



## ANALYSIS OF PUBLIC POLICY IN THE COVID-19 ERA IN CENTRAL KALIMANTAN PROVINCE

Erinda Alfiani Fauzi<sup>1</sup>

Murniyati Yanur<sup>1</sup>

Ester Sonya Ulfharitha Lapalu<sup>1</sup>

M. Doddy Syahirul Alam<sup>1</sup>

Dian Iskandar<sup>1</sup>

Wijoko Lestariono<sup>1</sup>

Bismar Harris Satriawan<sup>1</sup>

Mahardiawan Putra<sup>1</sup>

*Universitas Palangka Raya, Indonesia*

### Article Info

Keywords:  
Public Sector  
Management;  
Covid-19;  
Public Policy.

**Katakunci:**  
Sektor Manajemen  
Publik ;  
Covid-19;  
Kebijakan Publik.

**Abstract:** Public Policy in the COVID-19 era throughout Indonesia is experiencing changes, as is Central Kalimantan Province. Changes in Public Sector Management in Central Kalimantan occurred based on several regulations issued by the need for handling the COVID-19 virus. This research aims to analyze what policies have been implemented by Central Kalimantan Province in the COVID-19 era. The method used in this research is qualitative with literature study, with the data collection method being through documentation related to documents from magazines, newspapers, journals, etc., or through study books, as well as legal regulations related to research. The results of this research show that COVID cases in Central Kalimantan are increasing, resulting in large-scale social restrictions being implemented at all levels of government. After large-scale restrictions were implemented, public services and information were provided to the public on a limited basis and online by developing government applications and websites. Central Kalimantan Province has taken various measures to address the COVID-19 pandemic, but challenges continue. Efforts made during the pandemic must continue to be increased to maintain the health and welfare of the community and prepare ourselves to face similar situations in the future.

**Abstrak:** kebijakan Publik di Era Covid-19 di seluruh Indonesia mengalami perubahan, begitu pula dengan Provinsi Kalimantan Tengah. Perubahan Manajemen Sektor Publik di Kalimantan Tengah terjadi berdasarkan beberapa peraturan yang diterbitkan sesuai dengan kebutuhan penanganan virus Covid-19. Penelitian ini bertujuan untuk meneliti perubahan manajemen sector public dan pelayanan public akibat berubahnya kebijakan yang ada pada pra dan pasca penerapan Pembatasan Sosial Berskala Besar di Kalimantan Tengah. Penelitian ini menggunakan Metode Kualitatif Studi Literature dengan menggunakan teori dan nilai budaya yang sama seperti yang digunakan penelitian

sebelumnya. Hasil penelitian ini adalah pada saat virus corona menyebar di Indonesia telah diberlakukan perhentian pelayanan disektor public yang direncanakan selama dua minggu hal ini tidak termasuk pusat kesehatan. Selanjutnya, dalam beberapa hari kasus covid di Kalimantan Tengah meningkat sehingga dilakukan pembatasan sosial berskala besar disemua lini pemerintahan. Setelah pembatasan berskala besar dilaksanakan, pelayanan public dan pemberian informasi kepada masyarakat dilakukan secara terbatas dan daring dengan mengembangkan aplikasi pemerintahan dan website pemerintah.

Article History: Received 13-October-2023, Revised 06-November-2023, Accepted: 15-December-2023

## INTRODUCTION

The COVID-19 pandemic has presented extraordinary challenges for governments around the world, including in Central Kalimantan Province, Indonesia. Coronavirus disease is a virus that originated in the city of Wuhan in China and spread throughout the world, including Indonesia(Widyastuty, Renawati, and Lystianingsih 2021). The pandemic period due to the coronavirus has been going on for approximately two years. According to the Ministry of Health reporting via the COVID-19.go.id page from November to December, the regions with the most positive cases were West Java, DKI Jakarta, Banten, and Central Java.

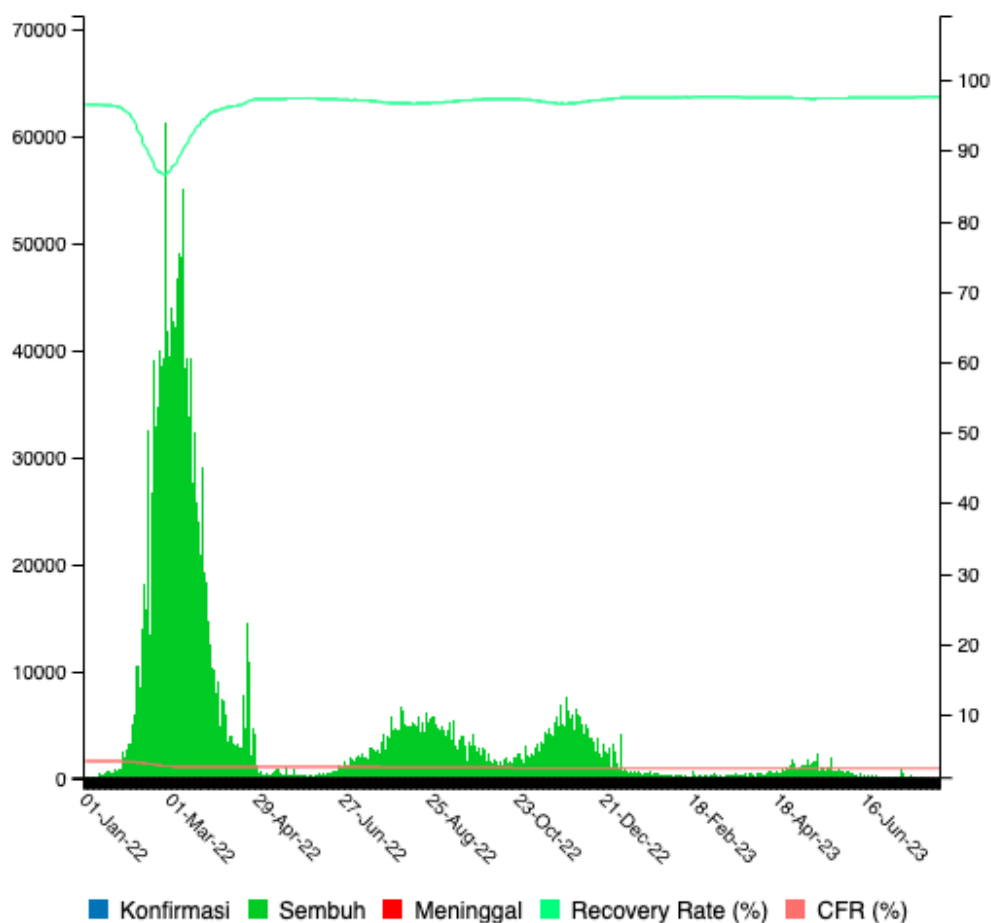


Chart1Covid-19 Distribution Map

Source: Covid19.go.id

This shows that the spread of the coronavirus is very fast during the pandemic, which started at the end of 2019 (Anggraeni and Wijayanti 2022; Shidiq et al. 2022; Tambunan et al. 2022). This means that all aspects of life must change to adapt to the new normal situation after the pandemic. Several regions in Indonesia immediately transformed the implementation of public service activities after the decline in policies during the COVID-19 pandemic (Afiyah 2022; Irawati and Kuntara 2022; Kadek, Dwi Wismayanti, and Purnamaningsih 2022). Since this pandemic first emerged at the end of 2019, changes in public Policy have been crucial in efforts to overcome its impact. Central Kalimantan Province, one of the regions in Indonesia that is also affected, has formulated various public policies to maintain public health, support the economy, and control the spread of the virus. Even though it is not in the top 5 with positive cases in Indonesia, Central Kalimantan Province ranks 17th out of 34 provinces throughout Indonesia. A total of 55,069 people have been recorded as positive for COVID-19, a total of 52,183 people have tested negative, and a total of 1,495 people have died, ranking 4th in Indonesia. This also causes all activities such as educational activities, offices, government, and other aspects to stop and be strictly limited to suppress the spread of the COVID-19 virus (Mawuntu, Rares, and Plangiten 2022; Napitu, Sihaloho, and Napitu 2022). The focus in updating public sector performance management is to continue carrying out basic tasks and implementing public services during the Covid-19 pandemic. The public sector has the function and objectives of providing services to the community in social security, administration, and regional planning (Widyastuty et al. 2021). In implementing public sector performance, the Central Kalimantan Provincial government is expected to remain focused on carrying out its duties and improving public sector performance even in the pandemic and new normal era. The implementation of public sector performance does focus on direct interaction, but this must be limited to the implementation of online public services (Doramia Lumbanraja 2020). This is because even during the PSBB, the community should still have their constitutional rights (Rizqya 2022). This is based on the publication of PP No. 21 of 2020 concerning Large-Scale Social Restrictions in the Context of Accelerating Handling of Corona Virus Disease (COVID-19) on March 21, 2020, several regions in Indonesia officially implemented Large-Scale Social Restrictions (PSBB) (Mokondongan, Sumakul, and Anis 2021). So, the biggest challenge in this situation is the shift in public sector performance in terms of public services and administration from manual to electronic due to limited movement due to COVID-19 (Taufik and Warsono 2020). This research focuses on policy analysis that causes changes in public sector management in carrying out public services to the community. Public policy analysis in the context of the COVID-19 pandemic is very important to understand the extent to which local government measures have been successful, the challenges faced, and the lessons that can be learned for the future. In this introduction, we will reflect on the role of public Policy in Central Kalimantan Province in dealing with the COVID-19 pandemic.



Table 1 the types of policies that had been implemented before the pandemic

Public Policy Before Covid-19	<b>Education</b>
	<b>Health</b>
	<b>Economy Develop</b>
	<b>Environment and sustainability</b>
	<b>Infrastructure Development</b>
	<b>Comunity Empowerment</b>
	<b>Government Administration</b>
	<b>Social Welfare</b>
	<b>Tourism Regulation</b>

Source: Processed by the Author, 2023

These policies reflect the provincial government's efforts before the pandemic to advance their region in various aspects. However, it is important to remember that policy conditions and priorities may change over time, especially in line with the impact of the COVID-19 pandemic and changes in society's needs. In this research, the author wants to analyze what policies have been implemented by Central Kalimantan Province in the COVID-19 era. According to researchers, if the government does not adapt to these situations and conditions then all activities in the education, public service and other sectors will be hampered. And another bad thing that will happen is that the number of Covid-19 victims during the pandemic will definitely increase drastically considering that there are no restrictions on the number of daily activities. Because the pandemic lasted quite a long time, namely almost 2 years until the atmosphere returned to normal like now. This is a challenge that must be faced. Like it or not, whether we are ready or not, at that time we cannot predict how long this pandemic will last. It means, With the COVID-19 pandemic, various sectors are urgently required to innovate so that all government activities continue to run well and smoothly amidst the pandemic that has hit. Apart from that, the pandemic that occurred prompted changes and adjustments to policies, which also had an impact on changes in the performance of the public sector in Central Kalimantan.

## RESEARCH METHOD

The method used in this research is qualitative with literature study, with the data collection method being through documentation related to documents from magazines, newspapers, journals, etc., or through study books, as well as legal regulations related to research. This method is used because it is more relevant for providing analysis of public Policy in services and administration to the public since its publication PP No. 21 of 2020 concerning Large-Scale Social Restrictions in the Context of Accelerating Handling of Corona Virus Disease (COVID-19) by the Central Kalimantan provincial government. This research uses literature studies using the same theories and cultural values as used in previous research (Sugiyono 2012). The use of this method is due to the past Covid-19 pandemic situation. Literature study (literature review) is research carried out by researchers by collecting a number of books and magazines related to the problem and research objectives. This technique is carried out with the aim of revealing various theories that are relevant to the problems being faced/researched as reference material in discussing research results. Literature reviews can be carried out from several sources, such as national and international journals. Library research is a series of activities related to methods of collecting library data, reading, recording, and processing research materials (Zed 2014)

## RESULTS AND DISCUSSION

Based on the results of research that has been carried out, it was found that several policies have changed along with the development of the pandemic situation. Good coordination and adaptation efforts from provincial and local governments are very important in dealing with this pandemic. Public Policy during the COVID-19 pandemic in Central Kalimantan Province covers various aspects to overcome the challenges faced due to the pandemic. Following are several public policies that may have been adopted in Central Kalimantan during the pandemic. We can see them in table 2 below.

Table2Public Policies Adopted by Central Kalimantan in the Covid-19 Era

Public Policies adopted by Central Kalimantan in the Covid-19 Era	<b>Social Distancing and Lockdwon</b>
	<b>Health Protocols</b>
	<b>TESTING AND CONTACT TRACING</b>
	<b>Vaccination</b>
	<b>Increased Health Capacity</b>
	<b>Economic Assistance</b>
	<b>Public Health Services</b>
	<b>Distance Learning</b>
	<b>Large-Scale Social Restrictions</b>
	<b>Health Check at the Entrance</b>
	<b>Collaboration with stakeholder</b>
<b>Educated the Public and Increase Covid awareness</b>	

Source: Processed by the Author, 2023

### a. Public Policy during the Covid-19 Pandemic in the Education Sector

Prior to the implementation of Large-Scale Social Restrictions (PSBB), the Central Kalimantan Provincial Government issued a Decree of the Governor of Central Kalimantan No. 118.44/81/2020 on March 17 2020 concerning Emergency Emergency Alert Status for the Covid-19 Pandemic in the Central Kalimantan Province Region and Decree of the Governor of Central Kalimantan No. 118.44/89/2020 Concerning the Emergency Response Status for the COVID-19 Pandemic Disaster in the Central Kalimantan Province Region in 2020. Following up on the Governor's Decree, several circulars were issued regulating adjustments to the work system of the State Civil Apparatus and the learning process in Central Kalimantan.

Table3Analysis of Public Sector Policy in Prov. Central Kalimantan

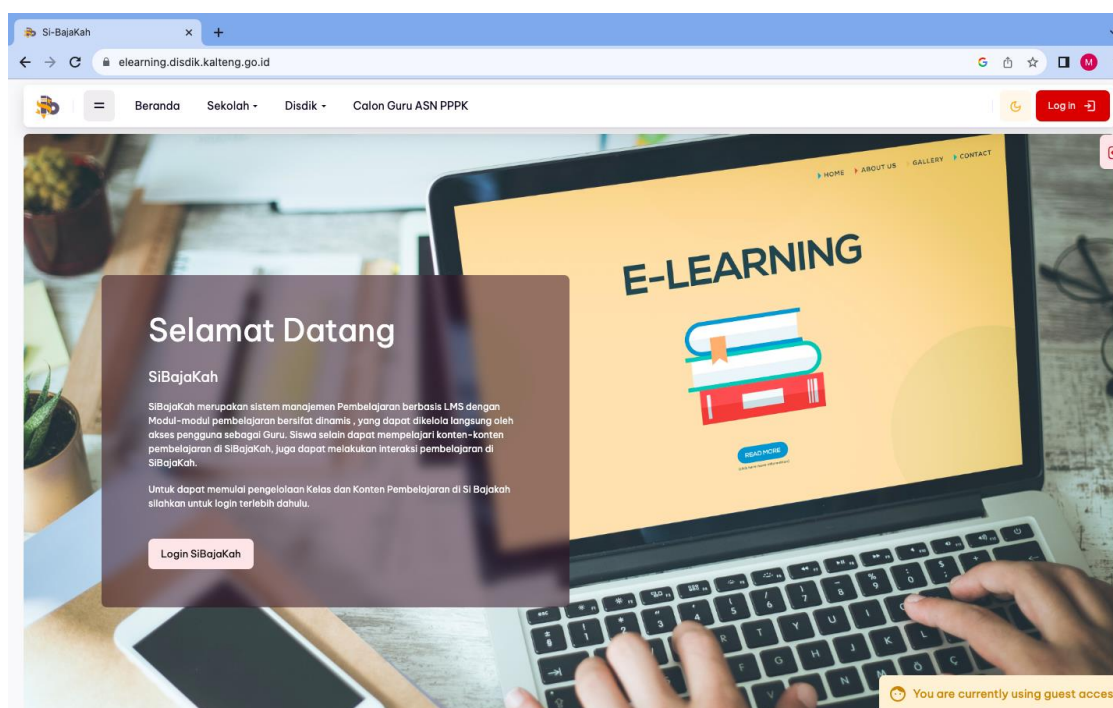
No	Legal basis	Before the Pandemic	Management adjustments
1	Central Kalimantan Governor Decree No 118.44/81/2020 concerning Emergency Alert Status for the Covid-19 Pandemic Disaster in the Central Kalimantan	1. The learning process is carried out face-to-face or offline. 2. Technical Guidance, Official Travel, and Other Activities are	1. Establishment of a Task Force for the Acceleration of Handling the COVID-19 Pandemic 2. Teachers in education units at the Primary and Secondary Education levels during the COVID-19 pandemic Disaster Emergency Alert status carry out their main duties from home by utilizing online learning



Province Region in 2020	carried out as usual.	media, which is possible, as stated in the Ministry of Education and Culture Circular Letter Number 36962/MPKA/HK/2020
2 Central Kalimantan Governor's Decree No 118.44/89/2020 Concerning the Emergency Response Status for the COVID-19 Pandemic Disaster in the 2020 Central Kalimantan Province Region	<ol style="list-style-type: none"> <li>1. State Civil Apparatus (ASN) and Contract Employees must come to the relevant office or unit on time according to existing regulations.</li> <li>2. Carry out business trips.</li> </ol>	<ol style="list-style-type: none"> <li>3. Teachers and students during the Covid-19 pandemic emergency alert status holiday remain in their work/school areas and are not permitted to travel outside Central Kalimantan province.</li> <li>4. The teaching and learning process at all levels of Primary, Secondary, Special, and Equivalency Education in Central Kalimantan Province is closed for 14 (fourteen) days starting from the stipulation of the Covid-19 pandemic emergency alert status in Central Kalimantan Province and can be extended again with the next decision by the governor Central Kalimantan</li> </ol> <ol style="list-style-type: none"> <li>1. ASN and Contract Employees Carry out official activities at home (Work From Home).</li> <li>2. Optimizing the use of Teleconference and Videoconference</li> <li>3. Not carrying out official trips outside the area</li> <li>4. The implementation of direct services, such as hospitals, fire extinguishers, etc., is regulated directly by regional officials.</li> </ol>

Source: Processed by the Author, 2022

Based on table 1 above, we can see several significant changes that occurred before the pandemic and adjustments after the pandemic occurred in Central Kalimantan Province. It turns out that after the pandemic and several decisions that have been made, many changes have occurred from mostly direct (offline) to online. It turns out that with the pandemic and several policies that have been decided, we are required to utilize existing technology. Information and Communication Technology Systems provide a very broad, fast, effective, and efficient reach for the packaging and dissemination of information to all corners of the world (Jailani; and Putri 2023). The innovations and breakthroughs made by Central Kalimantan in developing the region in the midst of the Covid-19 pandemic, especially in the field of education, are the Central Kalimantan Berkah (SI Bajakah) distance learning system, which has helped teachers and students continue the learning process during the Covid-19 pandemic.



Picture1SiBajakah main menu display

Source :<https://elearning.disdik.kalteng.go.id/>

The SiBajakah platform is here and answers the wishes of the Governor of Central Kalimantan as a solution so that activities in the world of education continue to run smoothly. SiBajakah is an innovation in the form of a Learning Management System (LMS), which can be accessed using a computer, laptop, and smartphone via internet access (online). SiBajakah has also been registered in the cheap internet access package, which is an internet package assisted by the government through the Ministry of Education and Culture. Apart from that, SiBajakah can also be used in schools whose areas do not have internet access by maximizing the assistance server from the Central Kalimantan provincial government.

## **b. Changes in Public Sector Management When Implementing Large-Scale Social Restrictions**

Based on the publication of PP No. 21 of 2020 concerning Large-Scale Social Restrictions in the Context of Accelerating Handling of Corona Virus Disease (COVID-19), the Central Kalimantan Provincial Government issued regulations governing how to carry out public service and administration activities in Central Kalimantan Province. The implementation of the PSBB was not carried out comprehensively but was carried out according to the direction of the Ministry of Health, taking into account the surge in positive patients and the spread of the virus, which was considered very fast. As the capital of Central Kalimantan Province, Palangka Raya City has experienced a spike in cases of positive Covid-19 patients. So PSBB was implemented in Palangka Raya City with the Decree of the Minister of Health of the Republic of Indonesia No. HK.01. 07/MENKES/294/2020 Determination of Large-Scale Social Restrictions in the Palangka Raya City Area, Central Kalimantan Province in the Context of Accelerating Handling of Corona Virus Disease 19 of 2020. PSBB was implemented on May 11, 2020. Following this, East Kotawaringin Regency implemented PSBB due to a spike in cases of COVID-19. Following up on the 2020 Ministry of Health Decree regarding the establishment of PSBB in Palangka Raya City, the Mayor of Palangka Raya Regulation was issued regarding Guidelines for Implementing Large-Scale Social Restrictions in the Context of Accelerating Handling of Corona Virus Disease 2019 (COVID-19) in Palangka Raya City. This has led to many adjustments to public sector performance



## “ANALYSIS OF PUBLIC POLICY IN THE COVID-19 ERA IN CENTRAL KALIMANTAN PROVINCE”

management. Considering that PSBB has very strict social restriction regulations and protocols. All public sector performance stops except hospitals, Fire brigades, and similar work units. Coordination is carried out using the internet or Communication, Information and Communication (ICT). Educational activities are carried out using videoconferencing media to prevent the spread of the virus.

Table 4 Changes That May Occur in Public Sector Management During the Implementation of PSBB in Central Kalimantan

Coordination Between Levels of Government	Implementing the PSBB requires strong coordination between the provincial government, district/city governments, and other related parties. This includes collaboration in managing health logistics, border control, and implementing health protocols in different regions.
Resource Allocation	Provincial governments may have allocated resources to the health and basic services sectors to deal with the pandemic, including procurement of medical equipment and additional support for medical personnel.
Public Communication	Public sector management may have strengthened public communication efforts to educate the public about the importance of PSBB, health protocols, and changes in public policy. This includes campaign information, media briefings, and the use of social media.
Provision of Health Services	The provincial government may have taken steps to ensure the availability of beds in hospitals and isolation facilities and to procure medical equipment such as ventilators and personal protective equipment (PPE).
Monitoring and Reporting	Provincial governments may have increased monitoring and reporting capabilities to track the spread of the virus and link hospital capacity in real time.
Changes in Budget	A change in budget priorities may have occurred, with the majority of funds allocated to responding to the pandemic and supporting affected communities.
Economic Recovery	Public sector management may also include efforts to restore the economy after PSBB. This could involve financial assistance to small and medium-sized businesses, investment incentives, and other economic stimulus programs.
Improved Online Services	In the education sector, the implementation of PSBB may have accelerated the development and use of bold education platforms to support distance learning.
Social welfare	The provincial government may also have increased social welfare programs to help people economically affected by the PSBB.

Source: Processed by the Author, 2023

### c. Public Policy regarding the use of E-Government

Public sector performance cannot continue to be implemented using the work-from-home method. Considering that several public services in Central Kalimantan Province still adhere to Traditional Public Management, there is a high urgency to immediately transition to the New Public Service. Old Public Management is that the public sector still prioritizes old-style administrative skills, the government acts as a public servant, and program implementation is carried out hierarchically (Philippe 2000) (Philippe 2000) (Philippe 2000). New Public Service is public sector management whose main objective is to provide public services by finding common interests so that it can provide good directors to the community, increase trust between the

government and the community, and implement policies in a collaborative manner to achieve goals effectively and efficiently.(Denhardt and Denhardt 2003). During the pandemic, public sector governance using the new public service (NPS) paradigm is very appropriate. During the pandemic, the old government sector performance culture cannot be implemented because it requires very strict restrictions. The government's role in the NPS is to serve, namely the community in any situation or condition. Collaboration is very necessary in implementing NPS because collaboration ensures that the objectives of public services are carried out well. The implementation of NPS cannot be separated from building trust between the government and the community. This can be achieved by finding a common interest between the community and the government. This interest is the speed of implementation of public services, which can be implemented anywhere and anytime, transparent, accountable, and cheap.(Al-Besher and Kumar 2022; Hafsel, Hussein, and Rauzy 2021). Several applications launched amidst the Covid Pandemic in Central Kalimantan are

1. Regional Spatial Information Center Management Information System (PISDA) application address at [pisda.kalteng.go.id](http://pisda.kalteng.go.id)
2. Dashboard system and summary information at the address [dashboard.kalteng.go.id](http://dashboard.kalteng.go.id)
3. Mobile portal and Central Kalimantan management information system at address [www.m.kalteng.go.id](http://www.m.kalteng.go.id)
4. Regional information management officer management information system (SIM PPID) at the address [sim-ppid.kalteng.go.id](http://sim-ppid.kalteng.go.id)
5. Central Kalimantan Multimedia Warehouse Storage management information system and Central Kalimantan SMS Gateway

With the digital-based service concept, it is hoped that it can speed up, simplify and streamline community activities, especially in obtaining services while minimizing the risk of physical contact during the COVID-19 pandemic.

## CONCLUSION

Central Kalimantan Province has taken various measures to address the COVID-19 pandemic, but challenges continue to exist. Efforts made during the pandemic must continue to be increased to maintain the health and welfare of the community, as well as prepare ourselves to face similar situations in the future.

1. During the pandemic, Policy will change according to existing conditions in society. In fact, public Policy cannot change quickly. There are several stages that must be passed, such as going through the legislative process in the DPR and ratification by the president. However, during the pandemic, changes and issuance of public policies occurred very quickly and could be immediately implemented by all regional officials in Indonesia. During the pandemic, several policies from the center were issued and immediately followed by the issuance of governor regulations in each region. This shows that the policy process can change quickly if influenced by extreme circumstances such as the Covid-19 pandemic.
2. Public sector governance has also changed its paradigm to adapt to existing conditions. Several public policies were issued to ensure public sector services continue to be implemented. It is hoped that the implementation of e-government can be a solution in a pandemic situation that does not allow direct contact.

The policies issued by the province of Central Kalimantan are in accordance with the policies issued by the central government. However, some implementations are still hampered by infrastructure and infrastructure readiness.

## ACKNOWLEDGEMENT

In writing this, we would like to thank all parties involved in data collection and data analysis. Furthermore, we would like to thank the Central Kalimantan Provincial government for providing primary and secondary data to support the writing of this article.

## REFERENCES

- Afiyah, Siti. 2022. “TRANSFORMASI BIROKRASI PEMERINTAH DALAM PENERAPAN E-GOVERNMENT PADA NEW NORMAL.” *Humanis: Jurnal Ilmu-Ilmu Sosial Dan Humaniora* 14(1):55–61.
- Al-Besher, Abdulaziz, and Kailash Kumar. 2022. “Use of Artificial Intelligence to Enhance E-Government Services.” *Measurement: Sensors* 24. doi: 10.1016/j.measen.2022.100484.
- Anggraeni, Havivi Dwi, and Yuni Wijayanti. 2022. “Pengetahuan Dan Sikap Pasien Covid-19 Yang Menjalani Isolasi Mandiri Terhadap Perilaku Pengelolaan Limbah.” *Jurnal Kesehatan Masyarakat* 10(4):444–44810.
- Denhardt, Robert B., and Janet V. Denhardt. 2003. “The New Public Service: An Approach to Reform.” *International Review of Public Administration* 8(1):3–10. doi: 10.1080/12294659.2003.10805013.
- Doramia Lumbanraja, Anggita. 2020. *Urgensi Transformasi Pelayanan Publik Melalui E-Government Pada New Normal Dan Reformasi Regulasi Birokrasi*. Vol. 3.
- Filipe, Joaquim. 2000. “Improving Public Service Delivery: The Crossroads between Agencification and Traditional Bureaucracy.” Pp. 1–15 in *International Research Symposium on Public Management IV (IRSPM IV)*.
- Hafseld, Kristin H. J., Bassam Hussein, and Antoine R. Rauzy. 2021. “Government Inter-Organizational, Digital Transformation Projects: Five Key Lessons Learned from a Norwegian Case Study.” Pp. 910–19 in *Procedia Computer Science*. Vol. 196. Elsevier B.V.
- Irawati, Ade, and Ibnu Kuntara. 2022. “Transformasi Pelayanan Publik Di Era New Normal Di Badan Pengelola Keuangan Daerah Kota Padang Panjang.” *Jurnal Ilmiah Ekotrans & Erudisi* 2(1):73–82.
- Jailani, Muhammad, and Fitriya Liyani Putri. 2023. “Analisis Penerapan Si-Bajakah Di Kelas X Boga 2 SMK Negeri 3 Palangka Raya Analysis of the Application of SI-Bajakah in Class X Boga 2 SMK Negeri 3 Palangka Raya.” *JURNAL PENDIDIKAN TEKNOLOGI INFORMASI* 8:25–33.
- Kadek, Oleh, Wiwin Dwi Wismayanti, and Eka Purnamaningsih. 2022. “TRANSFORMASI PELAYANAN PUBLIK MELALUI E-GOVERNMENT DI MASA ERA NEW NORMAL PADA PEMERINTAH DAERAH BADUNG.” *Media Bina Ilmiah* 16(10):7507–18.
- Luo, W., Y. Zhou, Z. Liu, W. Kang, S. He, R. Zhu, R. Li, and B. Huang. 2023. “Cross-Regional Analysis of the Association between Human Mobility and COVID-19 Infection in Southeast Asia during the Transitional Period of ‘Living with COVID-19.’” *Health and Place* 81. doi: 10.1016/j.healthplace.2023.103000.
- Mawuntu, Pricilia, Joyce Rares, and Novva Plangiten. 2022. “EFEKTIVITAS KEBIJAKAN PEMBERLAKUAN PEMBATAAN KEGIATAN MASYARAKAT (PPKM) SKALA MIKRO DALAM PENYEBARAN COVID-19 DI DESA WAREMBUNGAN PRICILIA MAWUNTU.” *Jurnal Administrasi Publik* 8(113):107–18.
- Miller, J. D., L. T. Woods, and J. Kalmbach. 2022. “PUBLIC ATTITUDES AND BEHAVIORS ABOUT COVID-19 IN THE UNITED STATES: A CASE STUDY IN ISSUE UNDERSTANDING IN A POLARIZED POLITICAL SYSTEM.” *Arbor* 198(806). doi: 10.3989/arbor.2022.806008.
- Mokondongan, Violette S. R., Tommy F. Sumakul, and Harold Anis. 2021. “KEBIJAKAN PEMERINTAH DALAM PENERAPAN NEW NORMALPASCAL PASCA PSBB AKIBAT WABAH PANDEMI COVID-19.” *Lex Admnistratum* 9(4):150–59.
- Morrissey, K., F. Spooner, J. Salter, and G. Shaddick. 2021. “Area Level Deprivation and Monthly COVID-19 Cases: The Impact of Government Policy in England.” *Social Science and Medicine* 289. doi: 10.1016/j.socscimed.2021.114413.

- Napitu, Ulung, Bongguk Sihaloho, and Hasian Napitu. 2022. “PEMBATASAN KEGIATAN MASYARAKAT PADA MASA PANDEMI COVID-19 VARIAN OMICRON BAGI MASYARAKAT KECAMATAN SIANTAR SITALASARI.” *Communnity Development Journal* 3(2):356–65.
- Rizqya, Safira Nur. 2022. “Dampak Kebijakan Publik Pembatasan Sosial Berskala Besar (PSBB) Terhadap Hak Warga Negara Saat Krisis Pandemi Covid-19.” *Jurnal Politique* 2(1):13–26.
- Shidiq, Syafari Nur, Vitria Wuri Handayani, Azhari Baedlawi, and Fakrul Ardiansyah. 2022. “KAJIAN LITERATUR: FAKTOR PENENTU PERTOLONGAN PERTAMA MASYARAKAT AWAM PADA PASIEN SESAK DENGAN SUSPECT COVID-19.” *Jurnal Pemerintahan Dan Keamanan Publik (JP Dan KP)* 1–9. doi: 10.33701/jpkp.v4i1.2409.
- Sugiyono. 2012. *Metode Penelitian Kuantitatif Kualitatif Dan R&D*. Bandung: Alfabeta.
- Tambunan, Khairina, Ilfi Rayuarfika siregar, Hafiza Putri Barus, Fadillah Ramadhani Siregar, Rafika Ananda Putri, Riza Saharah Piliyang, and Fitri Adinda Pasaribu. 2022. “Pengaruh Pertumbuhan Ekonomi Terhadap Tingkat Pengangguran Pada Mas Covid-19.” *Jurnal Ilmu Komputer, Ekonomi Dan Manajemen (JIKEM)* 2(2):3690–99.
- Taufik, and Hardi Warsono. 2020. “BIROKRASI BARU UNTUK NEW NORMAL: TINJAUAN MODEL PERUBAHAN BIROKRASIDALAM PELAYANAN PUBLIK DI ERA COVID-19.” *Jurnal Ilmu Administrasi Publik* 2(1):1–18.
- Widyastuty, Yeni, Renawati, and Lystianingsih. 2021. “Strategi Manajemen Sektor Publik Pemerintah Desa Sindangsaridalam Penanganan Corona Virus Disease2019 (COVID-19).” *Journal of Indonesian Public Administration and Governance Studies (JIPAGS)*.
- Zed, Mestika. 2014. *Metode Penelitian Kepustakaan*. Jakarta: Yayasan Obor Indonesia.
- Zha, W., Q. Ye, J. Li, and K. Ozbay. 2023. “A Social Media Data-Driven Analysis for Transport Policy Response to the COVID-19 Pandemic Outbreak in Wuhan, China.” *Transportation Research Part A: Policy and Practice* 172. doi: 10.1016/j.tra.2023.103669.