta sejumlah perjalanan kereta api dibatalkan menjadi salah satu dampak besar yang terasa dalam perusahaan.. Hal ini mulai terjadi sejak bulan Maret tahun 2020. Pandemi Virus COVID-19 membuat PT KAI mengalami tekanan yang sangat luar biasa. Hal ini terjadi ketika pemerintah mengeluarkan beberapa kebijakan yang berkaitan dengan perjalanan jarak jauh serta protokol kesehatan. Oleh karena itu sudah sangat jelas COVID-19 menjadi suatu masalah yang serius dalam setahun belakangan ini.

Kata kunci: COVID-19, Sektor Transportasi, Sektor Kereta Api, PT Kereta Api Indonesia.

INTRODUCTION

Since the beginning of 2020, The world was shocked by the outbreak of a disease, namely a new virus that has killed thousands of Chinese residents. Corona virus (SARS-CoV-2) or Coronavirus disease 2019 commonly called COVID-19 is a virus originating from China, the first recorded case was found in Wuhan.

According to the statistical data provided by each country around the world, Corona virus has killed 2.67 million people in the world infected 121 million people worldwide as of March 8, 2021 causing worldwide panic.

The World Health Organization (WHO)(2020) has declared a global emergency status for the Corona virus outbreak. The world is becoming aware of this virus outbreak, not only alert to the spread of viruses that cause disease, but also to be aware of the possible impact on the economy. The impact of the Corona virus on the economy is proven, The government's steps in each country to lock down a number of areas to prevent the spread of the Corona virus have suddenly stopped economic activity, the global economy has crashed due to the pandemic.

The economic downturn was felt by various business sectors, The sectors that have been hit the most due to the pandemic are business fields related to the tourism sector such as the transportation sector, the accommodation business, and Usaha Kecil dan Menengah (UMKM). The survey results show more than 92% of companies in the tourism sector experienced a decline in financial income(Abdul Arif, 2021).

The economic downturn occurred because the government closed for tourists, especially those from China, so that hit the economy which usually grows above 5% to below it. Government policies to reduce the spread of the Corona virus, the business sector applies regulations that have an impact on the running of the business sector(Bendahara negara, 2020).

In addition, business sectors related to tourism, other sectors that are most affected by government policies are business groups that require mass crowds and groups of workers such as companies, as many as 40.6% of respondents admitted that their company's condition was very loss during the Covid-19 pandemic, meanwhile 47.4% of respondents answered the company suffers a loss(Barenbang Naker,2021)

The continuation of the government's policy towards companies still causes huge losses. In early 2021, the government has implemented micro-scale Perberlakukan Pembatasan Kegiatan Masyarakat (PPKM) until April 5, 2021 and various ways to speed up the completion of the pandemic until the vaccination is finished. Vaccination is distributed

evenly to all Indonesian people to create Herd Immunity and people can return to normal activities. However, the policies implemented by the government have had an impact on various companies, including transportation companies in Indonesia that are still related to the tourism sector (the sector that suffers the most when the pandemic occurs).

Transportation companies are disadvantaged because of a decrease in the number of passengers due to the implementation of regulations that restrict people's movement. The transportation sector continues to be under pressure during the pandemic, which causes a decline in income, which also affects the economy. The Gross Domestic Product (GDP) growth data released by Badan Pusat Statistik (BPS)(2020) shows that in mid-2020, transportation sector decreased by -30.84%. 2020 is the year the first cases of the Corona virus were discovered.

One of the transportation companies affected by the Corona virus is PT Kereta Api Indonesia (Persero) or PT KAI. The policies that have been implemented by the government to reduce the spread of the Corona virus have caused PT KAI suffers a loss of income. In addition, PT KAI has many problems caused by the Corona virus and government policy.

Therefore, This research will provide an overview and explanation of the impact of the Corona virus on transportation companies, namely PT. KAI through various analyzes in this journal.

THEORETICAL FRAMEWORK

1. COVID-19

Coronavirus disease (COVID-19) is an infectious disease caused by a newly discovered coronavirus. The COVID-19 virus spreads primarily through droplets of saliva or discharge from the nose when an infected person coughs or sneezes. Most people infected with the COVID-19 virus will experience mild to moderate respiratory illness and recover without requiring special treatment. Older people, and those with underlying medical problems like cardiovascular disease, diabetes, chronic respiratory disease, and cancer are more likely to develop serious illness(World Health Organization, 2020).

The best way to prevent and slow down transmission is to be well informed about the COVID-19 virus, the disease it causes and how it spreads and follow the rules made by the government.

The pandemic has made the government try to reduce the spread of COVID-19 by implementing new rules and strategies such as regional quarantine (lockdown) and

Pembatasan Sosial Berskala Besar (PSBB) or Perberlakuan Pembatasan Kegiatan Masyarakat (PPKM), and other social distancing regulations.

2. RAILWAY SECTOR

According to Global Business Guide Indonesia (GBG), Indonesia's railways are operated under SOEs PT Kereta Api Indonesia (PT KAI) which previously held the monopoly over the sector until 2007. Law No. 23/2007 signalled a shift in attitude towards the nation's railways to be part of national development by making the sector more competitive in terms of service and pricing. The railway tracks themselves remain under state ownership with state and private companies paying a fee to use the rail lines. PT KAI Commuter Jabodetabek, a subsidiary of PT KAI, operates transport routes and executive trains for passenger routes around the Greater Jakarta area. For industry, around 90% of manufactured goods and natural resources such as coal are transported on the railways in Java and Sumatra. Currently, only these two islands have railway links for both cargo and passenger transport while the Ministry of Transport has plans to develop lines over Kalimantan and Sulawesi.

To help reduce the burden on roads, further development of the nationwide railway network must be a priority in order to provide affordable public transportation as well as facilitate the efficient movement of goods. The growth has been slower compared to that of toll roads which is the opposite trend to what has been witnessed in other emerging markets such as China that have invested heavily in high speed rail links. Under the National Railway Masterplan, 2010-2030, Indonesia's railways will gradually be moved towards greater commercialisation. There are currently nine railway projects being offered as PPP projects by BAPPENAS, including the rail link from Soekarno Hatta International Airport to Jakarta and the coal railway line in Kalimantan. The Ministry of Transport is also moving ahead with ways to attract investors into specialised industrial railways such as for CPO transport by preparing to speed up approvals through e-licensing.

A much needed Mass Rapid Transportation system for Jakarta has been in discussion since the 1990s but has failed to materialise. In 2004, a consortium of companies began to construct a privately owned and managed monorail but it later fell apart due to funding issues. The relics of the previous attempt in the form of unfinished columns can be seen around Jakarta. The cause has once again been revived in 2011 with the agreement of a loan from the Japanese International Cooperation Agency and a tender issued for the estimated \$1.8 billion USD scheme. Made up of two lines, it will be 110 km in total length. The first

line is the North – South line to be completed in 2 phases beginning construction in 2012, with the first section operational by 2016 and the second by 2018. A second line covering an East–West route is undergoing feasibility studies with the aim to begin construction in 2024. It will have both above and underground sections and is projected to be able to carry 420,000 passengers a day by the third year of operation. It will be a very positive step forward in Jakarta’s public transport infrastructure; its immediate impact on commuter volumes will however be limited considering that millions of commuters come into the city daily.

3. PT KERETA API INDONESIA (PT KAI)

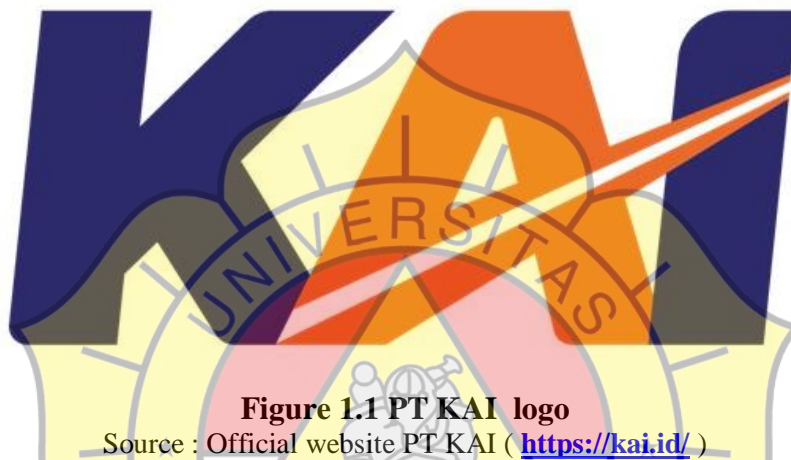


Figure 1.1 PT KAI logo
Source : Official website PT KAI (<https://kai.id/>)

PT Kereta Api Indonesia (Persero), hereinafter abbreviated as KAI or “Company” is a State Owned Enterprise that provides, regulates, and manages rail transportation services in Indonesia (Official Website KAI, 2020).

KAI has been proven as a key factor of the country’s growth with its role as backbone of the railway transportation system. KAI continues to develop and improve quality of its facilities, infrastructure and services to improve connectivity of Indonesian people and to deliver more efficient national logistics system by providing efficient, low emission, safety and comfortable railway transportation.

RESEARCH METHOD

This research used qualitative descriptive research method with a qualitative approach. Descriptive method is a method used to observe the status of a group of people, an object, a condition, a system of thought, or an event in the present (Andi Prastowo, 2011: 186).

Methods Qualitative research is the research to describe and analyze phenomena, events, social activities, attitudes, beliefs, perceptions, thoughts individually and in groups(Nana Syaodih Sukmadinata, 2011: 60).

Data sources are divided into two types, namely primary data and secondary data as supporting data. Primary data in the form of data obtained from directly observing the policies implemented by PT KAI at each station and several informants selected based on research needs, and related to the research theme. Secondary data in the form of additional data. Secondary data is data supporting research obtained, in addition to primary data, such as scientific books, internet, and documents. Researchers cannot guarantee the quality (Sumadi Suryabrata, 2011 : 35).

RESULT AND DISCUSSION

1. PT KAI INDONESIA

A. The History About Company Development

According to the history of railways in Indonesia on official website PT KAI(2020), it started when the first embankment of the Semarang-Solo-Yogyakarta railroad in Kemijen Village on June 17, 1864 by the Governor-General of the Dutch East Indies, Mr. L.A.J. Baron Sloet van de Beele. The construction was carried out by a private company, Nederlandsch Indische Spoorweg Maatschappij (NISM) using a sepur width of 1,435 mm.Meanwhile, the Dutch East Indies government built the state railroad through Staatssporwegen (SS) on April 8, 1875. The success of NISM and SS. The success of NISM and SS encouraging private investors to build railways such as SJS, SCS, SDS, OJS, Ps.SM, KSM, Pb.SM, MSM, MS, Mad.SM and DSM.

In addition to Java, the building of railway line held in Aceh (1876), North Sumatra (1889), West Sumatra (1891), South Sumatra (1914), and Sulawesi (1922). In addition, in Kalimantan, Bali, and Lombok the study about possibility of railway installation is done, but not to the stage of development.Until the end of 1928, the length of railway and tram roads in Indonesia reaches 7,464km with details of government-owned rail along the 4,089 km and private sector along the 3,375km.

In 1942, the Dutch East Indies government surrendered unconditionally to Japan. Since then, Indonesian railways have been taken over by Japan and changed its name to Rikuyu Sokyuku (Railroad Service). During Japanese rule, the operation of the railroad was only prioritized for war purposes.

One of the developments in the Japanese era was the crossing of Saketi-Bayah and Muaro-Pekanbaru for the transportation of coal mines to run their war machines. However, Japan also demolished the 473 km rail which was transported to Burma for the construction of the railways there.

After Indonesia proclaimed independence on August 17, 1945, a few days later, the stations and railway office controlled by the Japanese were taken over. The peak was the takeover of Bandung Railroad Headquarter on September 28, 1945 (now celebrated as Indonesian Railroad Day).

This also marks the establishment of Djawatan Kereta Api Indonesia Republik Indonesia (DKARI). When the Dutch returned to Indonesia in 1946, the Dutch reformed the railways in Indonesia into Staatssporwegen/ Verenigde Spoorwegbedrijf (SS/ VS), a joint SS and all private railroad companies (except DSM).

Based on the peace agreement of Round Table Conference (KMB) in December 1949, assets owned by the Dutch East Indies government were taken over. The diversion was in the form of a merger between DKARI and SS/VS into Djawatan Kereta Api (DKA) in 1950. In 1963, DKA changed to Perusahaan Negara Kereta Api (PNKA).

Then the government changed the structure of PNKA to Perusahaan Jawatan Kereta Api (PJKA) in 1971. In order to improve transportation services, PJKA changed its form to Perusahaan Umum Kereta Api (Perumka) in 1991. Perumka turned into a Limited Liability Company, PT Kereta Api (Persero) in 1998. In 2011, the name PT Kereta Api (Persero) changed to PT Kereta Api Indonesia (Persero) by launching a new logo.

Currently, KAI has six subsidiaries namely PT Reska Multi Usaha (2003), PT Railink (2006), PT Kereta Commuter Indonesia (2008), PT Kereta Api Pariwisata (2009), PT Kereta Api Logistik (2009), dan PT Kereta Api Properti Manajemen (2009).

2. THE CURRENT SITUATION OF COVID-19

Since the beginning of 2020, The world was shocked by the outbreak of a disease, namely a new virus that has killed thousands of Chinese residents. Corona virus (SARS-CoV-2) or Corona virus disease 2019 commonly called COVID-19 is a virus originating from China, the first recorded case was found in Wuhan.

According to World Health Organization (WHO)(2019), Coronavirus disease (COVID-19) is an infectious disease caused by a newly discovered Corona virus.

Most people infected with the COVID-19 virus will experience mild to moderate respiratory illness and recover without requiring special treatment. Older people, and those

with underlying medical problems like cardiovascular disease, diabetes, chronic respiratory disease, and cancer are more likely to develop serious illness.

The best way to prevent and slow down transmission is to be well informed about the COVID-19 virus, the disease it causes and how it spreads. Protect yourself and others from infection by washing your hands or using an alcohol based rub frequently and not touching your face. The COVID-19 virus spreads primarily through droplets of saliva or discharge from the nose when an infected person coughs or sneezes, it is also important to practice respiratory etiquette (for example, by coughing into a flexed elbow).

In Indonesia, from 3 January 2020 to 5:41pm CEST, 2 July 2021, there have been 2,228,938 confirmed cases of COVID-19 with 59,534 deaths, reported to WHO. As of 28 June 2021, a total of 42,403,535 vaccine doses have been administered.

After the Corona virus entered Indonesia, UMKM, tourism, and manufacturing are the sectors most affected by government policies to reduce the spread of Corona virus. The most disadvantaged sectors are UMKM, Government regulations that limit the movement of activities to reduce the spread of Covid-19 cause people not to leave their homes and carry out activities as usual and shopping outside the house has become a routine that has been lost due to the pandemic, so the impact felt by UMKM is very large. "30 million UMKM closed due to the implementation of PSBB" (Ikhsan ingratabun, 2021). The government has thought of various solutions so that UMKM can continue to run in the midst of the pandemic, such as encouraging UMKM to switch to the provided platform.

While the government is saving UMKM, the tourism sector is suffering from the loss of local tourists and foreign tourists due to government regulations, The survey results show more than 92% of companies in the tourism sector experienced a decline in financial income(Abdul Arif, 2021).

The economic downturn occurred because the government closed for tourists, especially those from China, so that hit the economy which usually grows above 5 percent to below it. Government policies to reduce the spread of the Corona virus, the business sector applies regulations that have an impact on the running of the business sector(Bendahara negara, 2020).

In addition, business sectors related to tourism, other sectors that are most affected by government policies are business groups that require mass crowds and groups of workers such as companies, as many as 40.6% of respondents admitted that their company's condition was very loss during the Covid-19 pandemic, meanwhile 47.4% of respondents answered the company suffers a loss(Barenbang Naker,2021)

The continuation of the government's policy towards companies still causes huge losses. In early 2021, the government has implemented micro-scale Perberlakuan Pembatasan Kegiatan Masyarakat (PPKM) until April 5, 2021 and various ways to speed up the completion of the pandemic until the vaccination is finished. Vaccination is distributed evenly to all Indonesian people to create Herd Immunity and people can return to normal activities. However, the policies implemented by the government have had an impact on various companies, including transportation companies in Indonesia that are still related to the tourism sector (the sector that suffers the most when the pandemic occurs).

Transportation companies are disadvantaged because of a decrease in the number of passengers due to the implementation of regulations that restrict people's movement. The transportation sector continues to be under pressure during the pandemic, which causes a decline in income, which also affects the economy. The Gross Domestic Product (GDP) growth data released by Badan Pusat Statistik (BPS)(2020) shows that in mid-2020, transportation sector decreased by -30.84%. 2020 is the year the first cases of the Corona virus were discovered. Kamar Dagang dan Industri (Kadin) Indonesia recorded that until the end of 2020 the total loss of the tourism sector due to the pandemic and PSBB reached more than Rp.10 trillion (Ali Akhmad, 2021).

One of the transportation companies affected by the Corona virus is PT Kereta Api Indonesia (Persero) or PT KAI. The policies that have been implemented by the government to reduce the spread of the Corona virus have caused PT KAI suffers a loss of income. In addition, PT KAI has many problems caused by the Corona virus and government policy.

3. THE IMPACT OF COVID-19 IN PT. KAI

Based on the financial report(2020) PT Kereta Api Indonesia (Persero) or PT KAI recorded a net loss of Rp.2.84 trillion in 2020, PT KAI still recorded a net profit of 1.8 trillion rupiah in 2019. However, since the pandemic, the company's performance has decreased.

This can be seen from the decline in the number of train passengers throughout 2020. according to Badan Pusat Statistik (BPS)(2020), PT KAI's total passengers throughout 2020 were recorded at 186 million passengers. This is much lower than 2019 which was 425 million passengers. In 2020, PT KAI recorded revenue of Rp.18 trillion or decreased to 45.2% compared to 2019 which was Rp.26.25 trillion.

PT KAI has many problems caused by the corona virus and government policies, in addition to having large revenue losses, Here is a comparison of PT KAI before the pandemic and after the pandemic :

A. The Difference in The Number of Passengers

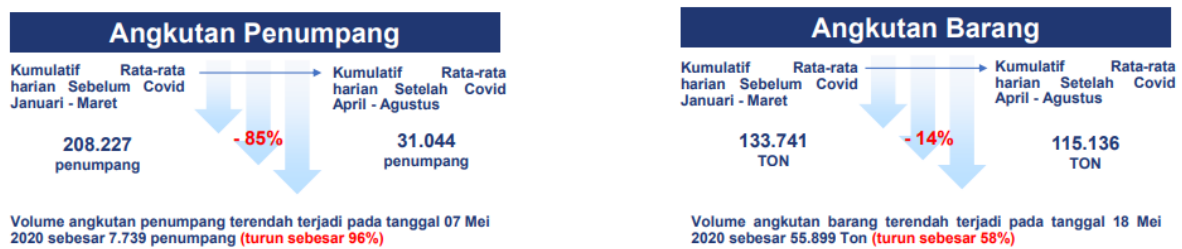


Figure 2.1 Comparison of Transportation Data of PT. KAI

Source: PT.KAI SERIES WEBINAR (September 18, 2020)

According to Badan Pusat Statistik (BPS)(2020), PT KAI's total passengers throughout 2020 were recorded at 186 million passengers and a net loss of Rp.2.84 trillion, this is lower than 2019 where net profit was still Rp1.84 trillion and touched 425 million passengers. PT KAI posted revenue of Rp.18 trillion throughout 2020 or decreased by 45.2% compared to 2019 which was Rp. 26.25 trillion. From January to September 2020, the revenue from KAI's transportation services has decreased to Rp. 9.8 trillion.

In addition, according to PT KAI's financial report(2020), PT KAI's construction revenue actually increased to Rp. 2.3 trillion. So that the total revenue of PT KAI since the beginning of 2020 (beginning of the pandemic) until September is Rp. 12.2 trillion, decreased from last year's Rp.17.8 trillion. (PT KAI's financial report is carried out in the third quarter of a year so that data in 2021 has not been recorded).

B. Employee Recruitment in 2020.

There are not any recruitment in 2020. this is adjusted due to revenue loss in 2020, the employee costs incurred by PT KAI have also been adjusted, then also consider the decrease in PT KAI employee premiums due to restrictions on train operations(Tira santia, 2020).

C. Government Policy for Indonesian Railways.

Based on government policies intended by PT KAI related to reducing the spread of COVID-19 which affects PT KAI's performance :

1. Surat Edaran Menteri PANRB Nomor 19 Tahun 2020
2. Surat Edaran No. UM.006/A.218/DJKA/20
3. Permenhub No. 18 Tahun 2020 mengenai Pengendalian Transportasi dalam Rangka Pencegahan Penyebaran Covid-19

4. Permenhub Nomor 25 Tahun 2020 tentang Pengendalian Transportasi Selama Musim Mudik Idul Fitri 1441 H. (Maqin U, 2021)

Protokol Sarana	Syarat Penumpang	Protokol Di Kereta
<ol style="list-style-type: none"> 1. Pencucian dan pembersihan kereta sebelum dijalankan; 2. Penyemprotan disinfektan kereta sebelum dijalankan; 3. Penyemprotan disinfektan pada bagian yang sering tersentuh. 	<ol style="list-style-type: none"> 1. Menunjukkan Surat Keterangan Hasil Rapid/Swab PCR Test dengan hasil "Negative/Non Reaktif" (masa berlaku 14 hari sebelum keberangkatan); 2. Penumpang diwajibkan menggunakan masker; 3. Penumpang diwajibkan menggunakan faceshield yang diberikan petugas (selama di stasiun dan di atas kereta); 4. Suhu badan < 37,3 C, tidak menunjukkan gejala flu, demam dan atau batuk; 5. Penumpang harus menerapkan hidup bersih dan sehat, tidak meludah sembarangan, menerapkan etika batuk/bersin, rajin mencuci tangan dengan sabun dan air mengalir atau menggunakan Sanitizer; 6. Dilarang merokok selama perjalanan KA 	<ol style="list-style-type: none"> 1. Pengecekan suhu tubuh secara berkala (setiap 3 jam); 2. Penumpang wajib menjaga jarak / physical distancing, tidak kontak fisik; 3. Penyediaan hand sanitizer dan wastafel pada critical point; 4. Penyediaan ruang khusus / ruang isolasi jika didapati kasus demam, atau kondisi tubuh mencurigakan lainnya hingga di stasiun pemberhentian selanjutnya (untuk memperoleh penanganan lebih lanjut).

Figure 2.2 PT.KAI's Rules

Source : PT.KAI SERIES WEBINAR (September 18, 2020)

Based on the latest policy from the government, namely Pemberlakuan Pembatasan Kegiatan Masyarakat PPKM, it will start from July 26 to August 2, 2021. PT KAI canceled a number of trains to support the implementation of PPKM and reduce the increase in the number of COVID-19 in Indonesia, These factors lead to a reduction in the number of passengers.

In addition, government policies that apply to passengers, The passengers must bring and show travel requirements documents when they want to use the train. The regulation is still in use from Monday 26 July to 2 August, 2021 due to PPKM. Besides that, the passengers must show a certificate of negative PCR test results or antigen tests before boarding a long-distance train and passengers must show a vaccination card (at least the first dose of Covid-19 vaccination).



Figure 2.3 Before and After The Pandemic

Source : Google

Government regulations for the company PT KAI, the implementation of social distancing is very important to PT KAI, the implementation of train regulations that can only

be filled with up to 50% of passengers is also the biggest cause of PT KAI's decline in the number of passengers.

The passengers are also required to wear a double mask with a medical mask covered with a cloth mask, such as the recommended information to use a mask type N95, KN95, or KF94. The passengers must wash their hands before and after boarding the train using the hand washing facilities at the stations.

D. Compete with Other Transport

The implementation of the Covid-19 negative test which is not cheap makes PT KAI passengers prefer other transportation that does not require these requirements. For example, bus transportation. Some people prefer buses with fixed departure times as some canceled train departures and train schedule changes cause uncertainty.

CONCLUSION

Based on the results and discussions that have been described earlier, it could be concluded that the existence of the corona virus has caused many losses to PT KAI in addition to revenue losses as felt by all companies. This pandemic has brought many loss to the citizens as passenger, the company, and the employees working in the sector.

PT KAI is facing many impacts caused by COVID-19, such as PT KAI's revenue fell by 45.2% , the government's policy towards PT KAI and passengers has resulted in a reduction in the number of passengers, the cancellation of a number of train trips, no employee recruitment in 2020, difficulty competing with other transports.

In 2021, PT KAI is developing a new strategy to build capacity and increase revenue, the new government policy is also expected to be implemented immediately in order to boost economic growth in various sectors.

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