



Bureaucracy Culture Change of Administrative Services on COVID-19 Pandemic Era



Rugaya Al-Hamid ^a

Manuscript submitted: 27 August 2021, Manuscript revised: 09 September 2021, Accepted for publication: 18 October 2021

Corresponding Author ^a



Keywords

*administrative services;
 camat leadership;
 COVID-19 era;
 work motivation;*

Abstract

This study aims to analyze changes in the government bureaucracy in providing administrative services in the COVID-19 era. To analyze the problem, we used a qualitative descriptive method. Observation, documentation, and interviews are the main methods of data collection. The results showed that at the beginning of service during the COVID-19 period, employees were still very slow in responding to community services, but over time the Camat of the Teluk Ambon District Office always provided work motivation and improved services. Aspects of Responsibility were found at the time of the study that the Teluk Ambon District office employees had a high responsibility in completing and providing services to the community. Disciplinary aspects, from the study results, public awareness in maintaining the discipline of health protocols are still very minimal; This is indicated by employees always giving warnings to keep their distance when providing services. In this case, leadership is a determining factor in running the wheels of government organization well and quickly. The Camat as the leader of Ambon Bay always provides advice and work motivation to State Civil Apparatus Employees or non-permanent employees to provide services to the community even in the COVID-19 condition.

*International Journal of Social Sciences and Humanities © 2021.
 This is an open access article under the CC BY-NC-ND license
 (<https://creativecommons.org/licenses/by-nc-nd/4.0/>).*

Contents

Abstract.....	192
1 Introduction	193
2 Materials and Methods.....	195
3 Results and Discussions.....	195
4 Conclusion.....	200
Acknowledgments.....	200

^a Universitas Pattimura, Ambon, Indonesia

References.....	201
Biography of Authors.....	202

1 Introduction

Corona Virus Diseases 2019, or called by another name COVID-19, is a problem that has highlighted the attention of many people in various parts of the world. Since it was first discovered from patients infected with COVID-19 in Wuhan, Hubei Province, China, on December 8, 2019, this virus has now spread to 216 countries (World Health Organization, 2020). The COVID-19 pandemic has not only threatened human health but has also affected the world's economic downturn (Shangguan et al., 2020; NUGRAHA et al., 2021; Putra et al., 2020). Organizations that adapt quickly to environmental changes are organizations that survive. Kleiner & Corrigan, (1989), mentions that several demands for organizational renewal according to the theory of organizational change can come from unexpected internal and external conditions, such as the emergence of irregularities, innovation based on process needs, changes in industry structure or market structure, demographics, changes in perception, atmosphere and meaning and new knowledge.

Identity Cards and Family Cards received by the community have not fully satisfied and fulfilled the community's needs. This can be seen from the number of complaints from the public, namely unclear management costs, resolutions that take a long time. Likewise, for the processing of Identity Cards and Family Cards, there are still unreasonable fees and processing times that are too long and long-winded, making it difficult for the community. However, so far, there has been no significant improvement in the implementation of public services. People's expectations that regime change will lead to improvements in public services are far from reality. To avoid this negative impression, inevitably, services at the Ambon Bay Camat Office must be able to work professionally, in the sense that although there is an addition to the bureaucratic chain, in the process of completing services, services can be carried out more quickly with better quality (Rauch & Evans, 2000; Ayal & Karras, 1996). The types of services available at the Teluk Ambon District office are as follows; The Government Sector, consisting of Resident Identity Card and Family Card Services. Development Sector is the service of building construction permits and land certificates; the general sector is the service of heir certificates, birth certificates, death certificates. (Preliminary Observation Results, 2020).

The population of Teluk Ambon District, based on profile data, is 31,143 people with 12,758 family heads and a population density of 5,956.90/km² (Awala Observation Data, 2020). This data will continue to change along with population dynamics and important population events such as births, deaths, and population migration. Regarding public services, Teluk Ambon District has so far functioned to be limited to verifying population data and issuing recommendations based on requests for population administration. Meanwhile, the product output of services in population administration is under the authority of the Ambon City Population and Civil Registry Office. More details regarding the population data of Teluk Ambon District can be seen in the following table:

Table 1
Population data by nationality

No	Description	Amount	Percentage
1	Native inhabitants:		
	a) Man	14.145	45.43%
	b) Woman	15.225	48.90 %
2	Descendants of China		
	a) Man	700	2.25%
	b) Woman	1024	3.29%
3	Foreign Resident		
	a) Man	12	0.06%
	b) Woman	21	0.07%
	Amount	31,134	100%

Source: Ambon City Profile, 2020

From the table of Population Data by Citizenship, it can be seen that the majority of the population of Teluk Ambon District are Indonesian citizens. Only a tiny proportion of the population are foreign nationals. As elsewhere in Indonesia, Indonesian citizens of descent play an essential role in the economy. Following the circular of the Mayor of Ambon regarding the implementation of large-scale social restrictions starting from June 24 to July 6, 2020, lasts for two weeks. The implementation of large-scale social restrictions in the city of Ambon gave a total change in the way of working, both in public services at the sub-district office to technical services at the regional work unit service. Changes in the office work system have changed due to the increasing number of COVID-19 in Ambon City. Office employees provide services through warships and electronic technology tools to maximize service to the community in Ambon City. Changes in the service model from residential homes are a new work culture experiencing several complex and complicated problems. Changes in service culture in the bureaucracy from abnormal conditions have a new life effect, causing the form of service to change completely. Since March 2020, COVID 19 has spread in Indonesia, causing abnormal work in the office to shift to being done at home. Likewise, with offices in Ambon City, the form of service is carried out from the home to provide public services and administrative services (Casu & Thanassoulis, 2006; Brown & Brignall, 2007).

Bureaucracies in developing countries, including Indonesia, have historically come from elite groups, so they do not understand the lives and aspirations of the lower classes of society. Therefore, in general, the bureaucracy becomes less responsive to the people's interests at the grassroots level. Since its inception during the Dutch colonial period, the bureaucracy was intended more as an instrument of government power, both the royal and colonial governments (Gaffar, 1999). The colonial government connected with the local community, so it was mighty when dealing with the people. Thus, it can be understood that the orientation to public services has historically never been rooted in the Indonesian bureaucracy. Pressman and Widavsky, as quoted by Winarno (2007), define public policy as a hypothesis containing initial conditions and predictable consequences.

Public policy must be distinguished from other forms of policy, such as privacy policy. The involvement of non-government factors influences this. Agustino (2008), quoted Robert Eyestone defines public policy as "the relationship between government units and their environment." Many people think that the definition is still too broad to understand because what is meant by public policy can cover many things. According to Woll, as Tangkilisan (2003), public policy is some government activities to solve problems in society, either directly or through various institutions that affect people's lives. According to Ibrahim et al. (2021), regulation is a form of delegation of authority and adjusting conditions to aspects of the bureaucratic structure (Ibrahim et al., 2021).

This commitment can only be held if the people feel that the current government still leads to efforts to protect and serve the community (Hugest, 1994). As the opinion of Ndraha, namely: First, the more members (quantitative aspect), the community who adheres to, owns, and obeys a value, the higher the level of culture (Taliziduhu, 2005). Reform of the HR management of this apparatus is an urgent need to be carried out to obtain an apparatus with integrity, competence, professionalism, high performance, and prosperity in supporting good bureaucratic management (Ashari, 2010).

However, according to Agus Dwiyanto, in the implementation of Weber's bureaucratic concept in Indonesia, three factors influence the performance of the bureaucracy, namely bureaucratic structure, environment, and culture & values (Dwiyanto, 2013). Furthermore, Tikson (2020), states that three factors influence job satisfaction: a challenging job, a fair reward system, supportive conditions, and the attitude of coworkers. The perspective of The New Public Service has many facets and demands recognition of the complex role played by the government (bureaucrats) in contemporary governance (Herizal et al., 2020). Change management is known as the model developed by Lewin, who developed the concept of force field analysis. This concept is a technique for seeing the main picture that involves all the forces that go hand in hand and that hinder change. According to Kurt Lewin, change occurs because of the emergence of pressures on organizations, individuals, or groups (Lewin, 1997). Community groups oversee implementing social assistance programs carried out by the village government (Tuanaya et al., 2020).

Over the past two decades, Indonesia has experienced considerable social change. The values that exist in society slowly begin to shift from traditional to modern values. This needs to be responded to by changes in the bureaucratic body of government institutions that provide public services to the community. There needs to be a change in the perspective of Administration, leaving the Old Public Administration Perspective to the

New Public Service Perspective. Janet and Robert Denhardt suggest that there are seven characteristics of the New Public Service principle, namely:

- a) The primary role of public servants (State Civil Apparatus) is to help people meet their interests and needs, not to control or direct society in new directions.
- b) Public Administrators agree on the idea that the public interest is paramount.
- c) To be more effective and responsive, government policies and programs must meet the community's needs with collective efforts and collaborative processes.
- d) The public interest is the result of the dialectic of shared values rather than personal/individual interests.
- e) Public servants (State Civil Apparatus) must uphold morals, applicable laws and regulations, constitutional law, social values, political norms, professional standards, and the community's interests.
- f) Government organizations and stakeholders work together on collaborative processes and shared leadership.
- g) The public interest should be served by the Public Service (State Civil Apparatus) and the community together rather than being carried out by private parties who act as if public money is their own money (Denhardt & Denhardt, 2003).

2 Materials and Methods

This type of research uses a qualitative descriptive research approach. Namely, there are several definitions of this approach; Bogdan and Taylor (Moleong, 2007), explain that qualitative methodology is a research procedure that produces descriptive data in the form of written or spoken words from people and behaviors that can be observed. In line with what was stated by Sugiyono (2010), who explained that qualitative methods were used to obtain in-depth data, data that contained meaning.

Determination of research is determined purposively or based on considerations and research objectives. According to Sugiyono (2010), Purposive is the research location selected based on specific considerations and taken based on the research objectives. Meanwhile, according to Moleong, the best way is taken by considering substantive theory and exploring the field to find conformity with reality (Moleong, 2007). This research was conducted at the Teluk Ambon District Office to analyze government bureaucratic work procedures in the COVID-19 era that hit Ambon City.

3 Results and Discussions

The behavior of Ambon Bay District government employees in administrative services during the COVID-19 period

The dimensions of bureaucratic Behavior as attitudes and actions in providing administrative services include three dimensions, namely caring, discipline, and work responsibility. These three dimensions determine the success of a job carried out by the apparatus in developing administrative service tasks to the public (Thoha, 2010). In more detail, it is described as follows; Widodo (2001), states that concern in bureaucratic Behavior is an apparatus that quickly understands what the public demands and tries as much as possible to fulfill it, does not like to procrastinate, extend administrative service lines or prioritize procedures but ignores the substance of administrative services.

Discipline is the main glue in shaping and developing bureaucratic Behavior. Lopicciarella (2015), states that bureaucratic behavior discipline will realize dynamic work harmony in achieving a goal. Work harmony is framed based on rules, feasibility, and appropriateness to realize the quality and satisfying service activity. Responding to the importance of discipline in bureaucratic Behavior, H Teman Koesmono (2006), stated that developing an ability to carry out discipline as a manifestation of bureaucratic Behavior means directing all actions in achieving organizational goals. Hariandja (2002), states that discipline is a principle possessed by

people who have bureaucratic Behavior who always obey the rules, have appropriateness in carrying out their activities, and represent the authority in developing organizational leadership.

Responsibility will be increasingly attached to a person if the Behavior and actions must be done to others based on devotion (Thoha, 2010). The apparatus as bureaucrats domiciled as state servants and public servants are obliged to serve and be responsible for their actions to the community. The form of employee accountability to the community can be in the form of excellent administrative services, characterized by good behavior attitudes and adequate administrative service facilities, and satisfactory administrative service results. The results of these administrative services are in the form of complete, thorough, guaranteed work completion and no less important is that the administrative services are impartial because they are based on a sense of responsibility and dedication.

Based on the results of interviews with the District Head of Teluk Ambon about the care of employees in providing services during the COVID-19 period, they are as follows:

Caring is one of the supporting factors in providing work motivation in bad conditions, namely COVID-19. We see that the concern shown by the Ambon Bay Sub-district office employees is very high so that communication and coordination are always carried out to complete work even from home. Good communication between fellow office employees in completing administrative service tasks is a concern that employees have in dealing with services during the COVID-19 period. Indeed, our employees are worried when meeting with the public because they are afraid of the spread of COVID-19. However, employees' communication, care, and duties are attached to complete official tasks even from home. (Interview with Ambon Bay Sub-District Head, October 4, 2020, 10:32 WIT)"

The interview results above show work motivation and deep concern in providing administrative services to the community so that service tasks can run safely even in the conditions of COVID-19. The Camat of Teluk Ambon Sub-district as the Sub-District Level Government sees that the caring Factor owned by employees is very high so that services can be carried out in a timely and complete manner. While the results of interviews from the Head of Government and General Affairs of the Teluk Ambon District Office regarding the concern of employees in providing administrative services during the COVID-19 period are as follows:

The COVID-19 period was our most challenging time at the Administrative Service Office in Teluk Ambon District. Why are employees in a state of fear of going to the office, meeting people, avoiding crowds, mutual suspicion between employees? These factors caused services at the office at the beginning of COVID-19 to be hampered and disrupted. However, with an approach between fellow offices in providing work motivation, caring slowly emerges in providing services to the community. In the initial stage, services are still carried out through WA media and are slowly being carried out at the office but using the specified health protocol. (Results of the Interview with the Head of Government and General Affairs, October 6, 2020, 09:41 WIT).

From the results of interviews with the Head of Government and General Affairs, it was shown that at the beginning of COVID-19, services at the Teluk Ambon District Office were still hampered because employees were still worried about COVID-19, which was increasingly endemic in Indonesia and even Ambon City. However, the service is still carried out by complying with health protocols while in the Teluk Ambon District office because of the coordination between employees. In public services, there are several factors, each of which has a different role but influences each other and together will realize an exemplary service implementation. Mounir's opinion (2014: 88 119) the factors that influence the implementation of services are:

a) Consciousness Factor

Awareness shows a condition in one's soul, which is the meeting point of various considerations so that a belief, calmness, determination, and balance are obtained in the soul concerned.

b) Rule Factor

Rules are an essential tool in all people's actions and actions. The role of the rules must be made, obeyed, and monitored so that they can achieve the goals following the objectives.

c) Organizational Factor

The organization in question is not merely the embodiment of the organizational structure but also the arrangements and mechanisms to produce adequate services.

d) Income Factor

Acceptance of someone in return for the energy and thoughts that have been devoted to the organization, both in the form of money and facilities within a certain period.

e) Skill and Ability Factor

Ability comes from the primary word capable, which means doing work to produce goods or services, while skill is carrying out work using available limbs and work equipment.

f) Service Facility Factor

All types of equipment, work equipment, and other facilities function as the primary tool in carrying out the work.

Based on the research results on the service behavior of government employees in administrative services at the Teluk Ambon District Office, it includes three dimensions of bureaucratic Behavior, namely caring, discipline, and work responsibility (Furnham et al., 1999; Dwivedula & Bredillet, 2010). These three dimensions determine the success of the work carried out by the apparatus in developing administrative service tasks to the public. Service behavior during the COVID-19 pandemic changed entirely by complying with the health protocol conditions determined by the government. Before describing the Behavior of the government bureaucracy in administrative services at the Teluk Ambon District Office, the following data shows the informants in this study in the form of data on the education level of the apparatus and the community who receive services, data on allowances for the apparatus of the sub-district scope and data on standard costs for managing Identity Cards/Family Cards. Services in a pandemic condition are carried out by complying with health protocols and emphasizing excellent service for the community.

Table 2
Standard fees for processing family cards / identity cards in Teluk Ambon District

Administration Service	Standard Fee (IDR)
Family card	Free
Identity card	Free

Source: Teluk Ambon District Office, 2020

Based on the table above description, there is no administrative fee for administering the Identity Card/Family Card at the Teluk Ambon District Office, which is free of charge. It is known that the standard for making Identity Cards/Family Cards is free as determined by the government; however, in administrative service activities at the Teluk Ambon District Office, management fees are still charged to facilitate the smooth processing of Identity Cards/Family Cards and other administrative services. The following describes each of these dimensions based on researchers' research results based on the description above.

Table 3
Concern for employees in Teluk Ambon District during the COVID-19 period

Informant	Interview Essence	Meaning
Camat	Government employees provide services during the COVID-19 period, namely one ten services. People who come to the sub-district office are required to wear masks to comply with health protocols.	Employees have been maximal in providing services to the community by limiting service to one day 10 Services.
District Secretary	Employees provide administrative services to the community by ensuring the convenience of services and trying to be sensitive to the community's needs.	The Ambon Bay District Government has a high service commitment in providing services to the community.
Public	Ambon Bay District employees still show slow service behavior that has not provided service sensitivity to the community.	It is necessary to improve the service of government employees to the community.

Source: Research Processed Data, 2020

The field analysis table shows that administrative services during the COVID-19 period, namely Ambon Bay District office employees, have high sensitivity in providing services even though they are under psychological pressure and afraid to meet the community. Services were carried out using health protocols, wearing masks, keeping a distance while at the Teluk Ambon District Office. The services provided by employees of the Teluk Ambon District Office are limited to 10 services per day. Based on the results of interviews with people who are currently providing services, they are as follows:

While performing administrative services at the Teluk Ambon District Office, We noticed that the employees' attitudes were still very slow in responding to the community's actions. Slow response in asking procedures and mechanisms that the community must follow during service administration activities. In our opinion, the slow service is still reasonable because there is still pressure from the spread of COVID-19 transmission. This condition, in our opinion, became an obstacle to administrative services as long as we carried out the management at the Teluk Ambon District Office. (Results of Community Interviews in Teluk Ambon District, October 5, 2020, 11:02 WIT). The types of public services according to the State Administration Agency (SANKRI Book III 2004) are:

- a) Government services are public services related to general government tasks, such as services for Identity Cards, Driving Permits, taxes, permits, and immigration.
- b) Development service is a type of community service that provides facilities and infrastructure to facilitate the community carrying out their activities as citizens. This service includes the provision of roads, bridges, ports, and others.
- c) Utility services are services related to utilities for the community, such as providing electricity, water, telephone, and local transportation.
- d) Clothing, food, and housing services provide basic needs for the community and housing needs, such as rice, sugar, oil, gas, textiles, and low-cost housing.
- e) Community service is a type of service seen from the nature and importance of which is more emphasized on social activities, such as health services, education, employment, prisons, orphanages, and others.

The conclusion from several types of public services provided by the government to the community is that there are three types: administrative services, goods services, services, government services, development services, utility services, clothing services, and community services. Of these types of services, service is a basic need, the government as an institution providing public services to provide good service to the community.

Bureaucratic behavior in the form of apparatus discipline in administrative services

Bureaucratic Behavior in administrative services carried out by the Teluk Ambon District Office apparatus applies disciplinary Behavior to provide services to the community. There are five forms of bureaucratic Behavior in the discipline carried out by the apparatus, namely: 1) the apparatus obeys the rules of the organization; 2) show up on time; 3) obey the leadership; 4) work following the organizational culture and 5) uphold the work ethic. These five forms of discipline are essential to determine bureaucratic Behavior in administrative services ([Kretchy et al., 2021](#); [Qarnain et al., 2021](#)).

Carrying out bureaucratic Behavior in discipline is also required by every apparatus to have obedience to the leadership, in this case, to the Camat for various policies, opinions, instructions, and orders in carrying out service activities, including the service of Identity Cards/Family Cards. Discipline in obeying the leadership is essential in service activities to run following a guided procedure system. The apparatus in carrying out bureaucratic Behavior in the discipline must do work following the principles of organizational culture outlined or entrenched in the sub-district work environment. Each apparatus must provide services to reflect the organizational culture in realizing service progress, services that follow service system rules and procedures, and integrated service continuity in managing Identity Cards/Family Cards.

Based on the preceding, bureaucratic Behavior in the form of discipline that still has to be improved and improved by the apparatus in providing services for managing Identity Cards/Family Cards is to show obedience to the rules set by the organization, always be present on time in providing Identity Card services.

Family Card, obeying the leadership, implementing an organizational culture, and upholding the work ethic. This is important to realize the Identity Card/Family Card service optimization at the Teluk Ambon District Office (Sopandi, 2019; Joshi & Peter, 2017).

To understand the application of government bureaucratic behavior in the form of discipline in the service of Identity Cards/Family Cards, the researchers conducted interviews with people who take care of administrative services at the Teluk Ambon District Office, namely as follows:

The service for the Teluk Ambon District Office employees, the community, during the administrative management during the COVID-19 period has been excellent. However, the concern in providing understanding and personal communication still needs to be improved. Personal communication is essential to be built by employees of the Teluk Ambon District Office because we came in conditions of COVID-19 and also full of concerns about the spread of COVID-19. However, I see that the Teluk Ambon District Office has implemented health protocols, keeping a distance, and the seats are arranged so that the people who carry out the Administration of services always keep their distance for how long at the Teluk Ambon District Office. (Interview Results, October 4, 2020, 08:54 WIT).

From the interviews with people who carry out administrative services, it can be concluded that the lack of personal communication was carried out by employees of the Teluk Ambon District Office. Communication is lost in the service so that the community cannot determine when the management can be completed. So that people in receiving services also feel service uncertainty. However, district office employees have shown discipline from discipline as long as the community carries out administrative services.

Table 4

Matrix of interviewing informants discipline behavior of administrative services during the COVID-19 period

Informant	Interview Essence	Meaning
Camat	As the government at the sub-district level, we always pressure employees as subordinates to have a disciplined spirit in providing services during the COVID-19 period.	Service performance in COVID-19 conditions must be carried out optimally by complying with COVID-19 regulations.
Head of General Affairs and Personnel	Employees of the Teluk Ambon District Office must have disciplined Behavior in providing services, are required to be disciplined for being on time in providing services.	Employees become a benchmark for service at the sub-district level. Discipline behavior in the running on time
Head of Government and General Affairs	Government employees must obey the leadership and work following the organizational culture during the COVID-19 period, but with excellent service to the community.	The Teluk Ambon District Office employees must obey the leadership's orders in providing services to the community.
Public	The apparatus has shown bureaucratic Behavior in a discipline that still needs improvement in providing services.	Discipline reflects good bureaucratic Behavior in providing services to the community in managing Identity Cards/Family Cards.

Source: Processed Data, 2020

Table 4 above shows that the Behavior of the bureaucratic discipline of the apparatus in administrative services of the Identity Card/Family Card from the results of interviews with government officials, in general, can be interpreted that the Behavior of the disciplined bureaucracy is essential in the implementation of the service of managing the Identity Card/Family Card. In addition, obedience to the rules and timely attendance in providing services is the key to discipline for officers in implementing bureaucratic Behavior. This means that discipline in obeying the leadership, working according to organizational culture, and having a high work ethic are the keys to success in providing services for managing Identity Cards/Family Cards. Meanwhile, from the interviews with the community, it can be interpreted that discipline reflects good bureaucratic Behavior in providing services to the community in managing Identity Cards/Family Cards. Discipline is contained in the voluntary acceptance of the provisions regarding such Behavior in terms of complying with the standards and

regulations set for the benefit of all parties. Thus, discipline becomes a form of obedience to the rules, both written and unwritten rules (Boyle & Dwyer, 1995; Gaur et al., 2020).

4 Conclusion

Based on the results of the analysis and interpretation of the existing data or discussion, it can be concluded that several important things are as follows:

- a) The bureaucratic service factors found there are three factors, namely caring, discipline and responsibility. The study results showed that at the beginning of service during the COVID-19 period, employees were still very slow in responding to community services. However, the Camat of the Teluk Ambon District Office always provided work motivation and improved services by maintaining distance and health protocols while at the Teluk Ambon District Office. Aspects of Responsibility found at the time of the study that the Teluk Ambon District office employees have a high responsibility in completing and providing services to the community. Discipline aspect, from the results of the s, public awareness in maintaining the discipline of health protocols is still very minimal, and it is shown by employees lawgiving warnings to keep their distance while providing services at the Teluk Ambon District Office.
- b) Changes in work culture during the COVID-19 pandemic were seen by leadership, competence, and leadership factors. The study results show that leadership is a determining factor in running the wheels of government organizations well and quickly. The Camat, as the head of the Teluk Ambon District office, always provides advice and work motivation to State Civil Apparatus/Non Civil Apparatus employees to provide services to the community even in the COVID-19 condition. The competency aspect is an important work experience factor so that the district office government always encourages employees to take part in training, training, and public service management to encourage good service quality even in the Covid-19 condition. So, we feel that the work experience possessed by employees at the Teluk Ambon District Office in dealing with services during the COVID-19 pandemic. Employees have not optimally felt the rewards because the incentives are still very minimal for employees. In the future, incentives should be increased for employees who perform well in carrying out administrative service duties to the community.

Acknowledgments

Our gratitude goes to the Faculty of Social and Political Sciences, Universitas Pattimura, for providing input and support to publish in reputable international journals.

References

- Agustino, L. (2008). Dasar-dasar kebijakan publik.
- Ashari, E. T. (2010). Reformasi Pengelolaan SDM Aparatur, Prasyarat Tata Kelola Birokrasi Yang Baik. *Jurnal Borneo Administrator*, 6(2).
- Ayal, E. B., & Karras, G. (1996). Bureaucracy, investment, and growth. *Economics Letters*, 51(2), 233-239. [https://doi.org/10.1016/0165-1765\(96\)00815-4](https://doi.org/10.1016/0165-1765(96)00815-4)
- Boyle, B. A., & Dwyer, F. R. (1995). Power, bureaucracy, influence, and performance: Their relationships in industrial distribution channels. *Journal of Business Research*, 32(3), 189-200. [https://doi.org/10.1016/0148-2963\(94\)00045-G](https://doi.org/10.1016/0148-2963(94)00045-G)
- Brown, R., & Brignall, S. (2007). Reflections on the use of a dual-methodology research design to evaluate accounting and management practice in UK university central administrative services. *Management Accounting Research*, 18(1), 32-48. <https://doi.org/10.1016/j.mar.2006.07.001>
- Casu, B., & Thanassoulis, E. (2006). Evaluating cost efficiency in central administrative services in UK universities. *Omega*, 34(5), 417-426. <https://doi.org/10.1016/j.omega.2004.07.020>
- Denhardt, R. B., & Denhardt, J. V. (2003). The new public service: An approach to reform. *International Review of Public Administration*, 8(1), 3-10.
- Dwivedula, R., & Bredillet, C. N. (2010). Profiling work motivation of project workers. *International Journal of Project Management*, 28(2), 158-165. <https://doi.org/10.1016/j.ijproman.2009.09.001>
- Dwiyanto, A. (2013). *Mengembalikan kepercayaan publik melalui reformasi birokrasi*. Gramedia Pustaka Utama.
- Furnham, A., Forde, L., & Ferrari, K. (1999). Personality and work motivation. *Personality and individual differences*, 26(6), 1035-1043. [https://doi.org/10.1016/S0191-8869\(98\)00202-5](https://doi.org/10.1016/S0191-8869(98)00202-5)
- Gaffar, A. (1999). *Politik Indonesia: transisi menuju demokrasi*. Pustaka Pelajar.
- Gaur, S., Pandya, N., Dumyati, G., Nace, D. A., Pandya, K., & Jump, R. L. (2020). A structured tool for communication and care planning in the era of the COVID-19 pandemic. *Journal of the American Medical Directors Association*, 21(7), 943-947. <https://doi.org/10.1016/j.jamda.2020.05.062>
- H Teman Koesmono, M. M. (2006). Pengaruh Budaya Organisasi Terhadap Motivasi, Kepuasan Kerja Dan Kinerja Karyawan (Studi Pada Perusahaan Pengolahan Kayu Skala Besar di Jawa Timur). *EKUITAS (Jurnal Ekonomi dan Keuangan)*, 10(1), 84-104.
- Hariandja, M. T. E. (2002). *Manajemen sumber daya manusia*. Grasindo.
- Herizal, H., Mukhrijal, M., & Wance, M. (2020). Pendekatan akuntabilitas pelayanan publik dalam mengikuti perubahan paradigma baru administrasi publik. *Journal of Governance and Social Policy*, 1(1).
- Hugest, O.E. (1994). *Public Management and Administration an Introduction*. Martin's Press., New York.
- Ibrahim, A. H., Husen, T., Hariyatmoko, K., Djae, R. M., & Wance, M. (2021). Implementation of Standard Operational Procedures (SOP) Information Dissemination of BMKG Tsunami Early Warning at the Geophysical Statium of Ternate. *Annals of the Romanian Society for Cell Biology*, 2317-2327.
- Joshi, P., & Peter, V. F. (2017). A study of administrative functioning of different departments of devi ahilya vishwavidyalaya, indore. *International Research Journal of Engineering, IT & Scientific Research*.
- Kleiner, B. H., & Corrigan, W. A. (1989). Understanding organisational change. *Leadership & Organization Development Journal*.
- Kretchy, I. A., Asiedu-Danso, M., & Kretchy, J. P. (2021). Medication management and adherence during the COVID-19 pandemic: perspectives and experiences from low-and middle-income countries. *Research in social and administrative pharmacy*, 17(1), 2023-2026. <https://doi.org/10.1016/j.sapharm.2020.04.007>
- Lapicciarella, A. (2015). On bureaucratic behavior. In *Public Management as Corporate Social Responsibility* (pp. 103-118). Springer, Cham.
- Lewin, K. (1997). *Resolving social conflicts and field theory in social science*. American Psychological Association.
- Moleong, L. J. (2007). *Metodologi Penelitian Kualitatif*, Bandung: PT Remaja Rosdakarya Offset.
- NUGRAHA, M. S., LIOW, R., & EVLY, F. (2021). The Identification of Online Strategy Learning Results While Students Learn from Home During the Disruption of the COVID-19 Pandemic in Indonesia. *Journal of Contemporary Issues in Business and Government*, 27(2), 1950-1956.
- Putra, P., Liriwati, F. Y., Tahrim, T., Syafrudin, S., & Aslan, A. (2020). The Students Learning from Home Experience during Covid-19 School Closures Policy in Indonesia. *Jurnal Iqra*, 5(2).

- Qarnain, S. S., Muthuvel, S., & Bathrinath, S. (2021). Review on government action plans to reduce energy consumption in buildings amid COVID-19 pandemic outbreak. *Materials Today: Proceedings*, 45, 1264-1268. <https://doi.org/10.1016/j.matpr.2020.04.723>
- Rauch, J. E., & Evans, P. B. (2000). Bureaucratic structure and bureaucratic performance in less developed countries. *Journal of public economics*, 75(1), 49-71. [https://doi.org/10.1016/S0047-2727\(99\)00044-4](https://doi.org/10.1016/S0047-2727(99)00044-4)
- Shangguan, Z., Wang, M. Y., & Sun, W. (2020). What caused the outbreak of COVID-19 in China: From the perspective of crisis management. *International Journal of Environmental Research and Public Health*, 17(9), 3279.
- Sopandi, D. (2019). The Expenditure Process of the State Budget (APBN) Funds with the State Treasury and Budget (SPAN) System in the Perspective of Bureaucratic Reform: Case Study at State Treasury Service Office Denpasar. *International Research Journal of Engineering, IT and Scientific Research*, 5(6), 12-17.
- Sugiyono, D. (2010). Metode penelitian kuantitatif dan R&D. *Bandung: Alfabeta*.
- Taliziduhu, N. (2005). Teori Budaya Organisasi, Cetakan Pertama. *Jakarta: PT. Rineka Cipta*.
- Tangkilisan, H. N. S. (2003). Kebijakan publik yang membumi. *Yogyakarta: Lukman Offset*.
- Thoha, M. (2010). Perilaku organisasi: konsep dasar dan aplikasinya.
- Tikson, D. T. (2020). Menuju Kehidupan New Normal di Bawah Pengaruh Covid-19: Peran Administrasi Publik.
- Tuanaya, W., Tuhumury, J. J., & Wance, M. (2020). Management Model And Village Fund Allocation During Pandemic Covid-19 In Waiheru Village Ambon Cityindonesia. *PalArch's Journal of Archaeology of Egypt/Egyptology*, 17(7), 13357-13369.
- Widodo, J. (2001). Etika birokrasi dalam pelayanan publik. *Malang: CV. Citra Malang*.
- Winarno, B. (2007). Kebijakan publik: Teori dan proses. *Yogyakarta: Media Pressindo*.
- World Health Organization. (2020). *Mental health and psychosocial considerations during the COVID-19 outbreak, 18 March 2020* (No. WHO/2019-nCoV/MentalHealth/2020.1). World Health Organization.

Biography of Authors

