

# The Strategy of CSR for Post COVID-19 Era

## Study Case: PERTAMINA

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### ABSTRACT

PERTAMINA's commitment to sustainability can be seen by meeting some of the Sustainable Development Goals (SDGs). In Corporate Social Responsibility (CSR) field practice during the COVID-19 pandemic, PERTAMINA focuses on moving directly to survive and adapt to the situation. This study aims to propose the strategy that involves the role of CSR, consisting of the ideas on how to prepare for future crises (post-pandemic) based on current conditions. The methodology for this study is a literature review approach. PERTAMINA has taken concrete actions in the research field, including research related to the environment, to achieve the SDGs by developing sustainable energy. In the healthcare field, they also invested in technology for health by procuring robots for patient care. The CSR program Smart PERTAMINA has invested in education. The funds are distributed for several programs, including competition, school, scholarships, internships, development, and acceleration programs. PERTAMINA should invest more in virology research as the current situation deals with COVID-19 viruses and the future crisis. The author suggests that the CSR program company can facilitate e-learning software, collaborate more with stakeholders to build the technology infrastructure, and facilitate post-COVID-19 mental healthcare.

**Keywords:** *Corporate Social Responsibility, Sustainable Development Goals, Post Covid-19.*

## 1. INTRODUCTION

Corporate Social Responsibility (CSR) execution completed by each organization is exceptionally reliant upon the mission, culture, climate, and profile changes, just as the working states of each organization. CSR execution can be carried out as per the need dependent on asset accessibility possessed by the organization. Exercises should be incorporated with dynamic center administration procedures, exercises, and cycles of the organization. CSR moves to the arrangement and organization acknowledgment to keep on adding to the climate the encompassing local area, for all time focus on the encompassing society yet do not likewise disregard different perspectives inside the organization so that the organization can remain nearby contribute with climate and society. Then, at that point, for his business, a ton of

consideration is required in executing CSR for all gatherings, particularly inward organizations [1]. Combined with the COVID-19 pandemic that has spread lately, organizations need to recalculate their own CSR objectives because numerous sudden components enter the organization's computations in doing social duty during the COVID-19 pandemic circumstance like this.

A drive to acknowledge social duty regarding organizations had been begun in Indonesia 22 years prior. The Ministry of State-Owned Enterprises (SOEs) of Indonesia gave a Minister Decree Number Kep-216/M-PBUMN/1999 on 28 September 1999, trailed by the establishment of Law Number 19 the year 2003 concerning SOEs and the issuance of the SOEs Ministry Regulation Number Per-05/MBU/2007 concerning SOEs organization with little endeavors and ecological administration program [2], [3]. All laws and guidelines

expressed that each SOE needed to apportion 4% of its net benefit on association with small and medium endeavors and ecological administration programs, similarly 2% each for organization and natural administration programs.

Investigation shows that 76% of chiefs accept that CSR decidedly influences long-haul investor worth and 55% of leaders concur that CSR helps fabricate a solid standing [4], [5]. With less and less trust in enormous business, organizations are currently under expanding strain to offer cash to noble causes, assist with tackling social issues, ensure the climate, and do many more things [6].

T Pertamina (Persero), known as PERTAMINA, is one of the organizations carrying out CSR programs. Their obligation to maintainability through CSR projects can be seen by meeting a portion of the Sustainable Development Goals (SDGs). As indicated by their sustainability report in 2020, they have contributed to the number of SDGs goals. For example, No Poverty, Good Health and Well-Being, Quality Education, Gender Equality, Clean Water and Sanitation, Affordable and Clean Energy, Decent Work and Economic Growth, Reduced Inequalities, Responsible Consumption, and Production, Climate Action, Life underneath Water, and Life on Land [7]. PERTAMINA is a state-owned enterprise undertaking in the energy area. PERTAMINA presently has an exceptionally essential job in supervising five sub-property occupied with the energy area. This important job done by PERTAMINA additionally denotes another achievement in the organization's business venture after the genuine commitment made by PERTAMINA for over 60 years of giving energy that has moved the joints of life for the Indonesian public different locales abroad.

The job of SOEs in this current pandemic circumstance turns out to be essential than any other time. Since the organization that claims the nation should have the option to give a commitment identified with the anticipation of COVID-19 effect on the recovery of Indonesia. For this situation, PERTAMINA has done such CSR execution to assist Indonesia with adjusting the COVID-19 period. In CSR fieldwork during the COVID-19 pandemic, PERTAMINA centers around local area contribution in executing its projects. PERTAMINA prepares thoughts and welcomes individuals to keep moving straightforwardly to endure and adjust to the COVID-19 pandemic circumstance [7].

Be that as it may, the issue with SOEs as specialists of significant worth makers, SOEs are relied upon to have the option to contribute benefits to the nation and add to public turn of events, including recovery for the post-COVID-19 pandemic. To accomplish this objective, PERTAMINA has done some CSRs. Consequently, this study plans to propose a strategy that includes the role of CSR, comprising of the thoughts on the best way to get

ready for future emergencies (post-pandemic) based on current conditions.

## **2. MATERIALS AND METHODS**

This writing used a literature approach to research the issue of CSR programs for post-COVID-19. The materials in this examination included secondary information. The authors gathered auxiliary information from books, yearly reports from organizations, articles, and the information distributed by specific organizations engaged with this study. In the initial step, the authors gathered a few pieces of information from the Google Scholars and the yearly report of the organizations. The creator did a quick review of the sources that were approved for this study. In the subsequent advance, the authors analyzed a few organizations and zeroed in on one organization to give a basic report of the CSR programs. In the third step, the authors surveyed CSR programs in different organizations and evaluated the information distributed by specific companies. In the last advance, the creator noticed the current condition during COVID-19 to suggest a manageable technique. This paper broke down the critical writing by reviewing another organization and what strategy will make the program of CSR sustainable in the post-COVID-19 era.

## **3. RESULTS AND DISCUSSION**

One of the effects of the COVID-19 pandemic is that numerous individuals got laid off or scarcely endured because their pay diminished. Detecting this condition caused PERTAMINA to extend its CSR Program to assist networks with getting by in the COVID-19 pandemic. Given the report, PERTAMINA's commitment to battling COVID-19 was recorded at IDR 1,4 Trillion. One of which assimilated the absolute acknowledgment was the remodel of Pertamina Jaya Hospital (RSPJ). It includes the particular medical clinic of RSPJ for Patra Comfort and the development of the private clinic of RSPP Extension in Simprug, Jakarta, Indonesia. In Indonesia's prior quarter of the COVID-19 pandemic (March-May 2020), PERTAMINA focused on aiding staple products and well-being areas. PERTAMINA had distributed food or essential requirements to help individuals influenced by the COVID-19 pandemic, which diminished their earnings or lose their jobs. PERTAMINA was likewise given huge loads of rice and many gas chambers for the shared kitchen made by the Indonesian National Police and the Indonesian National Armed Force [7].

PERTAMINA gives instructional courses, monetary help, and commodities help. The objective of this program is to expand individuals' compensation so they can endure the COVID-19 pandemic. PERTAMINA additionally helps them advance and purchase their item, which later PERTAMINA handovers to the general

population free of charge. What PERTAMINA and its auxiliary organizations have done is spur the development of the economy in the country, which brings numerous advantages for some gatherings.

CSR has acquired conspicuousness in academic writing and the local business area lately because organizations are progressively mindful of the job they ought to act in the public eye and seek after benefits. For the most part, corporate social duty is associated with the public standards embraced by the association. There are four rules remembered for the model used to quantify the social achievement of CSR drives: financial, lawful, moral, and strategy.

The business climate has changed essentially as of late. Organizations have been compelled to receive different techniques, including the joining of corporate social obligation (CSR) into their plans of action [8]. Consequently, CSR is characterized as the continuous devotion by associations to act morally to add to the financial turn of events, simultaneously upgrading the personal satisfaction of their representatives, their families, the local neighbourhood area, and society.

The possibility of Corporate Social Responsibility (CSR) has been a subject of discussion since the 1950s. Nonetheless, it was not until much later that people began understanding its importance and effect. In the structure that we see today, CSR became well-known get-togethers was characterized by Archie Carroll's "Pyramid of Corporate Social Responsibility" in 1991. Its straightforwardness, yet capacity to portray the possibility of CSR with four regions, has made the pyramid perhaps the most acknowledged corporate hypothesis of CSR since.



**Figure 1** Four levels of CSR [9]

As per the social responsibility philosophy, organizations ought to be socially mindful ventures since they have purposely chosen to make a move. Their activities (exercises) affect the social result, both positive and negative [10]. Social duty is the obligation of people, gatherings, enterprises, and governments to society. To be sure, a firm deliberately puts explicit items into social settings; accordingly, business and social obligation are socially implanted [11]. In this study, the authors

propose a strategy that includes the role of CSR comprising of the thoughts on the best way to get ready for future emergencies (post-pandemic) given what we have gained from this current pandemic and the contextual study of PERTAMINA. The proposed thoughts are (1) investment in research, (2) investment in medical services, and (3) investment in schooling.

**3.1. Investment in Research**

We are developing interest in science during the crisis, with logical findings being pointed to in the public press and researchers becoming prominent figures. Discoveries that we make through an expanded venture across numerous fields, maybe by giving a guide or easy plan in our next crisis and upgrading our general public's well-being and strength

[12]. In the wake of the pandemic that has placed most economies in a spiral, financial backers are stressed more over the pace of return and lessening the venture. They think less about the climate and SDGs markers. It is crucial to search for the ideal portfolio allotment by institutional financial backers to help speculations towards SDGs [13].

As the state-owned oil and petroleum gas organization in Indonesia, PERTAMINA has made substantial moves, including research related to the climate to accomplish the SDGs. In light of PERTAMINA Sustainability Report 2020, the enterprise has invented and delivered Green Diesel (D100). Understanding the significance of new sustainable power and energy preservation, they figured out how to promote the Green Diesel (D100), a product from CPO prepared into refined, blanched, and aerated palm oil processed using Red White catalyst. The catalyst results from research led by PERTAMINA Research and Technology Innovation in a joint effort with the Bandung Institute of Technology. Until 2020, PERTAMINA has effectively tried up to 1000 barrels of Green Diesel (D100) at Dumai Refinery, Riau, Indonesia. PERTAMINA Research and Technology Innovation embraces the capacity of exploration in the new and sustainable power utilizing different materials, such as microalgae, palm oil squanders, utilized cooking oil, and coal gasification. Other than that, research on battery improvement for vehicles has additionally been led. Before long, the battery business inventory network will be projected to be executed from production to distribution through open electric vehicle charging stations [7].

In the post-COVID-19 period, it is expected that all the large organizations that have a great deal of capital can execute comparable CSR programs in the field of research. Later on, the research that should be centered around other than the climate is research related to health, including virology. Numerous kinds of study have

underlined the research of the development and reappearance of future pandemics. Creating anti-pandemic products as a worldwide public good is remarkably high-risk speculation. Countries should consider global community-oriented investigation to minimize limit government financing tension on individual countries.

Virology is a discipline concerned about considering the science of infections and viral disease. It prepares us to foster viable means for the counteraction, finding, and treatment of viral infection by making immunizations, diagnosis reagents and methodology, and antiviral medicines [15]. Better perception of virology-related research is the essential weapon that guards us against future pandemics. There is a need to set up a synergistic examination technique that might prevail in the aimed objective of getting worldwide individual wellbeing and welfare [16].

During the crisis, larger firms were more vigorous process innovators than smaller firms. They proceeded to invest while the crisis gave the money-rich firms a competitive advantage that would continue in the recovery period. Firms that invest in research and development by improving effectiveness and innovation, adjusting more quickly to changing needs and demands, and improving organizational flexibility can sustain competitiveness [17].

**3.2. Investment in Healthcare**

The COVID pandemic has become a rude awakening for some healthcare frameworks, particularly concerning their general availability. Healthcare frameworks appeared not to be able to connect with and handle abrupt tireless pressing factors on their responsibility, particularly in the settings of primary consideration. The size of the investment required for fighting crises is a critical concern for the near future. New public-private associations are vital, regardless of whether this includes medicine, immunization, and test improvement. Opening additional financing sources, perceiving the basics to connect monetary re-visitations of the suppliers of capital, and producing beneficial, practical financing designs will be essential in growing new monetary models to help scientific research, organization, and crisis preparation [18]. Numerous medical services rehearse been putting resources into building a telemedicine limit expecting a future where it would turn out to be more general. Very much incorporated virtual wellbeing apparatuses can reliably oversee many cases over a brief period and give care on occasion of primary deficiency in healthcare workers [19].

During and after the pandemic, the economic effect is unavoidable. While contemplating financial recuperation, focus on the wellbeing of the board. During the pandemic, PERTAMINA has shown its obligation to

the healthcare area. They lead the help to deal with COVID-19. A few emergency clinics possessed by corporate have been delegated as COVID-19 reference medical clinics, specifically Pertamina Central Hospital of Jakarta, Pertamina Jaya Hospital of Jakarta, Pertamina Hospital of Cirebon, Pertamina Hospital of Balikpapan, Pertamina Hospital of Pangkalan Brandan, Pertamina Hospital of Sorong, and Pertamina Hospital of Cilacap. The conversion cost is up to IDR 136.86 billion. Simultaneously, PERTAMINA likewise put resources into innovation for healthcare by acquiring what is called Amy and Temi robots for patient care. The prepared robot units are set in Pertamina Jaya Hospital to help care for patients and engage them. Through the program of PERTAMINA Bina Medika Indonesia Healthcare Corporation (IHC), a few supports have been allocated, to wit personal protective equipment (PPE) assistance worth IDR 189,98 million, 209.343 pieces of hazmat suit, community development fund assistance of IDR 26,80 billion, 1.536 liter of hand sanitizer, 6.750 packages of food for medical personnel and the community, 573.035 pieces of mask, ICU bed conversion worth of IDR 171 billion, 305 units of the ventilator, PCR test assistance worth of IDR 4,86 billion, disinfectant spraying in 1.122 points, 32.735 pairs of gloves, and 581 units of portable sinks for public facilities [7].



**Figure 2** Amy and Temi Robots for patient care [20]

Pandemic makes an uncertain demand for healthcare frameworks constrained capacity. In low-middle income nations, the pandemic may bring about rising poverty and decreasing access to medical care. Pandemic is troublesome, influencing governments, medical services foundations, residents, and organizations. It has sent some healthcare frameworks past their cutoff. The monetary ramifications of the infection are likewise usual worries among world leaders. The pandemic startlingly affects healthcare activities, straightforwardly influencing asset use, capacity, and patient need. Public medical services limit, characterized as the capacity to manage a significant deluge of patients during the pandemic, is assessed by the accessibility of hospitals, monetary and human resources. There are likewise post-pandemic side results that make a deluge of patients looking for medical care services, such as post-traumatic stress disorder, medical services experts' burnout, and

increasing birth rates [21], [22]. It is now vital to invest support to increase the capacity in the mental health units, which are already struggling due to staffing issues, including staff sickness, leaves, and unwillingness to work due to safety concerns [23].

There is a necessity to carefully estimate the probable post-pandemic demand and supplier capacity for pre-existing health needs. Mobilizing researcher support and the prompt establishment of partnerships to support research and data integration will be crucial in providing evidence to support people making decisions in these areas [24]. Health researchers have long predicted that the world's lack of pandemic preparedness would have catastrophic implications. Learning from the health system demands caused by COVID-19, players should proactively strengthen the systems through investments. It is because investments are needed in expanded hospital capacity for both patients and laboratory testing for drug screening, ensuring adequate antivirus stewardship training for personnel, and securing adequate antivirus supplies to treat patients. The world's consideration is currently focused on reacting to COVID-19. However, there is an ethical imperative to accumulate lessons learned and opportunities to prepare for the next global crisis [25].

The COVID-19 pandemic has made us aware that we are not fully prepared in terms of health facilities. In the future, it is highly recommended that the large companies help build adequate health facilities or have other facilities that can be converted into health facilities at any time. Not only that, but the company can also contribute by developing technology that can minimize contact between patients and health workers and support the welfare of health workers as the frontline. By increasing the number of robots and distribution and giving up more mental health for decreasing traumatic from post-COVID-19, PERTAMINA can increase the sustainability of CSR.

### ***3.3. Investment in Education***

Numerous in the education society treat COVID-19 as the opportunity to work back better instruction for what is to come. UNESCO's ITU Broadband Commission should increase its endeavors rapidly to incorporate all significant innovation organizations in the fate of training. The expense of inclusion for schools should be cut to permit general inclusion. Each village should have electricity, PCs, and prepared teachers to guarantee that each student can interface with the world of online schooling. Quality training needs bountiful instruction financing. UNESCO's costing models compute an all-out yearly cost of \$340 billion to arrive at all-inclusive pre-essential, essential, and auxiliary education in low-middle income countries by 2030 [26]. Supporting this hole embraces activity from private donors, philanthropies, and international financial

institutions. Training needs more grant financing instead of loans. We cannot assume that less developed countries will be prepared to return the loans when the investment does not yield profits [27].

Government is at the frontline of educational policy-making, setting, and measures based on health experts' assessments and creating their official and authoritative narratives. Engaging teachers and students in developing, implementing, and using education technology can successfully promote effective teaching and learning [28]. The technology of education is typically synonymized with development and economic growth. Different wearable technologies and Internet of Things (IoT) solutions are the adopted next steps in education improvement until all elements of the educational method are transformed into continuous data flows [29].

The CSR program named Smart PERTAMINA has put IDR 33,4 billion for education. The assets are distributed for a few projects, including competition of science and advancement of new and sustainable energy, the school for children with special needs, students in outer and less developed areas, and the program for talent and development. For education infrastructure, PERTAMINA has constructed an Integrated Teaching Laboratory working in the Faculty of Engineering, University of Indonesia, and Post-Graduate structure in the Faculty of Law, Sebelas Maret University, to support practicum and research activities to improve the quality of graduates and research. There are also 25 elementary schools that PERTAMINA has facilitated to adopt an e-learning curriculum about the environment; around 3,295 students have benefited from this program [7].

After adapting to the pandemic conditions, we already have an overview of the condition of the education field. The learning transformation can be an opportunity to be perfected into an educational approach in the future. Companies committed to the world of education are aware that there will be a shift from traditional ways of learning in the future. Therefore we must prepare digital infrastructure, which of course, costs much money. Through investment in providing educational facilities, the company contributes to education and increasing public awareness.

The pandemic compels educators to explore and implement distance learning methods on a larger scale than ever before. The emergence of internet-based distance learning is attributed to the information revolution. Investment in ICT infrastructure in the education service is essential to reduce the digital divide in the education service. In the future, distance learning will provide students with more opportunities and options than traditional education. Educational technologies will allow students to take ownership of their learning. Students' taking ownership of their learnings is the new normal of the education service that is growing continuously [30].



In this study, the authors chose PERTAMINA to become the study case. The CSR program lacks investment in infrastructure technology. It impacted the current condition because most people nowadays learn through digital using smartphones or laptops and having a complete connection to the internet. From here, PERTAMINA can invest more in the infrastructure technology and the e-learning curriculum held for junior high school to senior high school. Furthermore, PERTAMINA can collaborate with other companies to build up a connection internet in several parts of Indonesia so that everyone can get the benefit of the internet connections. In addition, the total number of robots can be increased and well-distributed to the hospitals and more service to mental health for post-COVID-19.

To help the Small-Medium Enterprises (SMEs), PERTAMINA can do several actions. Such as product placement in the mini market in every gas station and giving a workshop to the SMEs to increase the quality of their product and increase the ability to promote the product through digital using social media, programmatic ads, and offline placement of products. In addition, by collaborating with the financing company to help the SMEs get education about funding and create a grander scale of their business. Hopefully, by having those things, the income will increase and it will also impact the business for PERTAMINA who sells gasoline because people tend to have private transportation. The author's strategy for the CSR program in the post-pandemic is to strengthen those three aspects: investment in healthcare, education, and research, because it's a crucial aspect that will impact other aspects in the future.

#### 4. CONCLUSION

PERTAMINA has a solid commitment to achieving the SDGs about No Poverty, Good Health and Well-Being, Quality Education, Gender Equality, Clean Water and Sanitation, Affordable and Clean Energy, Decent Work and Economic Growth, Reduced Inequalities, Responsible Consumption, and Production, Climate Action, Life underneath Water, and Life on Land through implementing the CSR programs. This literature review aims to propose the strategy of the CSR program in the post-pandemic. The strategy for CSR Program in the post-pandemic era is to focus and strengthen on three main aspects: investment in healthcare, education, and research.

Many improvements can be made for PERTAMINA CSR, like in the research field. PERTAMINA should invest more in virology research as the current situation is dealing with COVID-19 viruses. PERTAMINA can collaborate with local universities that do research about this virus and produce a self-test kit that is profitable to them and beneficial to other people to detect the presence of virus faster than doing a swab test at a hospital. In the

healthcare field, PERTAMINA is recommended to invest more in health technology development and continue to add more robots for patient nursing purposes. It is also recommended to develop telemedicine facilitation, especially since they have several hospitals.

Other than that, one helpful thing inspired by Malaysian, oil and gas sector Petronas, PERTAMINA can help local certificated SMEs affected by pandemics by putting their product in the mini-market at a gasoline station and selling them without taking any charges. PERTAMINA also can help the SMEs by doing an educative webinar or workshop about how to market their product online as this is a new norm that we need to adapt.

During the pandemic, education in Indonesia has been transformed through online learning with live courses and digital course materials. The government has made several attempts to maintain the effectiveness of distance teaching. In many cases, their students have either no smartphone or internet access. These teachers visit their students and usually only hand out assignments (without teaching at all). The author suggests that the CSR program company facilitate e-learning software, collaborate more with stakeholders to build the technology infrastructure, and facilitate mental health post-COVID-19.

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