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STRATEGIES AND PROGRAMS CORPORATE SOCIAL RESPONSIBILITY (CSR) FACING THE ERA NEW NORMAL

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Abstract

The COVID-19 pandemic that has hit all corners of the world from early 2020 until now has brought changes that are still in all areas of people's lives. The efforts to handle and prevent the transmission of COVID-19 that have been implemented in the policies of countries in the world have an impact on the economic crisis. At times like this, the company faces a situation that is quite vulnerable and risky, however, activities Corporate Social Responsibility must be carried out. Corporate social responsibility activities can not only benefit stakeholders such as the community, workers, and consumers but can also have a positive impact on the company's efforts to improve the company's economic conditions. The purpose of this journal article is to describe strategies and corporate social responsibility programs that are appropriate in facing the era new normal in Indonesia. The method used in this journal article is descriptive qualitative with data sources derived from previous literature studies. As a result, the company can implement new strategies in its program corporate social responsibility for stakeholders. Areas that became the main focus of social responsibility activities in the new normal included economics, health, and education. Innovation and creativity in seeing opportunities are very important to be an empowerment strategy for the community, non-governmental organizations, workers/employees, and consumers. With the help of the Corporate Social Responsibility program carried out by the company together with stakeholders, if it is successful, it can help the Indonesian Government's efforts to suppress the spread of COVID-19 and develop the Indonesian community.

I. INTRODUCTION

Since the beginning of 2020, the world has begun to be faced with crises in various areas of life due to the spread of the Covid-19 virus. Various institutions and organizations in the world are participating in efforts to limit the spread of this pandemic. Laboratory research is also being carried out intensively everywhere to try to find vaccines and drugs that can ward off the Covid-19 virus. However, until mid-June this year, the vaccine that billions of earth's population have been waiting for has not yet been found. Not only are more than 8.3 million people who are reportedly infected with the Covid-19 virus who feel the pain of the pandemic, but all other people also feel pain personally,

emotionally, psychologically, socially, economically, and culturally (Worldometer, 2020). Pagebluk that hit almost all regions in the world has the potential to change the way of life and the way of thinking of the entire human population.

The increase in Covid-19 virus infections in Indonesia has reached an average of 1,000 cases per day (Covid19.go.id, 2020). Although initially, the Indonesian Government was a little slow in establishing policies related to the prevention and limitation of the spread of the pandemic, from April to May 2020, a Large-Scale Social Restriction (PSBB) policy was implemented in certain areas with high levels of the spread of the virus. In the field of education, all school and higher education students in Indonesia are prohibited from going to school, instead of implementing an online home learning program. All employees of companies and institutions are also encouraged to work from home (*work from home*), and if work cannot be done from home, the company must apply certain protocols for the protection of employees.

The most visible crisis besides health problems is the economic crisis. Many workers are laid off and lose their jobs because factories or companies cannot produce as normal as normal times. Wholesale markets where patients tested positive for COVID-19 are temporarily closed. The tourism industry is paralyzed due to limited tourist arrivals and the closure of tourist attractions. Public transportation services, especially air transportation, have very limited numbers of flights. Indonesians are also prohibited from traveling using long-distance public transportation services without a certificate of interest/work and a certificate of COVID-19 test results. Obstructed export and import activities also cause the development of the Indonesian economy to decline (Susilawati, Falefi & Purwoko, 2020).

Several countries, such as China, Italy, and Malaysia, have started to loosen their policies *lockdown* due to a significant decrease in the spread of the Covid-19 virus. In Indonesia, even though the number of people infected with the Covid-19 virus has still experienced a significant increase, at the end of May, the Indonesian Government announced the implementation of a new policy to maintain the productivity of society called the *new normal* (Putsanra, 2020). The *New Normal* contains protocols for maintaining a clean and healthy lifestyle in all places and for all communities (Pragholapati, 2020). Examples of protocols that must be adhered to are always wearing masks, diligently washing hands with soap and hands *sanitizer*, prohibiting crowds, and maintaining the distance between individuals.

The policy *new normal* is a form of relaxation of the Large-Scale Social Restrictions (PSBB) policy that was implemented some time ago. The

imposition of the *new normal* also means that places that are prohibited from the opening can be reopened at the time of the PSBB, such as *shopping malls*, restaurants, factories, and other public spaces in stages, provided that they comply with the protocol. This policy *new normal* has received many opinions from the public, both for and against. The pro community welcomed this policy on the grounds of the improvement in economic conditions that were paralyzed by the PSBB. However, the contra doubts this policy because they think that Indonesia is still not ready to relax the PSBB, seeing that there has not been a significant decrease in positive cases of Covid-19. Implementation of the *new normal* has feared that the risk of creating a second wave of the pandemic spread.

During this period *new normal*, the business and industrial world was opened gradually. Offices and industries can be run again in compliance with protocols regulated by the government. Based on the Decree of the Minister of Health of the Republic of Indonesia Number HK.01.07/MENKES328/2020 concerning Guidelines for the Prevention and Control of *Corona Virus Disease* 2019 (COVID-19) in Office and Industrial Workplaces in Supporting Business Continuity in Pandemic Situations, some various rules and protocols must be obeyed and implemented by newspapers and companies to prevent virus transmission and maintain employee health (KEMENKES, 2020). Various protocol changes in company performance also apply to the company's social and environmental responsibility (*Corporate Social Responsibility*) programs.

Corporate Social Responsibility (CSR) must be implemented by the company to moral and social contributions of the *stakeholders* in its activities for profit (*profit*) for the building up of society, nation, and the state as it has been regulated in Law Number 74 the Year 2007 regarding Limited Liability Company (Andrini, 2016). In the spirit of the *Triple Bottom Line*, in addition to prioritizing *profit* (profit) company, concern for the community (people) and the environment (*planet*) is also important to be realized in the program *Corporate Social Responsibility*. Responsibilities to *stakeholders* in question consist of employees, communities, institutions, and local communities, customers/consumers, and the government (Marthin, Salinding & Akim, 2017). The priority in the company's CSR program is handling the social, economic, and environmental impacts arising from the operation of these business and industrial activities (Budiarti & Raharjo, 2014). CSR programs must also be based on the principles of community *development* so that the potential and role of the community can develop sustainably.

The drastic change in the situation of companies and communities due to the Covid-19

pandemic has caused companies to also have to make certain changes in their corporate social responsibility program. However, directly or indirectly, the business world and the industrial world have been automatically motivated to make a social contribution to the wider community. The distribution of donations is carried out by many corporations and business actors, both in the form of donations of aid funds such as that of the Chinese billionaire, Jack Ma, and founder of Microsoft Corporation, Bill Gates, as well as donations in the form of goods such as donations of PPE clothes and masks from companies. textile company. Even so, many of the philanthropic activities carried out by these companies are in the form of donations that are not following the principles of CSR sustainability.

Therefore this journal article discusses the design of strategies and community development programs for *stakeholders* that can be applied in CSR programs that are following the situation of the era *new normal*. The design of these programs focuses on the areas of life most affected by the pandemic, including health, economics, and education.

II. METHOD

The research method used in this journal article is qualitative research with descriptive research characteristics. The descriptive qualitative method is used to be able to describe the social and environmental responsibility (CSR) programs that can be applied by companies in the conditions facing the era *new normal* in detail and comprehensively. The data sources used in this journal article come from previous literature studies on CSR and the latest literature related to the COVID-19 pandemic conditions so that CSR strategies and programs can be described in community development efforts, community empowerment, and are sustainable following changing conditions in pandemic period.

III. RESULTS AND DISCUSSION

Stakeholders that are of concern to corporate social responsibility programs from this journal article include local communities, non-governmental organizations, company workers, and customers/consumers.

A. Corporate Social Responsibility Program for Local Communities

1) Economy and Entrepreneurship.

The 2019 Coronavirus is a challenge for the economic sector in Indonesia, even throughout

the world. Almost all countries in the world have experienced a significant economic decline. The crisis occurred mainly as a result of the policy *lockdown* imposed by several countries and decreased purchasing power and mobility of the people. The capital market sector experienced instability and weakness which resulted in panic attacks on investors (Burhanuddin and Abdi, 2020). The agricultural sector experienced a decline in market demand, as did the oil and fuel sector. The manufacturing sector is unable to produce due to government policies that temporarily dismiss workers to prevent the spread of the virus. The adoption of a "learn from home" policy also made workers in the education sector particularly affected by the policy. Meanwhile, the tourism sector was forced to stop for a moment due to the closure of the tourist area and the aviation sector (Nicola *et al.*, 2020). Michie (2020) argues that the economic crisis that occurs in all corners of the world requires special attention accompanied by changes in the system according to pandemic conditions.

As of March 2020, it was reported that 1.5 million workers in Indonesia had been laid off and some had also been laid off due to a decrease in the PMI (*Purchasing Managers Index*) below level 50 (Susilawati, Falefi DAN Purwoko, 2020). Apart from the manufacturing sector, employee layoffs also occurred in the hotel and restaurant sector, which experienced a 50% decline in revenue. The crisis has also hit the informal sector such as Micro, Small, and Medium Enterprises (MSMEs) and traders who usually depend on their income in public spaces but due to the pandemic public space has become very limited. Although corporations are also affected by the economic crisis, activities *Corporate Social Responsibility* must still be carried out as a moral and social responsibility for the stakeholders.

The most crucial focus of the CSR program during the pandemic is the economic sector of the community. The crisis that hit has caused the community to experience such hardship that the company is expected to assist in community development efforts. After the implementation of the policy *new normal*, the economic sector can gradually recover from its slump. Communities can be empowered to use new strategies that are in line with pandemic conditions and do not forget to comply with established protocols. Several program strategies that can be applied for activities *Corporate Social Responsibility* in the economy include:

- a. Empowerment for affected people being laid off, cutting wages, and/or layoffs of work
The crisis that hit companies, factories, and

other sectors make company owners and superiors decide on policies to lay off employees, cut wages, and/or lay off some of the workers so that the company can survive the crisis. As a result, many people have lost their jobs and income to make ends meet. So companies implementing CSR programs must be sensitive to the economic difficulties that hit communities in zoning areas for implementing CSR, with priority in the ring I areas.

In community empowerment programs, the company provides assistance to develop community potential with an orientation of sustainability and community independence. Companies must be able to develop awareness and active community participation in the process. People who have lost their jobs, especially from the formal sector, can be empowered to develop their potential in other sectors, for example in the informal sector and MSMEs that are more resilient during a pandemic. Apart from individual potential, CSR programs in the economic sector facing the new normal must also adjust to the natural resources available in the community.

The advantage of the informal sector is that it has a strength that is more resistant to crises than the formal sector. The capital needed for the development of the informal sector is also somewhat smaller and no special skills/skills are needed so that it can be a quick alternative that can be used to generate income. Examples of informal sector business empowerment programs include animal husbandry and agriculture that can be carried out in small areas such as freshwater fish cultivation, hydroponic crop cultivation, and mushroom cultivation. The cultivation of freshwater fish such as catfish and tilapia has long been the business of choice for many people in Indonesia. Freshwater fish, hydroponic, and mushroom farming is a fairly easy business to do, does not require a lot of lands (can be done on limited land), easy management, initial capital is not too large, and the benefits of successful harvest are promising. Companies as CSR program implementers can provide assistance, training, and business capital loans to communities in the ring I zone affected by the economic crisis to develop business alternatives to increase their income.

b. Empowerment of MSMEs affected by the economic crisis

Micro, small and medium enterprises also seem to have been affected by the pandemic crisis. The decline in the economic strength of MSMEs is caused by a decrease in market demand and the closure of several public places where MSMEs supply their production, such as traditional markets, wholesale centers, tourist markets, and shopping complexes. Empowerment can be done in the company's CSR

programs to revive MSMEs for instance by providing training in online marketing /online.

The online market seems to be a very effective alternative in marketing MSME products during a pandemic. This is because the policy *physical distancing* that limits mobility makes people tend to choose to buy and sell online. After all, it is more practical and does not require physical contact. CSR implementing companies can provide assistance and training for MSMEs to open online stores on various online store platforms and social media. Furthermore, MSME owners and workers can also be given training for online order management, packaging, and shipping. By joining the online market, it is hoped that MSMEs can survive and develop their products in line with the development of digital technology.

c. Empowerment of housewives and youth.

The empowerment of housewives and young people who have not worked can also be an alternative to develop community potential to strengthen the economic condition of their families. In the limitations of a pandemic, innovations can become lucrative business opportunities. New SMEs can be formed by taking advantage of opportunities that the production of goods such as market demand surge cloth mask production, production of frozen food (*frozen food*), and other businesses that can be marketed through the online market as well as social media. The establishment of new MSMEs can also open up job opportunities for people in the MSMEs environment. Companies as implementing CSR programs can provide assistance, training, and capital loans for people who start new businesses during the pandemic.

The implementation of the policy *new normal* is slowly becoming an opportunity for business actors and the community to increase their economic strength and develop their business by not forgetting to always comply with the health protocol regulated by the government. Companies in implementing CSR programs must also prioritize applicable health protocols and as much as possible be able to guide the community to follow these protocols with the aim of good health with all parties.

2) Health and Environment

In addition to the economic sector, the health sector is also very crucial during this pandemic. As of June 27, 2020, more than 50,000 Indonesians were reported positive for the 2019 coronavirus (COVID-19) and more than 2,600 people died from this virus (Covid19.go.id, 2020). The policy *new normal* in the regulation issued by the Ministry of Health of the Republic of Indonesia is still tightening it with policy *physical distancing*. Appreciation is always given to the vanguard, especially medical

personnel who always work optimally with a very high risk to treat COVID-19 patients. CSR programs in the health sector are very important for companies to implement to the community, examples of health programs include:

a. Assistance and socialization of a healthy lifestyle.

The form of community empowerment programs can be carried out by providing assistance and socialization of a healthy lifestyle. The community can be guided and invited to work together to maintain and create a clean and healthy living environment and company to be free from the coronavirus and other diseases. The CSR program provided by the company can be in the form of socializing to always wear a mask when outside the home, maintaining the distance between residents when meeting, advising residents to be diligent in cleaning houses and household utensils, getting used to washing their hands frequently and/or using a *hand sanitizer*, limiting the movement of residents by closing several portals to enter the village, guarding and/or prohibiting outside guests from entering the village, and so on.

b. Attention to People Under Supervision (ODP), Patients Under Supervision (PDP), and COVID-19 positive patients

The number of people under surveillance (ODP), patients under surveillance (PDP), and COVID-19 positive patients is increasing day by day. Citizens who fall into these three categories should also be given more attention from the company's CSR program. Assistance and supervision of residents indicated Covid-19 is very necessary to monitor the progress of their recovery and supervise them to carry out protocols such as independent isolation for People Under Supervision (ODP) and Patients Under Supervision (PDP) as well as medical treatment and isolation in hospitals for residents of Covid-19 positive patients. Likewise, other members of the community must also be socialized so that they continue to care for one another even though they still take care of themselves between residents. This indirectly aims to eliminate discrimination and negative stigma from society towards ODP, PDP, positive patients, and their families who are prone to occur.

c. Social psychology health assistance for the community

Apart from physical health, mental/psychological health care is very important during this pandemic. Crisis and pandemic conditions have caused fear, anxiety, and panic in the social

psychology of society (Agung, 2020). Therefore, psychological health support can be included in the company's CSR program with assistance and outreach for the community to manage fear, boredom, anxiety, stigma, and social discrimination that can arise in community psychology. Changes in people's behavior also occur in religious and political life. Events and rituals of worship that were usually carried out daily before the pandemic, such as congregational prayers at mosques, recitation, to important events such as weddings, were disrupted. Socialization to the community must also include socialization of religious and political aspects by cooperating with religious and political figures. The purpose of this socialization is to lead people to change their mindset to change gradually by encouraging people to carry out alternative activities in organizing events such as simple weddings without many guests and praying in the congregation with family members at home. This assistance can also be accompanied by the socialization of productive and useful entertainment activities such as sports. The hope is that the community can reduce the *culture shock* they experienced due to the pandemic and maintain personal health and solidarity among residents.

d. Environmental Improvement and Preservation
The

pandemic has made many people spend their daily lives at home, both working from home and learning from home. The potential for boredom in the community is high due to limited activities outside the home. The company's CSR program can provide outreach and invitations for residents to take part in preserving the environment by taking small actions at home. Examples include planting flowering plant seeds and fruitful plants such as tomatoes, chilies, eggplants, and fruit which can be planted in the media and a limited area such as a pot in front of the house. Conservation activities on a slightly larger scale such as planting mangroves on the edge of the monitor or planting bare land in the ring I zone can also be an alternative for environmental conservation by the company in collaboration with local communities and non-governmental organizations (NGOs). Farming and environmental preservation are useful alternative activities amid a pandemic.

3) Education Sector

During the COVID-19 pandemic, all schools in Indonesia were closed and teaching and learning activities were replaced with meetings and online assignments. Children who are not accustomed to

using technology as a means of full learning can experience difficulties, even their parents guide them. The company's CSR program can provide direct or indirect guidance to help students carry out learning activities online. Besides, to take advantage of children's time at home to remain productive, you can also hold a mobile library that lends books to children at home, holds competitions for making posters, pictures, videos, or written articles on the theme of the COVID-19 pandemic to spur enthusiasm. children, and so on.

Education can also be given to parents so that they can manage their children's learning schedule properly and assist their children when they face learning difficulties online. Schools and educational institutions can also be targeted by the company's CSR program with the assistance of teachers who are not proficient in using technology, they can be given additional technological facilities such as computers accompanied by online learning training. With the assistance of all members of a school or educational institution, the home learning education system can run optimally.

B. Corporate Social Responsibility in Non-Governmental

Organizations Non-governmental organizations (NGOs) are organizations established by a group of people who are not bound by state/government agencies and are engaged in social activities voluntarily without profit/profit orientation. Non-governmental organizations in general aim to empower and develop the potential of the community in the fields carried out by these NGOs, for example, women's empowerment NGOs seek to protect and develop women's potential or NGOs that care for the environment have the aim to invite the community to carry out environmental improvement and preservation activities.

Several companies in Indonesia in their CSR programs have established many partnerships with local non-governmental organizations (NGOs) in the CSR zone. During a pandemic like this, partnerships with local non-governmental organizations can also be useful to build closer ties with community leaders to make CSR programs successful in the community. Partnerships with local non-governmental organizations can help companies discuss programs needed by the community by taking into account the aspirations of the community that have been accommodated by NGOs. Control over community and company activities is assisted, supervised, and evaluated by local non-governmental organizations. Other partnerships together with foundations, government agencies, educational institutions, research institutions, and the mass media engaged in the social and humanitarian sector, health, education, and research will greatly help manage

and implement CSR programs (Tanudjaja, 2006). That way community development will be more effective to run sustainably.

C. Corporate Social Responsibility for Workers / Employees of Companies.

Workers in the company are included as *stakeholders* who are entitled to the company's CSR program. Guarantee of security, health, safety, and fair treatment is entitled to all company employees without discrimination. The period *new normal* is a challenge for companies to continue running their business while complying with health protocols. Workers must be given occupational health and safety guarantees with additional assistance and socialization of health protocols in facing the *new normal*. Examples of CSR program policies for workers are the socialization of healthy lifestyles, providing health facilities and *check-ups* routine, providing masks, cleaning company areas with disinfectants regularly, policies *shift* to avoid crowds of workers within the company, and other programs aimed at maintaining health. workers from COVID-19.

The involvement of workers in CSR activities within the company and outside the company can provide its motivation for workers/employees. If the programmed CSR activities can run well and get a positive response from the outside community, company employees will also feel satisfaction and pride in their success as part of the company. The involvement of workers in creating a positive work climate can improve the quality of the company's performance and progress in the future (Amadea and Dahesihsari, 2014).

D. Corporate Social Responsibility to Customers / Consumers

Companies that produce manufactured goods have a responsibility to market consumers. Safety, comfort, and customer satisfaction are included in the obligations that must be considered by the company. During a pandemic, companies need to maintain sterile/clean production goods and maintain the quality of manufactured goods. Companies must also maintain the stability of production prices so that they are affordable to the public so that market demand for production remains stable. Bonuses in products can also be an effort to gain public trust and help people to develop a clean lifestyle, such as bonus masks and *hand-sanitizers* for purchasing certain products or for all products, even though in limited quantities.

In product advertising, invitations and suggestions can also be included to protect consumers from spreading the COVID-19 virus. Suggestions, complaints, and criticism from consumers must also be accepted by the company to

take corrective steps. It seems that several companies in Indonesia have made donations to help medical personnel and people affected by economic hardship due to the pandemic. Although the donation is not a sustainable program, the donation effort made by the company from several product sales profits can indirectly influence customers who consume the company's products to contribute to helping others by buying manufactured goods. Mutualism that is formed between consumers, companies, and communities can be formed through caring steps for others (He and Harris, 2020). With small steps like that, it is hoped that public awareness to maintain health and solidarity can be realized to achieve Indonesia's efforts against COVID-19.

IV. CONCLUSION

During the pandemic, facing the *new normal*, companies can still implement a program *corporate social responsibility* for stakeholders including the community, non-governmental organizations, workers/employees, and market consumers. The economic crisis that hit Indonesia caused several communities to be affected by economic difficulties. CSR programs can be more focused on improving the community's economy with strategies including: empowering people affected by being laid off, cutting wages, and laying off jobs; empowerment of Micro, Small and Medium Enterprises (MSMEs) affected by the economic crisis; empowerment of housewives and young people. In the health and environment sector, companies can provide assistance and empowerment with strategies including: mentoring and socialization of a healthy lifestyle; attention to ODP, PDP, and COVID-19 positive patients; community social psychology health assistance; improvement and preservation of the environment. In the field of education, assistance to students, parents, and teachers/teachers are important so that the process of teaching and learning activities from home online can run optimally.

To empower the community, non-governmental organizations have a role in helping the success of the company's CSR programs. By establishing partnerships between companies and non-governmental organizations, the relationships that NGOs have with the community can increase the smoothness of communication between the company and the community and vice versa. Ensuring the safety and health of workers during a pandemic must also be a priority for the company's responsibility. The creation of a safe and positive work climate can improve the quality of workers which in turn can have an impact on the progress of the company. Customers as market consumers of the company must also pay attention to their satisfaction and safety by ensuring that the product reaches the customer with the best quality. The

forms of corporate social responsibility strategies and programs in the era *new normal* can be a mutual step for companies, *stakeholders*, and the government together to rise from adversity while suppressing the spread of COVID-19.

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