

Public Service Management in the New Habit Adaptation Era in Indonesia

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Abstract: Today the term new normal may not sound foreign to people Worldwide. This is based on the context of dealing with the Coronavirus Disease 2019 pandemic or better known as Covid-19, which has not been sure when it will end. Previously, the Indonesian government called the term new normal a new life order and then changed it to adapt new habits to be more comfortable for the public to understand. The adaptation of new habits has created the need for new public policies, especially in public services. In this case, it means that the government needs to reset existing public services to a recent. This analysis aims to summarize the management of public services during the adaptation of new customs in Indonesia. This research is qualitative with descriptive methods to overview the phenomena that occur in research subjects. The results show that the Covid-19 pandemic has created a new public services pattern wherein the new public services have shifted from the needs-based model to problem-based needs. This study also explains how public services continue to do face-to-face and office activities such as E1-KTP making services, STNK, and Samsat payment services, which must implement strict health protocols such as wearing masks, washing hands frequently, keeping your distance, and not crowding to prevent Covid-19 transmission.

Keywords: New Habit Adaptation, Public Policy, Public Service, Social Change.

1. Introduction

The Covid-19 pandemic has brought changes in all aspects of people's lives around the world (Nikola et al., 2020; Dashraath et al., 2020). There are no experts who can predict when this pandemic will end (Bedford et al., 2020; Spinelli & Pellino, 2020). One of the biggest hopes that this pandemic can be tackled immediately is discovering a vaccine pursued by various scientists in the world (Lurie et al., 2020). However, as stated by the World Health Organization (WHO), vaccine findings are estimated to be carried out the fastest in 2021 (Cucinotta & Vanelli, 2020). This means, at least until the end of this year, all people in the world must get used to living side by side and making peace with Covid-19 (Ningsih, 2020).

The World Health Organization released data on the number of world deaths caused by Covid-19, which reached 423,349 people (WHO, 2020). Meanwhile, for Indonesia, the total deaths reached 2,091 people, while the positive ones were 37,420 people, and recovered 13,776 (Covid19.go.id, June 13, 2020). Apart from deaths, another impact of this pandemic is the increasing number of unemployed. The International Labor Organization (ILO) estimates that the global unemployment rate will increase between 5.3 million and 24.7 million by 2020 (ILO, 2020). Meanwhile, for Indonesia, Minister of Finance Sri Mulyani stated that the unemployment rate is predicted to increase along with the decline in economic growth during 2020. He noted that if the

scenario is very heavy or economic growth contracts 0.4 percent, there will be an additional 5.23 million unemployed people. If the economy is still growing by 2.3 percent, unemployment will increase by 2.92 million people (Tirto. id, 2020).

The existence of the Covid-19 pandemic has made several countries in the world implement a lockdown status to break the chain of spread (Brodeur et al., 2020; Arora et al., 2020). In Indonesia, the term lockdown does not use but refers to large-scale social restrictions or PSBB (Azhar, 2020). The lockdown has a very significant impact, especially in the economic sector (Atalan, 2020). The implementation of lockdown, directly or indirectly, has affected the industrial sector, which has to reduce production costs by closing factories, laying off employees, and laying off employees as a reasonable effort in responding to the decline in demand and income. This has a domino effect, such as an increase in the number of unemployed and decreasing the population's quality of life (Dev & Sengupta, 2020; Hadiwardoyo, 2020). The government also has to spend a lot of money from the state budget to provide stimulus to support various affected sectors (Maryanti & Netrawati, 2020).

Seeing these conditions, the government introduced a new life order or what is known as the new normal (Pragholapati, 2020). This is an answer that is considered a natural response to the existence of COVID-19 and is strengthened by an estimate of the discovery of a vaccine as the only weapon to tackle COVID-19 that cannot be found in a short time because it is still in the development stage and requires time for trials (Wed et al., 2020). It can be concluded that the new normal life order policy emerged as a rational calculation of the forecast of national economic conditions, a compromise on a long enough timeframe for a vaccine to be found, as well as a realistic understanding that likely, COVID-19 will never disappear from the face of the earth so that people must explore the possibility to coexist peacefully (Kumala & Junaidi, 2020).

New habits (New Normal) have different definitions adjusting the perspective of several interests and institutions. In general, the new normal is a new way or order of living and daily activities (Pragholapati, 2020). According to health experts and viewed from a health perspective, for a region or country to implement a new normal, it must meet several requirements; among others, the area has been proven to experience a slowdown in the spread of the virus, has done PSBB optimally, the condition of the community is ready and able to meet power needs. Body resistance and the availability of adequate infrastructure to support daily activities (Herdiana, 2020). From a social perspective, the new normal changes people's behavior to be more careful and reduces direct contact such as handshakes, chips, and gathering. Meanwhile, the new normal shifted the business model to be completely digital and dependent on technology from the economic and business side. Meanwhile, the Indonesian government defines new normal as a culture for a clean and healthy life by diligently washing hands, using masks, keeping distance, and avoiding crowds (Effendi, 2020).

With the implementation of the New Habit Adaptation (IMR) era or new normal during the Covid-19 emergency response period, the public service sector, which had experienced restrictions or temporarily stopped services, began to carry out activities following established health protocols. This momentum is undoubtedly a relief for people who have been delayed in accessing public services (Yulianto, 2020).

It is hoped that enthusiasm for re-operation of public services will not cause new problems and polemics in society. Because of prevention efforts, service providers have begun to make adjustments, including updating service hours, adding service terms and service periods, and service mechanisms from direct to online (online). Changes to service standards during the adaptation of new habits must be carried out following the procedure by involving and informing the public massively (Kariem, 2020).

Changes in service standards that tend to be one-sided and without publication to the public have become a gap for maladministration in public services experienced by the community. Service providers must prepare service standards during the adaptation period of new habits by taking into account several important factors, in addition to prioritizing health protocols in service delivery, prioritizing services for vulnerable people, and opening easy access to services by opening service units at the regional level or online (online) services (Rosyadi, 2020). Many organizers have chosen online services (online) to access services, but unfortunately, the community's readiness to access online services (online) is not considered by the organizers. Based on the number of existing Internet users, only 39.8% of Indonesia's total population are internet users, based on International Telecommunication Union data in the 2019 Global Competitiveness Index Report.

Of course, this condition must also be taken into account by the organizers that the community cannot fully use access to the internet as a means of support for online services (online). For this reason, online service mechanisms (online) that are included in the provision of service standards need to be considered and carried out in a balanced manner so that the community as service users is not sacrificed. For convenience and in the context of preventing the spread of Covid-19, online services (online) can be used as one way, but that does not mean eliminating services directly to the public.

In the future, the government is still expected to make innovations or breakthroughs in making public policies in public services during the Covid-19 pandemic. It is hoped that this innovation can answer the challenges of public service in an era of adaptation to new habits so that the community can felt the impact.

2. Method

This study uses a qualitative approach using descriptive methods. According to Saryono (2010), qualitative analysis is used to analyze, discover, characterize and justify the quality or characteristics of social forces that cannot be clarified, measured, or

defined utilizing a quantitative method. After reviewing many meanings of qualitative research, Moleong made his description as a composite of the critical definitions of qualitative research. According to Moleong (2005), qualitative research tries to understand the phenomenon encountered by research subjects such as actions, cognition, inspiration, action, etc. In a holistic manner, and by means of explanations in the form of words and phrases, in a sense. Special design and the application of different natural methods.

According to Sugiyono (2011), qualitative research methods are analysis methods focused on the post-positive theory used to investigate the conditions of natural phenomena (as compared to experiments) where the researcher is the primary tool, the selection of the data source is performed on intent and snowball, the selection methodology is tri-accounting (combined), the interpretation of data is inductive or observational, and the findings of qualitative studies stress context rather than generalization.

Descriptive research is translating data based on the situations and conditions that occur. This research triggers a relationship, contradiction, behavior, and views in the resource person environment. This research model is a model that obtains data in a way that is following the facts, and as it is where qualitative descriptive research focuses more on the results and their meaning (Soendari, 2012).

3. Result and Discussion

Public Services

Public service is a simple form of government to carry out its functions and obligations to society. And providing the best service is part of the responsibility that must be fulfilled by the government.

In general, excellent service in the business or private sector relies on consumers/customers, while the public sector depends on the community. The two recipients of these services have something in common: they both need the services provided well. That is why the orientation that must be put forward by private and government institutions is how to provide adequate services to service recipients. If the customer/public as the service recipient is satisfied, it can be ascertained that the service provider organization has implemented excellent service standards (Bahri et al., 2020).

Moenir (2002) defines "service as an activity carried out by a person or group of people with a certain basis where the level of satisfaction can only be felt by the person serving or being served, depending on the service provider's ability to meet user expectations." Furthermore, the U.S. Moenir (2002) states that the process of meeting needs through direct activities of others is called service. So it can be said that service is an activity that aims to help prepare or take care of what other people need.

Service is the primary operation of citizens working in the service industry, whether industrial or non-commercial. However, there is a distinction between the services provided by commercial individuals, who are typically controlled by the private sector, and the services rendered by non-commercial organizations, which are usually the

government. Commercial service activities carry out profit-seeking activities, while non-commercial service activities primarily focus on providing voluntary services (public or general services) that are not profit-seeking but dedication-oriented.

Meanwhile, the term public comes from English, which means general, community, country. According to Poltak Sinambela (2010), the public is a collection of individuals who have the good and the right mind, thoughts, aspirations, behaviors, and behavior depending on the principles of standards they believe they have. Meanwhile, according to Scott M. Cutlip and Allen H. Center (2012), the public is a group of individuals bound by common interests and share feelings based on togetherness.

Thus, according to Lujan Poltak Sinambela (2010) public service is like every political operation against a group of individuals who have any profitable activity in a set or unit and provide gratification even if the outcomes are not connected to a physical commodity.

According to Hayat (2017), serving all aspects of the community's essential services to be fulfilled following the provisions. Public service becomes a system built within the government to fulfill the elements of the people's interests. Public service provides services to citizens in a good and professional manner, whether services, goods or administratively, as part of society's needs. Good public services provide satisfaction to the community for these services. In providing services, the government's obligation and obligation are to provide them in a competent, accountable, and effective manner. Optimal service is the hope of all people to create better service quality. Law Number 25 of 2009 concerning Public Services states that public services are activities or a series of activities to fulfill service needs following statutory regulations for every citizen and resident for goods, services, and/or administrative services provided by public service providers.

Social Change

According to Emile Durkheim, social change is a change that occurs as a result of ecological and demographic factors, which change people's lives from traditional conditions to modern ones (Durkheim, 2014). Meanwhile, according to William F. Ogburn (1922), the notion of social change is a change that includes both material and immaterial cultural elements. Social change is a change that occurs in social institutions that will later affect the social system) (Soemardjan, 1991).

The social transition has a variety of features, namely: a. The significant influence of the material culture elements on the immaterial elements. b. Changes in the form and work of culture. c. Changes in social ties or changes in the balance of social relations. d. Several modes of life have been adopted, either because of shifts in geographical circumstances, material culture, demographic structure, philosophy, or society's spread or discoveries. e. Changes that exist in the dynamics of human activity. f. All types of change in social systems influence the social environment, including beliefs, attitudes, and behavior patterns among groups in society.

Changes in society can be about social values, behavior patterns, organizational structures, social institutions, layers of society, power and authority, social interactions. Because of the vastness of the field in which these changes may occur, when someone

wants to describe changes in society, it is necessary to determine explicitly what changes are intended (Mulianingsih, 2020)

Public Service Management in the New Adaptation Era

The Covid-19 pandemic in Indonesia has changed the face of administrative structures and work patterns within government agencies. To achieve optimal physical distancing, work processes shift from working in the office to working from home (work from home). The development of online-based service, administration, and coordination processes has begun to be made as much as possible in the respective government agencies, both central and local governments. Responding to the implementation of government administration during the Covid-19 pandemic, the Indonesian government through the Indonesian Ministry of Health has issued a Minister of Health Decree number HK.01.07 / MENKES / 328/2020 concerning Guidelines for the Prevention and Control of Covid-19 in Office and Industrial Workplaces to Support Business Continuity on a Pandemic Situation. Several health protocols must be adhered to by offices, industry, and workers in the new normal era.

Meanwhile, specifically for the bureaucracy, the Ministry of Bureaucratic Utilization has issued a Circular of the Minister of Administrative and Bureaucratic Reform (PANRB) No. 58/2020 concerning the Work System for State Civil Servants (ASN) in the New Normal Order. Adjustments are made to create an adaptive work culture with integrity to improve state civil servants' performance. Based on this Circular, there are two mechanisms for adjusting the work system for ASN Employees in Indonesia, namely: first, the implementation of official duties in the office (work from the office), namely carrying out official duties in the office referring to the provisions of laws and regulations in the field of employment; and secondly, the implementation of official duties at home (work from home), in other words, the execution of official duties at home under the provisions of the laws and regulations in the area of employment.

The Covid-19 pandemic is faced with bureaucratic changes. Organizational change (bureaucracy) is a process in which the organization moves from a present state to a future state influenced by changes in the organizational environment and unpredictable conditions. Made modifications lead to an increase in organizational effectiveness to seek to improve the organization's ability to adapt to environmental changes, as well as changes in the behavior of organizational members (Langton, Robbins & Judge, 2013). The Covid-19 pandemic is a condition that makes the bureaucracy adapt to changes from the habit of serving people with normal conditions to the new normal. There are two main focuses in making bureaucratic changes during the Covid-19 pandemic towards a new normal, namely in the dimensions of institutional change, which looks at the strength of the organization in making changes, and the dimensions of changing the work system, including the behavior or habits of ASN employees in providing normal public service, towards new normal. With so many public service providers limiting services, initiating online services, and even eliminating temporary services, it is a phenomenon that must be done. This limitation of public services has been carried out by the government since mid-March 2020, starting with dismissing school children by asking to study at home and then appealing to employees to do Work from Home (WFH).

The implementation of WFH does not apply to all public service providers because several fields cannot carry out WFH, such as the Department of Population and Civil Registration related to recording El KTP, regarding motor vehicle tax payments and extension of STNK in Samsat, and fields others who require direct community arrival. Although it does not impose WFH, it still imposes restrictions on public services.

For public service providers who still have to provide services directly, they can adopt new habits by taking the following steps:

- a. Ensure cleanliness of the workplace
- b. Provide more means of washing hands with soap and running water.
- c. Provide directions for the location of handwashing facilities
- d. Put up educational posters on how to wash hands properly.
- e. Provide a hand sanitizer with an alcohol concentration of at least 70% in the places needed, such as entrances, meeting rooms, elevator doors, and others.
- f. Require employees and visitors to wear masks
- g. Limiting the physical distance of at least 1 meter.
- h. Prevent crowds.
- i. Checking the visitor's body temperature
- j. Re-arrange the adjusted working hours to maintain the employee's body condition

With the implementation of WFH for employees engaged in public services, it causes public services to become obstructed. In the end, some sectors of service cannot directly serve the public. However, public service providers then make innovations in providing services so that services are not hampered, such as providing services through an online system.

This online system is being promoted by several public service providers to the public so that public services continue to run; for example, some providers who provide services using an online system, namely PLN, use an online system in providing services ranging from new connections, power changes to complaints and in payments via ATM or internet banking. The DGT (Directorate General of Taxes) also stopped reporting directly and directed it online, and extended the tax reporting period, which should have ended on March 31, 2020, to April 30, 2020 as well as many other public service providers who use the online system during this period.

In-Law Number 25 of 2009 concerning Public Services itself, as the basis for public service providers providing services, it does not regulate restrictions on public services, as implemented by public service providers today. However, based on this law, it is regulated that public service providers have an obligation to comply with the minimum service standard components such as requirements, legal basis, system procedure mechanism, settlement period, fees, service products, etc., following Article 21. there is a policy of limiting public services; public service providers still have to comply with minimum service standards while still paying attention to each party's rights and obligations, both the organizer and the public, as regulated in Chapter IV from Article 14 to Article 19. Even though there are restrictions in the provision of public services, administrators still provide effective and prime public services to the community.

The government's appeal to stay at home and restrictions on the provision of public services makes people uncomfortable in receiving public services, but this is a

policy currently being taken by the government to limit or stop the spread of the Corona Virus. With this limitation, will the rights of the people in getting public services to be reduced? That is the basic question of most people.

With the limitation of public services, the government's advantages through the procurement of public services are marginally diminished. However, the community also retains the ability to access decent public care, and the community has a role to play in controlling limits on public services by public service providers. In compliance with the legislation, the task of the community is to oversee the distribution of public services organized by public service providers. As regulated in Article 39, it explains that the community should be included starting from the preparation of service standards to evaluate the implementation of public services.

In the current emergency and urgency due to the swift spread of the Covid-19 virus, the public may not be involved in preparing service standards related to restrictions on public services. However, the community still has another role, namely, as regulated in Article 35 paragraph (3), that the community is an external supervisor.

Internal and external supervisors may supervise the implementation of public services. The community, an external supervisor, can carry out their supervisory duties utilizing reports or complaints. However, the community cannot fully assess or supervise related service standards because current conditions are still not normal. This supervision carried out by the community is carried out by ensuring whether the restrictions on public services carried out by these administrators even meet the components in the service standard, as regulated in Article 21, and that the public still gets their rights as also regulated in Article 18.

The New Normal phenomenon eventually gave birth to the need for new public services. This means that the transition period towards there is a moment to transform and reset old public services to new ones. In this condition, the transformation must be carried out quickly so that the only way is to run a problem-based public service. That means there must be no excuse that the need for improvement and novelty in public services will take up time. In fact, towards the new normal, we have to go beyond the common stages in the old normal period.

The process that commonly occurred in the old normal period, in preparing service standards, was to use two approaches, namely rule-based or community-based (basic needs). For those based on community needs, when the organizers will prepare service standards will involve stakeholders and the wider community. This involvement is only done once before being implemented.

It is different if the problem base is applied. Service standards are made very dynamic and must continue to adjust all the problems that arise when people access these services. This problem base pattern leads to pattern discovery. In contrast, the pattern formation process is carried out by making an inventory of the problem and then fixing it as soon as possible.

The implementation of problem-based public services, in the end, really exceeds the performance (performance base). At this level, administrators must improve the means of complaints and the ability to manage complaints. This problem base's application will ultimately accommodate two levels of expectation, both desired and

adequate service. Thus, the ideal new public service in the new normal era, without marginalizing important points about implementing health protocols, is one that wants to hear and immediately improve it, surpassing the performance and standards of old public services.

4. Conclusion

The Covid-19 pandemic, an epidemic that occurs throughout the world, including Indonesia, really has a very significant effect. This pandemic has created a new life order, which is sometimes called the new normal. In Indonesia, this new life order is better known for adapting new habits to make it easier for the public to understand.

The New Habit Adaptation Pattern also occurs in the public service sector. The Covid-19 pandemic has made face-to-face public services reduced and switched to online or remote technology use. Schools were closed, and students only studied online with online methods. Some employees and employees do work from home or what is known as Work From Home (WFH). Meanwhile, some public services cannot be carried out without meeting face-to-face or requiring the community's direct arrival, such as the Population and Civil Registry Office for recording EI-KTP, STNK extension, and other fields. For this reason, strict health protocols are enforced so that employees and the people served can continue to avoid Covid-19. Wearing a mask, washing your hands frequently with soap or with a hand sanitizer, maintaining a minimum distance of approximately 1 meter, and not crowding are some of the health protocols that must be implemented.

In the end, with the occurrence of this pandemic, there has been a shift in the need for new public services. In this condition, the transformation must be carried out quickly so that the only way is to run a problem-based public service. That means there must be no excuse that the need for improvement and novelty in public services will take up time. In fact, towards the new normal, we have to go beyond the common stages in the old normal period.

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