



Contents lists available at [Journal IICET](#)

**JPPi (Jurnal Penelitian Pendidikan Indonesia)**

ISSN: 2502-8103 (Print) ISSN: 2477-8524 (Electronic)

Journal homepage: <https://jurnal.iicet.org/index.php/jppi>



## Human resources management in developing learning strategies in the new normal era

Farida Yuliaty\*)

Universitas Sangga Buana, Indonesia

---

### Article Info

#### Article history:

Received Jan 25<sup>th</sup>, 2022

Revised Mar 03<sup>rd</sup>, 2022

Accepted Sep 03<sup>rd</sup>, 2022

---

#### Keyword:

Management,  
Human Resources,  
Learning strategy,  
New Normal

---

### ABSTRACT

The purpose of this study was to analyze human resource management in developing learning strategies in the New Normal era, because many learning during the pandemic was found to be ineffective and inefficient, so that students were confused. In this new normal, a human resource management strategy is needed that can be used to monitor. This research method uses a library research approach which is a research method to find and describe some appropriate and relevant research from the topic that the researcher will do. The results of this study indicate that during this pandemic various problems were experienced by various parties. So that HR management is needed to improve learning strategies in the new normal era, namely through efforts, mature readiness, and debriefing both in terms of ICT learning and virtual study habits.



© 2022 The Authors. Published by IICET.

This is an open access article under the CC BY-NC-SA license

(<https://creativecommons.org/licenses/by-nc-sa/4.0>)

---

### Corresponding Author:

Farida Yuliaty,  
Universitas Sangga Buana  
Email: [fys.2207@gmail.com](mailto:fys.2207@gmail.com)

---

## Introduction

Human resource management is a core part of an association or institution, including educational institutions. Good or bad or the progress of an institution depends on the management of human resources itself (Sinambela, 2021). Human resource management in every institution/organization must be in accordance with the goals of the organization with neither too much nor too little. This is because there is an excess or lack of target application in each institutional unit, indicating that there is wasted or wasteful use of human resources (Siregar et al., 2020).

Therefore, every institutional unit that manages or uses human resources must be able to maintain the right balance between the quality and quantity of their respective resources. To be in line with the goals that have been set (Fowler, 2013). The COVID-19 pandemic that hit the world and Indonesia had a very big impact, not only in the economic, transportation and tourism sectors. However, the education sector has also undergone major changes which at the same time created pros and cons in society. Since the implementation of the Large-Scale Social Restrictions (PSBB) in order to suppress the spread of the corona virus, all lines of activity must be stopped (Dewi, 2020). In the world of education, these policies have an impact on the implementation of learning which is not carried out face to face in classrooms, but with online learning methods (in networks), namely by using the internet in learning, so that students can learn anytime and anywhere.

Every educational institution is required to provide innovation in forming an effective learning process. Not all educational institutions are able and understand the latest innovations that must be used in conducting

---

learning during the pandemic. Most of these institutions have not been able to adjust due to constraints on facilities and infrastructure (Haryadi & Selviani, 2021).

This situation of course has an impact on the quality of learning, students or students and teachers who previously were directly in the classroom now have to interact in a limited virtual space. teachers and lecturers provide good teaching, create a conducive atmosphere for learning and be creative and innovative using interesting learning media so that students or can understand the learning material and learning objectives can be achieved. Moreover, teachers or lecturers and students and students must understand the use of technology. Because, the ability to use communication media and technology is an absolute requirement to carry out learning boldly (Yuliani et al., 2020).

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

In this new normal era, teaching and learning activities will return to normal as usual but accompanied by various provisions that must be implemented by students and educators to continue to follow the health protocols that have been recommended by the government. During learning, at least it will not be as normal as before because during the pandemic there are no group assignments, only independent or individual tasks to prevent the transmission of covid-19 (Hartono & Akhyar, 2021).

In the new normal era, we are forced to continue to adapt by implementing strict health protocols, namely 3M (washing hands, wearing masks, and maintaining distance) which will become a new habit in human life. The education sector, which has been in a state of suspended animation, has started operating again by heeding several government regulations while still adhering to health protocols. Teachers as part of the most important human resources in teaching and learning activities must have a strategy of managing learning without face-to-face without eliminating the learning essence itself.

However, there are still many teachers who are in learning during the pandemic and the new normal uses the "original way" learning method. The point is that teachers use methods in learning at will and tend to be careless so that learning does not run as it should. This can be caused by several factors including (1) lack of knowledge of information technology (2) not being able to move on from previous learning methods (3) lack of motivation in self-development (4) lack of facilities and infrastructure (5) lack of preparation in the face of this era.

The ineffectiveness of both human resources, in this case educators, students and parents, encounters various obstacles with the virtual method applied to this new century of human life. Therefore, HR must be familiar with its power to improve by innovating with new strategies to smooth KBM with the era that is currently being lived. Therefore, the authors are very interested in researching further related to human resource management problems in developing learning strategies in the new normal era.

## Method

This research used a qualitative approach in the type of library research which is a research method to find and describe some appropriate and relevant research from the theme that the researcher will do (Anggito & Setiawan, 2018). This study is a literature review, which is a search and summarize some empirical literature that is appropriate and relevant to the theme. The literature used is in the form of books, scientific articles from international and national journals. The literature used is literature relevant to this study and has been printed or published. The use of inclusion and exclusion criteria for the entire literature is a selection method.

## Results and Discussions

### Human Resource Planning (HR)

Human resource planning is part of the management process flow in determining the movement of the company's human resources, from the current position to the desired position in the future. Thus, the success of human resource planning will be determined by the accuracy of the selection of strategies in designing human resource empowerment. Arthur W Sherman and Goerge W Bohlander in Hadari Nawawi said that Human Resource Planning (HR) is the process of anticipating and making provisions (requirements) to regulate the flow of labor movement into, within, and outside the organization (Mustopa, Barjah, Ahsaina, & Rais, 2021).

Meanwhile, according to Safarudin Alwi, HR planning is a plan prepared at the operational level that is proposed to meet the demand for HR with the required qualifications. HR planning is basically needed when business planning as the implementation of the company's vision and mission has been determined. The company's vision is to guide the direction of a business where it will go and with what strategy the business will be run. Starting from the business strategy, then what HR planning strategy will be chosen. The HR strategy that is selected and determined will determine what kind of HR needs will be desired, both in quantity and quality (Dulebohn & Johnson, 2013).

### Human Resources Goals

The goal of HR is to improve the productive contribution of people or workforce to an organization or company in a strategically, ethically and socially responsible manner. Managers and human resource departments achieve their goals by meeting their goals.

According to Soekidjo Notoatmodjo that the main purpose of Human Resource Management (HRM) is to increase the contribution of human resources (employees) to the organization in order to achieve the productivity of the organization concerned. It can be understood that all organizational activities in achieving its mission and goals depend on the humans who manage the organization. Therefore, these resources must be managed in such a way that they are efficient and effective in achieving the mission and goals of the organization (Ridder, Piening, & Baluch, 2012).

According to Veitzal there are several goals that can be achieved in relation to human resource planning, these goals include: (1) To determine the quality and quantity of employees who will fill all positions in the company. (2) To ensure the availability of present and future manpower, so that every job there is someone who does it. (3) To avoid mismanagement and overlap in the implementation of tasks. (4) To facilitate coordination, integration, and synchronization (KIS) so that work productivity increases. (5) To avoid shortage or excess of employees. (6) To serve as a guide in determining the program of withdrawal, selection, development, compensation, integration, maintenance, discipline, and termination of employees. (7) Be a guide in carrying out mutations (vertical or horizontal) and employee retirement. (8) Be the basis for doing other employee assessments.

### Learning Strategies in the New Normal Era

Learning strategies referring to the new normal era are guided by following health protocols and triggering teachers as part of the most important human resources in teaching and learning activities to have precise moves to manage learning without face-to-face without eliminating the learning essence itself. As currently circulating on social media, teachers often give examples and then share links and ask students to follow them at home, which is an efficient way to learn in the midst of a pandemic with the new normal era.

However, the ineffectiveness of both human resources, in this case educators, students and parents, found various obstacles with the virtual method applied to this new civilization of human life. Therefore, HR must be familiar with its power to improve by innovating with new strategies to smooth KBM with the era that is currently being lived. Experts have also researched far and wide so that their findings are as stated by Ni'mah that: there are also obstacles from this E-learning, namely: 1. Electricity can go out while accessing the learning program 2. Poor internet network 3. Uncertain commitment from parents 4. Students/students who have difficulty learning in this way 5. Misunderstanding between lecturers/teachers and students/students 6. Ignorance of science and technology (Arafah & Bahri, 2020).

In learning activities, of course, there are goals that must be achieved by students and teachers. To achieve this goal, it is necessary to implement good learning, in the implementation of learning there are factors that can influence it, both from educators, students, facilities and infrastructure factors, and environmental factors. There are several problems or problems found in learning activities, including limited learning resources, time allocation, and limited funds available (Hartono & Akhyar, 2021).

The post-Covid-19 new normal era opens up opportunities to rethink the goals of education. One of the goals for the curriculum to be relevant, appropriate, and responsive is the development of preparedness in times of

---

disasters, diseases, and emergencies. The objectives of the existing curriculum touch a range of preparedness competencies in various fields of study (Hartono & Akhyar, 2021). However, the focus of these objectives is specifically on natural disaster preparedness. Given the arrival of the post-Covid-19 new normal, there is a desire for goals that are more focused on preparedness in the event of a global disease outbreak.

In this reality, which has not been touched after Covid-19 in the world, the world is again shocked by the term called new normal, which means new habits in people's lives (Ramadhan, Hermawan, & Erihadiana, 2021). The term "new normal" which has the meaning of a new habit has been around for a long time and is not a familiar term to hear. The government's steps to practice the new normal have been very fitting. There is also for every agency / institution such as madrasas, schools must prepare steps or plans to be able to achieve successful learning in this new normal era.

The subject matter of the term new normal should not be thought of as limited to large-scale social restrictions. Although many are not ready, the conclusion is understood as something natural and must be done. Ridwan Sanjaya launched Paul Glover's comments in explaining the situation that initially would not have an impact in general became something which was then considered normal, normal, and the conclusion was widely accepted, the new normal accepted by the residents became something that was then considered normal, normal, and the conclusion is widely accepted, the new normal that is accepted by these residents becomes something that is later understood as a normal situation (Ramadhan et al., 2021). These various changes that continue to occur result in a situation that is called "the new normal". New normal received various responses by residents. This is normal, as long as it is intended for a better life and tried to be sourced from valid studies.

In this new normal era, teaching and learning activities will return to normal as usual but accompanied by various provisions that must be implemented by students and educators to continue to follow the health protocols that have been recommended by the government (Hartono & Akhyar, 2021). During learning, at least it will not be as normal as before because during the pandemic there are no group assignments, only independent or individual tasks to prevent the transmission of COVID-19.

In the current problems, education still has a very important role for students in dealing with this pandemic. This study discusses optimizing education during a pandemic and the solution will also be revealed. The existence of obstacles in the learning process can affect motivation and interest in learning. Intidarie-learning (online) actually consists of two words, namely "e" which refers to electronic technology and "learning" which refers to the purpose of learning. However, in practice, they still prioritize the word "e" and slightly forget the word "learning" as the main goal. In fact, e-learning (online) is the application of information technology and computers to create learning experiences (Hartono & Akhyar, 2021). One of the key elements of creating a learning experience in the context of e-learning (online) is the interaction between students and teachers.

### **Human Resource Management in Learning the New Normal Period**

Human resource management is not a goal and the end of a process, but a device or tool to help achieve an overall goal. For this reason, one part/unit of human resource management in an institution is held to serve other parts of the institution or organization. Human Resource Management is defined by Mangkunegara as a processing and utilization of resources that exist in individuals. In another sense, it is a planning, organizing, monitoring implementation of procurement, development, remuneration, integration, maintenance and separation of workers in order to achieve the goals of an institution.

Human resource management in every institution/organization must be in accordance with the goals of the organization with neither too much nor too little. This is because there is an excess or lack of target application in each institutional unit, indicating that there is wasted or wasteful use of human resources. Therefore, every institutional unit that manages or uses human resources must be able to maintain the right balance between the quality and quantity of their respective resources. To be in line with the goals that have been set (Sulistiyani & Heronica, 2020).

In other words, what is necessary and main in management in this case are 3 components of HR, namely teachers as educators, students as students and the main person as education stakeholders. And the link to participate between the community and parents is the main thing that is no less important. Establishing cooperation between schools and the community is a form of activity carried out either directly or indirectly. For example, assistance and support from parties in the education environment. Although, all levels of society have not fully contributed, but educational institutions must continue to be optimistic and aggressive to carry out socialization and interrelated activities for optimal goals achieved (Sulistiyani & Heronica, 2020).

As part of the dominant micro component determining the quality of education, teachers must be qualified and perform well in globalization by trying to master various information and communication technologies. This is because the advancement of information and communication aspects has undergone tremendous changes

in the era of globalization. In the national education system, teachers have a strategic role in the learning process in particular and the education process as a whole.

Learning management is an effective and efficient effort to create conducive learning for students and maintain effective teaching and learning (Sulistiyani & Heronica, 2020). Management includes activities carried out to achieve goals by providing the best effort through predetermined actions, including knowledge of what to do, determining how to do it, measuring the effectiveness of the efforts made, establishing and maintaining environmental conditions that can provide economic, psychological, social, political, and technical contributions, and control them.

The concept of learning management is the efforts and actions of the principal as an instructional manager in schools, as well as the efforts and actions of teachers as learning managers in the classroom which are carried out in such a way as to obtain results in order to achieve the goals of school programs and learning programs (Rovai & Downey, 2010). Good management in learning activities is the existence of an earnest effort carried out by individuals or groups of people or an institution or organization continuously and continuously for the success and achievement of the process of educational and learning activities as much as possible in order to achieve the goals as expected.

The implementation of management essentially lies in human resource management (HR) or it can be said that HR management is identical to management itself. Human resource management is a part of management science that focuses its attention on regulating the role of human resources in the activities of an organization. Through HR management, it is hoped that an increase in employee performance in an institution will occur. When referring to educational institutions, the employees referred to are educators and education staff. In his book, Mulyasa states that the purpose of HR management is to effectively and efficiently utilize educational staff (teachers and employees) to achieve optimal results but still in pleasant conditions (Werdiningsih, 2021). So that a school principal is in charge of not only trying to achieve school goals, but also the goals of education personnel personally.

### **Learning Management Functions**

There are various problems experienced by various parties, namely educational institutions, educators (teachers and lecturers), students (students and students), and parents of students. The problems that exist in educational institutions are the lack of availability of infrastructure and platforms that support the online or bold teaching and learning process, as well as the lack of procurement of telecommunications, multimedia, and information infrastructure which is a prerequisite for the implementation of IT for education. Problems experienced by educators (teachers and lecturers) are in the form of limited use of IT, as well as the difficulty of shaping the character of students and applying learning media so that students can understand the material presented. The problem experienced by students is that most students are not used to bold learning and because of limited internet facilities, especially in remote areas that lack internet networks. This internet network is a major problem not only for students but also for educators. In addition, parents also play a role in courageous learning because usually the responsibility for learning is given to the teacher but since the emergence of the covid-19 outbreak, learning has been carried out at home so that it involves parents to be able to guide and realize that learning can be carried out properly. HR management in improving learning strategies in the new normal era is through efforts, mature readiness, debriefing both in terms of ICT learning and the habit of virtual learning (Bahri & Arafah, 2020).

The functions of learning management in the new normal period are (Utari, Hikmawati, & Gaffar, 2020): First, the implementation of the planning function in learning activities is indicated by applying the principles of educational planning regarding (1) Structuring learning activities, (2) Determining and limiting learning objectives, (3) Developing alternatives in accordance with learning strategies (4) collecting and analyze meaningful data to support learning activities, (5) prepare and communicate plans and decisions related to learning to interested parties. The form of learning planning is arranged in the form of a Learning Implementation Plan (RPP) which is stated with several components in the form of objectives, education, teaching modules, teaching procedures, learning resources, and evaluation of learning outcomes.

Second, the organizing function in learning activities is intended to ensure clear implementation of tasks, sort out the right tactical tools, sort out appropriate learning aids or audio-visual equipment, sort out the right class size or number of students, sort out the right strategy to communicate the rules. , complex procedures and teaching. Methods of organizing learning activities include compiling an institutional or organizational structure so that they can work together with each other by using all the energy sources they have so that a job can be carried out in a systematic, neat, and orderly manner. With clarity of duties and responsibilities of each factor and component of education so that educational activities, both process and quality required, can take place as planned. Regarding the implementation of the organizing function in learning activities, it is indicated by a

number of indicators, namely (1) providing the facilities, equipment, and personnel needed to develop an efficient framework in carrying out plans through a process of determining the implementation of learning needed to complete them, (2) grouping of learning components in the school structure on a regular basis, (3) establishing a learning coordination mechanism, (4) formulating and determining learning methods and procedures, and (5) selecting, conducting training, and education in an effort to develop teacher positions that are equipped with resources else needed.

Third, the Implementation Function. The implementation of the learning mobilization function includes (1) setting the time frame needed during learning in detail and clearly, (2) initiating and displaying leadership in implementing plans and decision making, (3) issuing specific instructions towards achieving goals, (4) guiding, motivating, and supervising teachers by the principal, (5) guiding, motivating, and providing clear guidance or direction for teachers to service learning to students.

Fourth, supervision in the context of learning is carried out by the principal of learning activities in all classes, including supervising related parties in relation to the provision of services for learning needs in earnest. For the purposes of this supervision, the teacher collects, analyzes, and evaluates information on learning activities, and uses it to control learning so that the planned learning objectives are achieved. The implementation of the supervisory function in learning activities is implied by a number of indicators, namely (1) evaluating the implementation of activities compared to plans. learning, (2) reporting deviations for corrective action and formulating corrective actions, setting learning standards and goals, (3) assessing work and taking corrective actions against deviations from both institutional education units and the learning process (Murti Solikhah, 2021).

Thus, according to the authors, HR management in improving learning strategies in the new normal era is through efforts, mature readiness, debriefing both in terms of ICT skills and the habit of virtual learning (Bahri & Arafah, 2020). Maybe the pandemic was the beginning of the rise or the stipulation of online learning rules for students in Indonesia by the Government and the Ministry of Education and Culture itself, even though previously elite, bona fide schools had already set foot in learning by utilizing technology, but certainly not as dominant as before the pandemic occurred.

For that teaching and learning activities, students and teachers must be equipped, qualified and know the direction of learning that is filtered in order to minimize misunderstandings between teachers and students (Dina, 2020). Meanwhile, students, at home, study with the help and supervision of their parents so that there is no trickery, laziness and cheating during the exam. So that ethics, values / norms are still upheld in the academic world. This is the most appropriate learning strategy in this new normal era, the changing times are so fast, ready or not, all regions must follow if they don't want to be left behind. There are big changes and challenges faced by continuing to carry out activities in the midst of a pandemic, but this is a solution. From here, students can learn with the pandemic situation, and stay motivated and guided by teachers to be successful in the future.

## Conclusions

During this pandemic, various problems were experienced by various parties, namely educational institutions, educators (teachers and lecturers), students (students and students), and parents of students. So that HR management is needed to improve learning strategies in the new normal era, namely through efforts, mature readiness, and debriefing both in terms of ICT learning and virtual study habits. The learning strategies include (1) structuring learning activities, (2) determining and limiting learning objectives, (3) developing alternatives that are by learning strategies (4) collecting and analyzing meaningful data to support learning activities, (5) preparing and communicating learning plans and decisions to interested parties.

## References

- Anggito, Albi, & Setiawan, Johan. (2018). Metodologi penelitian kualitatif. CV Jejak (Jejak Publisher).
- Arafah, Novira, & Bahri, Syamsul. (2020). Peningkatan Human Capital Dalam Proses Pembelajaran di Era New Normal. *Jurnal Manajemen Bisnis*, 17(3), 425–444.
- Bahri, Syamsul, & Arafah, Novira. (2020). Analisis Manajemen SDM Dalam Mengembangkan Strategi Pembelajaran Di Era New Normal. *Tafkir: Interdisciplinary Journal of Islamic Education*, 1(1), 20–40.
- Dewi, Wahyu Aji Fatma. (2020). Dampak Covid-19 terhadap implementasi pembelajaran daring di Sekolah Dasar. *Edukatif: Jurnal Ilmu Pendidikan*, 2(1), 55–61.
- Dina, ISMI SALSA. (2020). Proses Pembelajaran Pada Masa Covid-19 (Tantangan dan Solusi). *Minda Mahasiswa Indonesia: Kenali Industri*, 4, 61.

- Dulebohn, James H., & Johnson, Richard D. (2013). Human resource metrics and decision support: A classification framework. *Human Resource Management Review*, 23(1), 71–83.
- Fowler, Alan. (2013). *Striking a balance: A guide to enhancing the effectiveness of non-governmental organisations in international development*. Routledge.
- Hale, Thomas, Angrist, Noam, Goldszmidt, Rafael, Kira, Beatriz, Petherick, Anna, Phillips, Toby, Webster, Samuel, Cameron-Blake, Emily, Hallas, Laura, & Majumdar, Saptarshi. (2021). A global panel database of pandemic policies (Oxford COVID-19 Government Response Tracker). *Nature Human Behaviour*, 5(4), 529–538.
- Hartono, Priyagung, & Akhyar, Abdullah Musthofainal. (2021). Optimalisasi Pendidikan di Era Pandemi. *Jurnal Pembelajaran Pemberdayaan Masyarakat (JP2M)*, 2(1), 63–68.
- Haryadi, Rudi, & Selviani, Fitria. (2021). Problematika pembelajaran daring di masa pandemi Covid-19. *Academy of Education Journal*, 12(2), 254–261.
- Murti Solikhah, Annisa. (2021). Pengaruh Pelatihan, Motivasi dan Lingkungan Kerja Terhadap Kinerja Karyawan (Pada Masa Pandemi) di Agrowisata Amanah Karangpandan. Universitas Muhammadiyah Surakarta.
- Mustopa, R., Barjah, M. K., Ahsaina, N. A., & Rais, Y. (2021). Pelatihan dan Pengembangan Manajemen Sumber Daya Manusia di Masa Pandemi COVID-19. *Sostech*, 1(3), 166–174.
- Onyema, Edeh Michael, Eucheria, Nwafor Chika, Obafemi, Faith Ayobamidele, Sen, Shuvro, Atonye, Fyeface Grace, Sharma, Aabha, & Alsayed, Alhuseen Omar. (2020). Impact of Coronavirus pandemic on education. *Journal of Education and Practice*, 11(13), 108–121.
- Ramadhan, Ossi Marga, Hermawan, Acep Heris, & Erihadiana, Mohamad. (2021). Pengembangan Kurikulum Pendidikan Islam di Era New Normal. *Jurnal Intelektual: Jurnal Pendidikan Dan Studi Keislaman*, 11(1), 32–45. <https://doi.org/10.33367/ji.v11i1.1588>
- Ridder, Hans Gerd, Piening, Erk P., & Baluch, Alina McCandless. (2012). The third way reconfigured: How and why nonprofit organizations are shifting their human resource management. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 23(3), 605–635.
- Rovai, Alfred P., & Downey, James R. (2010). Why some distance education programs fail while others succeed in a global environment. *The Internet and Higher Education*, 13(3), 141–147.
- Sinambela, Lijan Poltak. (2021). Manajemen Sumber Daya Manusia: Membangun tim kerja yang solid untuk meningkatkan kinerja. Bumi Aksara.
- Siregar, Robert Tua, Sahir, Syafrida Hafni, Sisca, Sisca, Candra, Vivi, Wijaya, Andy, Masrul, Masrul, Sianturi, Efendi, Simarmata, Hengki M. P., Revida, Erika, & Purba, Sukarman. (2020). Manajemen Sumber Daya Manusia Dalam Organisasi. Yayasan Kita Menulis.
- Sulistiyani, Sisilia Ayu, & Heronica, Meriza. (2020). Implementasi program pendidikan dan pelatihan asn dengan menggunakan model project minerva di era adaptasi kebiasaan baru implementasi program pendidikan dan pelatihan asn dengan menggunakan model project minerva di era adaptasi kebiasaan baru. *Civil Service Journal*, 14(2 November), 75–84.
- Utari, Widi, Hikmawati, Vitta Yaumul, & Gaffar, Aden Arif. (2020). Blended Learning: Strategi Pembelajaran Alternatif Di Era New Normal. *Prosiding Seminar Nasional Pendidikan*, 2, 262–269.
- Werdiningsih, W. (Wilis). (2021). Manajemen Sumber Daya Manusia dalam Meningkatkan Kompetensi Guru Melaksanakan Pembelajaran Daring. *Southeast Asian Journal of Islamic Education Management*, 2(1), 113–124.
- Yuliani, Meda, Simarmata, Janner, Susanti, Siti Saodah, Mahawati, Eni, Sudra, Rano Indradi, Dwiyanto, Heri, Irawan, Edi, Ardiana, Dewa Putu Yudhi, Muttaqin, Muttaqin, & Yuniwati, Ika. (2020). Pembelajaran daring untuk pendidikan: Teori dan penerapan. Yayasan Kita Menulis.