Education Management in the New Normal Era: A Literature Study

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ABSTRACT. This study aims to explore the forms of education management in the new Normal era. This study uses library research methods-analysis of the content through books and articles from scientific journals related to the study's focus. The data collected is then reduced and then interpreted and concluded according to the research question. Relevant studies, the concept of education management, and the concept of education in Islam and the new normal as a new order became the focus in this study. Data analysis techniques using content analysis. The study results revealed that the management of education must meet three stages, namely planning, implementation, and evaluation. In the new Normal era, these three stages require a new model aligned with the paradigm of freedom of learning. Further study is needed to discuss it.

Keywords: *Management, Management education, New Normal*

INTRODUCTION

At the end of late 2019 or early 2020, the world is surprised by the emergence of infectious diseases, Coronavirus or Covid-19 (Sampurno *et al.*, 2020; Susilo *et al.*, 2020). This disease changed the order of human life in the world (Sunarpi, 2020; Paramita & Putra, 2020; Toresano, 2020) because the respiratory tract attacks the sufferer, most of whom are systemically asymptomatic (Zhou, 2020). Then comes the so-called asymptomatic person. The world is busy finding a vaccine that can treat this Covid-19 disease (Pandie, 2020; Polack *et al.*, 2020; Wong *et al.*, 2021). However, until now, the vaccine found seems to be still the subject of lengthy debate and discussion for experts with different points of view (Siagian, 2020; Santoso & Fitriani, 2021).

The sudden outbreak of the Covid-19 pandemic has changed all aspects of human life. Various changes occurred during the pandemic, not only in the health sector but also in other areas, such as education (Santoso & Santosa, 2020). In Santani opinion (2020), in the past, teaching and learning activities were conducted face-to-face (offline), but nowadays, all learning activities conducted online. Besides, Rosali (2020) also revealed the same thing with Santani. Therefore, the changes caused by the covid-19 outbreak certainly require changes also in the field of education management, including in curriculum changes (Juhji *et al.*, 2021). It seems impossible to use the old concept of education management because it is no longer relevant if used during the current pandemic era. However, some education providers do not seem to have readiness in managing their institutions.

The management of education, significantly higher education at a time of the new Normal era, must be restored. It aims to keep the education process running even if it did online. However, many changes must make in the management of education in the new Normal era. For example, the meeting of lecturers in Islamic universities that used to conducted face-to-face, then in this new Normal era must use online. It aims to break the chain of the spread of the virus. In the new Normal era, all management activities must prioritize public safety and health through social distancing, wearing masks, and washing hands. One of the things that need to be adjusted appropriately during the new Normal era is the accrual of managing lecture time in college. This adaptation process must be done gradually in order to get good results by its purpose and function. Therefore, this study is essential to find a new format in the management of education in the new Normal era. Thus, this study aims to explore forms of education management in the new Normal era.

METHOD

This research method uses literature study research and relates to theoretical studies, and some references are inseparable from the scientific literature. The steps of literature research conducted in this study include: 1) preparing equipment tools, 2) compiling work bibliographies, 3) managing time, 4) reading and making research notes-the data source obtained from relevant literature such as books, scientific articles related to the selected topic. The data collection technique used in this literature research is to look for data on things or variables in notes, books, papers or articles, and journals. Researchers' research instruments are a checklist of classification of research materials based on the focus of the study, the scheme or map of writing, and the format of research notes. The data analysis technique used in this literature research is a method of content analysis.

RESULT AND DISCUSSIONS

Result

This study discusses relevant studies related to the focus of studies, education management, education in Islam, and the new normal as a new order. Some discussions discussed in-depth related to the focus of the study.

Relevant studies

Research on the management of education in Islamic universities has conducted by many previous scholars (Muhtarom, 2015; Wajdi, 2016; Bali, 2017; Khardi *et al.*, 2019; Hakiman *et al.*, 2019; Bashori *et al.*, 2020). Setiawati (2012) conducted research related to the effectiveness of higher education management development. Besides, Asmawi (2010) writes how to improve the quality of graduates in a college. Some studies also report on how the role and public relations in universities' management functions (Luqman, 2013; Ikhwan, 2018; Musyarrofah, 2018). From the study, there have been many theories about education management that can use. However, research conducted to find new theories that are more relevant, especially during pandemics. As the changes are happening today, education management demands a new theory that is more adaptive to the phenomenon that occurred due to the Covid-19 pandemic.

Arafah and Bahri (2020) analyzed with a library approach on human resource management to improve learning strategies in the New Normal Era. They concluded that the improvement of human resources in management could make reasonable planning efforts, good supply in terms of information technology proficiency, and learning habituation using virtual learning. It is in line with the research report Supardi *et al.* (2021), which recommends that students improve basic information technology skills because it is proven to affect their social media utilization activities empirically. However, the study of Arafah and Bahri has not completed because it has not discussed Islamic higher education management.

The Covid-19 outbreak also changed the management order of higher education, especially Islamic universities. In general, the Covid-19 pandemic impacts all demanding educational activities conducted online and no longer uses face-to-face (Abidah *et al.*, 2020). Therefore, the new Normal era becomes a new challenge for public universities and Islamic universities to improve (Karim, 2020; Handayani, 2020; Prasetia & Fahmi, 2020; Cahapay, 2020). The New Normal era requires Islamic universities to have good management. Islamic universities must change the quality assurance system through comprehensive improvement. It indicates that education management becomes abnormal if the new Normal managed in an old normal.

Education Management Concept

At first, management theory is usually very related to organizational activities and the theory used in the company (Slintak, 2019). Naturally, Nadrifar *et al.* (2016) and Pindur *et al.* (1995) assert that management is a fundamental problem in the organization; if it does not use appropriately, the specified goals will not adequately achieve. They are citing the idea of Rokhayati (2014) and Sumitro (2014) in its development that management theory used in various discipline sciences such as education, social, cultural, communication, economics, and others. In this context, then the understanding of management continues to change, as referred to by Supeno (2012), Wren and Bedeian (2020), Kwok (2014), Agogbua *et al.* (2017) as the evolution of management theory and thinking.

Citing Griffin's opinion (2021) that management is a series of activities (including planning and decision making, organizing, leadership and control) directed at organizational resources (human, financial, physical, and informed) have the purpose of succeeding goals that have been created by the organization effectively and efficiently. In terminology, the term management is an absorption of the verb *to manage*, which means *control*. This definition, referred to in Indonesian, means to control, handle, and manage. Pratama (2020) suspects that the word management comes from the Italian word *maneggiare*, whose definition is to control a horse. The genealogy refers to the Latin *manus*, meaning *hand*. This term later adopted The French *menagement*, which means the art of carrying out and governing.

Besides, Robbins and Coulter (2012) put forward the theory that management is coordinating and supervising others' work activities to complete their activities efficiently and effectively. In general, management is a process of planning, organizing, directing, and supervision. According to Juhji *et al.* (2020), management is an effort or action towards achieving goals through a process; a system of cooperation with a clear division of roles; and optimally engage the contributions of people, funds, physically, and other sources effectively and efficiently. Besides, understanding education management as a science or process-based resource management aims to achieve educational productivity goals by planning effectively and efficiently (Surya, 2011). Thus, education management is planning, implementation, and evaluation activity so that the teaching and learning process is thriving by the objectives to achieve.

Islamic Education

In Islam, education is not only in teaching and learning activities in the classroom but more broadly than these activities (Siregar, 2015; Hanifah, 2018). Because education is not defined as limited to teaching and learning activities only, and if so, it becomes irrelevant to the purpose of education by the Qur'an and al-Hadith. Moreover, education is the process of making human beings civilized, characterful, and moral. With this meaning, the meaning of Islamic education is actually in line with the purpose of freedom of learning popularized by the Republic of Indonesia, Nadiem Makarim. Although, education in the concept of Merdeka Belajar still has to be criticized and then given other uses to be in line with the value of education in Islam.

Merdeka Belajar is limited to connecting college graduates with the industrial world (Lestiyani, 2020). In this idea, college graduates expected to enter the industrial world and then

become a professional workforce. This idea still seems secularistic because it separates religious values from education itself. Whereas in the Islamic view, education prepared to work, and education is an effort to strengthen one's piety and faith. Indicators of people educated in Islam is if the person is more pious and has good faith in Allah Almighty. The most basic principle in Islamic education is *rahmatan-lil-'alamin*. This principle's purpose is that Islamic education is not only for Muslims (Salleh, 2013). In other words, Islamic education should be able to benefit other communities other than Muslims. For example, at the practical level in schools, Islamic education can be used as a leading group in the practice of diversity (Irham, 2017). In this practice, students then taught tolerant and multicultural values. This result can then indicate that Islamic education greatly appreciates the differences in ethnicity, religion, race, culture, and others. In Islamic education, teachers or lecturers are not only objects, but more than that, they must educate by setting a good example. They must teach by putting forward *akhlaqul karimah* (Syihabuddin & Abdussalam, 2015). Besides, they are responsible for their obligations; therefore, they must guarantee their welfare. In line with that, the government's welfare or lecturers is often forgotten by the government, even though they have benefits. Teachers and lecturers considered unsung heroes, so until now, they have not had proper welfare.

New Normal As a New Order

New Normal appeared and became famous when the world was busy with the spread of Covid-19 (Muhyiddin, 2020). The term new Normal was not so popular before the emergence of Covid-19, which occurred later; this term instead gave rise to various debates as an example from a political perspective (Mas'udi &Winanti, 2013). New Normal has changed its terminology into an adaptation of new habits. The government introduced New Normal terminology to describe the transition situation from the Covid-19 pandemic phase to a new situation that envisioned to be a permanent pattern of people's lives in the future. This new situation requires that every individual and society, in general, make adjustments to the way of life. These adjustments are radical, cover an extensive range of aspects and scopes, and there is no precedent yet, from personal habits such as washing hands and using masks to collective activities such as worship procedures, shopping at the market, schooling, and so on. The new Normal terminology also refers to the government's hybrid policies to compromise two competing human mobility regulatory regimes. First, regimes emphasize the control or restriction of mobility of human geographic space. Second, a regime that emphasizes the freedom or freedom of mobility of citizens or people. *Public safety* is an argument that justifies this first regime's existence, which in the early phase was dominated by the reasons for the security or safety of the state as a justification. For example, what the indicator is and how the process to be able to explain the so-called new normal condition (Habibi, 2020). Although it still raises various questions about its definition, socially, people will or do not still have to adapt.

Simply put, New Normal is a new adaptation to maintain clean and healthy living behaviors. This adaptation process in healthy living behavior can be said to be a new world order (Wahyuningsih, 2020). According to Buheji (202), his paradox, the new Normal is an era after the Covid-19 pandemic that is full of challenges and instability, so that people must be prepared to make changes to face the challenges and instability of the new Normal era. Social interaction that used to be identities then became limited by distance because there is an obligation to do social distancing. New normal is a new life indirectly related to health because people still have to maintain health protocols (Andhini, 2017). Nevertheless, in practice, the new normal is inseparable from social, cultural, political, educational, and contexts. Using the opinions of Ghufron (2020), Pujaningish and Damayanto (2020), and Muthaminah (2020) in the field of education, such as academic society should create transformative and innovative learning models. Radically, all backgrounds of people's lives must ultimately pay attention to their health and society. Moreover, the new Normal forces people to coexist with Covid-19, which is not yet known, will disappear.

Discussions

As explained earlier, the new Normal era is a new system for all areas of human life. Not to be missed are the areas of education, especially related to management. This condition is referred to as a new order because it wants radical change. In this New Normal era, the teaching and learning process at the elementary level until the college has to experience process disruptions. At first, learning had to come face to face; it had to come face to face behind the scenes zoom, google meet, and various other online lecture devices.

Nevertheless, this new Normal era also leaves many challenges that must be solved quickly and precisely. The challenge, for example, is that there is still no online learning infrastructure available. If anything, the infrastructure is still very limited in number. For example, the network is the internet as the most basic infrastructure as a medium. Internet networks seem to be only easy to find in urban communities. Its ownership is also not all can access, especially the lower middle class. These people have difficulty getting internet access and have difficulty carrying out the learning process online. During this new Normal era, the lower middle class is the most economically affected. Dividing daily needs may be difficult, and then how will they be able to buy internet quota to learn. They hope to do the teaching and learning process online will be difficult to implement if the government and all educational stakeholders have not solved this internet problem. Solving this problem must be done jointly by the community, stakeholders, and of course, the central and local governments.

In addition to the internet problems in urban areas, it can not forget the condition of people in the region or countryside. The uneven construction of educational facilities in Indonesia seems to cause a gap between villages and cities. If people have difficulty having access to the internet in a big city alone, how about the people who live in the countryside. Furthermore, people living in remote villages. There is likely only one internet network that can be accessed, for example, Telkomsel. This internet network is often slow if it opened for learning activities or opens a learning video tutorial.

The author had to a village area in South Sumatra, which is 10 hours away from Sutan Mahmud Badarudin Airport Palembang. Based on the author's experience, there is only a Telkomsel internet network available. The problem is also that not all people can get the internet because they cannot afford it. People there, who are primarily farmers, have difficulty buying internet quota at the price of hundreds of thousands per month. They are the lower middle class who should be a priority to get the internet from the government. The above cases are just a tiny part of the author's experience when looking at reality in society. Of course, there are still many other cases occurring in other communities throughout Indonesia. Another example is in Serang Regency, Banten Province, where the author currently lives. This area is still close to Jakarta's capital city compared to people living in the interior of South Sumatra. However, the condition of education infrastructure is also experiencing constraints if it is associated with internet problems. There are still many people down who have not been able to afford to buy the internet as the primary learning network. The impact is not only on the lower middle class; not to be missed are the students. There are many complaints from students who say they cannot afford internet quotas in the new Normal era. This pandemic makes the parents of students economically affected, so it also impacts students' financial condition. Online learning expects to run well but then became hampered. The main problem is the high price of the internet for the lower middle class.

They have difficulty in using the internet as a learning medium during this new Normal era. Therefore, from the management side, the government, in particular, must make good planning, implementation, and evaluation. There must be improvements in the education management system of both public education and Islamic education in this new Normal era. Old management should shift to the new management. For example, how online learning planning should be

preceded, for example, by mapping the problems that occur. Changes in the implementation of this management must make from the most basic education to the middle level. In cooperation with local governments, the government should map out which areas are tricky to the internet-after that, done future learning planning, what if not using the internet. If they have to use the internet, the government should provide this network for free because education, such as legal mandate, is a right that the community must accept. The government is the party that should provide a decent education for its citizens.

CONCLUSION

Education management is the planning, implementation, and evaluation of the teaching and learning process. The purpose of education management is to realize justice in the implementation process. At this new normal, cooperation between the government, stakeholders, and the community is needed to prepare good education management. Education management that inevitably must implement online. Implementing education management in the new Normal era must align with the paradigm of independent learning initiated by the Minister of Education, Nadiem Makarim.

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