



Strategy Analysis In The Face Of New Normal Conditions To Maintain Human Resource Performance (Case Study: Regency Government And State-Owned Enterprises)

¹Agung Subeno, ²Siti Musyaroh, ³Septi Ariyani, ⁴Nuning Nur Aini, ⁵Dr.Ir.Sapto Supriyanto,MM*

1,2,3,4 Sekolah Tinggi Ilmu Ekonomi Pariwisata Indonesia, Semarang, Indonesia

E-mail: sapto.supriyanto111@gmail.com

ARTICLE INFO

ABSTRACT

Article history:

Received: 30 July 2021

Revised: 12 August 2021

Accepted: 15 August, 2021

Keywords:

Performance,

Strategy Analysis,

Resource Performance

The new normal era began to be imposed by the government with the Decree of the Minister of Health No. HK.01.07/Menkes/382/2020 on Health Protocols for People in Public Places and Facilities to Prevent and Control Corona Virus Disease 2019 (Covid-19) set on June 19, 2020. Objects used as studies in research at the Demak And Some District Governments BUMN (Badan Usaha Milik Negara) The purpose of this research is to know and understand the strategy of national private companies to improve their performance employees in the face of the new normal. The research process is used by collecting libraries from journals, books and information from website pages. The analysis produced a description that adjustment of the ASN Work System enters work and comply with the provisions of applicable working hours. At the same time, state-owned enterprises establish health protocols according to regulations and conduct activities according to the relevant law.

Copyright © 2021 Jurnal Mantik.
All rights reserved.

1. Introduction

Covid-19, which is still a pandemic today, brings a change in lifestyle in sosial[1], [2]. People are required to adopt new habits(*new normal*) to live productively. The new normal order is intended to prevent the addition of cases of Covid-19 transmission during community interactions whose restrictions have been loosened while still trying to unravel the red zone area that has a high point so that it slowly decreases and gradually becomes a green zone. The *new normal* era began to be imposed by the government with the issuance of the Decree of the Minister of Health Number HK.01.07/Menkes/382/2020 concerning Health Protocols for People in Public Places and Facilities to Prevent and Control Corona Virus Disease 2019 (Covid-19) which was established on June 19, 2020[3], [4].

The Minister of Health issued two decrees as health protocols to implement new or *new normal* habits: implementing health protocols in office and industrial workplaces set on May 20, 2020. And the implementation of health protocols for the community in public places and facilities is set for June 19, 2020, which was then followed up by several ministries and local governments with a circular for details related to the implementation in the field. The existence of orders from the centre is followed up with adjustments by private companies and government agencies so that business and government activities can continue to run. In terms of public services, the government also utilizes technology to realize optimal public benefits. The role of the State Civil Apparatus (ASN) dramatically determines the quality of public pel ayanan. Therefore, the government strives to improve the quality of ASN with technology-related skills or services with *online* systems. Even before the Covid 19 pandemic, shared services with *online* systems had begun. Still, a technological revolution that could not be bargained for had changed the order of the bureaucratic system in government. This is a challenge for the government in realizing a professional State Civil Apparatus (ASN) [3]–[6].



In addition to impacting the public service sector in government agencies, Covid-19 also affects state-owned enterprises, such as in the transportation services sector in Indonesia. Transport has been considered a risk of spreading its disease no exception by train. Undeniably, transportation-related businesses became one of the most significant losses during the Covid-19 pandemic. Since the Covid 19 pandemic began infecting Indonesia, train use has decreased dramatically every month from January 2020 to June 2020, decreasing from 10.04% to 94.08%. The enactment of the *New Normal* by the government allows the mode of transportation to resume operation by paying attention to safety factors such as limiting the number of passengers and disinfecting some parts of the vehicle regularly. In addition, the use of information technology is also done to improve services, so that the area wan k PT KAI should understand the use of applications in working on some job reports, considering there are some PT KAI that applies restrictions on employee work (social *distancing*). With the newly implemented application, an adaptation of the use or operationality of employees, the obstacles to the implementation of work from home can be overcome[5]. From the change in the order of public behaviour in the current normal era, it is necessary to have a mature management strategy of the company in improving the performance of employees, given the changes that so signify due to the Covid-19 pandemic that affects all sektor life.

2. Method

Literature review is a study conducted by researchers by collecting a number of books, magazines related to problems and research purposes. This technique is done with the aim to reveal various theories that are relevant to the problem being faced / researched as a reference material in the discussion of research results. Literature review can be done from several sources such as national and international journals conducted such as using three databases (BASE, Science Direct, and Neliti) and textbooks or handbooks concerned about the results of research hygiene food sanitation in tourist attractions and related policies. Literature Study data set consisting of journal articles, textbooks, handbooks, archives and regulations is a way to solve problems by tracing the sources of writing that have been made before. In this study, researchers used literature review data collection by sorting thematic structures. Thematic structures group and discuss sources according to their theme or topic. By grouping research themes or topics, it can show the types of topics that are important and strengthen sharpness in research. Literature review collection is used in several stages including the search for articles based on outline topics, grouping articles based on relevance to the topic and last year the sequencing of explanation structures and comparison of interconnected data. After the article was collected, the researchers grouped a number of articles that had been obtained based on the relevance of the topic of hygiene of food sanitation and food quality in tourist attractions. In addition to topics, researchers also group articles by research year. The article that prioritizes the last 5 years of research, but if there is still science or discussion that has not changed will be expanded into an article with the last 10 years of research year. Then the article that has been grouped researchers analyze structural explanations about the interrelationship of articles and research topics. Then the authors compare if there are journals that are interconnected. The addition of journal articles and other textbooks is strengthening and increasing the sharpness of the discussion of research results.

3. Results and Discussion

3.1 Government Agencies Strategy to Improve ASN Performance

The Covid-19 pandemic in Indonesia has changed the face of administrative order and work patterns within government agencies. To realize *optimal physical distancing*, the work process shifts from working in the office to working from *home*. The development of online-based service, administration, and coordination processes began to be pursued as much as possible in each government agency environment, both central and local governments. In response to the implementation of government implementation during the Covid-19 pandemic, the Government of Indonesia, through the Ministry of Health, has issued a Decree of the Minister

of Health number HK.01.07/MENKES/328/2020 concerning Guidelines for Prevention and Control of Covid-19 in Office and Industrial Workplaces in Supporting Business Continuity in Pandemic Situations[7].

Several health protocols must be adhered to by offices, industry and workers in the new normal era. Meanwhile, specifically for bureaucracy, the Ministry of Bureaucratic Empowerment has issued a Circular letter of the Minister of Administrative And Bureaucratic Reform (PANRB) No. 58/2020 on the Work System of State Civil Servants (ASN) in the New Normal Order. Adjustments were made to realize an adaptive work culture and integrity to improve the performance of state civil servants. Based on the Circular Letter, there are two mechanisms of adjustment of the work system for ASN Employees in Indonesia, namely: the first implementation of the duties of the office (*work from the office*), namely carrying out the responsibilities of the office under the provisions of the legislation in the field of personnel; and the second implementation of the duties of the ministry at home (*work from home*), namely carrying out the responsibilities of the ministry carried out at home with the provisions of the legislation in the field of staffing[8].

The Covid-19 pandemic is faced with bureaucratic changes. Organizational change (bureaucracy) is how the organization moves from the present state to the future state, which is affected by changes in the corporate environment and *unpredictable* conditions. Changes are made to improve the organisation's effectiveness to enhance the organisation's ability to adjust to changes in the background and changes in the behaviour of members of the organization[9]–[11]. The Covid-19 pandemic is a condition that makes the bureaucracy adapt to changes from habits in serving people with normal conditions to *the new normal*. There are two main focuses in making bureaucratic changes during the Covid-19 pandemic towards *the new normal*, namely on the dimension of institutional change (organization) that looks at the strength of the organization in making changes, and the dimension of changes in the work system, including in the behaviour or habits of ASN employees in providing normal public services, towards the new *normal*[12]. As a state servant, the duties and functions of ASN in the new normal order are carried out while prioritizing health and safety aspects by carrying out health protocols in daily activities[10], [13]. There are three elements of concern in the adaptation to the new normal order in the ministry/institution/region, namely: adjustment of the work system, human resources support, and infrastructure support (Kemenpan-RB, 2020b) as follows:

1. Adjustment of asn work system enters work and complies with the applicable working hours provisions. But to adapt to pandemic conditions, it is necessary to adjust the work system by carrying out health protocols in daily activities. Adjustment of the work system can be implemented through flexibility in setting the work location, namely the implementation of work from an office (WFO) and work from home (WFH). In the event of the covid-19 pandemic, ASN can choose one of these mechanisms of action in carrying out its duties as a public service operator[5].
2. Human Resources Support Apparatus Some things need to be considered in the management of human resources apparatus, among others, performance assessment by staffing supervisory officials (PPK); monitoring and supervision by the head of the work unit; and PPK the discipline of employees. Performance assessment, monitoring, and evaluation models can be adjusted to the conditions of the Covid-19 pandemic. At least the model was built with flexibility and digitization-based principles in mind[6].
3. Infrastructure support In adjusting to the new normal order, PPK must prepare the support of facilities and infrastructure needed by ASN. In the implementation of the task of the ministry can be considered flexibility of working location and ensure the application of information technology in the administration and public services implemented by paying attention to the guidelines for the use of information and communication technology, and information security and cybersecurity. This is important for public assistance to run smoothly but safely from the crime of illegal access to a data transmission[3].

The condition of the Covid-19 Pandemic has changed the paradigm of the ASN working system to be more effective and efficient, more results-oriented than procedural. ASN continues to work to provide public services to the community during the Covid-19 pandemic. Nevertheless, occupational health and



safety became a top priority during the Covid-19 pandemic. Therefore, ASN still adheres to and implements health protocols in working[1], [7].

3.2 The strategy of State-Owned Enterprises In Improving Employee Performance

President Director of PT Kereta Api Indonesia (KAI) Didiek Hartantyo said that passenger volume during the covid-19 pandemic was only 10 per cent. Therefore, it implements four strategies so that the company can survive the pandemic. "The normal situation of trains can carry 1.3 million passengers in one day, 1.1 million for commuter lines, and 200 thousand by long-distance trains, but now the situation is very affected," Said Didiek in a talk show kai 75th Anniversary Commemoration Ceremony, in Bandung, Monday (28/9). The four strategies outlined by Didiek, among others,

1. PT KAI implements Protect our people. The goal is to protect all train employees who become the vanguard by providing services using masks, face shields, hand washing, hand sanitiser. "Then in the stations, we provide hand sanitiser, and in the train also to provide comfort to passengers in this covid-19 period. We also limit the capacity for commuter lines to only 35-40 per cent capacity; if for long-distance trains only 70 per cent, this is our strategy," he said.
2. It maintains the company's liquidity well so that PT KAI can survive this crisis.
3. They are cutting costs, efficiency as much as possible in times of crisis like this. According to him, at the time of the covid-19 crisis, he should be prepared quickly, adapt and monitor cash flow daily. "To keep the train safe.
4. Building capacity to increase revenue, we introduce EXPRESS TRAIN where we now go into retail we go into segments directly to customers," he explained.
5. Furthermore, in the framework of KAI's 75th anniversary. Didek said it provides the latest services in the form of membership. Where passengers can earn points so that each passenger buys a ticket will get points that can be used to repurchase tickets or use KAI partners.

"In addition, customers can buy tickets with QRIS, in the future we will develop creativity continues to mean cooperation with several government banks we do, it means that in the future creativity innovation will be developed continuously to provide convenience in the pandemic," he said.

4. Conclusion.

From the train to ensure the work activities run with the implementation of the task of the office (work from the *office*), namely carrying out the duties of the office in the office, refers to the provisions of the legislation in the field of staffing. The second implementation of the task of the ministry at home (work from *home*), namely carrying out the mission of the ministry is carried out at home with the provisions of the legislation in the field of staffing and found the ASN with reduced motivation due to the many distractions experienced when applying for the work system *Work From Home*.

References

- [1] Y. Cimahi, J. Terusan, J. Sudirman -Cimahi, A. Mustopa, S. Stikes, and Y. Cimahi, "FAKTOR-FAKTOR YANG MEMPENGARUHI PRILAKU MASYARAKAT DENGAN KEPATUHAN PROTOKOL KESEHATAN 3M SEBAGAI UPAYA PENCEGAHAN PENYAKIT COVID-19: LITERATURE REVIEW," *PIN-LITAMAS*, vol. 2, no. 1, 2020.
- [2] C. Meher, "GAMBARAN PERILAKU MASYARAKAT KOTA MEDAN TERKAIT PELAKSANAAN PROTOKOL KESEHATAN COVID 19," *J. Kedokt. STM (Sains dan Teknol. Med.*, vol. 4, no. 1, 2021.
- [3] H. W. Taufik, "Birokrasi Baru Untuk New Normal: Tinjauan Model Perubahan Birokrasi Dalam Pelayanan Publik di Era Covid-19," *Dialogue J. Ilmu Adm. Publik*, vol. 2, no. 1, 2020.
- [4] L. Agustino, "Analisis Kebijakan Penanganan Wabah Covid-19: Pengalaman Indonesia," *J. Borneo Adm.*, vol. 16, no. 2, 2020, doi: 10.24258/jba.v16i2.685.

- [5] D. Solahudin, D. Eif, S. Amin, D. Sumpena, and F. A. Hilman, "Analisis Kepemimpinan di Indonesia dalam Kerangka Tanggap-Darurat Covid-19," *Kepemimp. Indones.*, vol. 2, 2020.
- [6] Siti Nur Aisah, "Pengaruh Gaya Kepemimpinan Terhadap Kinerja Karyawan," *Bull. Manag. Bus.*, vol. 1, no. 2, 2020, doi: 10.31328/bmb.v1i2.100.
- [7] J. H. Jalih and I. H. Rani, "Respon NPL Bank Konvensional di Indonesia: Analisis Sebelum dan Sesudah Pandemi COVID-19 dan Penerapan New Normal," *Reviu Akunt. dan Bisnis Indones.*, vol. 4, no. 2, 2020.
- [8] M. N. Nur, "Konstruksi Reputasi dan Responsivitas Instansi Pemerintah Melalui Media Sosial pada Situasi Pandemi Covid-19 di Indonesia (Analisis Wacana Pada Laman ...," *Indones. Treas. Rev. J. ...*, 2020.
- [9] M. I. Ahmad, "Manajemen Krisis: Kepemimpinan Dalam Menghadapi Situasi Krisis Covid-19," *LeadershipJurnal Mhs. Manaj. Pendidik. Islam*, vol. 1, no. 2, 2020, doi: 10.32478/leadership.v1i2.448.
- [10] M. Guntoro, "Transformasi Kepemimpinan adaptif ditengah pandemi Covid-19," *CENDEKIA Jaya*, vol. 2, no. 2, 2020.
- [11] D. Erica, I. Suryani, Hoiriah, and I. A. Vidada, "Pengaruh Motivasi terhadap Kinerja Karyawan Pada PT Aneka Gas Industri Tbk," *J. Ecodemica, Vol. 4 No. 1 April 2020*, vol. IV, no. 1, 2020.
- [12] F. Helmi and H. Ali, "STRATEGI PENINGKATAN KETAHANAN PANGAN DALAM MENGHADAPI PANDEMI COVID-19 DI KOTA BUKITTINGGI," *J. Benefita*, vol. 5, no. 3, 2020, doi: 10.22216/jbe.v5i3.5480.
- [13] D. SUPRAYITNO, "KONSTRUKSI WACANA CITRA KEPEMIMPINAN JOKO WIDODO DALAM PENANGANAN COVID-19 PADA INFOGRAFIS CNBC INDONESIA," *J. Acta Diurna*, vol. 16, no. 2, 2020, doi: 10.20884/1.actadiurna.2020.12.2.3265.

