



Promoting Adaptive System to The Current Turbulence within Crisis Environments

Editor:
Sulikah Asmorowati
Probo Darono Yakti

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Crisis Environments

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THE CURRENT TURBULENCE WITHIN CRISIS ENVIRONMENTS**

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FOREWORD

from the Dean of the Faculty of Social and Political Sciences Universitas Airlangga

Assalamualaikum warahmatullahi wabarakatuh.

Warm greetings to all of us.

On behalf of the Faculty of Social and Political Sciences, Universitas Airlangga, we welcome the publication of this book. Through this book, we hope that all the contributions of the authors contained in it can provide new perspectives in the science of public administration and socio-politics in general. By responding to the event's theme, "Promoting Adaptive Systems to the Current Turbulence within Crisis Environments", various writings that carry the background of certain case studies with various methods, both field research and literature, are able to color the discourses that develop during the Covid-19 pandemic.

Along with this, we also highly appreciate the hard work of the authors as well as editors who has arranged this amazing book. Hopefully the pandemic will end quickly and everyone is in good health.

Wassalamualaikum warahmatullahi wabarakatuh.

Warm Regards,
Dean,

Prof. Dr. Bagong Suyanto, Drs., M.Si.



Preface

Dear Authors, Esteemed Readers,

It is with deep satisfaction that I write this Preface for this book.

Despite the global conditions that have not fully recovered from the Covid-19 pandemic, we carry a big theme, namely “Promoting Adaptive Systems to the Current Turbulence within Crisis Environments”. In it, we determine nine sub-themes that are relevant to the state of science and practice of public administration globally.

The extraordinary works and contributions of writers with different backgrounds ranging from academics to bureaucrats make this book rich in treasures to see how far the scientific development of public administration is dealing with global conditions which are currently starting to show signs of revival. At the same time, we can learn from when local to national governments have to work hard to provide public policies in the form of a stimulus to help the country get out of the problems caused by disease outbreaks.

This book is contained of 38 selected writings that can be an excellent literature for for those who seek for reference on public policy. In addition, this book is expected to ignite further discussions within the scientific scope. Apart from the various shortcomings, we apologize profusely and hopefully this book can provide benefits to the wider community. We thank the authors and editors who have contributed their best energy, thoughts, and works.

Sulikah Asmorowati, S.Sos., M.DevSt., Ph.D

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Prologue

In 2020, the world faced the Covid-19 pandemic which almost changed the entire order and habits of mankind. Various dynamics occur, including in the procedures carried out in bureaucratic practices to the science of Public Administration. Various innovations show that although the Covid-19 pandemic situation is still showing a stage of recovery by various countries from all corners of the world, there is an urgency to promote adaptive systems for the current turbulence with the environmental crisis.

Various studies were disseminated in a panel session consisting of nine sub-themes, including: (1) Fostering the arts of public leadership in governing community resilience and bridging the gaps between the state and society; (2) Strengthening disaster governance with the acts of institutional collaboration, cooperation, and coordination derived from multi-stakeholder engagements; (3) Articulating data-driven policymaking process in the age of big data development to fuel public sector accountability and authenticity; (4) Striking a balance between the catalysts of digital transformation in the public sectors and the challenges associated with the widespread transformation.

In addition, there are: (5) Endorsing agile and versatile strategies within the rigidity of bureaucratic structures for improved crisis-situated organization settlements; (6) Preserving trust and compliance in government policies and interventions amid a disarray of perceived mishandling chaos and conflicts; (7) Ensuring continuity of the delivery of public service provisions by frontline public servants for comprehensive public service capacity development; (8) Documenting best practices, lessons learned, and future directions of COVID-19-related policy implementation at the local, regional, national, or international levels; (9)

Institutionalizing 'service of the self' in realizing state legitimacy and governance credibility for post-pandemic sustainability.

Moreover, the world is going through crisis and turbulence. Apart from the Covid-19 pandemic, there are the concurrent crises of Climate Change and Cold War 2.0. Some lessons from the Covid crisis highlight the paradoxical context for response strategies and policy adaptations. A globalized world means a risk world requiring global cooperation to tackle the risk. In fighting Covid, there are both leaders and laggards varying according to different benchmarks. State intervention is found to be critical. Yet there are inherent tensions between science and politics, and between health objectives and economics in policymaking. All points to the pressing need for more informed discussion on the endgame out of the crisis. Restoring resilience is necessary, but it should not mean taking the pandemic threat lightly. Disruptions should be managed. Nations must work closer together on some common strategies, yet the world risks being dichotomized into the 'co-existence' and 'zero-tolerance' camps. It is clear the world order is open to more conflicts and rivalries. Within a poly-polar, multicultural, and interdependent world, can common pursuits co-exist with diverse economic, cultural, and institutional experiences and preferences, especially in facing up to major global threats like Covid and Climate Change? Within individual national/domestic settings, policy uncertainty is also the new normal amid a turbulent environment. Both the traditional political/bureaucratic regime and Managerialism have assumed a relatively stable governmental system or liberal market, which can no longer be taken for granted. Social trust in institutions is on the decline. A paradoxical context prevails for policymakers and analysts around the world. The specific national or local situation may well vary, but the worrisome undercurrents and volatile global habitat seem equally challenging to all systems. Re-balancing among multifarious interests, aspirations, and perspectives cannot be avoided, which requires facilitation by competent leadership.

After the economic reforms started from the late 1970s, not only the economic sector has experienced marketisation and privatisation as influenced by the global tide of neo-liberalism but also social welfare services and social policy provision have been affected by the market ideas and practices. The introduction of market forces and the adoption of market practices in social policy provision led to social problems, specifically revealed by the marketisation and privatisation of housing, education

and health provisions. Thereafter, Chinese citizens criticised the government for denying its responsibility to provide social policy appropriate for housing, health and education, resulting in the emergence of three new mountains as they need to bear heavy financial burden in these aspects. Hence, the Chinese government under the Hu–Wen leadership (2003–2013) made serious attempts to provide social welfare and protection to address the increasing income gaps, intensifying social inequality and worsening regional disparities. Moreover, the Chinese government has initiated various forms of social protection programmes and expanded social policies focusing on creating social harmony and enhancing its political legitimacy. This paper is conducted in the context of social policy expansion to analyse how and whether Mainland China has developed a new welfare regime, shifting from productive dimension based on economic liberalisation towards the protective aspect of welfare provision characterised by the promotion of social justice and social rights through the redistribution of welfare benefits. Based on the analysis of national and local finance data, this paper shows significant welfare regionalism that commonly exists across the different regions of China. The effects of different types of economic production, diverse development stages confronted by the localities and variations in financial and political capacities on the welfare model(s) across the country in terms of the policy implementation and historical institutionalism perspectives are the main arguments of this chapter. Critical analysis of the Chinese state as adaptive and entrepreneurial state, this paper examines the social policy expansion of Mainland China in the context of the welfare regime debates in East Asia by critically analysing the reasons accounting for welfare regionalism and selective welfare capitalism in the country.

This book contains of 38 selected writings that can be an excellent reference book. *First*, the work of Fachmi Wibawa & Hanif Nurcholis from the Faculty of Economics and Business, Syarif Hidayatullah State Islamic University Jakarta and the Open University entitled *Encouraging Adaptive System to The Current Socio-Economic Turbulence Through Smart City: Developing Model of Collaborative Governance for Tangerang Raya*. This work tries to discuss the application of the smart city concept within the framework of collaborative governance between the central level under the Ministry of Communication and Informatics to the regions with the existence of the Communication and Informatics Service at the provincial and district/city levels throughout Tangerang Raya.

Second, the work *Public Policy Orientation on Ecosystem Restoration in Sumenep Regency, Indonesia* written by Wilda Rasaili, Irma Irawati Puspaningrum, Dwi Listia Rika Tini & Nur Inna Alfiyah from Wiraraja University. It dissects the impact of industrialization on environmental damage that it seeks to map out within the framework of public policy relating to regional autonomy and decentralized governance. From the research conducted, there are loopholes that make local governments in Sumenep Regency lose control of their territories due to administrative negligence.

Third, the work written by Lady Grace Jane Girotha, Jeffry Sonny Junus Lengkong, Harol Refly Lumapow, Roos Marie Stella Tuerah, Shely Deity Meity Sumual, Tellma Mona Tiwa & Viktory Nicodemus Joufree Rotty entitled *Implementation of Digitalization Education Policy in Indonesia in the Era of Pandemic: Literature Review*. It was written by academics from the University of Technology of North Sulawesi and Manado State University, is in the form of a literature review that discusses the digitization of education in the pandemic era. Especially it concerns policies that are able to answer the challenges of the times.

Fourth, a work entitled *Governance Leverage Development Agile Adaptive Tourism Village Design in Kemumu* written by Jatmiko Yogopriyatno, Nursanty & Yorry Hardayani from Bengkulu University. This work analyzes the development of agile adaptive tourism village governance leverage in Kemumu. With a series of mapping the needs of tourism villages, workshop and training programs can be compiled for local residents to further advance the tourism villages that are built.

Fifth, the work entitled *Services Evaluation of Regional Drinking Water Companies in The Provision of Clean Water at Kutai Kartanegara Regency: Case Study in Tenggarong Sub District* written by Nico Ramadhani & Daryono from Mulawarman University. The two academics from different scientific backgrounds tried to identify and describe the evaluation of the procurement of clean water from PDAM Kabupaten Kutai Kartanegara. From a case study conducted in Tenggarong sub-district, it was found that the local drinking water company was able to provide clean water installation assistance to disadvantaged communities over the past year.

Sixth, a work written by Ayurisya Dominata, Marthin Hadi Juliansah, Maharani Mufti Rahajeng & Debby Lellyana from the National Research and Innovation Agency. entitled *Policy Urgence of Indonesian National Working Competency Standards for Researchers in Indonesia*, there is a study in the competency

standards for researchers in Indonesia to regulate knowledge, skills, and expertise from certain fields needed by researchers. In the end, it tries to dig deeper into the relevant policies carried out by the Indonesian government to raise the standard of living of researchers.

Seventh, the work entitled *Nudge on Choice Architecture: Effectiveness of Economic Recovery Policy and Irrational Behavior Predictions in Top Up Cash Direct Assistance (BLT) Program of Brebes District Village 2021* written by academics of Muhadi Setiabudi University including Titi Rahmawati, Nur Aisyah, Syariefful Ikhwan & Hilda Kumala Wulandari. It discusses economic recovery policies in low-income communities in the Brebes region. Using the Kendall W Test, the analysis later found that there was a positive and insignificant influence on the effectiveness of BLT policies.

Eighth, the work entitled *The Dissemination of Forest and Land Fire Control Policies based on Local Wisdom Indigenous Peoples in Kenegerian Kampā, Riau* written by Afni Z & Dian Rianita from Lancang Kuning University. It discusses the control policy for land and forest fires in Kampar Regency, Riau Province, in which there are two study forests, namely Ghimbo Bonca Lida and Ghimbo Pomuan. Fire control policies are carried out by prioritizing the values of local wisdom, money is evaluated using CIPP (context, input, process, and product parameters).

Ninth, the work by M. Nur Iman Ridwan & Sugiannor from Lambung Mangkurat University entitled: *Responses of Prospective Hajj Pilgrims to Cancellation Policy: Hajj Departure in 2021 During the Covid-19 Pandemic*. This article discusses the socialization of the cancellation of Hajj departures in 2021 due to the Covid-19 Pandemic. The massive hoax news on social media related to the cancellation of hajj departures has made the Indonesian government through the Ministry of Religious Affairs actively involved in socializing the intended policies.

Tenth, the work entitled *Patient-Centered Communication in the Era of Telemedicine and Online Consultation Policy* written by Maya Arina Pramudita, Andre Rahmanto, Ign. & Agung Satyawan from Sebelas Maret University. It explains the acceleration of handling the pandemic in public policy regarding the health sector with the existence of telemedicine. Furthermore, the article tries to examine the Patient-Centered Communication policy based on its loopholes and weaknesses which consist of: quality-of-service access, service quality, communication skills of health workers, and patient data security.

Eleventh, the work entitled *Implementation of the Regional Regulation Number 5 of 2020 During The 2019 Coronavirus Disease in Bali Province* written by Wahyu Sri Handono, Ida Ayu Putu Sri Widnyani & Nyoman Diah Utari Dewi from Ngurah Rai University. This article discusses the implementation of Bali Provincial Bylaw Number 5 of 2020 concerning Bali Cultural Tourism Implementation Standards. There are interesting findings from research that in order to bring attractions to tourists visiting Bali during the Covid-19 pandemic, the budget is not ready so it is necessary to collaborate across sectors with academia, society, media, and companies.

Twelfth, the work written by Lesli Citra Pertiwi entitled *Indonesian Government Policies and Strategies in Handling Cultural Affairs during the Covid-19 Pandemic*. In the article written by Universitas Airlangga students, there is a thorny problem when looking at the activities of traditional art that have been sluggish due to the Covid-19 Pandemic. Furthermore, it tries to further explore the accuracy of the public policies formulated by the government to preserve art and culture from extinction while fulfilling the lives of artists who have been severely affected by the pandemic.

Thirteenth, the work from Novliza Eka Patrisia, Endang Larasati Setianingsih, Kismartini Kismartini & Remy Sinta Dewi entitled *Supply Chain Management of Public Services at a Public Service Mall in Bengkulu City*. It discussed about the supply chain which consists of complex components such as organization, human resources, activities, information, and other resources that support the implementation of public services. In the establishment of the Public Service Mall (MPP) in Bengkulu, 150 services have been served from 23 agencies that are able to serve 5,000 people every day. However, it leaves problems when the community does not make optimal use of these facilities.

Fourteenth, the work entitled *Actor Interventions in Influencing Alcoholic Beverage Policy Formulation: A Case Study of Alcoholic Beverage Policy in the City of Surabaya* written by Muhammad Roisul Basyar, Antun Mardiyanta & Erna Setijanangrum. The work written by lecturers from the Department of Administration, Universitas Airlangga, discusses the policy formulation process of restricting alcoholic beverages in the city of Surabaya. The complexity of the work studied includes non-state actors based on religion including non-governmental organizations that are actively involved in policy formulation.

Fifteenth, the work entitled *Legislative Institutions' Political Preferences and The Policy Process in the Era of President Jokowi* written by Asrinaldi and Tengku Rika Valentina from Andalas University. It discusses the legislative process in the DPR-RI which has a tendency to lean towards oligarchic power. It also describes how the policy formulation in the DPR-RI when dealing with government interests. Some examples that can be taken are the determination of Government Regulations when compared to Government Regulations that Cooperate with Laws in the era of President Jokowi.

Sixteenth, the work entitled *Strengthening Supervision as A Strategy for Accelerating Bureaucratic Reform in Penajam Paser Utara Regency, East Kalimantan, Indonesia (Period of 2015–2019)* written by Daryono, Aji Ratna Kusuma, Enos Paselle, Bayu Hari Purwanto & Agus Aji Hermawan from Mulawarman University and Regional Inspectorate of Penajam Paser Utara Regency. It discusses the Penajam Paser Utara Regency Inspectorate (PPU) which is dominant in the Pillar of the Government Internal Control System (GICS/SPIP). It also recommends several aspects including additions.

Seventeenth, the work titled *Who Owns Big Data? Examine The Policies of Rural Government in Indonesia* by Iffan Gallant El Muhammadiyah, Antun Mardiyanta, Ahmad Suryono & Haressa Lintang Rizkika. It written by cross-expertise academics from Universitas Airlangga and Universitas Jember, discusses technological developments related to policy making. The problem that then arises is that there is still a platform that can accommodate data up to the village government level. In the end, there are difficulties because village policymaking does not rely on adequate facts that are transparent, accountable, valid, and easily accessible.

Eighteenth, the work titled *Utilizing Big Data in Supporting Bureaucracy Reform as A Public Service Development Effort* written by Arip Rahman Sudrajat. It discussed about the use of Big Data in the government sector to improve the quality of public services in Indonesia positively and significantly. The thing that can be used as a reference is the transition from paper-based to electronic-based administration.

Nineteenth, the work entitled *The Role of Stakeholders in the Development of Chocolate Village Tourism During the COVID-19 Pandemic in Plosorejo Village, Blitar*

Regency written by Rustinsyah, A. N. Ratna Azis Prasetyo & Muhammad Adi. It discusses Kampung Coklat that is tourist location which experienced a decrease in visits by up to 50% so that it had an impact on income. It also finds that there is an urgency to support the development of village areas to direct orientation to SDGs programs.

Twentieth, the work entitled *Resistance of Indigenous Communities in East Nusa Tenggara-Oeluan Forest Ecotourism Development Policy* written by Emanuel Kosat, Veronika Ina Assan Boro, and Innosensia EIN Satu from Airlangga University and Widya Mandira Catholic University. It examines the protests of indigenous peoples based on social, cultural, and environmental values in the development of the Oeluan Forest ecotourism in East Nusa Tenggara. This complex and multidimensional problem is tried to be studied using Antonio Gramsci's hegemonic approach and ecofeminism's approach as practically emancipatory.

Twenty-one, the work entitled *The Policy Hegemony of Identity: Study on Pekanbaru Policy as Madani City* written by academics of Andalas University includes: M. Zainuddin, Asrinaldi, Zainal Arifin, and Indah Adi Putri. Furthermore, this article discusses the hegemony of the identity politics policy of the Pekanbaru City Government due to the design as a Madani City that is full of Islamic values. It discussed about the theory of agenda setting and identity politics which contrasts with the concept of a multicultural Pancasila state. As in other cases in Aceh, the effects of pro-identity policies can potentially result in horizontal conflict.

Twenty-second, the work entitled *Policy Manoeuvre in a Turbulent Environment: Bureaucracy and Social Engineering for the Special Region of Aceh* written by academics from Sebelas Maret State University and Andalas University consists of Tuti Kurnia, Ismi Dwi Astuti, Asrinaldi & Roni Ekha Putera. It dissects the design of public policy in Aceh regarding welfare given that poverty is a latent danger in the area. In the VUCA era, optimizing the potential of the region is a way to move the wheels of bureaucracy in an environment full of turbulence based on values that have been inherent for a long time in Aceh.

Twenty-third, the work entitled *Actor Network Model of Wonolopo Tourism Village Recovery Policy, Central Java Province in The Era of Covid-19* written by Rizki Hidayati and Tri Yuniningsih from Diponegoro University. This article tries to examine the policies imposed to restore the economic condition of Wonolopo Tourism Village. In it, an actor network model formed between the Kosa Semarang

Culture and Tourism Office, tourism awareness groups, RT and RW, and the community consisting of the media and academics as accelerators in a quadruple helix manner that can attract investment from the private sector is used.

Twenty-fourth, the work entitled *The Politics of Parliamentary Control in Indonesia (2014–2019): An Analysis of The Oversight Role of The House of The Representatives* written by academics of Bakrie University and MARA University of Technology, namely Muhammad Tri Andika Kurniawan, Suseela Devi & Nasrudin Mohammed. This article discusses the control over the post-reform parliament in 1998. It can be argued that from 2014 to 2019, the level of supervision of the DPR-RI was at its lowest point, this was due to the fact that the governing coalition had shared seats and it was suspected that there was an exclusive relationship between the President, political parties, and legislators.

Twenty-fifth, *The Analysis of Health Services at the Rumah Sehat in Athlete's Guesthouse Jakabaring Sport City (JSC) Palembang* written by Delfiazi Puji Lestaria and Rusdi, academia from Diponegoro University and STIA&P, Annisa Dwi Salfarizi, respectively. It discusses the opening of the COVID-19 Healthy House in the Jakabaring Sport City (JSC) Athletes' Guesthouse as one of the local policies to deal with the COVID-19 pandemic. Using Parasuraman Servqual's theory and qualitative approach, there are a number of positive facts that show the progress of the pandemic prevention policy.

Twenty-sixth, the work entitled *Social Media as a Practice of Digital Public Relations* was written by Universitas Airlangga academia, Zike Martha. It discusses the analysis of the use of social media as a means for digital public relations practices with the development of communication technology. In particular, the use of digital PR in mining companies that helps a lot to bridge with society at large.

Twenty-seventh, the work *The Effect of Sustainable Food Agricultural Land Determination (LP2B) On Poverty in Kapanewon Seyegan, Sleman Regency* written by academics of Aisyiyah University Yogyakarta: Nur Faidati, Muhammad Khozin & Suci Iriani Sinuraya. This article contains an analysis of the LP2B policy applied to Kapanewon Seyegan, Sleman Regency in order to alleviate poverty due to a very drastic increase in the population. This is done to reduce the number of land needs that will reduce limited agricultural land to residential and industrial areas.

Twenty-eighth, the work entitled *Resilience: Public Services in Disaster Management in Kupang City: Case Study on the Seroja Natural Disaster* written by

Nursalam¹ from Nusa Cendana University. It discusses the resilience of kupang city organizations and communities since the great storm that occurred in 2020. It focuses on organizational and community capabilities; it was found that the level of resilience is still low in dealing with natural disasters so that there is an urgency to continue to be improved.

Twenty-ninth, the work entitled *Political Institution Capacity: Legislature Roles with Handling Covid-19 Pandemic in Indonesia* by Sitti Aminah, Mohammad Mulyadi, Joko Sutrisno & Siti Maemunah from the National Research Agency. It further examines the capacity of legislators to deal with the Covid-19 pandemic. Furthermore, the study that took cases in four provinces, including West Java, Central Java, DKI Jakarta, and Banten, statistically tested the performance of the task force working in each province. It was found that the aspirations of the community were not fully channeled because there was a budget function that was not optimal.

Thirtieth, the work entitled *Strategy on Implementation for Policy of Learning Independent: Independent Campus at Faculty of Engineering, Udayana University*, it is in line with the policies regulated in the Regulation of the Minister of Education and Culture of the Republic of Indonesia No. 3 2020. It conducted by academics from Ngurah Rai University, including I Ketut Suardita, Ida Ayu Putu Sri Widnyani, Nyoman Diah Utari Dewi & I Made Sumartana, tried to examine the implementation of the MBKM policy using a theory from Edward III related to four public policy indicators, namely: communication, resources, and disposition/ attitude, also bureaucratic structure. Research has found that the implementation of MBKM still cannot be said to be optimal.

Thirty-first, the work entitled *Efforts of the Pekanbaru City Government to Increase Regional Original Income (PAD) Through the Tourism Policy* written by Afrinaldy Rustam, an academic from the Sultan Syarif Kasim Riau State Islamic University. This article emphasizes the tourism activity of Pekanbaru City which relies on the APBD is ineffective considering that the programs offered do not also touch 5 aspects, including: effort, cost efficiency, results, cost effectiveness and impact. This research suggests that the Pekanbaru City Government should look for alternative funding other than PAD and APBD, for example private involvement.

Thirty-second, the work entitled *Adaptive Policy in the Implementation of Covid-19 Era Education Policies in Makassar*. It was written by Safaruddin, Riskasari & Masyitah who are academia of STIA Al Gazali Barru and Universitas Muhammadiyah Makassar who tried to describe adaptive policy settings for education along with its supervision in Makassar City during the Covid-19 pandemic era. There are scenarios and stages that must be carried out to deal with the Covid-19 pandemic in the education sector in Makassar City.

