



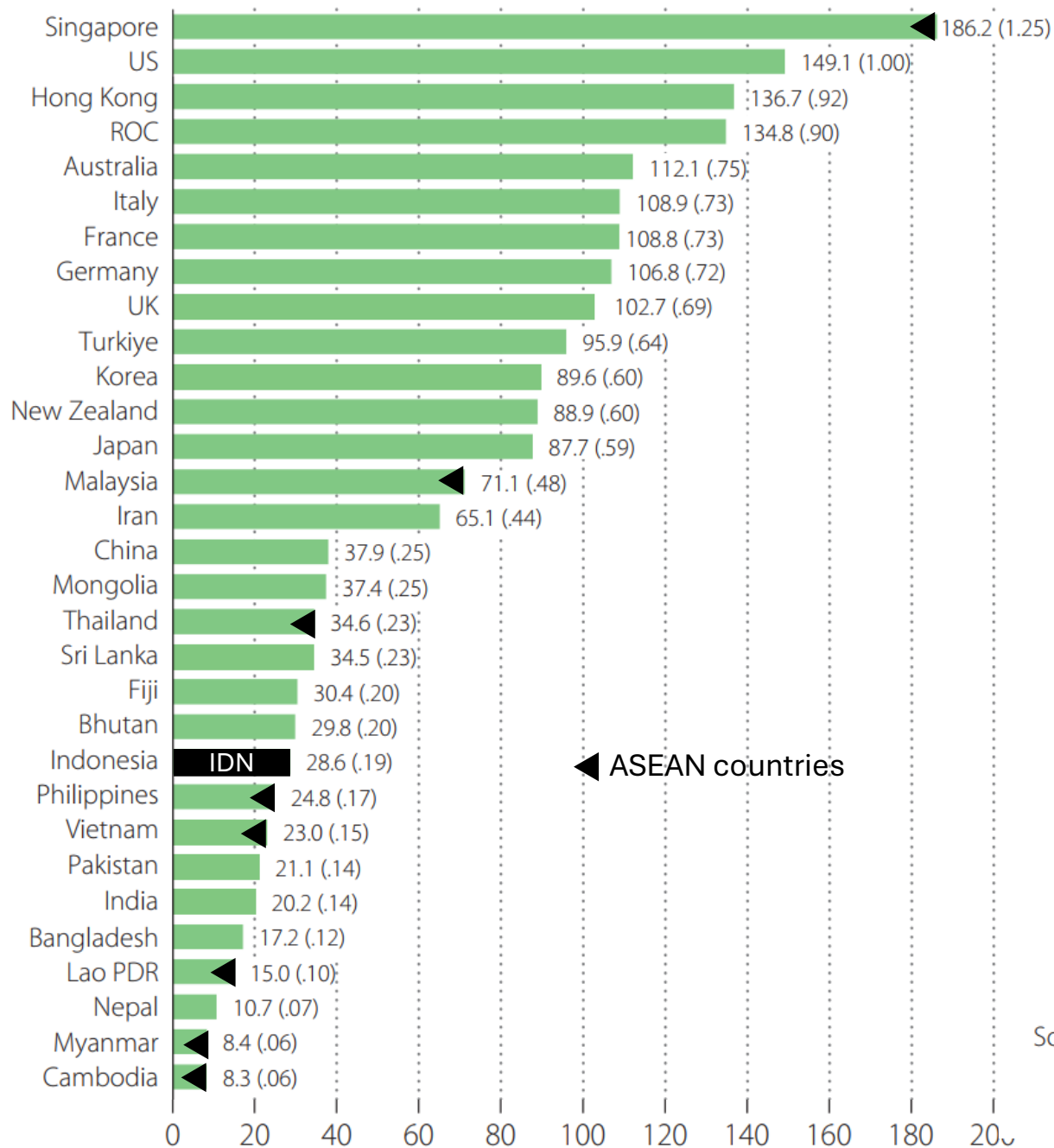
Enhancing Indonesia's productivity under global uncertainty: A macro-view

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Dewan Ekonomi Nasional RI/Padjadjaran University

Workshop on Industrial Relations and Productivity, ILO, Jakarta 5 May 2025





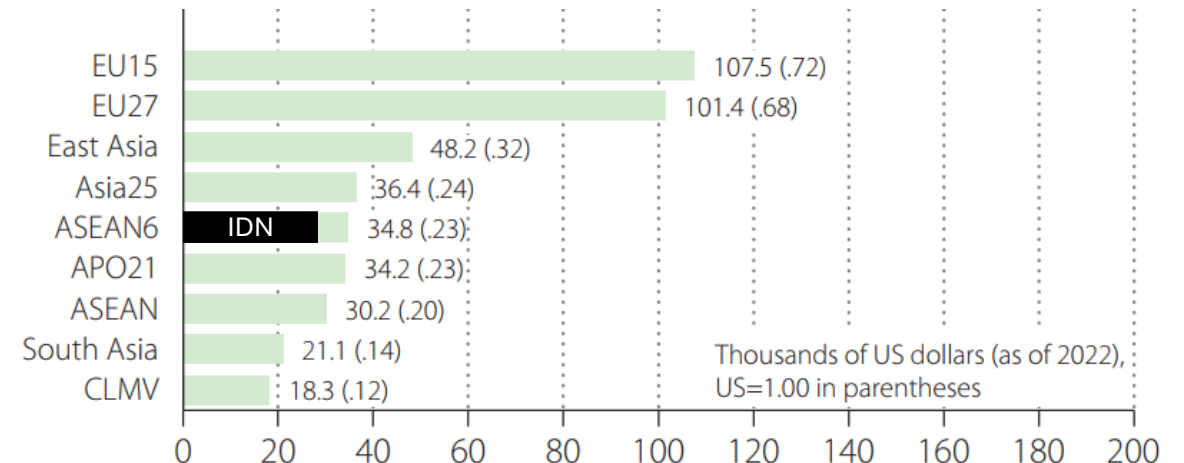
Indonesian per-worker labor productivity is below ASEAN average, and much lower than Singapore, Malaysia and Thailand

Per-Worker Labor Productivity Level in 2022

—GDP at constant basic prices per worker, using the 2017 PPP, the reference year 2022

Unit: Thousands of US dollars. Sources: Official national accounts in each country and APO Productivity Database 2024. Notes: The number in parenthesis is the ratio to the US level. See Table 9.8 for the time-series comparison from 1970.

Source: APO Productivity Databook 2024

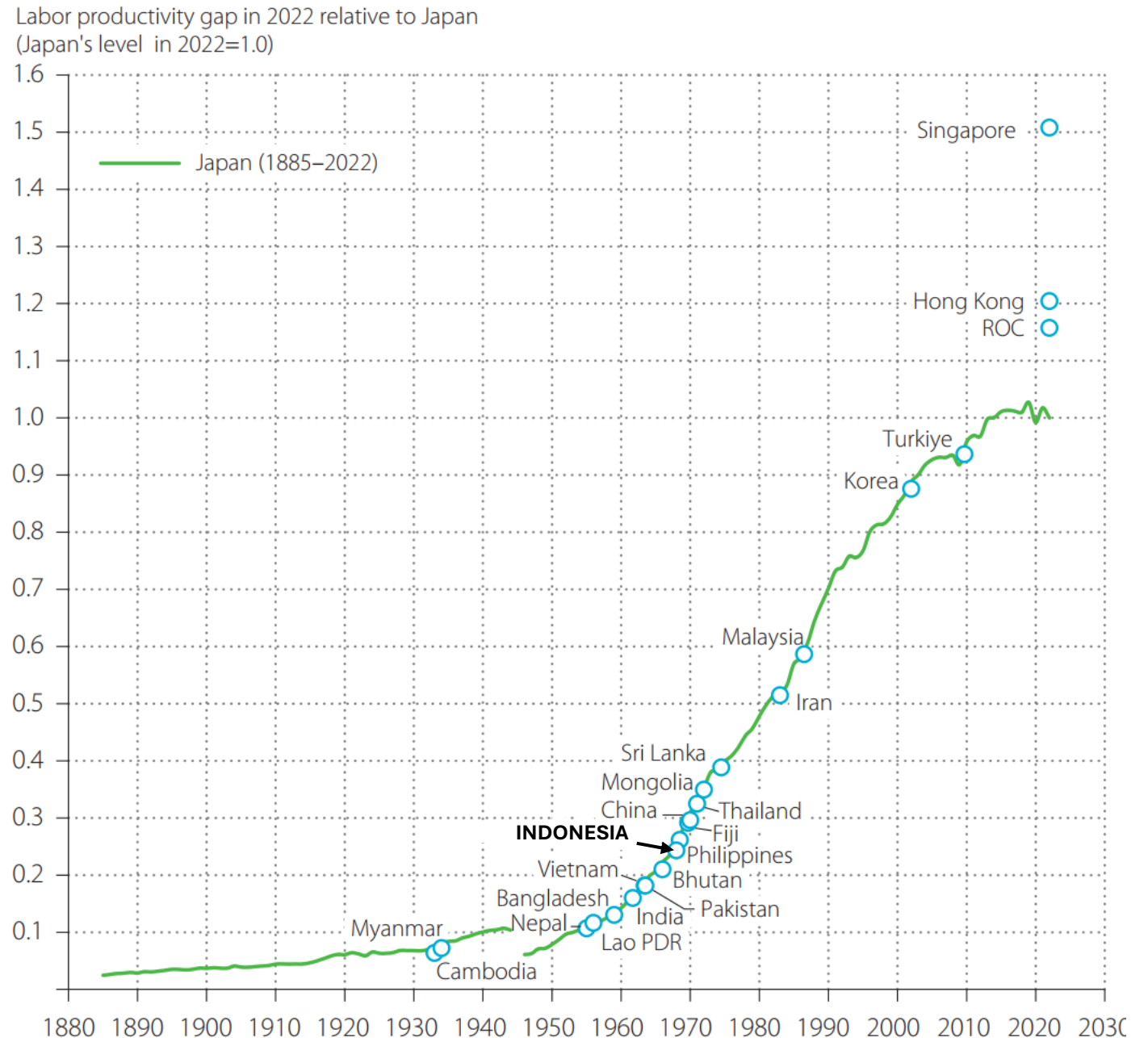


Indonesian per-worker labor productivity is 50 years behind Japan

Historical Labor Productivity Trend of Japan and Current Level of Asia in 2022

—Japan's per-hour GDP at constant prices from 1885 to 2022 and for Asian countries, using the 2017 PPP

Source: APO Productivity Databook 2024



Indonesian output grows slower than its input. Multi-factor productivity (TFP) contribute negatively to economic growth

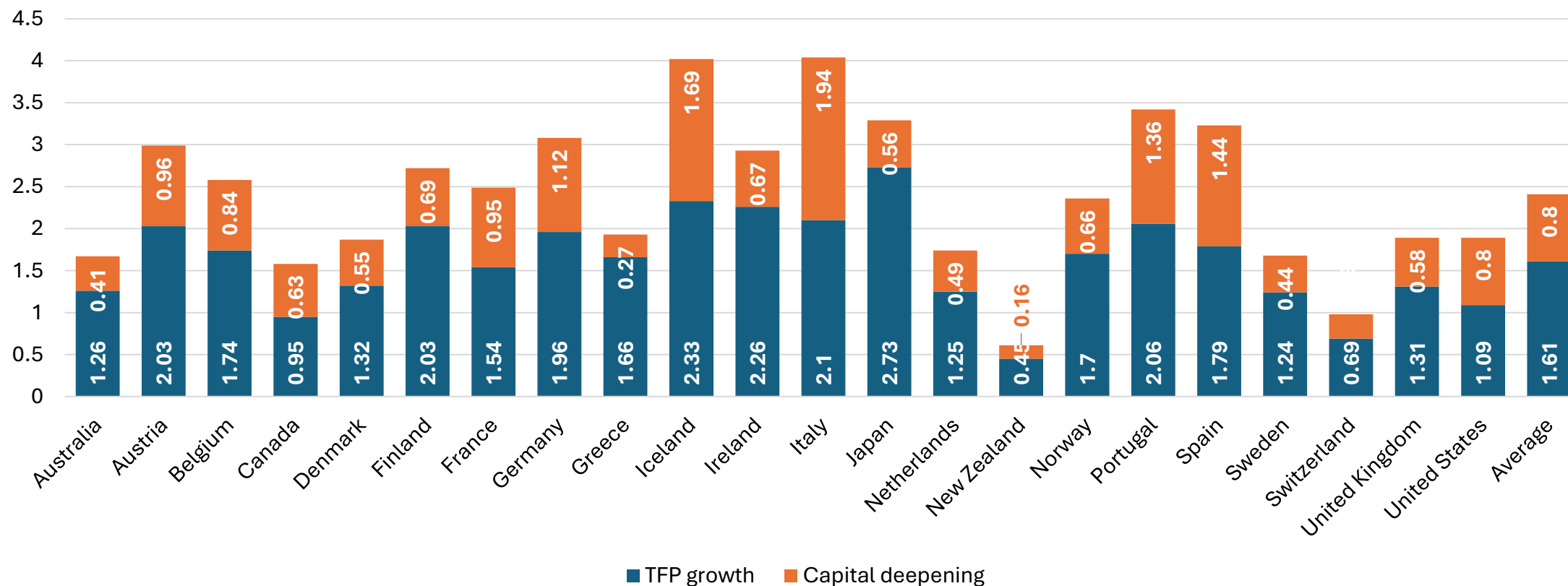
Annual growth of capital, labor, all input, GDP and TFP 2000-2022 (% pa)

	Capital	Labor	All Input	Output/GDP	TFP
Indonesia	4.97	4.86	4.86	4.71	-0.15
Vietnam	8.82	3.14	6.51	7.10	0.59
Philippines	5.05	3.06	4.33	5.03	0.70
Malaysia	3.60	3.84	3.73	5.13	1.40
India	7.17	2.33	4.61	6.71	2.10
China	10.11	0.95	5.87	7.81	1.95

Source: APO Productivity Databook 2024

TFP contribute 68% to OECD economic growth in GDP per capita from 1960-1990

Contribution of TFP and Capital Deepening on OECD countries' growth 1960-1990



Source: Aghion and Howitt (2007)

How can we improve labor productivity?

$$\begin{array}{c}
 \text{OUTPUT} \text{ --- } Q = t \overset{\substack{\text{CAPITAL} \\ \text{PRODUCTIVITY}}}{(aK)}^\alpha \overset{\substack{\text{LABOR} \\ \text{PRODUCTIVITY}}}{(bL)}^{1-\alpha} \\
 \text{TOTAL FACTOR} \swarrow \text{PRODUCTIVITY} \quad \downarrow \text{CAPITAL} \quad \downarrow \text{LABOR}
 \end{array}$$

**TFP-ENHANCING
POLICIES**
Infrastructure, public
R&D, SEZ

t

**EDUCATION AND
TRAINING POLICIES**
Improve education
attainment, upskilling,
reskilling, on-the-job
training, nutrition
intervention, health care

b

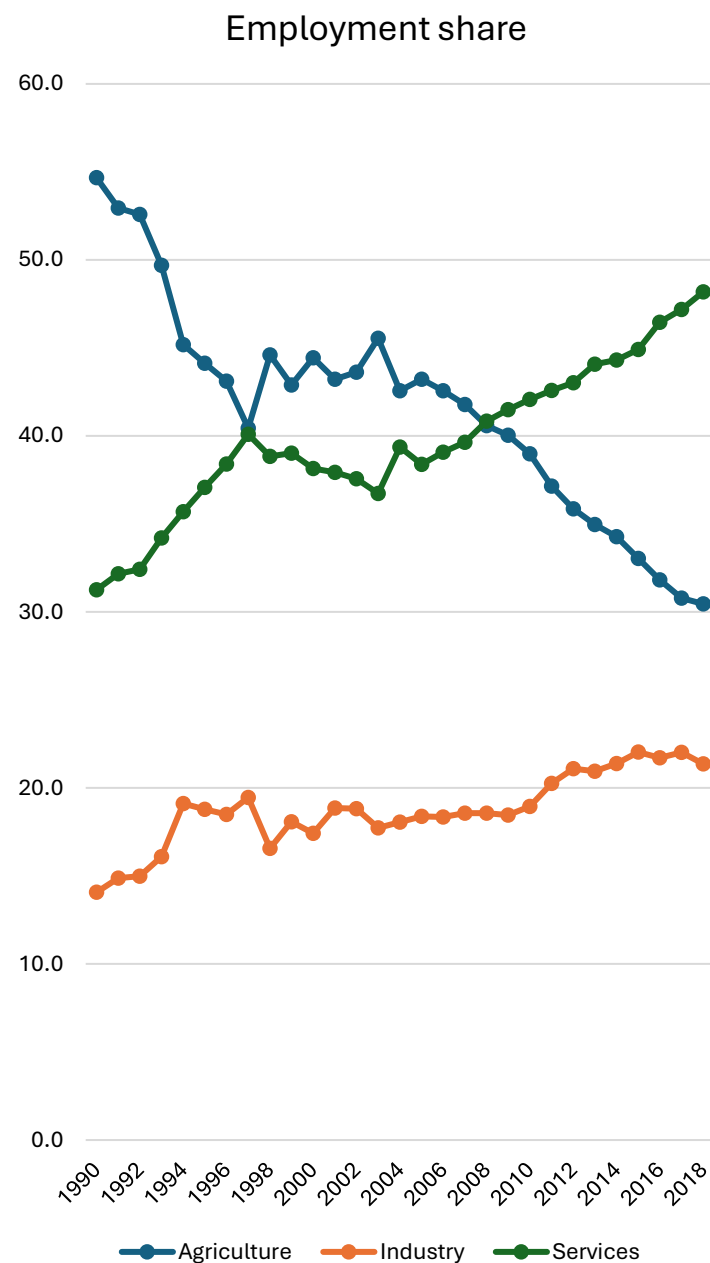
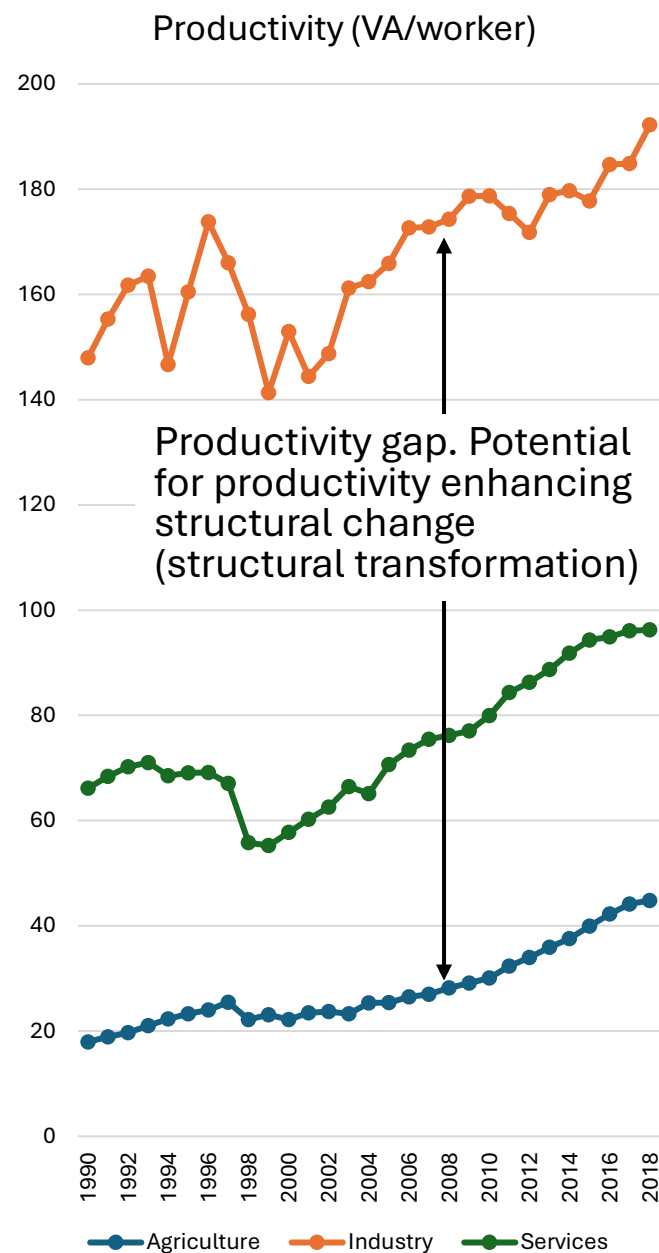
**LABOR
PRODUCTIVITY** $\frac{Q}{L} = ta^\alpha b^{1-\alpha} k^\alpha$

a

**TECHNOLOGY
POLICIES**
Incentives for
automation,
robotization,
digitalization

$$k = K/L$$

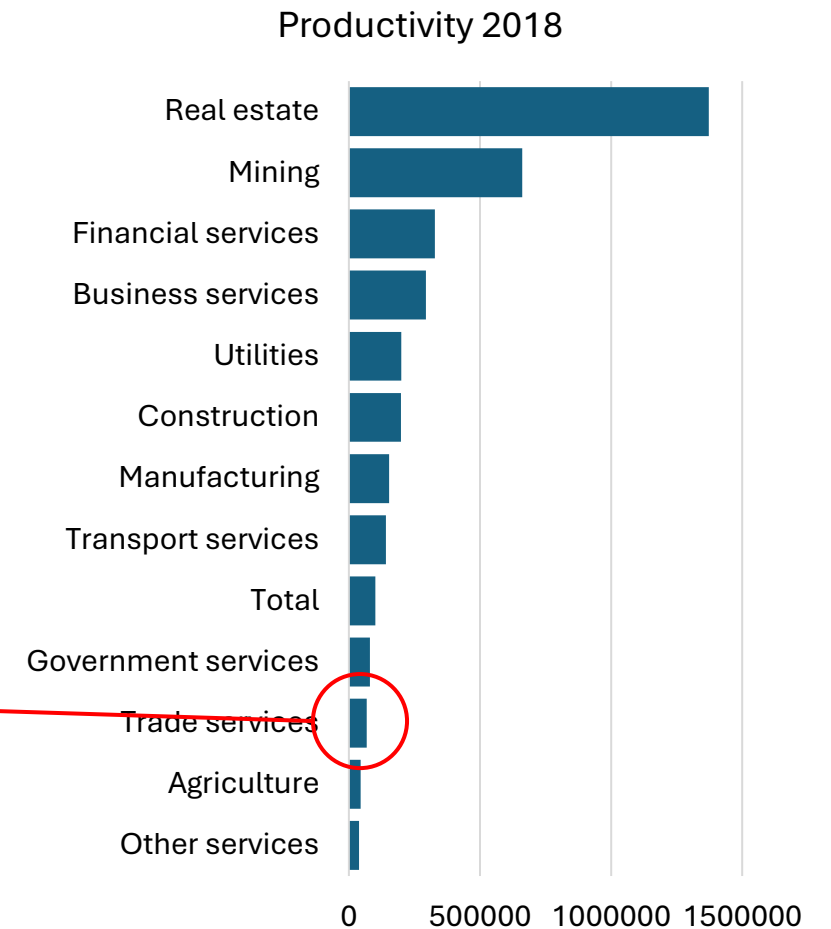
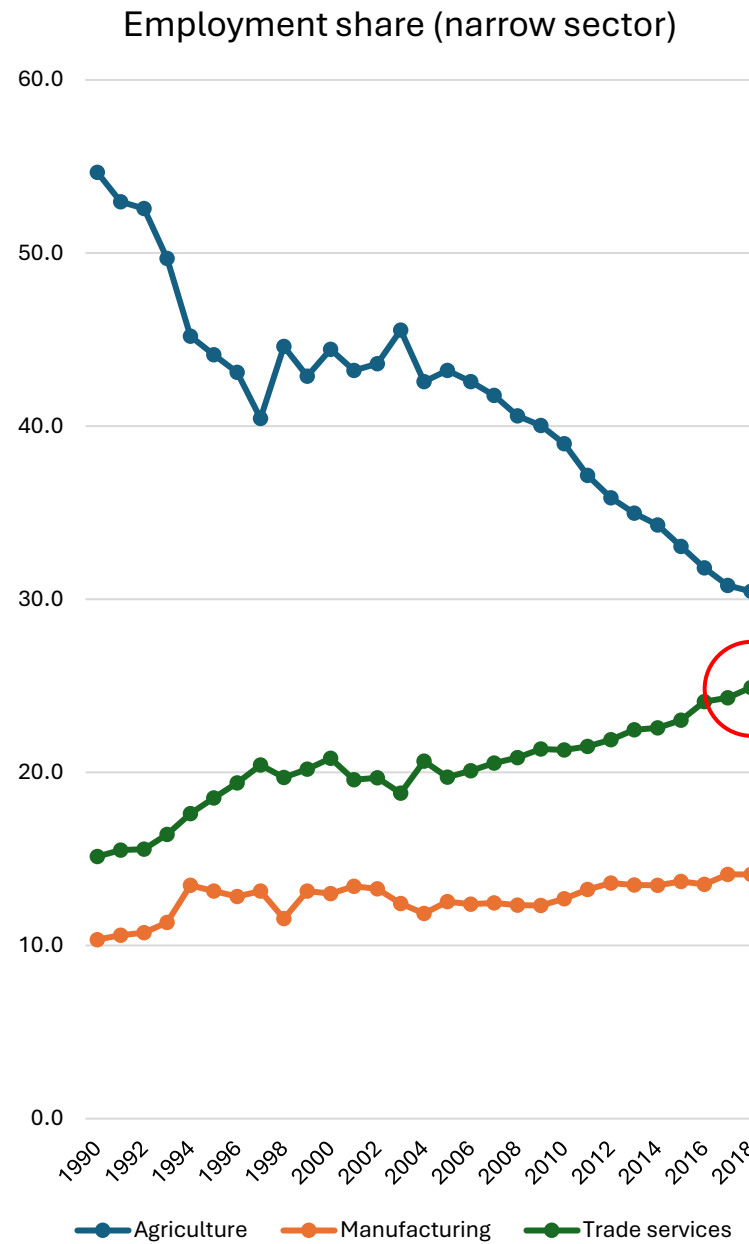
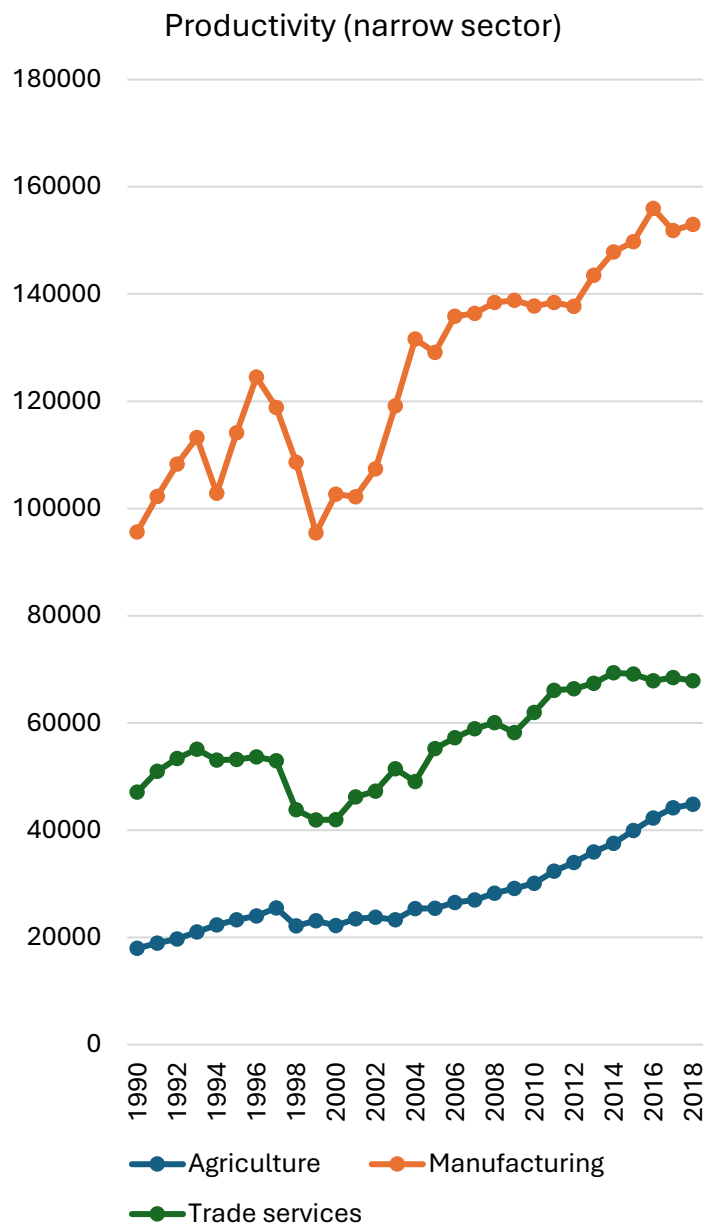
**INVESTMENT
POLICIES**
Deregulation, business
permit streamlining,
financing, FDI
attraction, SWF



Productivity can increase if labor move from low-productivity sector to high-productivity sector – Structural transformation (ST).

**Did it happen?
Yes, but ST is getting weaker.**

Source: GGDC Database



**Labor moves to
among the lowest
productivity sectors**

Weaker structural transformation: Structural change no longer drive labor productivity growth as strong as in the past.

McMillan & Rodrik (2011)

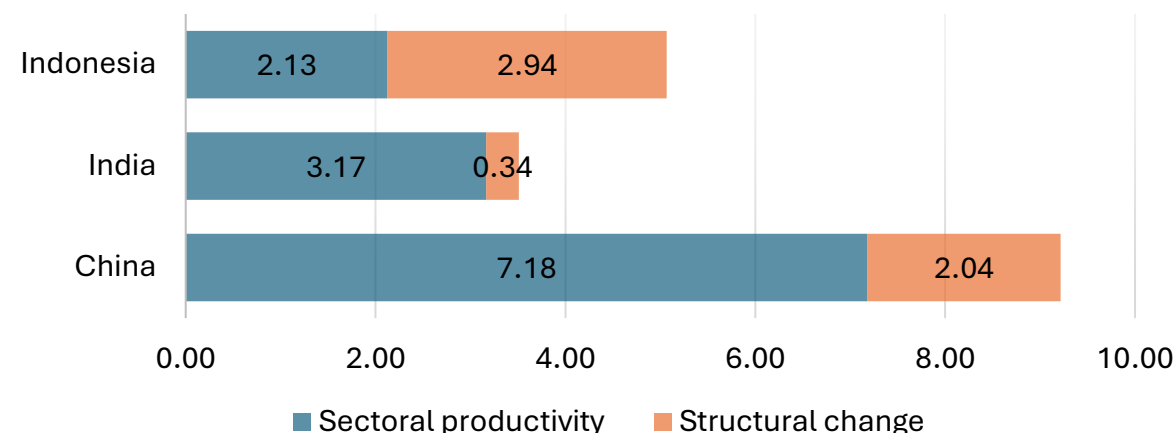
$$\Delta y = \underbrace{\sum_i s_i^0 (p_i^1 - p_i^0)}_{\text{WITHIN SECTOR PRODUCTIVITY}} + \underbrace{\sum_i p_i^1 (s_i^1 - s_i^0)}_{\text{STRUCTURAL CHANGE}}$$

CHANGE IN LABOR PRODUCTIVITY

CHANGE IN SECTORAL PRODUCTIVITY

CHANGE IN EMPLOYMENT SHARE

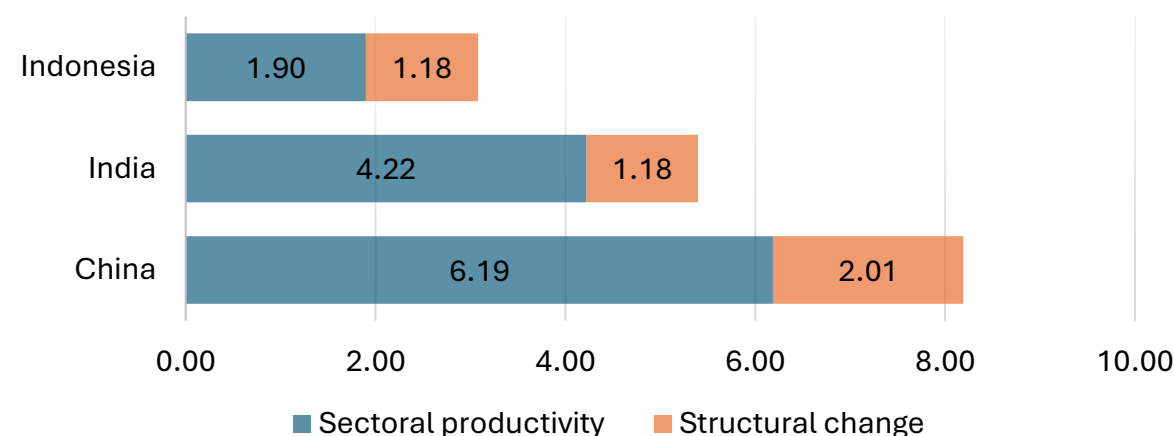
1990-1996



Decomposition of labor productivity growth

Source: Author's calculation with GGDC Database

2000-2018



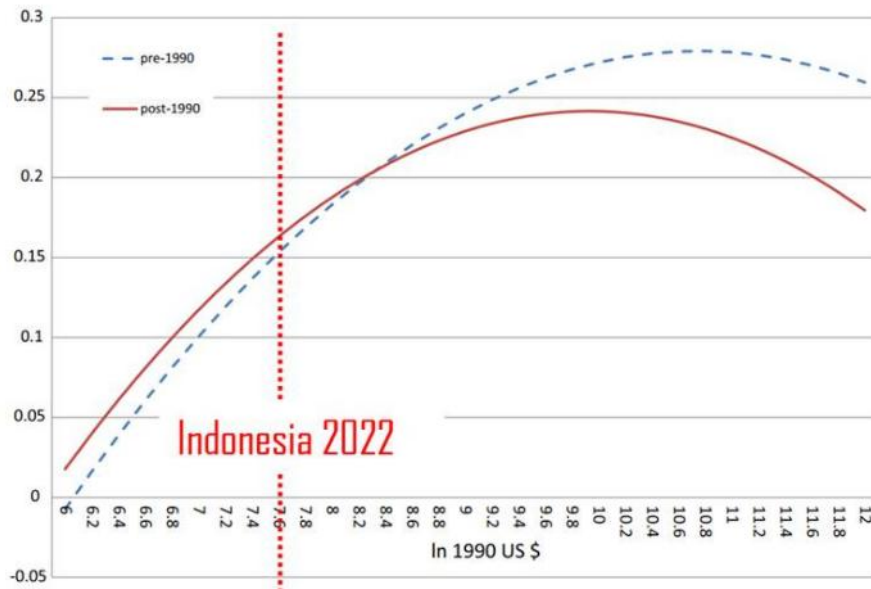
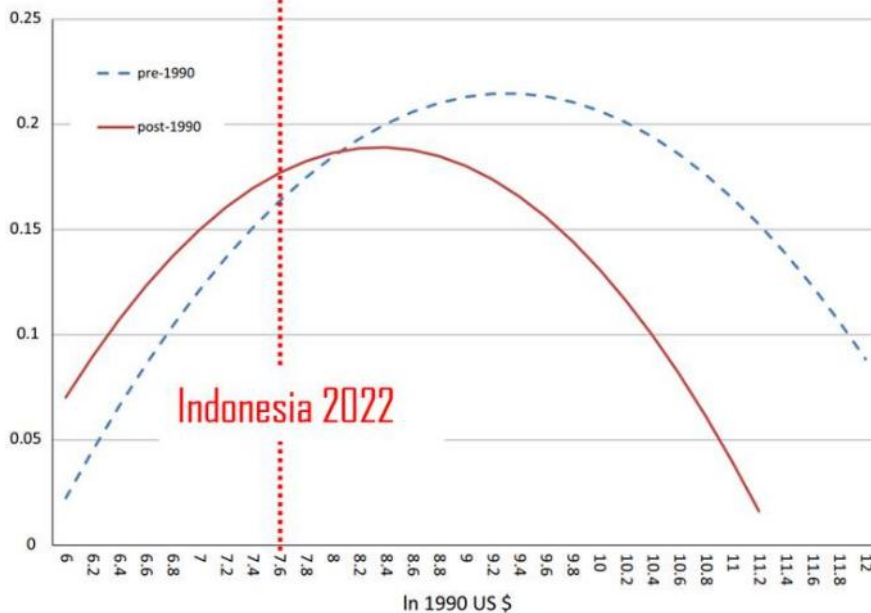


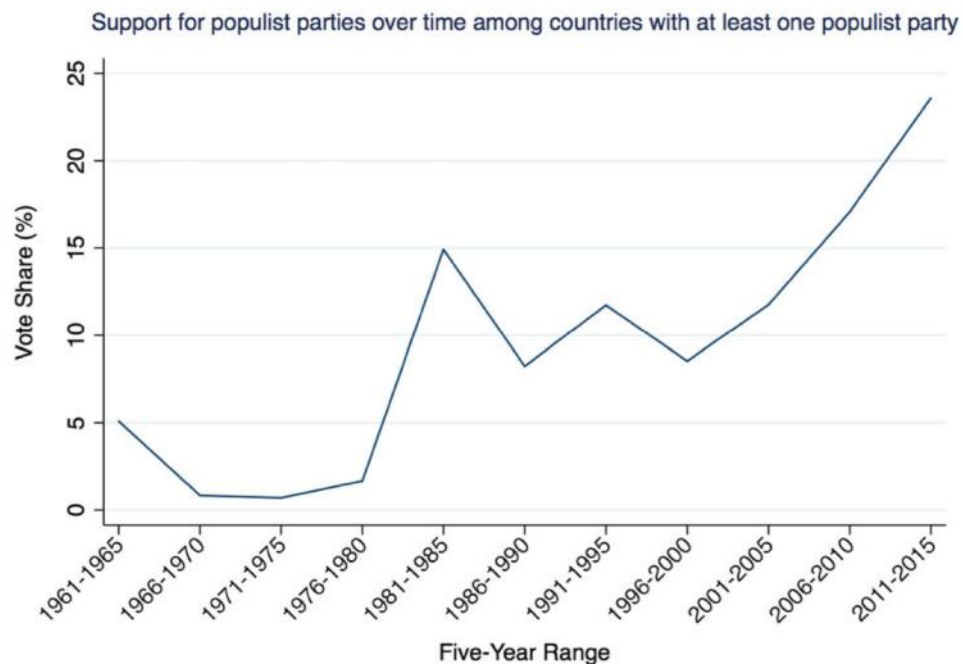
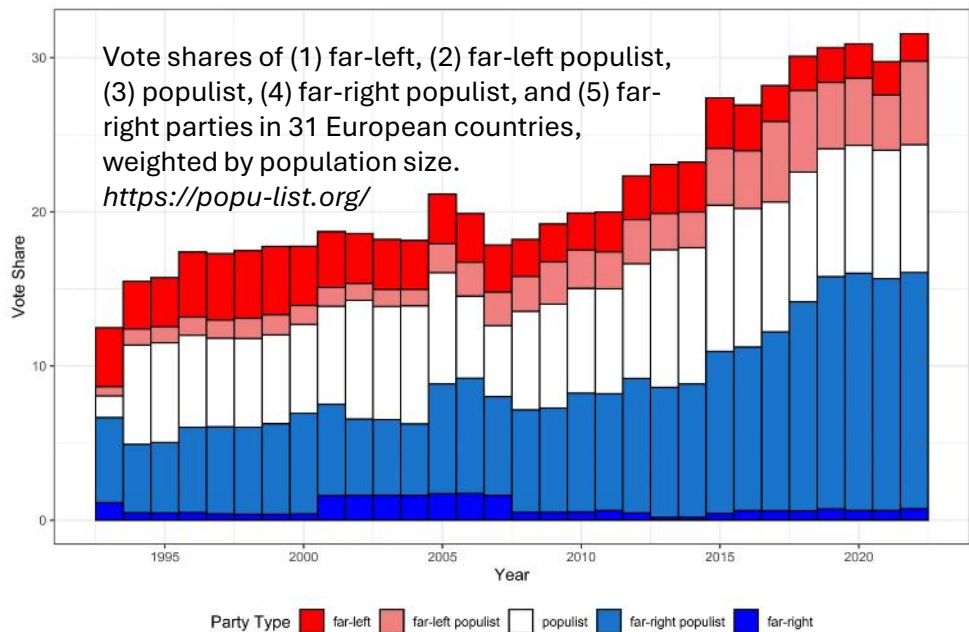
Fig. 7 Simulated manufacturing output shares (MVA/GDP at constant prices)



Source: Rodrik (2015)

If Rodrik prophecy of premature deindustrialization is true for Indonesia, re-industrialization may happen without much job-creation.

Navigating global uncertainty



Geert Wilders' party became the largest in the 2023 Dutch elections.

Giorgia Meloni leads a coalition government since 2022 in Italy.



Viktor Orbán leads a coalition government since 2022 in Hungary.

Marine Le Pen consistently polls high in French presidential races.

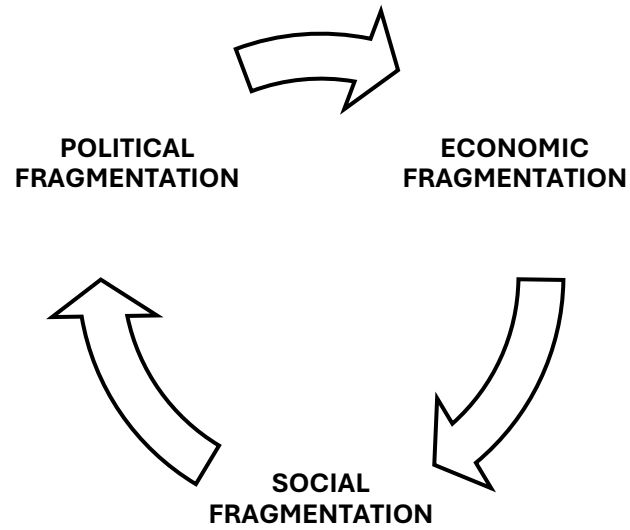
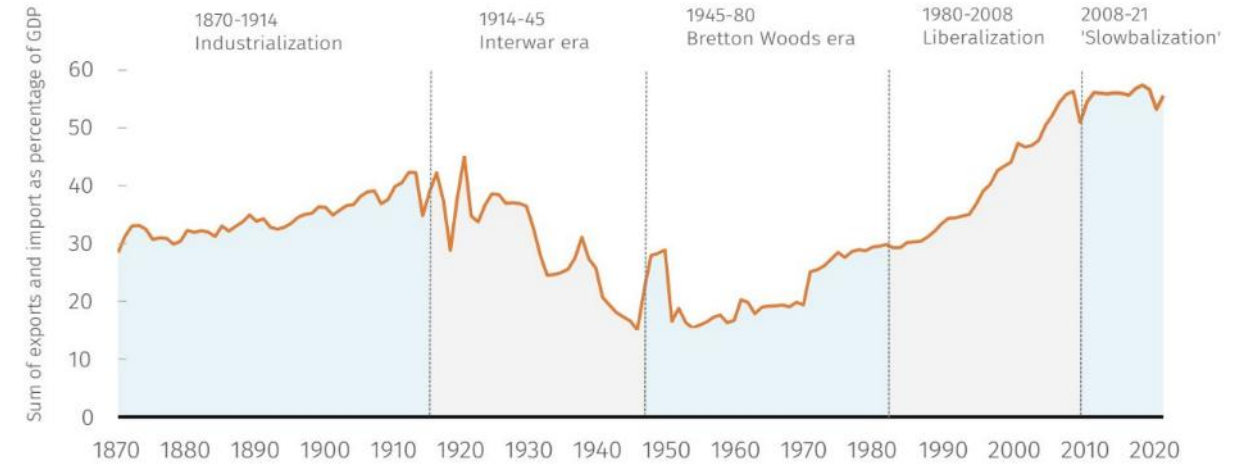


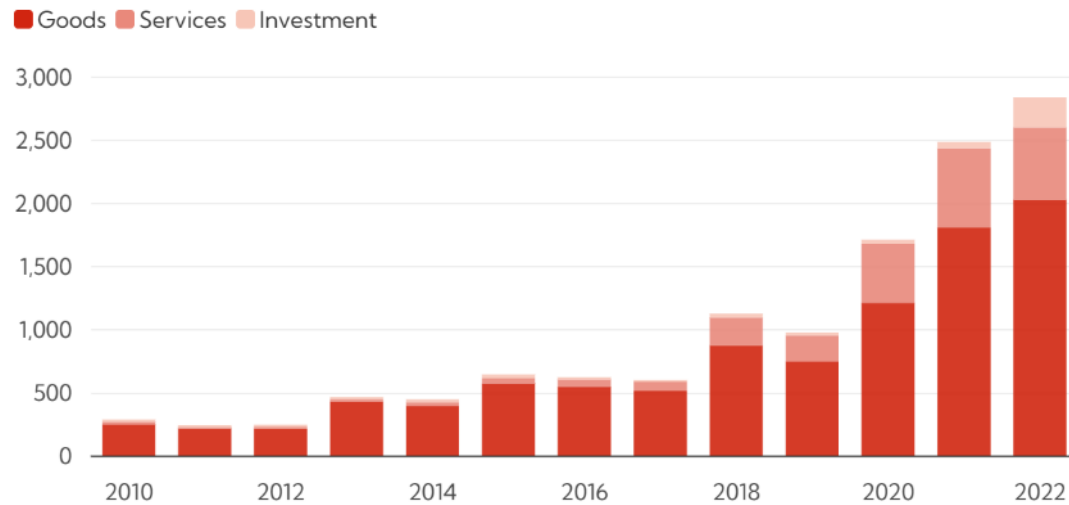
FIGURE 8. SLOWBALIZATION



Source: Aiyar & Ilyina, 2023. Jordà -Schularick-Taylor Macroeconomy Database; Penn World Data (10.0); Peterson Institute for International Economics; World Bank; and IMF staff calculations.

Note: Sample composition changes over time.

Number of trade restrictions imposed annually worldwide



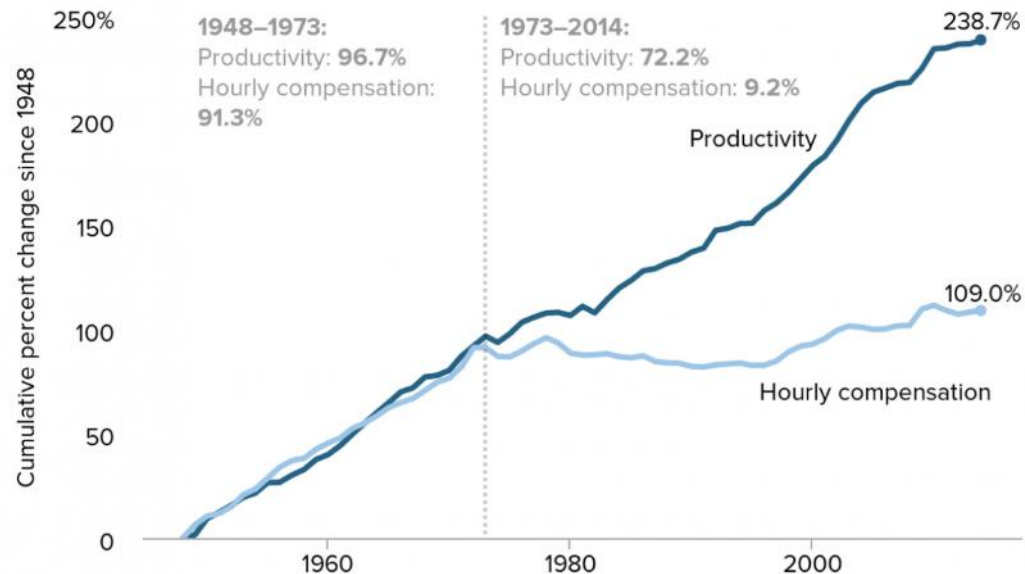
Source: Global Trade Alert and IMF staff calculations.

IMF



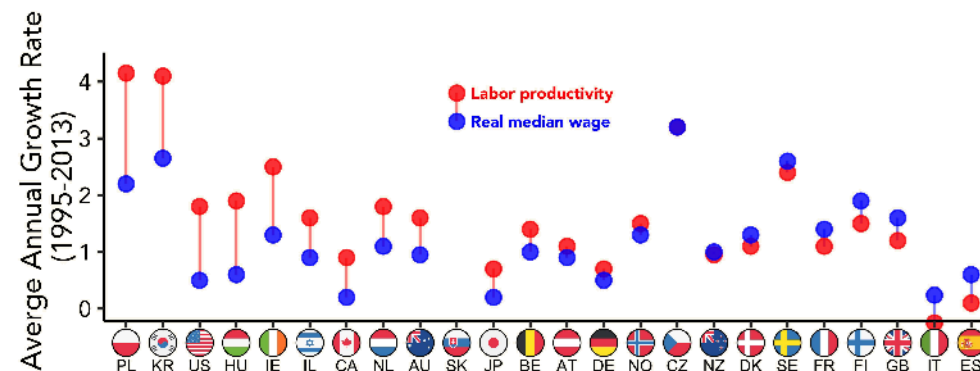
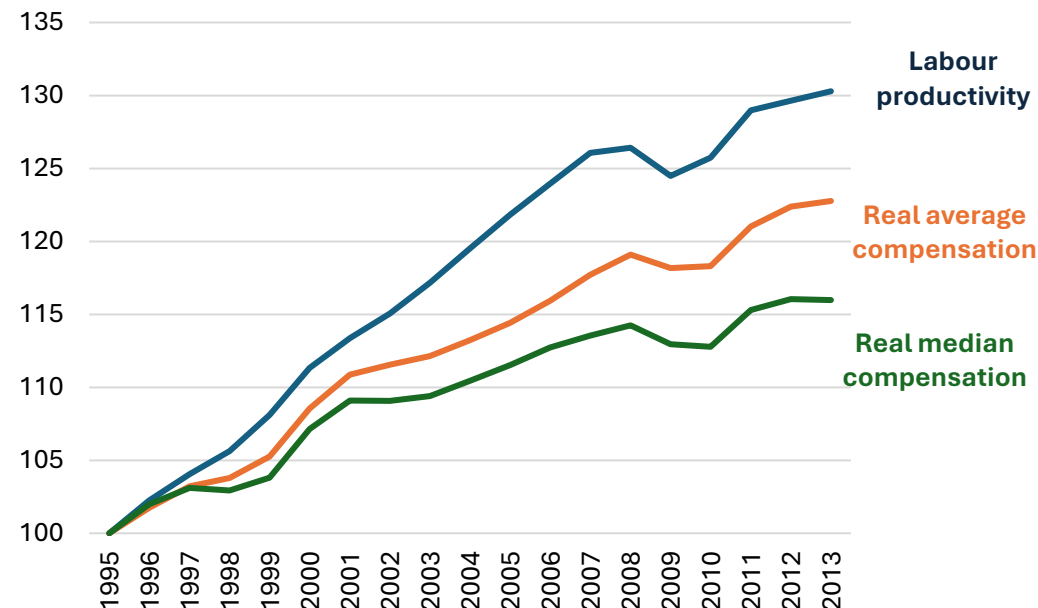
The Great Decoupling

<https://hbr.org/2015/06/the-great-decoupling>



Note: Data are for average hourly compensation of production/nonsupervisory workers in the private sector and net productivity of the total economy. "Net productivity" is the growth of output of goods and services minus depreciation per hour worked.

Real median wages have decoupled from labour productivity (OECD countries)



rubenbmathisen

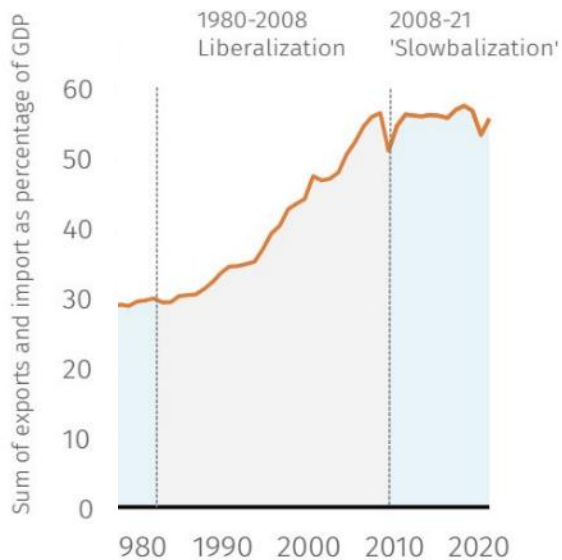
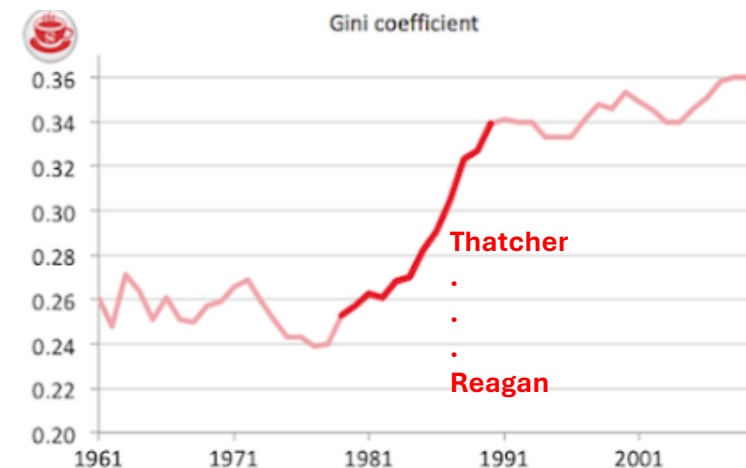
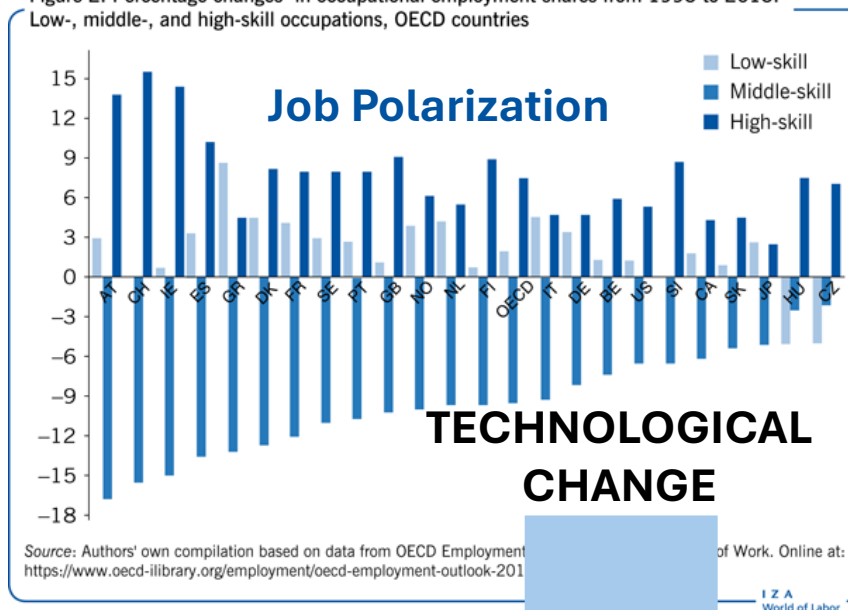
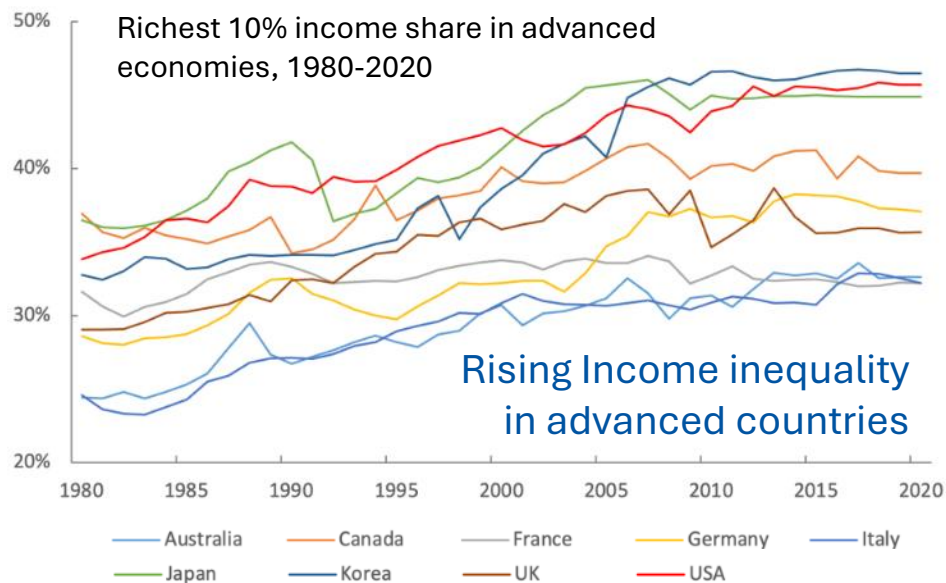


Figure 2. Percentage changes in occupational employment shares from 1995 to 2015:
Low-, middle-, and high-skill occupations, OECD countries



GLOBALIZATION



**POLITICAL
CHOICES**



GLOBAL FORCES

**Technological
change**

**Economic,
political, and
social
Fragmentation**

**Climate
change**

**Strengthening
Economic
Resilience While
Seizing New
Opportunities**

DEFENSES

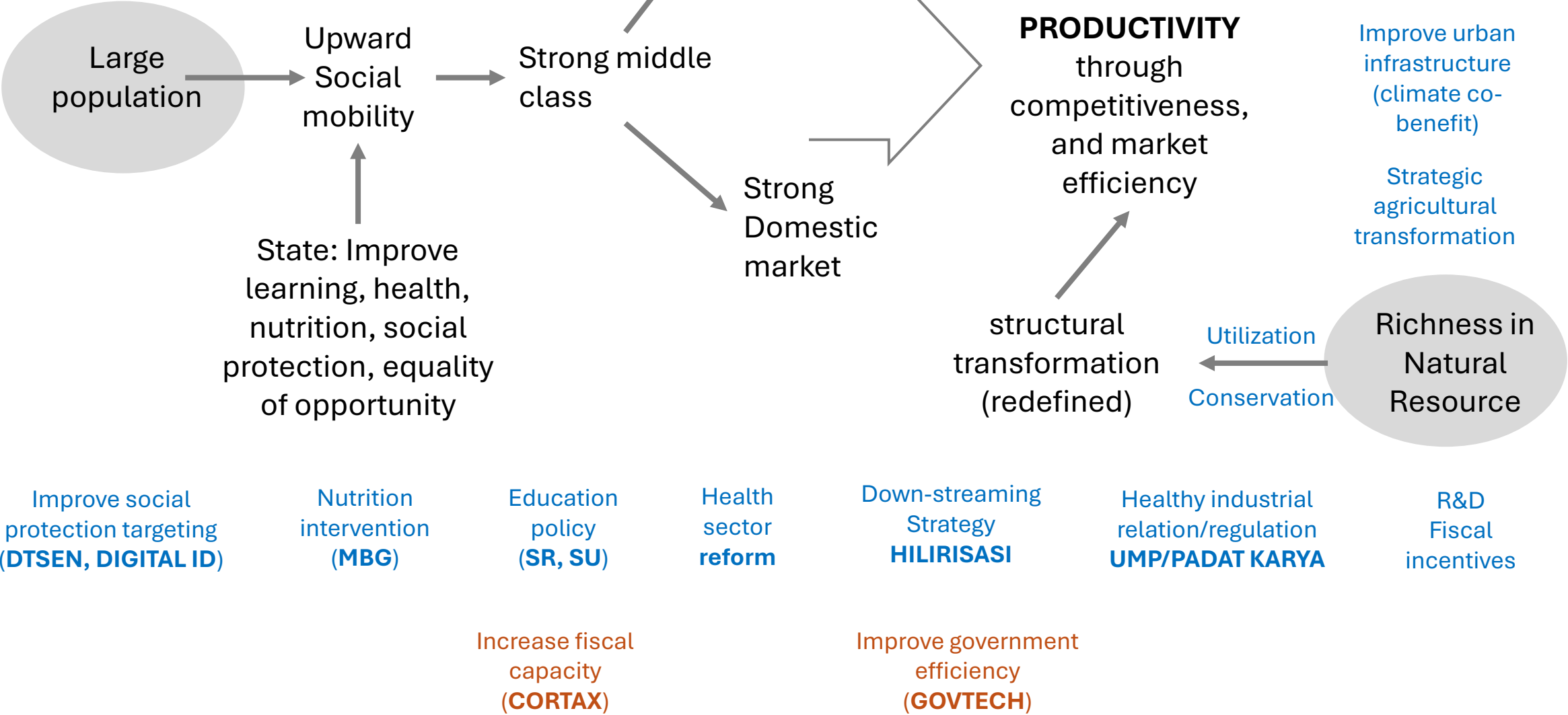
Strengthening
domestic economy
(Leveraging Domestic
Potentials)



OFFENSES

Expand international
partnership, build
nationally-relevant
global commons

**STRENGTHENING
DOMESTIC ECONOMY**





End of slides. Thank You.

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