

Implementation of the Public Sector New Normal Policy in The PostCOVID-19 Period

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Abstract

The pandemic that continues to sweep several parts of the world, including Indonesia, has pushed the government to immediately innovate and reform legislation, as well as improve public services for the benefit of the larger population. The government should be able to transform or at least shift the governance paradigm that affects bureaucracy and public policy in the New Normal age. As a result, the purpose of this research is to examine the implementation and direction of government policies, particularly during the pandemic and new normal. This study employs a qualitative approach combined with a descriptive-analytic approach. According to the findings of the survey, the pandemic has produced uncertainty in practically all people's lives, whether social, economic, or health-related. The new normal policy eventually resulted in the necessity for new public services. The transition time is an opportunity to adapt and reset outdated public services to new ones. During the new normal, the government implements several alternative solutions to public services, such as changing policy perspectives, allowing for more community involvement, simplifying the preparation of public services – policies, and finally reforming the bureaucracy with reform 4.0, which is more adaptable to the new normal.

Keywords: Implementation, Public Policy, Government, COVID-19, New Normal.

Abstrak

Pandemi yang melanda di berbagai belahan dunia, termasuk Indonesia, mendorong pemerintah untuk segera melakukan inovasi dan pembenahan peraturan perundang-undangan, serta meningkatkan pelayanan publik untuk kepentingan masyarakat luas. Pemerintah harus mampu mentransformasi atau setidaknya menggeser paradigma *governance* yang mempengaruhi birokrasi dan kebijakan publik di era *New Normal*. Oleh karena itu, tujuan dari penelitian ini adalah untuk mengkaji implementasi dan arah kebijakan pemerintah, khususnya pada masa pandemi dan *new normal*. Penelitian ini menggunakan pendekatan kualitatif yang dipadukan dengan pendekatan deskriptif-analitik. Menurut temuan survei, pandemi telah menghasilkan ketidakpastian di hampir semua kehidupan masyarakat, baik sosial, ekonomi, maupun terkait kesehatan. Kebijakan *new normal* pada akhirnya melahirkan kebutuhan akan pelayanan publik yang baru. Masa transisi adalah kesempatan untuk mengadaptasi dan mengatur ulang layanan publik yang lama ke yang baru. Dalam era *new normal*, pemerintah menerapkan beberapa alternatif solusi pelayanan publik, seperti mengubah cara pandang kebijakan, lebih banyak melibatkan masyarakat, menyederhanakan penyusunan kebijakan – pelayanan publik, dan terakhir melakukan reformasi birokrasi dengan reformasi 4.0 yang lebih adaptif terhadap normal baru.

Kata kunci: Implementasi, Kebijakan Publik, Pemerintah, COVID-19, New Normal.

Introduction

The period of the COVID-19 epidemic that we have experienced together has changed people's habits and social structures in society into a new civilisation. Community activities that were previously believed unfeasible during the COVID-19 epidemic, community members had to do (Taufik & Hardi, 2020). (Taufik & Hardi, 2020). Before the pandemic, we all felt it was crazy when individuals isolated themselves at home, the government prevented people from assembling, the streets were closed, industries stopped running, schools used online media, to public functions were concurrently carried out online. The truth of this problem happens in all countries (Kariem, 2020).

During this pandemic, the government is encouraged to make various changes and innovations as a new approach model to improving the quality of public sector services. This is done to respond to various public complaints regarding slow and unstructured public policies (Salam, 2021). However, this is a complex problem to apply in the field, and the obstacles exacerbate this during the pandemic that has not shown a decrease in the curve of confirmed cases. This pandemic has had a broad impact on various life and public services (Harya⁵ & Ferriswara, 2020).

With the issuance of the Decree of the Minister of Health Number HK.01.07/22/ENKES/328/2020 concerning Guidelines for the Prevention and Control of Covid-19 in Office and Industrial Workplaces in Supporting Business Continuity in a Pandemic Situation, the government has once again issued a policy in the form of a new normal protocol (New Normal) for offices and industries in response to the Covid-19 pandemic (Yamali & Putri, 2020). The New Normal policy was born with the aim that the country's economic sector, which is also the most critical sector for the country's survival, continues to run. We need to know that the implementation of the PSBB in several areas has resulted in a reduction in economic growth, some of which have fatal impacts, including massive layoffs that have resulted in more than three million citizens losing their jobs (Rizqya, 2021). Of course, this cannot be allowed to remain for too long because it is undeniable that the government has limitations in being able to guarantee all the necessities of life for its citizens amid the current Covid-19 pandemic.

In the education sector, the learning process is experiencing severe problems at all levels. The education sector serves about 45.3 million people and is forced to implement an online system. This problem is widespread because the territory of Indonesia has not entirely implemented technology-based learning in the process. These problems include (1) limited access of students and unequal infrastructure; (2) limited mastery of technology experienced by students and teachers; (3) The ability of the public to access limited data and networks; (4) Limited budget from the government due to less than optimal distribution; and (5) the mentality of the people who are not ready to accept the online learning (Purwanto et al., 2020). Other service sectors also have the same problem because the service model used has to be changed to follow the service model in different New Normal eras. The government has taken many policies to respond to the pandemic, including: (1) Restrictions on social interaction (PSBB); (2) Change of place of work from home for some ASN; (3) Restrictions on worship activities; and (4) Restrictions on motorist mobilization (Dewi & Tobing, 2021).

The administration will address various difficulties that may arise in the new normal age, particularly economic and educational ones. In this instance, the central government must be able to establish itself as a leading sector in the creation of national government policy. Regional autonomy is, in fact, a fundamental principle of a unitary state's administration. Nonetheless, synchronizing each government hierarchy in the new normal period in order to recover the economy and enhance education is more crucial. Local governments, including province, district/city, and village administrations, must be able to make input on policy formation at the central level and become policy implementers for the goals defined collectively (Afni, 2020). On the other hand, the community must be as broadly involved as possible, with clearly defined roles, in order for the formulation and implementation of policies with defined objectives to address the various problems that have arisen as a result of the COVID-19 pandemic to be carried out as effectively as possible. Essentially, the democratic framework seeks openness and equity in order to promote the welfare of the people (Agustino, 2020).

The government's implementation of health protocols with restrictions on people's movement has a direct impact on the community, especially in the public service sector organized by state administrators who provide direct services to the community, such as population administration and civil registration, health services at various levels of health facilities, health care services – financial services in the banking sector, and others (Sutrisna, 2021). The prevalence of government regulations hinders the delivery of public services. This is due to the fact that the majority of Indonesians continue to utilize direct access to public services. In contrast, the enabling infrastructure for web-based public services is not yet perfect, neither from the perspective of state administrators nor in terms of public education on online access to public services.

Access to public services in the community is obviously restricted by public policy during a time when the new normal is being established, as is the case with the implementation of health standards. A public service provider can take this as an opportunity to maximize public benefits by implementing a web-based system that has been in operation for some time. This transition effort must, of course, be accompanied by the provision of education/understanding as well as massive socialization to all elements of society who will access public services in order to take advantage of the online system in every public service that will be accessed in order for public services to be uninterrupted and to become more effective and efficient during the new "new normal" life order.

Method

Research Methodologies shows ways to address problems using a variety of methods, including analytical techniques. This section describes the procedure that was followed in order to solve the research challenge (Sugiyono, 2011). In this qualitative study, the descriptive analytic method was employed, with data sources gathered through a review of the literature as the primary source of information. The literature review describes the theory, findings, and other research materials obtained from reference materials that will be used as the basis for research activities in order to develop a clear framework of thought from the formulation of the problem to be studied. The

literature review is divided into three sections: theory, findings, and other research materials. The information has been gathered from a variety of scientific literature sources, including books, journals, internet media publications, and official government websites.

Result And Discussion

New normal policy order after COVID-19

COVID-19, as a pandemic event in this post-modern era, not only has a shocking effect on the health sector but has penetrated the social, economic, political and legal sectors and has even shifted into a humanitarian issue that continues to experience dynamics in the status of COVID-19 as a pandemic outbreak. In the health sector, the emergence of COVID-19 has caused millions of people to die and hit health infrastructure. Medical personnel have also become victims (died) due to contracting COVID-19, fatigue and so on. In the social sector, horizontal relationships (with humans), which have initially been in reality, have shifted to online media. Regular worship at churches, mosques, temples, and others takes a break and shifts to a private place (home). Mutual suspicion when someone else is sneezing, coughing, has a runny nose and fever. These minor illnesses that we usually experience often turn into something we fear. In addition, there was also the rejection of bodies that died due to COVID-19. Then homecoming is prohibited; even if allowed, it must meet strict conditions (Mulyadi, 2020).

Millions of people experience layoffs (PHK) in the economic sector, which gives rise to new poverty. Food was hit, and the fuss about meeting food needs became an issue discussed in every corner of the city and village. The shock of extreme hunger anxiety struck the community; even those who lost their consciousness were not a little involved in riots and robberies. COVID-19 has indirectly caused an uproar between the central and regional governments in the political sector. Actions in government that should not be important need to be dramatized during a pandemic. In the legal industry, COVID-19 confronts the country with the formation of various policies to fight this virus, starting from choosing the type of conception and regulation.

Handling COVID-19 is faced with implementing social distancing restrictions (social/physical distancing). So the government also issued a regulation on Large-Scale Social Restrictions (PSBB), which is a moderate choice. Although large-scale social distancing restrictions, which are a family of social distancing, are referred to as reasonable choices: humanistic and rational, talking about their effectiveness certainly cannot stand alone, but factors of community welfare (especially food needs), awareness of health or a healthy lifestyle and the danger of the domino effect of infectious diseases contributes to the effectiveness of its implementation. Policies that limit community activities are indeed not easy to implement. A side effect of the PSBB is that entrepreneurs and other communities respond that this policy can cause several industries and livelihoods to stagnate. Moreover, people whose livelihoods are in the informal sector feel confused about meeting daily life needs (Juaningsih et al., 2020).

Amid a situation full of uncertainty about the end of this pandemic and the boredom of people who are forced to live "in caves" during the implementation of the

PSBB, and signs of an economic recession, the idea of coexistence with COVID-19 emerged. At the end of April 2020, WHO launched the New Normal idea as a form of transition to return to everyday post-pandemic life. The WHO's new normal refers to the need to design and institute new protocols based on health standards needed in the transition period before economic and social activities resume functioning. Protocols related to lifestyle and behaviour that can prevent COVID-19 are prerequisites that must be carried out by individuals and adopted by colonial, political/government, and economic institutions before starting activities again (Mokodongan, 2021).

New normal is not a term that has just emerged in response to COVID-19. In general, this term refers to the presence of a new order as a form of response or crisis. A new normal is a form of change triggered by a crisis and adaptation of a new system that can prevent a reoccurrence or prepare for a crisis. The new order of society formed due to the crisis and the institutionalization of a more comprehensive disaster management system (from mitigation to recovery) is a picture of the new normal. The following is the order of new habits that are carried out entering new normal conditions (Noor, 2020):

- a. Using soap or a hand sanitizer to clean one's hands is an example of proper handwashing.
- b. When leaving the house, make sure you're always covered up with a mask. Non-ionizing (N95) masks are used by medical staff and anyone in direct touch with COVID-19 patients who have respiratory illnesses such as a cough, flu, or sore throat.
- c. Avoid crowds/gatherings in crowded places.
- d. Physically suspended (keep a distance) of at least 2 meters.
- e. Thoroughly cooks and heats food.
- f. Avoid direct contact with animals.
- g. Avoid handling and sharing personal items with others.
- h. Avoid touching other people by using your hands.
- i. Avoid taking unnecessary trips.
- j. Immediately consult a doctor/health worker when symptoms arise.

Furthermore, the form of the new normal policy in dealing with the COVID-19 pandemic is as follows:

- a. New Normal is a policy of resuming social-economic and limited public activities with health norms that did not exist before to the epidemic.
- b. The new normal is an endeavour to restore citizens' lives to normalcy through new adaptations and habits in order to save people's lives and maintain the country empowered to carry out its functions.
- c. The New Normal is a new stage following the policies of stay-at-home, work-from-home, and Large-scale Social Restrictions (PSBB) to avoid the enormous spread of the Coronavirus. 4. New Normal is implemented because the virus vaccine has not been discovered, the covid19 pandemic will not go away (source: WHO), and the community and country's economies must continue to function.
- d. The New Normal was introduced because residents couldn't stay hidden at home any longer. The economy of the community was hampered/stopped, resulting in bankruptcy, huge layoffs, and social upheaval.

- e. The new normal is meant to ensure that the state can continue to carry out its constitutionally mandated tasks. The government can provide for its citizens if there is state treasury income generated by taxes and other state revenues. If economic activity ceases, the state will have no income, which will have an impact on the population.
- f. The new normal is enforced with the full knowledge that the pandemic is still present. As a result, any public activities are permitted as long as they follow the established health procedures.
- g. The new normal is implemented since not everyone can survive just by staying at home without a source of income to meet their basic necessities. Everyone needs to eat and provide for their families, therefore the new normal is a necessary response in the face of a pandemic that has no end date.
- h. The new normal strategy will remain interwoven with community protection programs and safety nets for citizens in need, without lowering the emphasis on providing health services for addressing emergencies. Victims of COVID-19.
- i. New normal requires synergy between the Central Government and Regional Governments to continue to ensure public health services, the availability of treatment facilities and infrastructure, and medical equipment, and protect the vulnerable through the preparation of targeted social security networks and social protection.

Implementation of the New Normal Policy in the Public Sector

The New Normal era is a testing period for public sector services to evaluate their success or shortcomings in the future (Muzdalifah et al., 2020). Ideas and creativity need special attention, not only in technical terms but also in policy aspects. Aspects that need attention include: (1) Paying attention to service implementing staff, users and middle managers to develop creative ideas; (2) Having competent staff in utilizing diverse backgrounds as inspiration for the development of new ideas; (3) Increasing the level of willingness to learn; (4) Capacity building to think creatively with formal techniques; (5) Focus on outcomes; (6) Provide dedicated time and opportunity for staff to think about alternative ideas; (7) Provide a particular portal for storing, accessing and exchanging ideas; (8) Develop a way of thinking outside the box; (9) Competence development of staff and service team; and (10) Provide an adequate intensive system as a forum for innovation (Buchari & Nurcahya, 2021).

The developed instruments and infrastructure need to look at the characteristics of the situations and conditions that are a problem in public and private sector services, which include: First, the development of the digital era that is beneficial to people's lives at large requires special treatment and attention. The New Normal era is an open opportunity to implement various applications to facilitate access to all types of services. Second, the leadership of public organizations needs to be applied in a relaxed, visionary, transformative and responsive manner which has a significant influence on innovative ideas that come from leaders (Atmojo et al., 2021). Innovation can be easily applied if the environment and legitimacy that supports the development are also supported by the power and authority that leads it. The presence of dynamic, high-integrity, open and creative leaders is an essential factor in being dedicated and visionary to motivate staff

and service teams. Third, improving the organizational climate and a supportive culture for emerging innovative and creative ideas. For example, the atmosphere and behavioural values in the service organization environment will lead to increased public trust, and services will be better than before. In addition, a culture of creative and innovative thinking also supports staff to make it a pattern that is accumulated and formulated internally within the organization. Fourth, improving public policies that are dynamic, responsive and flexible. This policy is based on solid legality so that the perception of innovation as a deviation can be suppressed. For example, the use of infrastructure and innovations that require a large budget can be accounted for in an administrative and accountable manner. The biggest problem faced by the government in making and designing this policy is the ability to see the side effects in the future. Because the government is required to make policies holistically that accommodate other non-governmental institutions, these institutions need to be involved in accelerating innovation in the New Normal era so that the results of these ideas can be widely accepted. In addition, the policy must have a positive and modest impact at the level of its operating mechanism. Fifth, cross-sectoral collaboration with third parties needs to be built and developed. Collaboration with cross-sectoral parties can provide broader and more innovative thinking and even tends to be revolutionary, as happened in the private sector. Changes must be accumulated from particularistic to universalistic in this New Normal era. This will fail if the institution that oversees it is not flexible and responsive to adapt to conditions in formulating community needs. Sixth, adequate infrastructure activities need to be improved and developed. In this digital era, services have shifted to online methods that make it easier for the wider community but are not evenly distributed. For example, in education, the internet network used by students at various levels of education has not been evenly accommodated.

In this New Normal era, the government is starting to feel the awareness of limited resources to apply policies. This encourages the government to provide access to partnerships with various private sectors, which are seen as the implementation of long-term cooperation and are legalized by official contracts. This partnership is an approach to the procurement of goods and services, which is an alternative for developing infrastructure and public services; the risks, administrative costs, and benefits are shared efficiently and equitably. Other things that need to exist when this partnership is established are trust, transparency, good communication, public participation, and responsive policymakers. Developing this partnership aims to make government policies and programs in the New Normal era run effectively and sustainably. However, this has some problems because the private sector is profit-oriented, unlike the public sector (Lumbanraja, 2020). This partnership model still gives great authority to the private sector to regulate cooperation and agreements taken in the agreed object. In addition, the government also focuses on good human resources in public sector organizations to learn and take advantage of current opportunities. These are as follows: First, organizational effectiveness. The hallmark of natural resource management practises forming core competencies that show organizational competition in terms of good service. This management supports organizational effectiveness by developing policies in various fields such as knowledge, education and health, which are crucial to pay attention to

during a pandemic. Second, Human Capital Management (human capital management). Humans are the principal capital for a public service organization, despite many jobs that machines in this 4.0 era have replaced. This management includes acquiring and maintaining the skills, commitment, and motivation of natural resources by providing a stimulus for learning and organizational development. Third, Knowledge Management (knowledge management). This management includes every process of creating, capturing, acquiring, sharing and using or implementing knowledge. Therefore, natural resource management aims to support the development of members' specific knowledge. Fourth, Gift Management. It aims to increase motivation, morale, involvement, and commitment by introducing innovations and processes of value to public services – fifth the relationship between employees (employee relations). The relationship aims to create productive and harmonious conditions that will be maintained in the long term in partnership and service. Sixth, Meet Diverse Needs. Natural resource management also aims to implement policies that match the needs of stakeholders, taking into account individual and group differences in work, work styles, personal and partner needs and providing equal opportunities. Seventh, Minimizing Reality Gaps. This gap has not been filled because of the lack of contextual and process problems in public services. Natural resource management at this stage makes every business able to absorb aspirations and be sustainably translated into practical actions.

The New Normal era forced the government to immediately make fundamental changes in its bureaucratic apparatus and public policy methods. The government should not continue to maintain the old concept of bureaucracy and public policy, which various scientific studies have shown that there are many problems in it. Therefore, the government can use four alternative solutions to reconstruct the current conception of government policy. The first is that the government must change its perspective on public policy, where the government does not only look at the policies it implements but also needs to consider what it does not do as a policy. Second, in implementing public policies, the government must open up and involve the community at large or organize community movements. Third, policies, budgeting, implementation, and evaluation should be made simpler by revising the laws and regulations related to this matter. Fourth is the old bureaucratic reform concept change with bureaucratic reform 4.0, which can be more adaptive to new normal conditions.

Conclusion

The New Normal era is uncertain in terms of social, economic and health conditions. The government must be able to respond to this uncertainty with policies that are alternatives to the impacts that will arise in society. The government must be able and willing to take every risk to be more responsive to current conditions. The government must also have the courage to leave the old ways in the bureaucracy so that the function of the bureaucracy to be able to solve problems can be fulfilled, not create new problems. The adaptation of new habits in the new normal order of life, such as keeping a distance, wearing masks, washing hands and so on, is used as a form of new normal policy in dealing with the COVID-19 pandemic as an effort to open up economic, social and public activities, return people's lives to normal and so on. Especially in the public sector, the

new normal policy is a good momentum for the creation of a new culture towards post-modernism and improving the work system in the production process, providing services between stakeholders, the community, and policymakers in all existing sectors where the government should not continue to maintain the policy concept. The old public policy but reconstructing the idea of public policy through four solutions, namely, the government must change its perspective on public policy, the government must open up and involve the community at large or organize community movements, simplify in formulating policies, and reform the bureaucracy with reform 4.0 which is more advanced, according to the new normal policy.

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