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CHAPTER I
INTRODUCTION

1.1 Human Resource Behavior

1.1.1   General Definition of Human Resource Behavior

Behavior, in general, is something that is discussed explicitly at the individual and group level in an organization and the performance of each level. The role of each level in an organization will have its own impact on the performance as an individual, organization, or as a group. The importance of an organization leads many fields of science to specifically learn and delve more into the behavior of an individual or as an organization.

Fundamentally, behavior can become its own field of study that is very interesting to learn. The definition of a behavior is the first step that needs to be known in order to understand the role and the importance of an organization. Behavior can have control over a group and make a prediction. The role of human resource behavior in a group can be crucial because they have the main role in organizational development and work achievement.

In every establishment or institution, there will always be an organizational structure that manages the ongoing system to reach the goal. Each establishment will always have its purpose and reason that have formed it such as to gain some profits, to carry out a task, or to give service to society. Without organization, it will be hard for an institution to reach their purpose and achieve the result that they aim for. The difference between the organizational behavior with the personnel and human resources is that the organizational behavior focuses more on the concept orientation based on theory, while the personnel and human resource focus on the technique and technology. Organizational behavior is considered to be more fundamental (theoretic; based on the concept) while human resource management is considered to be more applied with the focus on the human resource management technique. Independent variables, such as behavior and effective reaction in an organization, in the human resource management itself, to have a certain quality. Both still refer to the development and the progress of motivation and the quality of an individual, group, and organization to make significant changes.

1.2 Behavioral Approach

The Behavioral approach, based on someone's understanding of information is divided into 1) Cognitive Approach: Edward Tolman, based on someone understanding of information; 2) Behavioristic Approach: I.P. Pavlov and J.B. Watson, based on the response from given a certain stimulus: 3) Social Learning Approach: A. Bandura, based on the combination between the Cognitive and Behavioristic Approaches.

1.2.1   Definition of Organizational Behavior According to Experts.

Every expert has a different opinion in the definition of organizational behavior. They will give their idea based on their own understanding and their own way.

An organizational behavior According to John (1983) is a general term that refers to the attitude and behavior of every individual or a group in an organization, correlated to the systematic study on attitude and behavior, whether it's personal or interpersonal in an organizational context. This opinion refers more to the role of a group or an individual in an organization.

Gitodarmo concludes that organizational behavior is a study that focuses on the human interaction in an organization which includes a systematic study of the behavior, structure, and even the process inside the organization. On the other hand, Robbin S.P. infers that organizational behavior is a study that focuses on the impact of an individual, structural, or group in the organization in order to apply such a study so that the organization can be more effective.

1.2.2 The Importance of Knowledge on The Organizational Behavior Definition

The purposes of understanding the organizational behavior are:

- Have a basic understanding of the responsibility inside the organization,
- Maximize the organizational performance in order to reach its goal,
- Give knowledge to the individual about the roles needed in an organization,
- Have a full understanding of the role and function of each member of the organization.

The definition of organizational behavior according to experts held some differences, however, in essence, organizational behavior can become a fundamental study that can be understood by each member of an organization to optimize their role in the organization.

1.2.3 The Purpose of Organizational Behavior

The definition of behavior is a field of study that analyzes the impact of an individual, group, and structure on the behavior of a person in an organization. For further understanding, organizational behavior also has some purposes. That is because a field of study needs to have a specific purpose, and so does this study about organizational behavior. The purpose of the organizational behavior based on the experts are as below:

1. Prediction

In order to predict someone's behavior, we need to have an understanding of how this study on organizational behavior can be applied. By learning about someone's behavior, we can develop a good communication relationship with others. In other words, before we start a conversation, we can think and act appropriately. With a well-organized behavior in an organization, we can have the chance to make a prediction on the behavior of the future member of the organization.

2. Management

Another purpose of learning organizational behavior is to be able to have the best management. That is because the more behavioral prediction of an individual or a group that you can make and explain, the easier you can do functional management on the employees of an organization to be more positive and more focused on achieving the target, It can also prevent destructive behavior.

3. Explanation

The purpose that has been lost from learning organizational behavior is being able to explain many occurrences that have happened within the organization. An explanation can help in answering why the situation can happen, why is there an inattentive employee, and so on.

By learning organizational behavior, we can get the bigger picture of some factors that can impact organizational behavior. Some of those factors are as explained below:

a) The increased productivity factors can be achieved by an organization. The better productivity that an organization has, the more effective and efficient the organization will be.

b) Organizational behavior is also affected by a high independent level factor which will cause the organization higher efficiency and effectiveness.

c) Job satisfaction is also one of the factors that affect organizational behavior. In general, employees will be satisfied to have a positive score using mathematical calculation.

d) In short, organizational behavior is a study that analyzes the individual, group, or structural impact on behavior in an organization with the purpose to improve the organization's effectiveness.

1.3 The Organizational Behavior Background and Development

The organizational behavior field of study has gone through rapid development. There are many study centers established in America to teach and develop this field of study. The development of this study is easy to comprehend since other than the organizational problem that is getting more complicated, the social issues also continue to be the main challenge that each of the heads of an organization has to face. Human seems to be the primary support in every organization, no matter what type. Human behavior within a group or an organization is the outset of the organizational behavior itself. Since society problem seems to keep growing and getting more complicated, organizational problem and especially organizational behavior problem also keep growing each day.

Fred Luthans express the relationship and general emphasis between organizational behavior (OB) with other fields of science in relation to organizational theory (OT), organizational development (OD), and human resource management (HRM). According to Luthans, organizational behavior is mainly oriented to theory and is at the microanalysis level. Specifically, organizational behavior comes from many theoretical frameworks of behavioral science that focus on the understanding and explanation of individual and group behavior in an organization. Just like the other field of study, organizational behavior accumulates knowledge and test many theories using accepted scientific research methods.

According to Luthans, the domain is mutually exclusive on the fields in relation to organizational behavior (because the boundary is getting more blurry and there is no universal acknowledgment on what is considered as academics or practitioners), however, most people in the field will agree with what will be shown. Rather than organizational behavior, organizational theory is more macro-oriented especially when talking about organizational structure and design, on the other hand, organizational development tends to have macro and applied quality. Then, compared to organizational behavior, human resource management tends to focus more on the application. The function of human resource management is a part of organizational practice such as marketing, financial, or operational function.

Luthans also add that human resource manager is paid and found in organizational practice, while behaviorist is not. Something confusing is that the implementing manager who is taken from the organizational behavior field (whether it is the marketing manager, financial manager, hospital administrator, operational manager, store manager, or human resource manager) is

called the human resource manager. Other than being named the human resource manager, they also have human resource roles other than technical and functional roles, because they focus on managing people. So, all managers that do not consider any technical function, is a human resource manager because they are associated with human behavior in an organization. Thus, every manager needs to have an understanding and perspective on organizational behavior.

Understanding the environment is one of the active processes where someone can try to make their environment to be more meaningful. This active process involves an individual to selectively admitting the different aspects of the environment, assessing what they see in relation to the past experience, and evaluating what they experienced in regard to its necessities and values.

Organizational behavior is in fact based on the knowledge of behavior itself that is developed with human behavior in an organization as its center of attention. The basic framework of this field of knowledge is supported by at least two components, which are the acting individuals and the formal organization as the container for the behavior. The characteristic of human civilization in a society is always connected to its relation to a specific organization. This shows that humans cannot break away from the need to be involved in organizational activities. According to Presthus in Etzioni, society is the organizational society. In Etzioni, it is shown that humans live and are born in an organization, taught by the organization, and almost every human used their entire lifetime working for the organization. Their leisure time is used for playing, and praying in the organization. Likewise, humans will pass on in an organization, and even up to the funeral, the organization still plays a role. This remark describes how humans and organizations have assimilated, and if both of the supporting components of organizational behavior interacted it will produce an interesting discussion about organizational behavior as the center of the field of study itself.

In the last two decades, fundamental changes in organizational theory have happened. Those changes have created a lot of approaches and changes in basic orientation in the organizational theoretical study. Even though the Weber bureaucracy model is still dominating the organizational theory literature, the changes from the descriptive into analytical approach are not only considered as important but also considered as a stepping stone for the basis for the behavioral theoretical study in an organization.

Warren Bennis predicted that 25 to 50 years from now, we will see the end of bureaucracy, and there will be a new social system that is far better than what we have now. Moreover, there will also be fundamental changes with the concepts of organizational values which are based on the value of humanity that eliminate the depersonalization nature of the bureaucratic system mechanism. According to Bennis' prediction, the reinstatement of a human factor within an organization will not be ignored, but it will be given a firm position in discussing the organizational theory in the future. There are three main dimensions in every discussion about organizational theory, which is: technical dimension, conceptual dimension, and human dimension. An effective organizational activity will be achieved when the three dimensions interacted.

a) The technical dimension emphasizes the ability needed to move an organization. This dimension consists of bureaucracy skills or technical managers that are requirrequired to run an organization such as computer skills, marketing skills, engineering skills, etc.

b) The conceptual dimension is the driving force of the technical dimension and is closely related to the human dimension.

c) Human dimension. If the bureaucracy only used the technical dimension and ignore the conceptual or human dimension, it will create a disrespectful atmosphere for the main supporting factor in an organization, humans. The organizational behavior science tries to lessen the discourteous bureaucratic behavior by centralizing their views to human behavior itself as an essentialessential dimension in an organization.

The behavioral approach in an organization emphasizes that human in an organization is a complex element. For that reason, a theoretical understanding that is supported by empirical research is needed before it was effectively applied in managing the people. Traditionally, the manager or the bureaucrat has an understanding of the human dimension within an organization from the approaches of economic assumption, working environment, safety, etc. As a result, the human relations, industrial psychology, and industrial engineering approaches are used as the only approach in comprehending the human dimension in an organization. This approach and understanding seem like it will not last long. This is because the organizational behavior approaches are evidently able to replace many approaches to comprehend human aspects as a dimension in an organization.

1.4 The Development of Human Resource Behavior

According to Thoha, organizational behavior is a study concerning human behavioral aspects in a certain organization or group. Organizational behavior covers the aspects that come from the effect of an organization on humans, also the aspects that are caused by the human to organizational aspect. On the other hand, Fred Luthans conclude that organizational behavior is an understanding, prediction, and human behavior management in an organization. The practical purpose of reviewing this study is to determine how human behavior affects the efforts to achieve organizational goals.

The new field of behavioral science that is developed with its focus on the understanding of human behavior in an organization in a process is called organizational behavior. According to Thoha, definitions of organizational behavior come from human behavior and/or with more emphasis on the psychological aspects of human behavior. Thoha also added that there are things that need to be considered as explained by Duncan, as follows:

a. The organizational behavior science includes the relevant parts of the behavioral science that tries to explain human behavior in an organization. Thus, since money is one of the reasons for getting a job, then certain economic aspects are relevant to the organizational behavior science. Likewise, since someone's behavior is affected by their performance, then psychology and sociology are also relevant in understanding the impact of a group on individual behavior.
b. Organizational behavior as a scientific discipline acknowledges that an individual is affected by how their work is managed and who is in charge of the implementation. Thus, organizational behavior also considers the effect of an organization's structure on individual behavior.
c. Despite knowing the uniqueness of each individual, organizational behavior still focuses more on the manager's need to ensure that the work as a whole can be carried out. Therefore, the organizational behavior can provide alternatives on how the individual work can be coordinated to achieve the organizational goals.

Larry L. Cumming, the president of the Academy of Management in America, made an analysis on the difference between organizational behavior and other disciplines that are closely related to behavioral studies, such as:

a. Organizational behavior and organizational psychology. Organizational psychology limits the construction of its definition to only on the psychological level. On the other hand, organizational behavior constructs its definition on multi-discipline. The similarity between both disciplines is that both explain the behavior of the people within an organization.

b. The difference between organizational behavior with the organizational theory is based on the analytical unit and the main dependent variable, organizational behavior is defined as a study on an individual or group behavior in an organization and the application of specific scientific knowledge. Organizational theory is a study of the structure, process, and outcomes of the organization itself.

c. Organizational behavior and the Personnel & Human Resource (P & HR). Organizational behavior emphasizes more on the conceptual orientation, on the other hand, P & HR emphasize more on the technique and technology. The dependent variable, such as behavior and the effective reactions in an organization, often can be found in both disciplines. P & HR is on the surface between organization and individual by focusing on the development and the implementation of assignation, development, and motivation system of the individuals in the organization.

Larry L. Cummings also emphasizes that organizational behavior is a way of thinking, findings, and an act of solving. Larry L. Cumming also suggests some characteristics of the organizational behavior as a representation of the opinion, which is:

a. Problems and issues are typically formulated in a form of an independent variable and dependent variable framework. This model is used to find the cause and effect.

b. Organizational behavior science raised a change to be one of the goals of an organization and the people in the organization.

c. Organizational behavior science through self-development, personal growth, and achieving self-satisfaction. This field also emphasizes the other side which is operant learning and behavior modification, something that reflects more on the environmental effect than on self-actualization.

d. Organizational behavior science becomes more oriented to work implementation, and almost every science includes a dependent variable which is the working implementation organization as the orientation.

e. Organizational behavior science is affected by septic norms, caution, replication, and general knowledge that is based on facts. In other words, behavioral science follows scientific management.

According to Joe Kelly, organizational behavior can be understood through reviews on how the organization is created, grow, and developed, and also on how the structure, process, and values of a system can grow together that pushed them to be studied and implemented on the situation. This view considered the organization as a living system, like a giant "amoeba" that lives in its place. The point of organizational behavior is on the organization's behavior and how the behavior of the members of the organization affects the organization itself. This is just as what Joe Kelly said, that the organizational behavior can be defined as a study system of an

organization characteristic, such as: how the organization is made, grow, and develop, and how it affects the members as an individual, a group of a voter, other organizations, and bigger institutions.

The definition formulated by Kelly shows that organizational behavior has the interaction and relation between an organization on one side and an individual on the other side. Moreover, to comprehend organizational behavior, a scholar argues that it should be known through behavioral science. This study reviews behavior in a systematic way. In general, it was said that behavioral science is one of the three scientific study divisions where the two are physical and biological science. Compared to biological and physical science, behavioral science is still considered a very new field of study. In a conclusion, organizational behavior is directly related to the definition, prediction, and management of the behavior of the members of an organization, and how the behavior affects the efforts to achieve organizational goals. Behavioral science is an interdisciplinary science that focuses on social psychology.

1.5 The Purpose of Learning Organizational Behavior

There are some purposes of learning the human resource behavior, such as:

1. Understanding the behavior in an organization

The first purpose is to understand and give an explanation about the occurrences that happened in an organization. Thus, we can develop a way of thinking about the occurrence happening in the organization. Understanding the behavior that occurs inside an organization is still inadequate, therefore the second purpose in learning organizational behavior is to be able to predict those occurrences.

2. Predicting the occurrence that happens in an organization

After understanding the behaviors that happen in an organization, we must be able to predict and explain the occurrence that occurs in an organization. If we find the same type of occurrence that happens more than once in the organization, we would like to identify the strengths and weaknesses factors that create the occurrence to happens. It is essential because we would be able to predict what will happen in the future when we met the same condition, thus the organizational environment can be more stable.

3. Managing the behavior

The most important purpose in learning organizational behavior is to be able to manage the behaviors within an organization. If the head of the organization can understand and explain in detail the behaviors that happen in the organization, then they will be able to create the desired situation and minimize the unwanted outcome. The ability to drive the morality and behavior of the members of an organization has become one of the most important issues today.

1.6 The Characteristics of Human Resource Behavior

In learning the organizational or human resource behavior, we focus on three characteristics, which is:

1. Behavior

The focus of organizational behavior is the individual behavior in the organization, so, in order to understand the organizational behavior, we must first understand the individual behavior within the organization.

2. Structure

The structure is associated with permanent relationships within the organization, how the work within the organization is planned, and how the work is managed in the organization frame. The structure of an organization has a great influence on individual behavior or the people in the organization as well as the effectiveness of the organization itself.

3. Process

The Organization process is associated with the interaction between members of the organization. The process of the organization covers communication, leadership, decision-making, and authority. One of the main considerations in planning an effective organizational structure is for the organizational process can be carried out efficiently and effectively.

1.7 Contribution from Other Fields of Study for Organizational Behavior

Organizational behavior study is a relatively new field of study that is multidisciplinary. Some of the other field of study the contribute in the development of the organizational behavior study is:

1. Psychology

Psychological science contributes to the organizational behavior study in terms of the understanding of individual behavior in an organization. Psychology, especially organizational psychology tries to understand, predict, and manage the behavior within the organization.

2. Sociology

Sociological science discusses the social system and human interaction within the social system. The contribution from sociological science for organizational behavior is the understanding of group behavior in an organization.

3. Anthropology

Anthropological science learns about the interaction between humans and their environment. Humans live in a group with their own customs and values which we know as culture. Culture is embodied through the symbols of togetherness as a group that is reflected in the form of language and belief. Likewise, an organization creates its own culture to influence the members of the organization's way of thinking and behavior.

4. Politics, History, and Economy

Political science learns about individual and group behavior in a political environment. The contribution from political science is in the process, the allocation of the authority and conflict management. Historical science studied the history of great leaders in the past, their

achievement, and their failure. Some of the models from economical science tried to explain individual behavior when facing a choice. The economic models contribute to the decision-making process.

5. Some People Have Happy or Unhappy Reactions (affective)

Human does not usually act neutral concerning something they know or have been through, human tend to evaluate something as happy or unhappy way. The feeling of being happy and unhappy can leads someone to react differently as a response. A person can be satisfied by a certain salary in a certain place, while another person at the same place might be dissatisfied. This happens because of the difference in what they get and what they expect to get. Sometimes, a person can get the wrong perspective from what others have achieved.

6. Factors That Determine Someone's Attitude and Behavior

A person's behavior can be determined by a lot of factors, skills, necessity, expectation, or the environment. As a result, sometimes it will be hard for an organization to create a situation where the effectiveness of the working implementation can be achieved. For example, other than planning effective gameplay, a football coach also has to be able to play, and luck factors can also be an influence the effectiveness of a game.

1.8 Approaches to Understanding Human Resource Behavior

There are some approaches in human behavior that interact with the environment that is developed by the experts. It is divided into three approaches which are cognitive, reinforcement, and psychoanalytic.

1. Cognitive Approach

Fundamentally, the cognitive approach emphasizes more on the individual role in relation to the environment. This approach covers mental activities in a conscious state such as thinking, knowing, understanding, and conceptual mental activity such as attitude, belief, and expectation, and all of the above are defining factors of behavior. In a discussion about cognitive theory, there are three main things, which is: cognitive element, cognitive structure, and cognitive function.

a. Cognitive Element

Cognitive theory express that a person's behavior happens because of a stimulus, a physical object that can affect people differently. This theory tries to look at what happens between stimulus and the response to that stimulus, or how that stimulation is being processed by someone.

Based on the cognitive theory, every human behavior is arranged in an orderly manner. And Individuals manage their experience into a cognition activity which then will be brought into the cognitive structure. This arrangement determines the response of the person. According to Neisser, cognition is an activity to find out something, for example, an activity to achieve the desired goals, the planning, and the implementation of knowledge. The activity can be carried out by an organism or individually. Thus, the knowledge about cognition is a part of psychology, and the theory about cognition is considered as psychological theory.

Cognition is the foundation of cognitive theory units which is an internal representation between a stimulus and response that will produce a response. The relationship can be depicted as follows:

Stimulus ---------- Cognition ---------- Response

A person acknowledge a stimulus and then it will be processed into cognition, the response will be produced as the result. For example, when someone stays in a dark and quiet place during nighttime and there are sounds, they will think that it was the sound of a ghost. The interpretation itself will make the person broke out in sweat and goosebumps. Those sounds are considered as the stimulus which is then interpreted as the sound of a ghost that causes a response of cold sweat and goosebumps to appear.

b. Cognitive Structure

In cognitive theory, the activity to know and understand something will not stand by itself, the activity will always be related to other cognition. The process of arranging the relation between cognitions creates a structure and a system that is called the cognitive structure. The definite nature of this cognitive system is based on (1) characteristics of the stimulus processed by the cognition, (2) the experience of each individual. The cognitive structure has characteristics as follows:

1) Having a plural difference or complexity where everything is determined by different cognition creates a certain cognitive system.
2) System unity or consonance, if the cognition in a system has an arrangement, then the consonance of the system will be high and vice versa. For example, handphone on the dressing table is missing. Last night Siska went into the room. If combined, both cognitions will form cognition system that Siska is a thief. This condition is caused by the existence of Siska is always followed by missing items.
3) There exists a system which intertwined or combined with other system. When there are many cognitive systems corresponds, then this system will form an ideology, and if not, then a compartmentalized system and not correspond will be formed.

c. Cognitive Function

Cognitive system has several functions, as follows:

1) Giving description to new cognitive,
2) Producing emotion or consequences that represent feeling,
3) Constructing behavior,
4) Giving motivation to behavioral consequences.

On cognitive theory of relevance to analyze and understand human behavior, that easy to observe, located on motivation of someone's behavior. Those condition happens due to:

a) Behavior does not consist only of overt actions, it also consists of other external factors such as thinking, emotion, perception, and needs.
b) Those behavior is caused by inconsistency occurred in cognitive structure, that could cause feeling and tension, that can be reduced by behavior such as overt actions or reorganization from cognitive system. Therefore, almost all of the cognitive experts

assume that human have an innate need for cognitive organization and cognitive alignment.

2. Reinforcement Approach

It is started from behavior experiment analysis proposed by Ivan Pavlov and Edward Thorndike. Pavlov did conditional reflex and classical conditioning investigation. Meanwhile Edward Lee Thorndike also did investigation on several animals to know trial and error learning process. His investigation is famously named as *law of effect* and *law of exercise* or *law of use and disuse*.

The Law of effect stated that the relation between stimulus (S) and response (R) will increase if those relation is followed by pleasant state. In contrary, those relation will be reduced if followed by unpleasant state. Meanwhile, *law of exercise* or *law of use and disuse* stated that relation between S and R could also be caused or motivated through repetitive practice, or relation between S and R could weaken if not trained or used repetitively. If those condition happen then function of R to S cannot be felt.

Reinforcement concept is a conceptual reinforcement which has close relation to other psychological process known as motivation. However, motivation is wider and more complex in nature. A need, which is motivation's center of attention, is a statement from within a person which is hard to observe or see. Meanwhile, natural reinforcement exists in environment, outside reinforcer, which comes from events that exist inside an environment followed by the response. Therefore, motivation is an explanation regarding behavior that comes from within and reinforcement comes from outside.

Reinforcement concept can be explained as in cognitive concept, which is by the existence of stimulus and response. However, in cognitive concept, there is a cognition, while in reinforcement concept, there is a reinforce factor called reinforcer. Reinforcement concept explains that stimulus is a thing that change someone's behavior, it could be in the form of goods or matter and can be scaled or observed. In contrary, response exists in every change within individual behavior. Other essence in reinforcement concept is reinforcer, which is a result from a response, that produce an elevation of association between response and stimulus which produce it. Positive reinforcer is a result from a response that producing elevation of association between response and stimulus which produce it. In contrary, negative reinforcer is a result that can change the relation strength between response and stimulus. In this concept, there is also avoidance behavior, caused by negative reinforcer. Apart from that, in reinforcement concept, there is extinction, and punishment. Extinction is a symptom where weakened relation between stimulus and response due to no more encouragement from response. Meanwhile, punishment can be in the form of delay of reward giving or unpleasant stimulus implementation in order to extinguish a response.

Howard H. Kendler proposed the good execution of punishment in an organization, as followed:

a. Punishment will be effective to correct behavior if forcing people to choose between preferred alternative behavior, then those choices implemented as punishment.
b. Punished behavior will cause people to become worried.
c. Punishment will be effective if immediately implemented after unwanted behavior is performed.
d. The purpose of giving a punishment is to reinforce the behavior.

3. Psychoanalysis Approach

In this approach, stated that human behavior is controlled by their personality. Founding father of psychoanalysis approach is Sigmund Freud. Freud donation in psychology field is massive, including the concept regarding unconsciousness from mental activity. According to him, almost all of mental activity are unknown and can be approached easily, but specific activity can affect human behavior. Individual personality structure can be explained with unconsciousness frame. Personality is a dynamic system that give a base for all of behavior, there are three sub-system within that intertwined and often contradict (conflict) which are: Id, Ego, and Superego (see figure 2.3).

a. Id Concept

Id is pictured as hope or strong will that comes from human psychological instinct since born, that need immediate relieve without limited by ethics, morale, or logic. Id is an effort to get pleasure, relieve, and reward that embodied through libido and aggression. Libido refers to sexual desire, food and comfort, while aggression refers to harm, for example the desire to rule, war, fight, and other activities that harmful in nature.

b. Ego Concept

If Id is pictured as the source of human unconsciousness, then ego is pictured as the source of consciousness, that represent logic and connected with reality principals. Ego is a sub-system that functions to serve and controls two other sub-system (Id and Superego) by interacting with outside environment. However, conflict between ego and id often happen, furthermore assists from superego is needed.

c. Superego Concept

Superego is a personality morale strength that is the source of norm and unconsciously evaluates all of ego activities and capable to determine a norm that allow ego to decide whether it is correct or not. Superego can develop from interaction between ego and society. Consciousness in superego can be developed through absorbing cultural and moral value within society. Parents are the main factor in superego development for children, after they are able to get through Oedipus complex so that they can identify something with more and value from their parents. Superego can help someone to fight against id impulse, even though sometimes superego is contradictive and causing conflict with ego.

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CHAPTER II
BEHAVIOR OF HUMAN RESOURCE DURING COVID-19 PERIOD

2.1 Behavior of Human Resource

Human Resource is important assets for company/ organization. Without Human Resource, organization/company cannot operate. Human Resource is running organization which is educated and has good ethics. With how sophisticated they can produce great software that affect human behavior.

In current millennial era, Human Resource is valuable assets for each company/organization. The Human Resource that already exist can be trained, and it is not easy to train that many Human Resource to become more developed. However, with good management, hopefully the Human Resource will grow in accordance with specified program. Good Human Resource has good academic qualifications and good Organization Behavior. It is a waste if become a Human Resource that in terms of technical or conceptual skill are good, but in reality, have terrible attitude. Organization behavior also determine the success rate of an organization, by having good attitude from the employee, then to achieve organization goals can be ensured that it will work as planned. Behavior determines self-assessment in someone else point of view, behavior gives massive contribution for organization, with several characteristics within human resource.

According to Mc Clelland, Human Resources' characteristics that is high-achievers in nature have three general essences:

1. Need for Achievement.
    There are several people who have strong motivation to succeed. They prefer to pursue personal achievement rather than reward for achievements. They are passionate to do better and more efficient if compared to the previous results.
2. Need for Affiliation
    There are several people who have strong motivation to succeed. They prefer to pursue personal achievement rather than reward for achievements. They are passionate to do better and more efficient if compared to the previous results.
3. Need for Power
    There is strong desire to control other people, to influence other people and to have impact on other people.
    In real contextual application, Human Resource can be considered success if have two motive criteria in life, which are:
    1. Achiever; achiever Motivation Theory stated that, human in nature has the capability to achieve beyond the capability of other people. This theory has an assumption that a need to achieve is something different and can be differentiated from other needs.
    2. Strong competence motivation; Theory regarding motivation or human needs all this time might be known as theory from Abraham Maslow with its need's hierarchy. However, actually there are many experts with their own individual opinions regarding motivation theory, including David Mc Clelland.

2.2 Human Resource Behavior in Covid-19 Period

When discussing a country's economy, then the first thing that will be discussed is Human Resource. It is a term referring to individual or people active in performing a function whether in institution, company, or country. Due to that, Human Resource is a key to economic success including in country level. A country has potential to develop its economy if the productive age of Human Resource is high and qualified.

There are two types of Human Resource: macro and micro. Macro Human Resource is productive citizen existing in a wide territory, like province or country. While micro Human Resource refers to productive individual in company or organization range. There are 7 (seven) functions of Human Resource in economy, such as: Labor, Expert, The Head of The Company, Business Man, Science and Technology Development, Producer and Consumer.

Remembering that Human Resource hold an important role in economy, Covid-19 pandemic case that spread since the beginning of the month in our Country, make an impact to Indonesian economy. For example, stock market index crashed, Rupiah value fell and actor in real sector had already voiced their hard-working effort. World financial, economy, and government authority institution made some prediction that Indonesian economy can be within worst case scenario if it is not handled properly during this pandemic.

New phenomenon on one particular media, stated that on Monday (23/3), US dollar selling price in five major banks went through 17 thousand Rupiah. Quoting Bloomberg, Rupiah weakening became the deepest in Asia. Those numbers are also the lowest since July 1998. This slump seems will not stop yet due to Covid-19 pandemic in Indonesia is spreading wider. Generally, Indonesia is facing risk increase in equity risk premium, decreasing labor supply, production cost, decreasing demand and increasing budget.

McKibbin and Fernando stated that the impact of the occurrence of this disease outbreak on labor supply is not limited to death. Because, other than the patient becomes unproductive, the performance of family members who taking care of them will be affected. Moreover, 70% of female worker also responsible for household continuance, including their household health. In Covid-19 case, health quarantine policy, such as self-quarantine, home quarantine, lockdown, and social distancing and for the period of more than 14 days that exceed annual leave allowance of the employees also have an impact on economic activities and economy.

Seeing the impact from health quarantine policy (social distancing) or lockdown, strive for reducing individual contact to lower the potential spreading of the virus in sufficient capacity. The differences are, if lockdown, all region entrance and exit will be closed. While social distancing, citizen can still do their activities even though the intensity is reduced. Social distancing implementation, for example, that is executed in Germany and New York. In Germany, all citizen is forbidden to do physical contact, maintaining 1,5-meter distance in public spaces, and citizens are allowed to work, and the company must ensure hygienically their employees.

This regulation in Germany is followed with heavy fine for the one who broke and the police are deployed to do enforcement of the rules. In New York City, social distancing is implemented by sending national guards including tanks and war equipment, citizen is prohibited to work. Restaurant, café, park, and beach are closed. There are no package deliveries via courier and economy stimulus are given to everybody due to stop working.

Meanwhile in Indonesia, Social Distancing is implemented through study/work from home. Everybody is informed not to do physical contact with other people. There is no penalty for the one who break it dan there is no compensation for them who stop their economic activities, at least for now. Social Distancing in Indonesia is only followed by upper-intermediate group,

while lower-intermediate group are not complying at all. Online transportation driver is still going out of the house because their income is daily, construction labor, street vendor and also street food vendor. This kind of behavior will sacrifice lower group more. They will be easier affected by Covid-19 due to no physical protection.

Authority does not design social distancing comprehensively thus letting this lower group exposed to Covid-19. Social Distancing policy is correct at the moment from public policy point of view because it is seen from social distancing economical politic and the impact of social distancing policy at the moment. In public policy frame, in each government policy, there will be winners and losers. A good policy is when marginal of cost from the winners could compensate marginal of cost from the losers. In other words, policy aggregate benefit must be bigger than policy aggregate cost. Social distancing policy in Indonesia needs to be revised. Government takes over obligation regarding logistic, even food and basic necessities to cover lower-intermediate class.

Total protection for medical, security officer and if the country decides to let online transportation to deliver food, then the driver must be protected with massive kit test and mask equipment, helm and proper jacket. They who in the frontline must take rapid test immediately, not a council member or controversial officer. Apart from the choice of social distancing or lockdown, coordination between the holder of interest is, in fact, a matter that must be prioritized. While trying to demolish all differences, inconsistency, indecisive, arrogance, and not wanting to be blamed, especially politic consideration by placing the citizen interest and safety above all. Because citizen is the most important human resource in core economy.

In the middle of Covid-19 pandemic that is still being handled, it is also important to prevent the occurrence of dengue fever. If not, this thing will make new problem in the midst of Covid-19 that keep spreading in Indonesia. World Health Organization (WHO) has determined that Coronavirus disease (COVID-19) as global pandemic upon affecting more than 118.00 People and causing death to more than 4.000 people in more than 114 countries on 11 March 2020. Pneumonia caused by SARS-CoV 2 or this coronavirus becomes serious threat for countries in the world because of fast spreading nature.

Up until now, the cure for COVID-19 has not been found. Several countries have been researching and developing vaccine for corona, but still in testing stage and need several months to know the effectivity. Due to that, pandemic can only be suppressed by breaking the chain of infection.

Several countries, such as Italy, France, Dutch, Denmark, and Malaysia, apply lockdown by closing in-out access for several region and stopping all public activities that have potential to spread the virus. Meanwhile, in Indonesia, the number of positive cases of corona keep skyrocketing exponentially, from 2 cases that announced on 2 March to 514 cases and 48 deaths on 22 March in 17 provinces. Based on temporary data of Health Ministry, DKI Jakarta has the most cases, followed by West Java, Banten, East Java, and Middle Java.

Government has not chosen lockdown option, and focusing more on prevention protocol of COVID-19. Several head of region also established Extraordinary Event (*Kejadian Luar Biasa, KLB)* status and implement social distancing, for example, in a number of masses gathering activities, implementation of learning system from home, and notification for work from home. The same goes for public spaces, offices, factories, or work spaces that have potential to become a location for coronavirus spreading due to daily human interaction.

Minister of Manpower Ida Fauziah had published Circular Letter/*Surat Edaran (SE)* No. M/3/HK.04/III/2020 regarding Labor/Worker Protection and Business Continuity in the event of

Prevention and Management of COVID-19. That letter is referred to all of the governors to ask for regional government to put effort to prevent the spreading and management of cases related to COVID-19 in working spaces.

To put it briefly, that regulation ask governors to instruct each company leader in their region to do 3 main things:

1. Anticipate COVID-19 spreading on worker/labor forces by prevention action such as clean and healthy lifestyle and *Keselamatan dan Kesehatan Kerja* (K3) program.
2. Make a plan for anticipation to handle COVID-19 pandemic with the purpose of reduce the risk of infection in working spaces and maintaining the continuity of business.
3. Take risk management procedure for worker/labor forces or entrepreneur that suspected for COVID-19 infection in accordance with management from Ministry of Health.

Concrete procedure that can be done by company to prevent the infection of coronavirus in workplace, for example:

1. Disinfectant's spray and providing hand sanitizer

    Disinfectant kills virus that sticks to elevator button, door handle, ladder, and other spots that is occasionally being touched by people. According to several researches, stated that coronavirus generally (SARS and MERS) can survive outside human body in the span of hours to days, depends on type of surface.
    Hands are also become media for virus spreading due to a human organ that occasionally touch other people (handshake) or touch stuff. Due to that, providing hand sanitizer or hand soap is useful to prevent virus spreading.

2. Isolate and supervise employee that comes back from official travel

    This procedure must be done especially if that employee just come back from official travel in foreign country or city that become region of COVID-19 spreading. Self-isolation at home for minimum 14 days must be done in order to know if they are infected by the virus or not. If showing symptom, then it is suggested to attend health facility or taking corona test.

3. Usage of temperature detector

    Detecting temperature of each person that comes into office with infrared sensor or thermo gun can be a step to prevent COVID-19 infection. This is because people who are infected by corona generally have fever symptom, apart from coughing and hard to breath. However, body temperature thermo gun is considered as less effective to identify the type of asymptomatic patient, or they who are COVID-19 positive but does not show clinical symptom.

4. Social distancing implementation

    For company who related to customer service, they can implement social distancing, for example, maintaining distance when queueing or make the service more efficiency so that there will be no queue, for example adding the number of cashier or customer service. Another example is making distance for minimum of 1.5 meter to prevent infection through coughing or sneezing.

5. Work from home

This step is a strategic step that can be implemented by the company in region which affected the most with corona such as Jakarta. The issue is that it will need more adaptation especially for company that does not familiar with remote work system. However, this is not impossible considering that nowadays there are more availability for software and digital application for online meeting and group work platform.

In the midst of pandemic that cannot be predicted when its end, work from home (WFH) become the only option to prevent worst case scenario for employee and company. Due to that, leader of company has to think of productive WFH system. Even though remote working, company must be able to monitor working out and employee absence. For example, by using online application that allows employee who works from home to report their absence during clock-in and clock-out online. With the existence of mobile attendance application in mobile phone, employee just need to take selfie and system will do data recognition with face biometric technology (face recognition). Global Position System (GPS) will recognize the position where the employee reporting their attendance, thus this application is supporting absence in many separate locations.

Corona virus pandemic or COVID-19 in the whole world make some adjustment in doing activities, including in Indonesia. With the implementation of "National Corona Emergency" in Indonesia, government make a policy to implement social distancing as one of the efforts to prevent the spreading of coronavirus inside the country. That policy was informed by Republic of Indonesia President, Joko Widodo on Sunday (15/3), "work from home, study from home, and pray from home". This policy directly responded by all side, including Ministry of Communication and Information.

In Ministry of Communication and Information, this policy is followed up immediately by implementing Work from Home (WFH) or Official Duty From Home (ODFH) since Monday (16/3). ODFH in Ministry of Communication and Information was implemented until 31 March 2020, in order to maintain the safety and health of their employees.

Need to be remembered, ODFH is not a holiday. Thus, in the operation, there are procedure that still need to be followed, several of them are, including:

a. Implementation of shifting hour;
b. Required to fill out the logbook in eSKP;
c. Required to respond leader direction in maximum time of 30 minutes;
d. Mobile phone is required to be active in case of emergency call;
e. It is prohibited to left home if do not necessary;
f. It is prohibited to left the city without higher-up permission;
g. It is prohibited to left the country without General Secretary permission; and
h. Coordination operation can use TIK-based tools, such as SiMaya, WhatAapp, Zoom, etc.

However, all the past virus pandemic did not cause catastrophe as big as Corona COVID-19 at the moment. Due to almost everyone experiencing extraordinary difficulties because of this corona virus. This condition made two doctors that had experienced SARS pandemic worry, if corona virus pandemic at moment will be worse than another virus pandemic. That case would probably happen due to three types of human behavior when facing corona virus COVID-19 pandemic.

Research that quoted from Forbes still observe those behaviors for several months forward. There is a result that shows human resource behavior regarding the condition at the moment, among another attitude shown in the form of action:

1. Rejection
First is rejection. Doctor has said that there are lots of patients that do not want to hear their suggestion when diagnosed as infected with coronavirus. Patients actually appear cheerful in front of others even though the doctors have diagnosed them. That rejection appears to be their mechanism in surviving and protecting themselves. However, that rejection will be harmful for others in their surroundings. Moreover, if they do not take protection steps and prevent the infection of the virus to another people.
In case of corona virus, we can see many people that deny or do not care when this virus first appeared in Wuhan, China. Even when this virus already spreading to other countries, most of people reaction is still the same because they thought they are not within the group of people that is easy to be infected.

2. Panic-Buying
Second is the behavior of people who try to control their nearest environment in time of crisis. Many people actually try to hoard things due to their worry about facing coronavirus pandemic. Not only daily necessities, they also hoard medical supply for their protection, such as masks, tissue, hand sanitizer, and other things that can kill coronavirus. They do that action to control their fear. Unfortunately, that behavior can only make them feel temporary comfort and that is wrong. That step can only bring misfortune to other people who need it more, for example medical personnel.

3. Hyperbole when it comes to good news
The third behavior is their thirst for good news. If there is one patient that successful to be free from ventilator and into recovery period, that news will be fresh air for medical personnel and the patient family. However, the need for good news in the midst of pandemic is not a good way. Because there are many people will ask for further check up with the hope of being free.
Those three behaviors are natural results from normal human cognitive psychology. This condition is crucial to predict when pandemic will end.

Covid-19 disaster affect business world in Indonesia, franchise business also met the impact of Covid-19. The impact of Covid-19 affects various aspects of life, including franchise sector. In various discussion with franchise business owner, license and partnership in Indonesia, their turnover franchise business owner decreased up to 50%, even some already closed their outlet to respond the safety of employees and customers in order to implement social distancing that should be done in this Covid-19 pandemic. Of course, franchise business owners must respond wisely those impact for their business. The following are several steps that can be done by franchise business owner in Indonesia:

a. Financial aspect

From financial aspect, there are several things that need to be watched:

- What is the current balance position and how much operational reserve fund held up for up to five months (March, April, May, June, and July). Due to the government announce the disaster status of Covid-19 until June 2020;

- Do a calculation of how much the total expenses cost routine operations, either permanent of variable. For the record, in May, there will funds out for employees THR;
- Do the calculation of projected income from various sources of income such as: Franchise Fee, Royalty Fee, Material, etc. cautiously calculate and see the downward trend in turnover that occurs from partner outlet network and own outlet. Is there potential other income that can be obtained, for example from online sales, etc.:
- Spend wisely, important costs come first and what is not urgent can be temporarily suspended if possible;
- No less important is material cost control because when crisis occurs, raw material costs will experience significant increase and need to pay attention regarding the supply of raw materials safely sent to business network.

b. Customer and Marketing Aspect

- Ensuring customer safety with outlet standard which is safe and clean. For example, by using temperature checking for customers that want to enter, preparing hand sanitizer in whole franchise network, and if there are hand washing area, make sure that it is clean and working. Make special SOP to encounter Covid 19 pandemic, as guide for the whole franchise network, and for the safety of employee and customer;
- Perform "Marketing in Crisis", make interesting sale program that can increase sale and cashflow even though the profit is not quite much with certain time frame;
- Inform sympathetic marketing program regarding Covid-19. For example, by establishing special delivery program that let the customers, who study, work or pray at home, serviced well;
- Inform program activity of "marketing in crisis" through digital platform such as website, social media, digital media, chatting application, poster, and banner in each outlet, with sympathy marketing content;
- Control and meeting daily, either directly or through other communication platform to ensure company income is as planned, do reparation for marketing program immediately if needed.

c. Human Resource Aspect

- Perform education to employee regarding prevention of covid-19 virus spreading, and make a feeling of responsibility and empathy for the ongoing crisis and inform business recovery steps while experiencing crisis due to Covid-19;
- Perform actions wisely and well. Do not cause anxiety to employee, if situation is not favorable, do option of working from home;
- Use technology media to give work report, online meeting and other report to make communication between employee or management easier;
- If forced to work from home, make technical instructions in detail so that employee performance is maintained and Key Performance Indicators (KPI) achieved;
- Always pray for the protection from God Almighty, before activities start daily with the purpose of to make the business run smoothly and get solution to get out from crisis.

Even though China company is more conservative, in term of technology, they already have the basic for remote working. Human Resource behavior for performing communication when Covid-19 pandemic is through WeChat, which is an application that combines messaging, file transfer, video conference ability, online payment, and other functions that used by more than a

million more user in China. Matthew Brennan, a book author regarding WeChat, said that many middle and lower do not have option apart from WeChat, because similar application such as Slack sometimes blocked in China. Other option is through email. In many cases, working from home is also helping business owner to decrease building rental fees and help the worker avoiding tiring trip to work place. However, it is still unknown whether this forcing period, work from home will be more usual in China.

Human resource behavior tends to feel pressured, mentally and physically. Now they try to work from home and find a way to balance life with work. However, seen from the positive side, human resource behavior put forward the desire and need for striation of simple life. Before this Covid-19 pandemic period, busy with work and come home late at night. Now can spend more time together and feel closer. The impact can be felt by all classes through the whole nation, changing every aspect of life. Including work, education, and training.

Even though death probability due to Covid-19 is low, many working ages people who are sick and their family feel the financial burden because of the work absence during several days or weeks. Most of the pandemic impact is due to COVID-19 will stem from "reluctance behavior". Meaning that action that people take to prevent getting infected by the virus. Those behaviors come from three things:

1. Government prohibits specified activities, for example when China government order factories to stop production or Italy when they close the majority of stores in the whole countries.
2. Companies and institutions (including private school) take proactive measures to prevent infection. Business closing, whether due to government order or business owner decision, have an impact on the loss of wages for the workers, especially the informal economy workers, who do not have the right to get wages during leave.
3. People reduce travelling needs, to shop, vacation, official travel, and social activities or other activities.

All of those actions have impacts on all of the economy sectors. Those matters cause the decreasing of income whether from supply side (decreasing of production causes influx for the consumer) or demand side (decreasing of customer demands causes impact on business owner and their employees). This short-term economic impact can have an impact on the decline in the growth rate in long term. With so many resources used by health sector and people reduce their social activities, countries will reduce their investment in physical infrastructure. With schools closed, student lose opportunity to learn (hopefully only for a short term). However, for students that come from vulnerable class, they may not return to continue their education, resulting in them not being able to reach higher income in the future whether for their sake or their family, and also reducing human resource quality for related countries.

For example, unplanned pregnancies increased sharply in Sierra Leone during the Ebola pandemic, most likely caused by school closure. The possibility of teenage mother continuing back their education is lower, and their children most likely will not gain access to optimal health and education. Apart from that, infection and death to medical personnel in the frontline of the pandemic can impact on health condition that getting worsen in long term, for example, on the death of mother figure to children. All of this has an impact on poverty, besides of course on humanity. To calm the market reaction to this pandemic, they must offer a plan that is realistic to prevent infection. As long as this virus keeps spreading, reluctant behavior is a good rational and

wise choice. Confining the virus is the first step to reduce not only health impacts of COVID-19 but also its economic impact.

Activities that need more attention can be done with strengthening security network. The most vulnerable households are they who have the most possibility of getting affected financially. Low-wage workers usually will lose their job if they do not attend due to continuous sick leave. They are usually the most unavailable people to work remotely to prevent infection. They also usually do not have saving money to face the worsen economic situation.

To ensure the existence of an economic safety net, cash transfer, sick leave, health services subsidies will help the most vulnerable to survive and provide support for perpetrators business that serve these people. The following activity is to measure the impact. Systematic data that describe which population segment are most affected and what industry are on the verge of bankruptcy, necessary so that the provisions of assistance can be done optimally.

Business as the wheel of life suddenly changes the whole courses. Starts from work processes, business strategy even the most essential things like interactions are changed. Majority of them are not ready. For example, lots of companies that have not provided work from home model, business alternative or substitution, do not ready opportunity, and bankrupt. In the end, not only companies that gain loss, layered effect that is unavoidable exists. Employees are taking leave without getting paid, even some got fired, micro business surroundings central business are also getting affected. It's as if this pandemic is a hard slap not only to the government, but to all aspect of life. McKinsey analyzed that at least business will experience three changes when experiencing crisis: depth of disruption, length of disorder, and recovery. Depth of disorder is how big things change during an outbreak. For example, people no longer travel for vacation or just looking for food, reducing work time, efficiency of items used daily. Second change is length of disruption, which means for how long disruption changes happen, how long employee will be taking leave due to lockdown, how long people will stay unemployed due to their job loss. If from financial and business side, the volatility graphic getting longer, or payment extended credit as has been done by Financial Services Authority.

Eventually, business will experience recovery, and increasingly changing the behavior of human resources ranging from defend yourself or defend your business. Business recovery can be done slowly. Upon recovery, business experts give the term of next normal as changes in each sector such as industry, business, government, education and health.

Those changes can be implemented with basic criteria of:

1. Consumer; COVID-19 will actually change the pattern of consumer behavior. Experts believe that the post-pandemic consumers are not exclusively to one circle only. For example, related to e-commerce. Previously, e-commerce was applicable to people who understand technology, now everyone will start accustomed to long distance shopping. Certainly, online shopping habits will be easier to reach pre-technology circles such as baby boomers.
2. Supply chain; company might be accustomed with demand shock and supply shock. Supplier or company will be more careful in managing supply chain. Supplier will optimize the lowest price for critical components in time of pandemic. This digitalized sector will be bigger. Almost all of business and supply chain sector will make use of cloud which its data can be modified and accessed easily by anyone.
3. Organization; post-pandemic remote working or work from home will be usual thing and will be collaborative and decentral work. More attention on crisis management

such as technology, work supportive equipment, and certainly the company will be getting used to faster with industry 4.0 or all-internet industry.

Government especially will consider related regulation to pandemic, specifically for industrial sector. For example, working hour and paid leave that related to wide-scale social distancing on pandemic. The law will also focus on handling MSME business.

2.3 Starting The New Normal Life in Human Resource Behavior

Regulations where a country can open those social distancing or quarantine. Even though later on, the quarantine time can be ended, but until vaccine or virus cure of coronavirus can be found, the prevention pattern like now must keep being performed. This thing triggers a lot of HR behavior that focus on think out of the box, which is thinking outside the context of behavior and always give new breakthroughs which is more innovative, thus, have a form of framework that is more advance, more efficient and more effective.
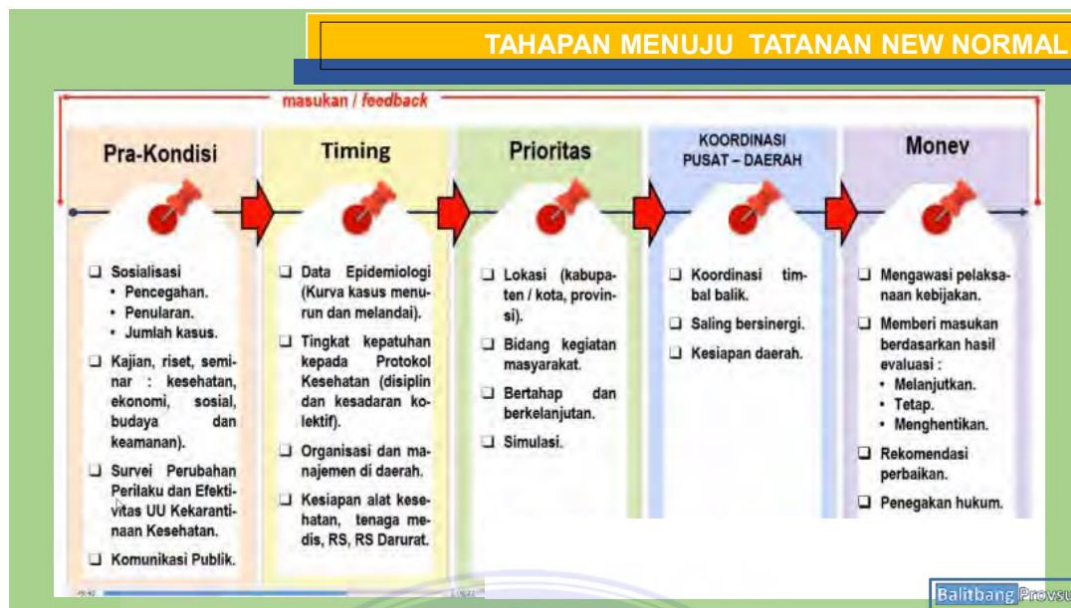
The stages towards new normal require human resource behavior that consist of input and feedback that start from pre-conditions, by socializing those changes, studies involving experts and seminars up to survey about changes regarding the behavior itself, thus, creating an excellent public communication that has timing and priority.

In the context of young and millennial Human Resource behavior that usually travel or hangout will also be used to stay at home, thus, there is a possibility of shifting from young consumers shopping behavior. Consumer also tends to focus on more economic and healthy goods due to consumer behavior, during pandemic or new normal, that paying more attention to health products. Consumer also no longer tend to have many choices, thus, making this a complex homework for business owner post-pandemic.

2.4 Starting The Next Normal

Scenario of social restriction or relaxation that is expected to be:

1. Education, religion and culture with following basic health protocol of covid-19 infection prevention, as follows: implementation of Human Resource Behavior by Clean and Healthy Life Behavior (CHLB), washing hands regularly with soap and running water;
2. Use of masks;
3. Maintaining 1-2 meter; coughing and sneezing etiquette; avoiding or trying to minimize crowd. Covid-19 is undeniable as the one that triggers changes of all aspects of life. As stated in McKinsey review, graphic during covid-19 will steep inward. However, after experiencing recovery, the graphic will be higher than before. That means, COVID-19 will change life for the better. Everyone will be accustomed to unusual things for example work from home.

Starting this next normal pattern, they must prepare themselves in accordance to regulation and organization of the company. For example, managing more human resources that focus more on humanity value and individual value. One of them is managing HR with leader, by taking advantage of leadership based on talent. Behavioral perspective on corporate social responsibility (CSR) is useful in helping to understand and might offer solutions for several effects of covid-19 pandemic and, in more general sense, naturally, disaster and stressor. Several research has focused on behavioral CSR, which involves the investigation of CSR at the level of individual analysis in addition to corporate and institutional levels. In other words, it refers to micro literature (for example, organization behavior, human resource management, industrial and organizational psychology) to check psychological foundation of CSR. This is not typical perspective given that in a review of the CSR literature found that only 4% of articles in 17 journals included in content analysis which focuses on the individual level of analysis (Aguinis and Glavas, 2012).

Behavioral perspective on CSR is useful because it allows one to understand why, when, and how individuals react to CSR and choose to lead or be involved in CSR initiative with specified ways (Aguinis, 2011). In turn, these individual-level perception and reactions have a profound effect on permeates the entire organization and beyond (e.g., customers, suppliers, society in general). Considering the following reaction to covid-19 by two different companies are both involved in activities of CSR. Company A does not integrate CSR into its strategies, routines, and operations, while Company B does it. For example, company A does some form of philanthropy to address the crisis, which of course it is commendable and noble effort. On the other hand, Company B integrates CST into all activities and CSR absorbs accounting, finance, human resources, marketing, operations, sales and strategy. CSR is not something that B does, but who they are. The behavioral perspective for CSR allows to understand that these two approaches, which are labelled CSR peripherals and embedded CSR (Aguinis & Glavas, 2013), produce very different results. Embedded CSR increases perception of fairness organization, positive self-employment, (e.g., self-concept improvement), and allows individual to show more that is contained within themselves.

Increased employee engagement, job satisfaction, organizational commitment, and behavior of organizational citizens refer directly to how the human resource behaves in perspective of thinking during Covid-19 pandemic. Behavioral CSR lens makes it possible to understand that not all reaction and intervention related to CSR in response to COVID-19 will lead to equally positive outcome. Positive outcomes are more likely if CSR is embedded than peripherals. Behavioral perspective for CSR makes it possible to understand why. Perspective behavior on CSR is also useful for understanding why employees need their company to react in some way as

a consequence of COVID-19. The general process by which individuals assign meaning to ongoing experiences, what is called sense making. Action taken by companies and government in reaction to COVID-19 called as "sensing factor". During times of crisis, individuals scan their environment and ways, these sensory factors determine not only their behavior to their company, but also their behavior like whether they will stay or leave the company (Ng, Yam, & Aguinis, 2019).

2.5 Understanding Covid-19 Effects on Online Buying Behavior

Understanding panic buying during Covid-19 pandemic, provide an overview of men's and women's shopping behavior, according to changes in earnings across e-commerce. Situation changed quickly. Number of people considered safe for gathered in one place has decreased from thousand, to hundreds, to ten. Restaurants, bars, cinemas, and gyms in many major cities are closed. Meanwhile, many office workers face a new challenge to work full time. Basically, people come to term with the reality of a mutually exclusive world connected and how hard it was for a while separate that relationship from others. Say that living in times that have never happened previously felt like an understatement.

One of the responses that I have seen regarding how people approach periods of isolations and this uncertainty is a big change overnight in their shopping behavior. From bulk buying to shopping online, people change what they buy, when, and how. As more and more cities are locked down, non-essential businesses were ordered to close, and customers generally avoid public places. Limited spending to all that matters become the new normal. Brands need to be adaptable and flexible to meet changing needs.

This resource is intended to provide information to make the best decisions for brand during uncertain times. We have collected some facts and figures about how behavior changed, what product that people buy, and what industry that feel the tension to help determining what choices for their business. When the news of Covid-19 has spread and is officially declared as pandemic by the World Health Organization, people respond with hoarding. They buy medical supplies such as hand sanitizer and masks and household necessities such as toilet paper and bread. Soon, both brick-and-mortar offline and online stores are soon struggling to meet their demand, and price gouging for supplies runs rampant.

Humans respond to crises in various ways. When faced with an uncertain and risky situation where have no control, they tend to try what even no one can feel like he has control. Paul Marsden, a consumer psychologist at the University of the Arts London, quoted by CNBC, said: "panic buying can be understood as playing with three psychological basic needs." These needs are autonomy (or the need to feel controlling action), relatedness (need for feel that doing something useful for family), and competence (need to feel like smart buyers make the right choices).

These psychological factors are the same reason "retail therapy" responds to different types of personal crises; However, there is an added layer during a pandemic. One of them is that the global spread of Covid-19 has been accompanied by a great deal of uncertainty and sometimes contradictory information. When people hear different suggestion from different sources, they have greater instinct for overprepared. Community diversification is faced with needs and desire for primary and secondary life necessities, and faced with situational going online and needs which arises.

As it becomes increasingly clear how infected the covid-19, some buyers have asked questions about security of receiving their online orders. The experts have found that viruses can

live on the surface for three hours to three days, depending on the material (Note that conclusive findings are hard to come by in early days of this virus, and as experts move on research, these figures are subject to change). Because of that, it is unlikely that covid-19 will survive on goods bought from the time they are packaged to the time they receive the packages (especially with slowdowns in the system delivery). Delivery conditions also make the environment difficult for covid-19 too, so it's possible that it will not be exposed through the package itself. Risk distribution of products or packaging shipped during days or weeks at room temperature. Packages that had been sent for at least a few days and not come into contact with any source of contamination after packaging.

World Health Organization is also dealing with this problem, by saying that it is safe to receive package from locations with confirmed covid-19 cases reported. Quoted from their website: "the probability of infected people contaminated commercial goods is low and the risk of contracting the virus that causes covid-19 from packages that have been moved, traveled, and exposed to various conditions and the temperature is also low." Response to covid-19 has not been felt universally from generation to generation, with consumers of different age groups respond differently to crises.

It is important to remember that this is a situation that grows so fast that surveys quickly become obsolete because behavior changes with circumstances. This applies to data shared here and below.

1. Gen Z and Millennials.

While people are generally concerned about the growing pandemic, the youngest generation in particular is changing their buying behavior.

One survey of US and UK consumers found that 96% of Millennials and Gen Z are concerned about the pandemic and its impact on the economy. These concerns lead them to change their behavior more dramatically than other generations, including reduced spending, inventory, and spending less on experiences.

2. Gen X and Boomers.

While still concerned about the coronavirus and its impact on the economy, the older generation is a little less concerned than the younger generation and is letting it impact their spending habits less. For example, 24% of Boomers and 34% of Gen X say they let the current events influence what items they buy, compared to nearly half of Millennials.

While the data show that shopping behavior changes based on generational differences, it also looks at variations by gender. Survey data shows that women are more likely to be concerned about the effects of COVID-19, it also suggests that men are more likely to influence their own shopping behavior. Compared to 25% of women, a third of men report the pandemic affects how much they spend on products. Additionally, 36% of men, compared to 28% of women, report it affects how much they spend on experiences (travel, restaurants, entertainment, etc.).

Men are also found to shop online and avoid in-store experiences more than women. This includes taking advantage of options that limit in-store interaction such as BOPIS (buy online, in-store pickup), roadside pick-up, and subscription services. As income changes in E-commerce, as people have used social distancing to slow the spread of this pandemic, there has naturally been a decline in brick-and-mortar spending. That seems to mean there will be

an increase in online shopping as people turn to e-commerce to buy things they might buy themselves.

In reality, e-commerce sales are not higher overall, although some industries see significant gains. This is especially true for online sellers of household goods and groceries. JD.com, China's largest online e-commerce, has seen sales of common household staples quadruple compared to the same period of last year. A survey by Engine found that people spend an average of 10-30% more online. This commerce condition is shown by the behavior of HR towards the COVID-19 situation, including the following:

1. E-commerce grocery.
   Grocery e-commerce surged in the second week of March, after shoppers went online to search for items they needed which were not available at their local grocery stores. The following graph, with data from Rakuten Intelligence, shows a huge spike in grocery-related e-commerce. The rest of e-commerce seems to be up a bit, but there are no drastic peaks or valleys.
2. Other e-commerce categories.
   In addition to grocery stores, e-commerce covers a wide range of products, across categories. The Common Thread Collective has provided valuable updates with COVID data on ecommerce shopping behavior, including the chart below. While ecommerce performance generally does not go up or down, breaking data down vertically tells a bit more of the story.
3. Subscription service.
   While ecommerce sales do not seem to be skyrocketing as expected, there are some exceptions. One of them is in the subscription and convenience services, which have seen a significant upward trend in revenue and conversions.
   Performance branding firm WITHIN has tracked the effects of COVID-19 on e-commerce across several specific sectors by monitoring and comparing data from specific businesses from year to year. This graph is derived from their observations, as people make purchasing choices based on new and constantly changing global and local circumstances, thus the categories of products purchased are also changing.

Market research firm Nielsen has identified six key consumer behavior thresholds associated with the COVID-19 pandemic and their results in the market, namely:

1. Healthy-minded and proactive purchasing (buying preventive health and wellness products).
2. Reactive health management (buying protective equipment such as masks and hand sanitizer).
3. Kitchen preparation (supply of food and household needs).
4. Quarantine preparation (experience shortage in stores, make fewer visits to stores).
5. Restricted life (making fewer shopping trips, limited online fulfillment).
6. New normal (back to daily routine, permanently changed supply chain).

As needs develop through stages, the items people choose to buy and the evolving product categories are constantly changing. Here are some of the most affected product categories.

1. Health and safety products.

Anyone who has faced empty shelves or seen gouging prices online knows that health and safety products are purchased much faster than they can be manufactured and re-stocked. According to data from Nielsen, items such as sales of health and hygienic masks rose by more than 300%.

2. Stable items on the shelf.

Another category of consumer packaged goods that is booming is shelf-stable items. This falls into the category of people planning a long-term quarantine. According to Nielsen, products like shelf-stable milk and milk substitutes (especially oat milk) are increased for more than 300% in dollar growth. Other items that have seen an increase are dried nuts and fruit snacks with a long shelf life.

3. Food and drink.

In addition to long-term quarantine items, for groceries in general, sales are increasing. However, there have been some behavioral changes in the way people buy groceries. For example, in an effort to avoid crowds in supermarkets, many people opt for BOPIS (buy-online-pick-up-in-store) or delivery options. Downloads of apps like Instacart and Shipt that allow people to hire private shoppers to prepare and in some cases deliver grocery orders increased by about 124% (for Shipt) and 218% (for Instacart). People are also choosing to buy these items from online stores more than they did before.

Shipbob, the delivery and fulfillment partner for e-commerce stores, collects data from their 3,000+ merchants and tracks such data. While the chart below shows some fluctuation, the increase in online sales for food and beverage from month to month was 18.8%.

4. Digital streaming.

While less about the importance of protecting and feeding themselves, it is not surprising that as people stay home and no longer pursue external entertainment options, digital streaming services increase. While streaming services like Netflix, Amazon, Hulu, and Disney+ saw unusual gains in subscribers in the first quarter of 2020, non-traditional streaming services like movie studios release streaming media, on demand, sometimes earlier than the expected releases.

5. Luxury goods.

While the above products and services are increasing in sales due to the current situation, other industries are not doing such thing. Apart from the obvious ones such as entertainment, restaurants and travel, one area projected to have significant losses is the luxury goods industry. Vogue Business projects a potential $10 billion loss to the industry in 2020 due to COVID-19. This is partly because luxury goods rely heavily on the purchasing power of Asian markets, where the pandemic has affected consumers since January.

6. Fashion and clothing.

As noted above, omnichannel sellers suffer heavy losses, in part because they closed the retails of their business together. People are not interested in shopping for clothes in person. Department stores like Macy's and JCPenney, big chains like Abercrombie & Fitch and Nike, and multiple storefront brands DTC like Rothys and Everlane closed their physical stores and suffered losses. Some shops like Patagonia are discontinuing even their online stores to protect all workers in their supply chain.

Even online clothing sales are going down as people are putting more of their budget into everyday necessities. The chart below is again from Shipbob's data on their 3,000+ merchants.

This represents an overall 20% decline in their monthly sales. To reduce the impact of the pandemic on employees/labor, ensure effective communication with employees. How leaders behave at critical times leaves a lasting imprint on the company and their people. Therefore, consistent and effective communication and interaction with employees can strengthen the company and enhance its culture. Remember to think about the future. If there is a breakdown, there will be recovery. Consider implementing flexible and remote work options (82% of respondents stated the importance of this approach). School quarantine and quarantine after a business trip can increase stress and add to the burden on the employees who shall respond to their personal needs. Be prepared for increased absenteeism. Consider preparing temporary succession plans for key executive positions and key business roles. Share current and relevant information about COVID-19 symptoms and disease prevention recommendations among company employees. Use only credible sources of information, such as the World Health Organization. Set up a dedicated hotline or conduct a series of remote seminars with relevant healthcare professionals to facilitate Q&A sessions with employees.

Considerations for providing psychological and financial support to employees, such as emergency assistance, additional insurance coverage, regular salary payments. Focus on organizing a safe work environment: purchase of medical equipment and supplies (e.g., thermometers, antibacterial products), self-monitoring of employee health, and workplace disinfection.

Several foreign businesses have reviewed their sick leave policies. In particular, they provide for a temporary absence from work due to illness without the need to provide a doctor's note for absences. Develop and communicate clear rules and obligations for employees at risk (those traveling abroad for personal reasons or on a business trip). This includes the employee's 14-day self-isolation requirement and cancellation of all meetings with clients and coworkers.

Companies must ensure a safe working environment by thoroughly cleaning and disinfecting the workplace. In the event that an employee is suspected of being infected with COVID-19, there should be a straightforward process for removing the employee from the facility, and for proper facility care.

Update travel and meeting policies. For organizations with high travel needs, particularly international destinations, assessing the epidemic's impact on travel is necessary as travel has been linked to COVID-19 transmission. Companies should actively monitor the latest government travel guidelines, review their travel policies, and be prepared to track and communicate with travelers. Another consideration is the possibility of employees being stranded far from their home locations due to the imposition of travel restrictions by governments around the world, and the extent of preventing private international travel.

Ensure that social media policies are correctly defined for this crisis. It should provide clear guidance regarding how employees can talk about business and the impact of COVID-19 on operations and employee health and safety. Provide employees with internal communication channels to report what they see and feel within the organization to ensure direct communication as an alternative to social media. At the same time, an effective social media monitoring program can help identify emerging issues affecting customers, markets and production areas.

Consider sources of information in the workplace. Misinformation in the media has created special challenges for organizations responding to the virus outbreak. Employers must be a source of accurate, timely and appropriate information for their employees. Consider creating your own news channel at work based on credible sources of information.

Plan in advance the workforce strategy through working through the most challenging scenarios (for example, if there is a need to close an office or production line) and setting up appropriate communications for employees. The job is to provide a constructive response, and not chaotic communication with employees, or no communication at all.

Consider possible scenarios for temporary staff reductions (for example, through the introduction of unpaid vacations, as was the case with Ukrainian businessmen in 2008-2009). However, be wary of making harsh and unpopular decisions about downsizing. The crisis will pass, but corporate leaders' wrong decisions or behavior in times of crisis will have a lasting negative impact on the business.

Despite all the risks and stresses, it is essential to remember that you have faced crisis situations like this in the past. First of all, this is a challenge to the company's management culture and practices. If you believe that people are the most valuable asset to your business, you must communicate, plan and be consistent. Show up for employees and support them.

In the end, everyone is human, and everyone can be affected by COVID-19. Now is the time for corporate leaders to take the lead for the safety and well-being of their people. In 2019, according to the World Economic Forum's Executive Opinion Survey, less than 10% of business leaders from the G20 and OECD countries considered the spread of infectious diseases to be a looming global risk, nor did the company anticipate that the pandemic could test their public reputation as a responsible employer. But in early 2020, all organizations are facing such a crisis and the need to address the pressing problems of different categories of workers: those who can and continue to work remotely, non-remote workers who can work remotely with the proper support, those who can no longer work for various reasons and they continue to work personally. In addition, most of the companies across sectors, have not implemented flexible or remote work arrangements. In today's environment, most businesses have to quickly implement new measures for their workforce, often without previous comparable experience.

The following principles can help guide organizations in shaping responsible actions that balance short-term pressures against medium and long-term needs:

- Seeing this crisis as a decisive leadership moment and continuing to deliver the best results for all stakeholders. Staying true to the goals, values, principles and culture of the organization starts at the top. Effective leaders are transparent, empathetic, and trust-creating, and their behavior helps being calm, support, and even energize employees so they feel committed to a common mission and purpose, and embrace new ways of working.
- Use an agile and continuous learning mindset to ensure responsiveness to the circumstances at hand. The uncharted waters of this crisis demand agility and innovation, and adaptability to rapidly changing systems and regulations. Understand perspectives and involve all stakeholders (e.g., employees, shareholders, customers, suppliers, unions, healthcare providers, communities) in decision making. Keep a pulse on all stakeholders' changing needs and priorities and the evolving conditions of competitive and innovative practice.
- Focus on the intersection of employee and company welfare. Cost pressures from today's revenue-challenging environment are putting enormous pressure on leaders to meet the needs of shareholders at the same time when the well-being of employees, especially the most vulnerable, is being seriously threatened. But the risks and benefits of employee welfare and company welfare are closely aligned.

– Make decisions and take actions that take into account medium-term needs and long-term business goals. Decision-making in this rapidly changing and uncertain environment requires organizations to withstand pressure to engage in short-term actions that seem critical in the chaos in the current environment which may jeopardize the long-term sustainability of the business.

These guiding principles and the four workforce management imperatives outlined in this document are an early response to the ongoing crisis. They are intended to serve as a tool for the Chief Human Resources Officer (CHRO) and other business leaders. While businesses may need to adapt measures according to different policy environments, the concept of stakeholder capitalism can provide a framework for responsible action at this crucial time. The dimensions of human resource behavior in dealing with the COVID-19 condition, in creating success from the vision, mission and goals, with management principles, are such as:

1. Prioritize planning, well-being, and communication. The four dimensions of employee well-being—physical, emotional, financial and social—are at the center of the employee experience and are important to an engaged and productive workforce in normal times. During a pandemic, well-being assumes a new urgency. Employer actions supporting welfare are critical to building and maintaining workforce resilience and sending the message that employees matter.

Companies must support their employees by providing clear communication during all phases of the organization's response to COVID-19. Companies should also seek to maximize the coverage for all employees, including making remote working possible and non-mobile employees (e.g., retail workers and customer-facing workers). The following key actions around planning and communication shall help employers and employees alike:

- Articulate key policies and procedures clearly. Companies with strong policies and procedures for emergencies are considered better to address the challenges of the COVID-19 pandemic. An organization's ability to act directly and effectively to protect the employees' welfare and to minimize exposure is largely determined by the quality of its business continuity plan. A strong plan enables employers to take decisive action based on understanding the impact on the employees' welfare and critical business operations.
- Empower local leaders and managers with tools and information. Front-line managers and supervisors must be provided with quick access to accurate information about the company's strategies, protocols and regulations. Local leaders must be given the authority to address local issues on a real-time basis effectively. Managers and supervisors must clearly understand how to report COVID-19-related concerns internally and to work effectively with local public health authorities. Furthermore, managers should be trained to provide supports to the employees with their personal challenges— for example, through stress management programs, counseling and flexible work arrangements.
- Prioritize empathetic and personal communication. Employers have the opportunity to clearly communicate the value of their goodwill and help to guide their employees to utilize those benefits and services. Time of crisis gives employers an opportunity to be available for their employees when it matters most, build trust, and show empathy.

Employers may also consider using communication technologies that allow them to drive personalized communication and content to the employees that meet their specific needs and concerns. Considering that financial and work insecurities are two of the major sources of stress, employers must prioritize communication guidance and resources such as virtual and tele-behavioral health services to help improve the employees' mental welfare.

2. Focus on the employee's experience, engagement and motivation

Employees may experience mixed anxiety and uneasy feelings, and employers need to consider and pay attention to the most critical aspects of the employee's those experience.

Research on employee needs tells us that employees seek two basic experiences from work: (i) to connect with people and be inspired by the goals of the organization, and (ii) to contribute to their work and be able to grow and be rewarded accordingly. Both of these factors are equally important to increase engagement and ensuring sustainable financial performance.

When an organization readjusts the way they deliver work and how they offer reward to the employees, they must maintain a strong sense of purpose for the organization and build trust in leadership. The following actions shall help to improve the employee's experience, engagement, and motivation:

- Lead with integrity and purpose. An experience of when the company and their leaders through their decisions will define who they are. In future study on leadership actions that enable organizations to thrive during changes and turbulences, across 9 million employees globally, the four most important actions are: 1). Model integrity, respect and humanity (caring for others); 2). Provides a clear sense of direction to inspire people in achieving the organization's goals; 3). Collect and respond to employee feedback; and 4). Stay agile and implement ideas immediately.
- Be active by listening to employees. Gathering opinions and listening to employees are important signals to show that the organization cares; they can help reduce anxiety and build trust. As lessons learned during the 2008 financial crisis, leadership needs to hear from employees "now, more than ever". In times of crisis, it is important to oftenly create surveys for the employees, by using questionnaire specifically designed for the current situation.
- Connect employees using new technology. With a large number of employees working from home and non-mobile workers, it is important to ensure all employees maintain a strong sense of connection. Employers should consider new and exciting technologies, such as virtual focus groups, which can be accessed via mobile.

3. Ensure responsible job redesign. The COVID-19 crisis is accelerating a number of trends related to the future of work, from remote work to increased use of temporary workers (particularly in customer fulfillment and healthcare) to accelerated automation of highly repetitive tasks. It also highlights the need for innovative solutions to enable a rebalancing of talent between industries experiencing a decline in demand and industries experiencing a surge in demand. However, amid this disruption, there are some positives for both companies and workers, particularly in relation to the long overdue upskilling and reskilling. The following areas of action should be considered in relation to job design: -Managing changes on an ongoing basis for flexible/remote work. A recent survey of 2,000 participants in flexible work arrangements in China, the first country to

aggressively move in this direction in response to the crisis, shows that 63% support remote work, with 55% believing their employers provide them with the software, tools and resources to work effectively.

While many organizations have rushed to create remote work arrangements in the last recent weeks, it is essential that these arrangements balance the needs of the employee and the company. Employers should consider how to make flexible work as inclusive as possible—for example, by providing benefits for those who may not need equipment or full access for those with disabilities. –To include the contingent workforce in a responsible manner. Certain industries (e.g., distribution and logistics) experience surges in demand and seek resources for those surges with talents from the performance field. However, as the organization pursues the flexibility that performance talent provides, it is imperative that they do so ethically and responsibly. The World Economic Forum's Charter of Principles for Good Platform Work provides a relevant starting point. -Consider cross-industry talent exchanges as a means to "share" talent. There are significant opportunities to rehire selected talent with comparable skills from industries facing declines demand (e.g., airlines, hospitality) to those facing significant inclines in demand (e.g., retail, logistics, healthcare, and distribution) for a limited period of time— for example, enabling baggage handlers from airlines to en masse transition to logistics roles at retailers and distribution companies.

By having organizations collaborate on talent exchange, it can significantly minimize the friction and time costs related with traditional employment transitions (e.g., reduced labor/leave, applications for unemployment benefits, applying for new positions) while supporting workers in developing new skills and networks. Collaboration with the public sector can support this transition.

- Use the opportunities this distraction presents to make progress toward a long-term upskilling and reskilling agenda. Learn to move from the periphery to the center of the employee experience. This crisis gives companies the opportunity to turn their commitment to continuous learning into a reality for all workers. The World Economic Forum estimates that by 2022, 42% of the core skills required to perform existing jobs are expected to change, with more than 133 million new jobs created in major economic countries. Organizations must take advantage of this time of crisis to identify the skills that must be mastered by the talent in various roles to stay relevant and ensure they have access to digital resources that can help them develop those skills. Such learning can also be carried out with rapid redeployment in different parts of the business.

4. Balance near-term cost concerns with medium-term resilience and rebound. A company's commitment to its guiding principles is often mostly evaluated and critical when it comes to decisions about labor costs and risk management. Companies must recognize the competing demands of shareholders, customers and employees, and seek innovative solutions to emerge from mid-term crises while minimizing negative impacts on all sides. The following areas of action shall be put into consideration for businesses and their workers to recover after a crisis:
   - Protects work and total reward elements. According to a survey conducted in February, only 25% of companies anticipate a "medium or large negative impact" on their business over the next six months. However, the number rose to 59% in the

March survey with the same question. In addressing these challenges, companies must emphasize actions that balance short-term flexibility against the long-term well-being of the company and its workers. Such measures may include mandatory personal time off, unpaid leave and non-deductible leave in labor and severance pay. Some employers may want to consider creating new crisis leave or temporary leave, as well as voluntary withdrawal.

- Furthermore, it is important to embrace the concepts of shared risk, responsibility and reward in establishing solutions during crises. For example, while usage varies across geographies, industries and companies, variable pay can serve as a tool to protect key elements of the total reward during a crisis, including fixed wages and benefits. Employers should also consider providing extended support to parents and caregivers to support them.
- Focus on the financial well-being of the most vulnerable employees. Focusing on dignity in the workplace can help employers support their most vulnerable employees.
- Those needs are predominantly acute among hourly workers, those unable to work from home and about a third of employees globally (36%) receiving a living paycheck. Many employers recognize their role in addressing this issue. Surveys show that many employers pay full-time workers on full leave and proceed with their benefits and pay wages for hourly workers who cannot work either because of work site closing, quarantine requirements or virus exposure. These practices may change as a crisis develops. However, businesses that live up to the capitalism values of the stakeholders are also most likely to be in the best position to rebound, having supported their human capital during the current crisis.
- Take a segmented handling of the workforce. Employers should consider how the crisis affects different employee segments and identify the roles in those segments that are important to the business. This approach helps ensure that organizations move beyond one-size-fits-all compensation and benefits solutions, and take action to support the critical role in the company's business model. The segmentation must reflect roles and not unique personal characteristics (e.g., gender, ethnicity, religion, personal circumstances).

The COVID-19 pandemic represents a massive global health crisis. Considering that situations require large-scale behavior change and place a significant psychological burden on individuals, insights from the social and behavioral sciences can be used to help align human behavior supported by the recommendations of epidemiologists and public health experts. Here we discuss evidence from a selection of research topics relevant to the pandemic, including navigating threats, social and cultural influences on behavior, science communication, moral decision making, leadership, and stress and coping. In each section, by taking notes of the nature and quality of previous research, including uncertainties and unresolved issues. Identify some insights for an effective response to the COVID-19 pandemic and highlight important gaps that researchers must address to fill in the coming weeks and months.

In December 2019, a new coronavirus (SARS-CoV-2) emerged, precipitating an epidemic of acute respiratory syndrome (COVID-19) in humans, centered in Wuhan, China. Within three months, the virus has spread to more than 118,000 cases and caused 4,291 deaths in 114 countries, prompting the World Health Organization to declare a global pandemic. The pandemic

has led to a massive global public health campaign to slow down the spread of the virus by washing hands intensively, reducing face touching, wearing face masks in public.

While efforts to develop pharmaceutical interventions for COVID-19 are ongoing, the social and behavioral sciences can provide valuable insights for managing the pandemic and its impacts. Covering topics broadly relevant to the different stages of the current pandemic to help policymakers, leaders and communities better understand how to manage threats, navigate different social and cultural contexts, improve science communication, align individual and collective interests, effectively employ leadership and provide social and emotional supports (see Figure 1 for summary). For each area, highlight relevant insights, discuss implications for policymakers, leaders and society (Box 1) and note areas for future research.
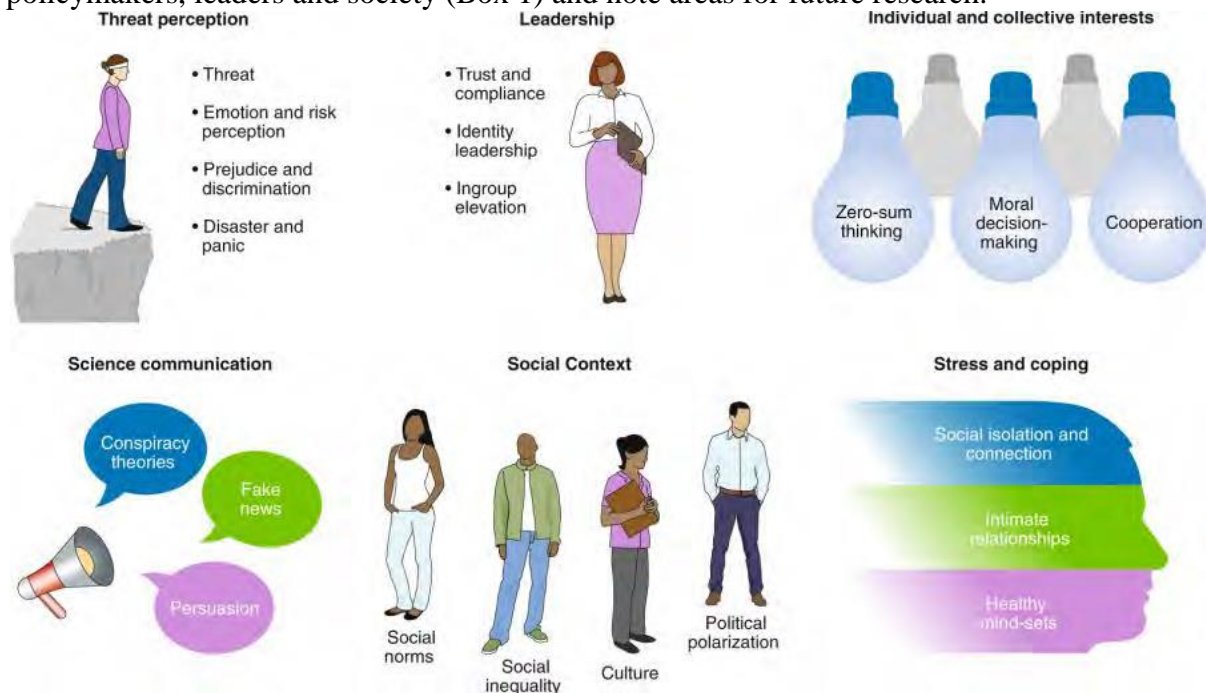
The above infographic illustrates a selection of topics from related social and behavioral sciences during the pandemic. Topics covered here include threat perception, social context, science communication, individual and collective interests, leadership, and stress and coping.

Due to space limitations, this book provides a brief summary of each topic. The research topics discussed here were identified by related authors as potentially relevant to the pandemic response and therefore incomplete (for review of research on specific measures, such as hand washing, face touching and self-isolation). Furthermore, research on these topics is ongoing and, in many cases, far from settled. Relevant findings in each area as well as critical gaps in the literature. The insights and implications for the policy should be interpreted with forethought as very little social science research is published on the current pandemic. Hence, they are often drawn from different circumstances from the current pandemic (e.g., laboratory experiments examining hypothetical scenarios), and the quality of evidence cited varies substantially (e.g., correlational studies vs. field experiments; single studies vs. substantial systematic reviews of evidence). The next section attempts to describe the quality of the evidence to facilitate thorough and critical engagement by the readers, and calls on the scientific communities to rapidly produce research to directly inform individual and collective policies and behavior in response to the pandemic.

Historical threat perception, infectious diseases is the biggest cause of human death. Such as the bubonic plague which killed as much as 25% of the European population. This section discusses how humans are likely to perceive and respond to threats and risks during a pandemic and the downstream consequences for decision-making and intergroup relations.

One of the central emotional responses during a pandemic is fear. Humans, like other animals, have a set of defense systems to combat ecological threats. The negative emotions that result from a threat can be contagious, and fear can make the threat seem imminent. A meta-analysis found that targeting fears can be useful in some situations, but not in others: attracting fear causes humans to change their behavior if they feel capable of dealing with the threat, but leads to a defensive reaction when they feel powerless. The results showed that strong fear calls produce the greatest behavioral changes only when humans feel a sense of efficacy. In contrast, strong fear calls with low sense of efficacy produce the greatest defensive response rates.

Another challenge is that humans often exhibit an 'optimism bias': believing that bad things are less likely to happen to themselves than others. While an optimism bias may be useful for avoiding negative emotions, it can lead humans to underestimate their chances of contracting a disease and thus ignore public health warnings. Communication strategies must strike a balance between breaking through the optimism bias without causing excessive feelings of anxiety and fear.

Emotions and risk perception in proper health decisions depend on accurate perception of the costs and benefits of certain choices for oneself and for society. Emotions often drive the perception of risk, sometimes more so than factual information. Emotional responses to risky situations can influence thinking in two stages. First, emotional quality (e.g., positive vs. negative) focuses on congruent information (e.g., negative information when feeling negative). Rather than the feeling itself, that information is then used to guide the assessment in the second stage. For example, smokers who are exposed to more negative emotional health warnings experience more negative emotions about warnings and smoking, spend more time checking warnings and remembering more risks, with subsequent effects on risk perception and intention to quit smoking. As the negative emotions escalate, people may rely more on negative information about COVID-19 than any other information to make decisions.

In the case of strong emotional reactions, people may also overlook important numerical information such as probability and scope of the problem. Negative framing captures attention, particularly for people who are less mathematically skilled. The media usually report COVID-19 negatively, for example, by reporting the number of people infected and those who died rather than those who recovered or experienced only mild symptoms. This can increase negative emotions and make people to be more sensitive to neglected risks to themselves or others. Research is needed to determine whether a more positive framework can educate people and dispel negative emotions while improving public health behaviors.

Prejudice and discrimination are parts of experience of fear and threats that have consequences not only for how people think about themselves, but also how they feel and react to others, particularly outside groups. For example, being threatened with disease is often associated with higher levels of ethnocentrism; greater fear and perceived threat are associated with greater intolerance and punitive attitudes toward human resource groups. Emphasizing group boundaries can undermine empathy with those who are socially distant and increase dehumanization or punishment.

The bubonic plague, for example, unleashed massive violence in Europe, including the killing of Catalans in Sicily, clerics and beggars in several locations, and pogroms against Jews,

with more than a thousand communities eradicated. Whilst not every pandemic leads to violence, the threat of a disease can still lead to discrimination and violence against stigmatized or scapegoated groups. There have been reports of physical attacks on Asian people in white countries, and some government officials have misinterpreted SARS-CoV-2 as the 'Wuhan' or 'Chinese virus'.

Conversely, a global pandemic can also create opportunities to reduce religious and ethnic prejudice. Coordinated efforts amidst individuals, communities and governments to combat the spread of a disease can send strong signals of cooperation and shared values, which can facilitate the reorganization of groups and groups previously thought to be one community with a common destiny. This 'higher grouping' is most effective when everyone is of equal status. This cooperative action is already underway in the current pandemic. For example, 21 countries donated medical supplies to China in February, and China has retaliated widely. Highlighting events like these can increase out-group attitudes and encourage further international cooperation.

Disasters and panic are a level of trust inherent in the human life. There is a common belief in popular culture that people panic when in danger, especially when in a crowd, such as acting blindly and excessively out of self-defense, potentially endangering the survival of all. This idea has been used to explain the response to the current COVID-19 outbreak, most commonly to the idea of 'panic buying'. However, thorough examination of what happened in the disaster reveals a different picture. Of course, some people act selfishly and some, especially those who are very vulnerable, may experience more stress, but cooperation and orderly behavior governed by norms are common in various emergencies and disasters; and there are many instances when people exhibit extraordinary altruism. There is already evidence that mutual aid groups among communities have become widespread in response to COVID-19. Indeed, in fires and other natural hazards, people are less likely to die from overreaction than from underreaction, that is, not responding to danger until it is too late.

In fact, the concept of panic has been discarded mainly by researchers for it did not describe nor explain what people usually do in time of disasters. Instead, the focus has shifted to factors that explain why people cooperate rather than compete in response to crises. One of these factors is the emergence of a shared identity and concern for others, which arise from shared experiences in disasters. These senses can be harnessed by addressing the public collectively and by urging to act for the common good.

Conversely, a shared sense of identity can be undermined by representing others as competitors. This can happen with empty shelf images and panic buying stories, which suggest that other people are only looking out for themselves, thereby encouraging the urge to do the same, to stock up on adaptive supplies in preparation for potential self-isolation. However, the use of the idea of panic can be actively harmful. News stories that use the word panic often create phenomena they want to condemn. They can foster individualism and competitiveness that turn sensible preparations into dysfunctional hoards and undermine the sense of collective purpose that facilitates people to support one another in times of emergencies.

In the social context, slowing down the transmission of the virus during a pandemic requires significant behavioral changes. Various aspects of the social and cultural context influence the rate and speed of behavioral change. This section describes how aspects of the social context, such as social norms, social inequality, culture and polarization, can help decision-makers identify risk factors and effectively intervene.

Meanwhile, in social norms, people's behavior is influenced by social norms: what they think other people do or what they think other people agree or disagree with. A great literature has distinguished different motives for conformity to norms, including the desire to learn from others and to gain social affiliation or approval. Although people are influenced by norms, their perceptions are often inaccurate. For example, people may underestimate health-promoting behaviors (e.g., washing hands) and overestimate unhealthy behaviors. Changing behavior by correcting such misperceptions can be achieved with public messages that reinforce positive norms (e.g., health promotion). Providing accurate information about what most people do is likely to help if it is desirable (promoting health), but if what most people do is undesirable, providing purely descriptive normative information can backfire by reducing positive behavior among people who are already involved in it, unless accompanied by an informational signal that most people agree with the action (prescriptive as opposed to normative descriptive). Perceived norms are also most influential when they are specific to others with whom shared identities are shared, including for the spread of healthy behaviors. Therefore, messages that provide an in-group model for norms (e.g., community members) may be most effective.

Social networks can magnify the spread of harmful and beneficial behaviors during an epidemic, and these effects can spread through friends networks. The virus itself spreads from person to person, and as people on networks come into contact with more people, they are often among the first to be infected. These same central people may also play a role in slowing down the disease because they can spread positive interventions like the hand washing and physical distancing champaign by showing them to many people. Some studies suggest that a more significant proportion of interventions may come not from a direct effect on the person receiving the intervention, but from an indirect effect on the social contacts of those who imitate the behavior. They can therefore utilize on the impact of behavioral change efforts by targeting well-connected individuals and making their behavioral changes visible and prominent to others.

Another way to increase the impact of norms falls under the general category of 'nudges', which influence behavior through modification of the choice architecture (i.e., the context in which people make decisions). Considering that people are highly reactive to choices made by others, especially the trusted ones, understanding new or emerging social norms can have a positive impact on behavior. For example, a message with convincing social norms may say, 'the majority of people in the community believe that everyone should stay at home'. Normative encouragement and information can serve as alternatives to more coercive means of behavioral change or be used to supplement regulatory, laws and other policies that are put in place when broad change must occur quickly.

Inequality in access to resources affects not only who is most at risk of becoming infected, developing symptoms or succumbing to the disease, but also who is able to adopt recommendations to slow down the spread of the disease. Homeless people cannot take shelter, families in housing without running water cannot wash their hands as often, people detained by the state (e.g., in prisons, immigrant detention centers or refugee camps) may lack space for physical distancing, people without health insurance may delay or avoid seeking testing or treatment, people who depend on public transport may not always be able to avoid large crowds and low-wage workers are often in works (e.g., service, retail, cleaning, agricultural labor) which remote working is impossible and employers do not offer paid sick leave.

Economic losses are also associated with pre-existing conditions associated with higher rates of morbidity after infection, such as compromised immune systems, diabetes, heart disease and chronic lung diseases such as asthma and chronic obstructive pulmonary disease. With

expectation that, as in natural hazards, those who are economically disadvantaged are most likely to be exposed to harm, are most vulnerable to be harmed from it and are most likely to experience negative outcomes from it.

One of the cultural barriers to coordinated action within the state is political polarization. Polarization among citizens comes in two varieties. 'Attitude polarization' concerns supporters who take positions on issues that are strongly opposed, while 'affective polarization' refers to partisans who dislike and distrust those from the opposing side(s). Effective polarization has political consequences, such as decreased trust, labeling certain parties for policy information and trusting misinformation, which can damage social and economic relations and damage the public health.

One issue with polarization during a pandemic is that it may cause different segments of the population to come to different conclusions about the threat under the circumstances and the appropriate course of action. Partisans may receive various informations because individuals can choose their own polarized news sources or partisan echo chambers, or can communicate in ways that involve less cross-partisan information sharing. However, direct political interaction can provide more opportunities for cross-partisan communication (which results in shared understanding). The reduction in direct contact due to COVID-19 can reduce cross-partisan interactions and information sharing.

However, there are actionable steps that can reduce polarization. First, a pandemic not only highlights a shared identity within all individuals who face the same risks, but can also foster a sense of shared destiny. By highlighting the overall identity, politicians, media and opinion leaders can help reduce political divisions throughout these issues. Second, there is a growing number of works showing that the wrong perception of the other party underlies the polarization. Therefore, it may be important to combat misinformation that can result in motivating proponents and inaccurate beliefs. Lastly, leaders can highlight bipartisan support for COVID-19-related measures, when available, as such support in other contexts has reduced polarization and led to less biased reasons.

The information environment during the pandemic emphasizes the importance of effective science communication. The COVID-19 pandemic has caused an increase in conspiracy theories, fake news, and misinformation. In this context, it is difficult for the public to distinguish scientific evidence and facts from unreliable sources. In this section, we discuss the challenges associated with the various forms of misinformation during a pandemic, as well as strategies for engaging in effective science communication and persuasion in public health sector.

Conspiracy theories emerged shortly after the first news of COVID-19 and is still going on. Some are concerned about the origins of the SARS-CoV-2 virus, for example, a belief that it was a bioweapon made by China to fight in the US or vice versa. Others focus on prevention and cure, for example, they believe that conventional medical treatments should not be trusted and that people should use alternative medicine to ward off viruses. It is no surprise that conspiracy theories have flourished today. Researches show that people feel the need to explain major events with major causes proportionately and are more likely to believe in conspiracy theories about events with severe consequences and in times of crisis. This may occur because people are more attracted to conspiracy theories when important psychological needs are in frustration. Thus, conspiracy theories may gain more traction as COVID-19 spreads and more people isolate themselves.

Those conspiracy theories may bring out dangerous consequences. For example, belief in conspiracy theories has been linked to vaccine hesitancy, climate denial, extremist political

views and prejudice. The COVID-19 conspiracy theories may be just as problematic. For example, people who believe that alternative medicine can help them fight against the virus may be less likely to follow health officials' advice and choose alternatives that are less effective (at best) or lethal (at worst). Conspiracy beliefs can also fuel hostility towards groups thought to be responsible for the virus. Some evidence suggest that providing people with factual information prior to exposure to conspiracy theories can reduce conspiracy theory beliefs, and this strategy may work in an effort to combat conspiracy theories relevant to the current pandemic. However, since few people tend to consume information in like-minded echo chambers, fighting conspiracy theories remains a challenge.

Fake news and misinformation about COVID-19 has become widespread on social media, with potentially dangerous consequences. Emerging researches use social science to understand and combat the spread of fake news. One approach is to debunk using fact-checking and correction. Sourcing expertise, co-partisanship, exposing disclaimers, and corrections that provide causal explanations all tend to increase effectiveness against misinformation. However, fact-checking may not compensate for the amount of false information generated in times of crisis such as a pandemic. Moreover, there is a mixed research on as to whether corrections can actually increase credence in genuine misinformation or in other misleading claims that fail to be corrected. Thus, another approach beyond disclaimer is needed.

One pre-bunking approach involves psychological inoculation. Inoculation follows a biomedical analogy: people are exposed to a frail dose of a persuasive argument, strong enough to trigger the immune system but not too strong to overwhelm it. A meta-analysis has found that inoculation is effective at shielding attitudes from persuasion finding that preemptively exposing people to small doses of misinformation techniques (including scenarios about COVID-19) can reduce vulnerability to fake news and can be embedded directly on social media platforms.

Another preventive approach involves subtle prompts that encourage people to consider accuracy. Evidence suggests that deliberation is associated with and leads to reduced trust in fake headlines circulating on social media. The platforms can encourage users to think about accuracy by, for example, periodically asking users to rate the accuracy of randomly selected posts. The crowdsourced accuracy rating generated by this process can also be helpful in identifying misinformation, as found for crowdsourced trustworthiness ratings.

To effectively fight against fake news about COVID-19 around the world, governments and social media companies must rigorously develop and test interventions. This includes identifying treatments that effectively reduce belief in misinformation, while not destroying confidence in accurate information.

In the domain of science communication, scholars have explored a number of messaging approaches, including providing information in evidence-based ways that enhance understanding and action. Decades of research have found that, whether recipients are motivated to think carefully or not, sources deemed credible are more persuasive. The credibility of the sources comes from how trustworthy and expert they are considered. Enlisting trusted voices has shown to make public health messages more effective at changing behavior during epidemics. During the West African Ebola crisis, for example, interfaith religious leaders in Sierra Leone advocated practices such as hand washing and safe burials. The involvement of the faith-based sector is considered a turning point in the epidemic response. Therefore, finding credible sources for different audiences who can share public health messages may be proven effective.

Once a credible source is identified, what message should be conveyed? Several messaging approaches may be effective, including emphasizing benefits to recipients, with a focus on

protecting others (e.g., 'wash your hands to protect parents and the elders'), conforms to the moral values of the recipient, appeals to a consensus of social or scientific norms and/or highlights the approval of social groups. Which message works best depends on the motivation of the audience. Beyond finding effective messages for attitude change is a matter of encouraging behavioral change. This happens when people feel confident about their attitude. Methods used to increase reassurance include helping people to feel knowledgeable about their new attitude and making them feel that their new attitude is a 'moral' must-have. Therefore, it may be useful to identify which messages are most successful in which populations generate policy support and ensure individual actions are needed to combat the spread of the virus.

Moral norms and values govern the behavior of individuals living in communities. People who do what is right are respected and admired in public, while those who do wrong are despised and socially excluded. These social enforcement mechanisms encourage people to embrace and internalize shared guidelines, keep them motivated to do what is considered right while avoiding behaviors that appear to be wrong, and not relying on legal agreements and formal sanctions. This section considers how research on morality and cooperation can promote prosocial behavior by individuals and groups.

People often fail to think that others gaining especially someone from a competing group entails a loss for themselves, and vice versa. Zero-sum thinking fits well with the non-zero-sum nature of pandemic infections, where the infection of others is a threat to oneself and others. Zero-sum thinking means that while it may be psychologically attractive to stockpile protective materials (cleaners, masks, even vaccines) beyond what is necessary, it can be self-defeating. Considering the importance of slowing down infection, it may help make people aware that others' access to preventive measures is to their advantage.

While reducing infections across a population is non-zero, the provision of scarce health care resources to the infected does have a zero-sum element. For example, when the number of patients requiring ventilators exceeds the capacity, healthcare providers are often forced to make lifelong swaps. How well enforced policies conform to local norms can help determine how much support they receive. Meanwhile, some are willing to sacrifice the elderly to save the young, there are cultural differences in these preferences. Who is thought to make those decisions can also affect public and patient confidence. In experiments, people who make utilitarian judgments about matters of life and death are less trusted. Americans' trust in doctors remains high, and compared to public health officials, doctors are less utilitarian in their ethical decision-making, opting instead for the deontic rule of no harm. Hence, it may be best to have the decisions behind lifelong exchanges that are thought to be systematic and come from government agencies rather than from the doctors themselves.

Moral decision-making during a pandemic involves uncertainty. It is uncertain whether social interactions will infect others. People may be less willing to sacrifice for others when the benefits are uncertain. For example, in a hypothetical scenario about deciding whether to go to work when in sick, American and British participants reported they would be less willing to stay home when it was uncertain they would infect a coworker. However, when going to work was at risk of infecting an elderly coworker who would suffer a serious illness, participants reported that they would be more willing to stay at home. Thus, even if they are uncertain, focusing on worst-case scenarios can encourage people to make sacrifices for others.

When people make moral decisions, they often consider how others will judge them for behaving selfishly. Harmful actions are judged harsher than unharmful actions, and causing harm by deviating from the status quo is blamed more than harm by default. Therefore, reframing the

decision to continue 'business as usual' during a pandemic as an active decision, rather than a passive or equivalent decision, can make such behavior less acceptable.

Fighting a global pandemic requires large-scale cooperation. The problem is that, by definition, cooperation requires people to bear individual costs to benefit others. In particular, there is a conflict between short-term personal interests and long-term collective interests. Additionally, in this pandemic, some collectives (e.g., family, community, national and international) can decide to work together challenging. From an evolutionary perspective, expanding self-interest to protect and improve the well-being of family members should be a small step, as it increases genetic fitness. Indeed, laboratory research has found that people prioritize local over global (or international) interests. So, the one big question is how to promote cooperation.

Some techniques, such as sanctioning defectors or rewarding cooperators, tend to increase cooperative behavior in laboratory experiments using economic games. Providing cues that make the morality of an action stand out (such as getting people to read the Golden Rule before making a decision or asking them to report what they think is the morally right thing to do) has also shown to increase cooperation. People are also more likely to cooperate when they believe that others are cooperating. Thus, intervention based on observation and descriptive norms is very effective in increasing cooperative behavior in economic games and in the field. This suggests that leaders and the media can promote cooperation by making this behavior more observable.

Crises like the COVID-19 pandemic create leadership opportunities across groups at many levels: families, workplaces, local communities, and countries. Leadership can coordinate individuals and help them avoid behavior that is no longer considered socially responsible. This section discusses the roles of trust and compliance within leaders, effective identity leadership, and support group members.

During a pandemic, health officials often need to persuade residents to make several behavioral changes and comply with health policies aimed at self-control. Obey the quarantine or do voluntarily report for medical testing. Based on the nature and scope of their population, such measures may be difficult to enforce. A research from the 2014-2015 West African Ebola crisis shows that enlisting local voices to help build engagement and trust in health officials can increase the success of these public health measures. For example, dedicated Ebola treatment facilities that employ community liaisons and social mobilizers to raise awareness and resolve misunderstandings are associated with increased reporting of Ebola cases. Correlational evidence from Liberia also shows that government efforts to reach the population, such as door-to-door campaigns explicitly, are associated with adherence to crisis management policies such as a ban on gatherings.

Trust in institutions and government can also play an important role. For example, trust in the Liberian government correlated with decisions to adhere to mandated social distancing policies and to use clinics for treatment during the Ebola outbreak. Trust is also linked to decisions to adopt preventive measures such as Ebola vaccination in the Democratic Republic of the Congo. On the other hand, lack of trust in public health officials can have a negative effect on utilization of health services. Reliable information and public health messages are required from national leaders and central health officials. However, local voices can amplify these messages and help build the trust needed to spur behavioral change.

Experimental studies clarify what leaders can do to increase the trust that leads to cooperation. The priority for leaders is to create a shared sense of social identity among their

followers. Many studies have shown that people tend to prefer leaders who foster the feeling of 'everyone is in this together'. In part, such leadership gives people a sense of self-efficacy and collective hope. More importantly, however, it provides a psychological platform for group members to coordinate efforts to cope with the stressor. Without leadership, there is a risk that people will avoid the act of citizenship and instead embrace everyone's philosophy for themselves.

Leaders who are seen as the prototype of the group (one of) and act in the interests of the group as a whole (work for), rather than for themselves or for other groups, tend to gain more influence. Actions that separate leaders from followers or show that leaders are not ready to share the burden of their followers can undermine their ability to shape follower behavior. For example, leaders who threaten people with sanctions to prevent undesired behavior can make people feel distrustful and paradoxically reduce their willingness to do as they are told. Leaders and authorities who treat people with respect and communicate that they trust people to do what they are told tend to be more successful in eliciting cooperation. Elevating a group without putting others down. Building a strong sense of shared social identity can help coordinate threats and foster in-group commitment and adherence to norms. Leaders also can do this, for example, by being a source of 'morale lift'. Displaying seemingly prosocial and selfless actions can encourage observers to also act with their kindness and generosity. In this way, leaders can serve as role models and motivate people to put their values into action. Having respected politicians, celebrities and public figures exemplify exemplary behavior and sacrifices can help promote prosocial behavior and cooperation. Excessive attempts to foster a sense of national unity by promoting the image of the nation as excellent in handling the situation can backfire, especially if there is no objective basis for this. An increased belief in national greatness (e.g., 'collective narcissism') can be maladaptive in a number of ways. For example, it is associated with a greater focus on maintaining the country's image than on caring for its citizens.

It is also correlated with viewing the exit group as a threat and blaming them for its misfortune. To increase people's willingness to take a pandemic seriously and engage with other countries to defeat it, citizens and leaders may need to accept that their country is in danger, just like everyone else, and find ways to share resources and expertise across national boundaries.

Even for virus-free households, the pandemic is likely to serve as a major trigger, especially when it comes to chronic anxiety and economic hardship. These effects can be exacerbated by self-isolation policies that can increase social isolation and relationship difficulties. In this section, we consider several strategies to reduce virus-related threats on social connections, intimate relationships and stress.

In the absence of a vaccine, one of the most vital strategies for slowing the pandemic is by social distancing. However, long-distance clashes with the deep human instinct to connect with others. Social connections help people regulate emotions, deal with stress, and stay resilient during difficult times. In contrast, loneliness and social isolation exacerbate stress loads and often produce adverse effects on mental, cardiovascular, and immune health. Older adults, at greatest risk from severe symptoms from COVID-19, are also particularly vulnerable to isolation. Disconnection threatens to exacerbate feelings of loneliness and can produce negative long-term health consequences.

Experts have identified strategies that can reduce these outcomes. First, in psychological terms, loneliness is interpreted as a subjective state that a person does not experience sufficient social relationships, while isolation is an objective lack of social interaction. This means a person can be isolated but not lonely, or lonely in a crowd. Thus, the term 'social distancing' may imply

that one needs to cut out meaningful interactions. A useful alternative term may be 'physical distancing', to help highlight the fact that social relationships are possible even when people are physically separated.

Online interactions can also foster a sense of connection. Both receiving and providing support online can improve psychological well-being. However, caution against increasing passive use of social media, as research suggests it may not contribute to a person's sense of social connection. Instead, technology that is information-rich, dyadic, and in sync seems more suited to generating empathy and connection. Particular attention should be paid to help people less familiar with these technologies learn how to take advantage of digital connections.

The social effects of the pandemic also extend to the inside of the home, where many people find themselves in forced closeness to their immediate family. People who are quarantined or self-isolating run the risk of confusion, anger, and emotional tendencies that can explode when multiple household members simultaneously endure it for weeks or months. Indeed, some studies suggest that forced closeness is a risk factor for aggression and domestic violence.

More than 100 years ago, Science magazine published a paper on lessons from the Spanish Flu pandemic. This paper argues that three main factors get in the way: (i) people don't value the risks they take, (ii) it's against human nature for people to shut themselves in rigid isolation as a way of protecting others, and (iii) people often unknowingly act as a continuing danger to themselves and others. The paper provides some insights from the past century on pertinent social and behavioral sciences issues that can help public health officials mitigate the impact of the current pandemic. In particular, it discusses research on threat perception, social context, science communication, aligning individual and collective interests, leadership, and stress and coping. This is a choice of relevant topics, but readers may also be interested in other relevant work, including psychological reactions, collective emotions and social media, and the impact of economic deprivation and unemployment.

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CHAPTER III
MOTIVATION AND SELF-CONCEPT OF HR DURING COVID-19

3.1 Motivation of Human Resources

The COVID-19 condition has a dominant influence on human resources, including how the motivation of individuals and society in responding to difficult times is a frightening specter. But in addition, motivation must be maintained and provide an impetus that makes HR to have positive thinking. Motivation is a concept that describes the forces that exist within HR that initiate and direct behavior (Gibson). Motivation is also a desire to try or strive to achieve organizational goals that are conditioned or determined by the effort's ability to fulfill an individual need (Stephen P. Robinson). In other words, motivation is a process to achieve a goal.

Someone who has motivation means that he has the power to achieve success in life. Every human resource must have different motivations in doing their work to achieve the company's goals. Motivation can be a booster for human resources in doing their work, motivation can also be the output of the work they do. Motivation as the output of human resources can occur because the motivation of human resources can experience changes as a result of the interaction of human resources with their work environment.

In managing an organization, a manager must consider a different motivation for a group of people, which in many cases is unpredictable. This diversity causes differences in behavior, in this case several things related to individual starting points, such as needs and goals. Every member of the organization in achieving organizational goals arises a feeling of job satisfaction and dissatisfaction. Therefore, every leader or manager of an organization needs to create an ethically healthy climate for its members or employees, where they do their work optimally and productively. This is due to the existence of individual behavior in the organization which is an interaction between individual characteristics and organizational characteristics (Thoha, 1998).

Thus, it can be understood that work motivation is something that encourages human resources or workforce both from inside and outside the company in meeting the company's goals and fulfilling personal goals of the workforce. There are several theories about motivation that have different descriptions of the goal of humans and what results will be obtained by the individual. Motivation has aspects of needs, goals, activities and energy used to carry out activities. The amount of energy used depends on the importance of the goal for the individual in achieving the goal.

3.2 The Definition of Motivation According to Experts

According to Luthans (1992) motivation comes from another word "MOVERE" which means to move. Motivation is defined as the power contained within the organism that encourages them to act (driving force). Motives do not stand alone, but are interrelated with other factors, both external and internal factors. Things that affect motives are called motivation. Michel J. Jucius mentions motivation as an activity to encourage someone or oneself to take a desired action. According to Dadi Permadi, motivation is an internal urge to do something, both positive and negative. According to Munr (2001) work motivation has a relationship with work performance. Work performance is the result of the interaction between work motivation, abilities and opportunities. If work motivation is low, work performance will be low even though the ability is there and is good, and they have opportunities.

Robert L. Mathis (2001: 89) defines motivation as a desire exists within a person that causes that person to take action. The term motivation comes from the Latin *movere* which means to move (Winardi, 2002:1). There are many definitions of motivation according to experts quoted by Prof. Dr. J. Winardi, SE in his book '*Motivasi dan Pemotivasian dalam Manajemen*', among others:

1. "…motivation represents the psychological processes, which lead to the emergence, direction, and persistence of voluntary activities that are directed towards certain goals." (Mitchell, 1982:81)
2. "The willingness to put forth high effort, to achieve organizational goals, conditioned by the ability of such efforts, to meet certain individual needs." (Robbins et al, 1999:50)
3. "…motivation is the result of a number of processes, internal or external to an individual, that cause enthusiasm and persistence in carrying out certain activities." (Gray et al, 1984:69)

In general, motivation is divided into two, intrinsic motivation and extrinsic motivation. Intrinsic motivation is the motivation that arises from a person's awareness to do something by himself, for example because there is an impulse that the job is very interesting and challenging to do, or there is a certain satisfaction in doing a job. While extrinsic motivation can be interpreted as motivation from outside or given by other parties, such as wages, salaries, promotions, praise, and so on.

According to George R. Terry & Leslie W. Rue (2009:168), motivation can be defined as something that makes someone finish a job with enthusiasm, because that person wants to do it. Meanwhile, Sri Wiludjeng (2007:154) says that motivation is a fundamental psychological process and is one of the determining factors in achieving organizational goals. Richard L. Daft (2011:373) argues that motivation can be interpreted as a force that arises from inside or from outside a person and evokes enthusiasm and perseverance to achieve something desired.

Based on some of the aforementioned definitions, motivation can be interpreted as an encouragement or enthusiasm that arises from within a person to carry out and complete a job well in accordance with the needs and desires of the work he does. Motivation is a complicated thing because it involves individual factors and organizational factors (Gomes, 2003:180). Individual factors include needs, goals, attitudes, and abilities. While the organizational factors include pay, job security, co-workers, supervision, praise, and the job itself (Kae E. Chung and Leon C. Megginson in Gomes, 2003:181).

According to Gomes (2003:181), theories that explain motivation can be grouped into two categories, content theory and process theory. A person's work motivation can be proactive or reactive. In proactive work motivation, a person will try to improve his abilities according to what his job requires or will try to find or create opportunities where he will use his abilities to achieve high. On the other hand, reactive work motivation tends to wait for efforts or offers from the environment. Work motivation is encouraging. This encouragement is intended to remind people or human resources so that they are enthusiastic and can achieve results in accordance with the demands of the company. Therefore, a manager is required to recognize or understand the nature and characteristics of his human resources, a need that is filled by motives with the manager's mastery of behavior and actions that are limited by motives, so managers can influence their subordinates to act in accordance with the wishes of the organization.

There are two kinds of motivation or encouragement to human resources to be willing to work together to achieve this common goal, which are:

1. Financial motivation, which is the encouragement carried out by providing financial rewards to human resources. These rewards are often called incentives.
2. Non-financial motivation, which is encouragement that is not realized in the form of finance or money, but the form of things such as praise, appreciation, human approach and so on.

The theories of motivation are grouped into two smaller groups, the content theories and the process theories. These theories are known as the *Hygiene* concept, whose scope is about the content of the job, this is directly related to the characteristics of a job of a workforce whose contents include: achievements, efforts from job or human resources as long-term assets in producing something positive in their work, recognition, job itself, responsibility, development of individual potential. While the *hygiene* factor is a motivation that can be realized such as: salary, job conditions, company policies and administration, interpersonal relationships, quality of supervision.

3.3 The Concept of Motivation

The motivation concept described by Suwanto contained in the model is as follows:

1. Traditional Model; To motivate employees to increase work enthusiasm, it is necessary to apply an incentive system in the form of money or goods to excelled employees.
2. Human Relations Model; To motivate employees to increase their morale is to recognize their social needs and make them feel useful and important.
3. Human Resources Model; Employees are motivated by many factors, money or goods and the need for achievement and meaningful work.

Types of Motivation can come from several individual categories of human resources, the division of motivation is as follows:

1. Intrinsic Motivation

   Intrinsic motivation is motives that become active, or their function do not need to be stimulated from outside, because within each individual there is an urge to do something. For example, someone who likes to read, does not need to be told or encouraged, he always enthusiastically looks for books to read. When viewed in terms of the objectives of an activity someone does (e.g., learning activities), then what is meant by intrinsic motivation is wanting to achieve the goals contained in learning itself.
   As a concrete example, a student does learning, because he really wants to get knowledge, values or skills so that he can change his behavior constructively, and not for other purposes. "Intrinsic motivations are inherent in the learning situations and meet pupil-needs and purposes". Hence, intrinsic motivation can also be said as a form of motivation in which learning activities are initiated and continued based on an impulse from within and are absolutely related to learning activities. As the example earlier, a learner who wants to know everything, is not because he wants praise nor rewards.

2. Extrinsic Motivation

   Extrinsic motivation is motives that are active and functioning because of external stimuli. For example, a person is studying, knowing that there will be an exam the next

morning and hoping that he will get good grades, so that his girlfriend or friend will praise him. So what's important is not learning to want to know something, but to get a good grade or get a reward. So when viewed from the purpose of the activity he does, it does not directly relate to the essence of what he is doing. Hence, extrinsic motivation can also be said as a form of motivation in which learning activities are initiated and continued based on external encouragement that is not absolutely related to learning activities.

3.4 Motivation Theories

The theories of motivation according to Abraham Maslow are divided into:

1. The Content Theories
   a. Abraham Maslow's Theory of Motivation (1943-1970)

   Abraham Maslow (1943:1970) suggests that basically all humans have basic needs. He shows it in 5 pyramid-shaped levels, where humans start pushing from the lowest level. These five levels of needs are known as Maslow's Hierarchy of Needs, starting from basic biological needs to more complex psychological motives; which will only matter after basic needs are met. The needs at one level must be partially satisfied before the needs at the next level become an important determinant of action.

WANT AND NEED

Maslow's Hierarchy of Needs

This theory discusses the needs that encourage a person to take certain actions.

Maslow in Richard L. Daft (2011:375) suggests that a person is motivated by several levels of needs arranged in a hierarchy as shown in the picture above. Maslow identified that in general there are 5 types of needs that can motivate a person and are arranged based on their interests, as follows:

1) Physiological Needs
   Physiological needs include all basic human physical needs such as food, water, and oxygen. Within the company's scope, this includes needs such as comfortable air temperature in the workplace and a minimum salary that meets basic needs.
2) Safety Needs

   Safety needs include all the needs for a safe and protected environment, both physically and emotionally and free free from threats, including an environment

which is orderly and independent from violence. In the scope of the working world, these needs include job safety, free of illegal fees, and types of a safe job.

3) Social Needs

This need reflects the desire to be accepted by the environment, the desire of friendship, to be part of a group, and to be loved. In organizations, these needs affect the desire to have a good relationship with colleagues, participate in work group, and have a decent relationship with supervisors.

4) Self-esteem Needs

This need is related to the desire to have a positive image and receive attention, recognition and appreciation from others. In organizations, self-esteem needs show the motivation for acknowledgement, great responsibility, high status, and recognition for contributions on the organization.

5) Self-Actualization Needs

This need is the need to experience self-fulfillment, which is a category of the highest need. These needs include the need to develop one's own potential as a whole, improve own ability and become a better person. Needs of self-actualization can be fulfilled in the organization by giving people a chance to grow, develop creativity, and undergo training to be able to complete challenging tasks and doing achievement.

Maslow states two basic principles on how human needs affect a person's behavior. The first is the deficit principle which states that needs that have been met will not be a motivator for one's behavior. The second principle is the progression principle which states that a level of need will not arise as long as the need of a level below is not fulfilled.

A. H. Maslow dictated a number of important proportions about human behavior (Winardi, 2002: 11), as follows:

1) Humans are creatures full of desires. Human desires are many and unlimited, if a desire has been met then other desires will appear. Such thing continues from birth until death. Humans never feel satisfied with what they have and always want more than what they already own. But these desires are limited by the capabilities of the humans themselves to fulfill it.

2) A need that is met is not a behavioral motivator. Needs obtained without effort or easily obtained do not affect human behavior, for example the need for air. This need will only become a behavioral motivator when there is difficulty to get it or when there is a threat of not getting air that is needed. So the needs which gave not been fulfilled which become the motivator to encourage people to do something.

3) Human needs are arranged in a series of level of a hierarchy according to the importance of each need. Human needs have a level that demands satisfaction, which is that after the lower level needs are met, the needs of the higher level will appear demanding satisfaction.

- Physiological needs (hunger, thirst, and etc.)

- Safety needs (feel safe and protected, away from danger)
- Needs for love and belonging (affiliating with others, accepted, and belonging)
- Esteem needs (achievement, competing, and getting support and acknowledgment)
- Self-actualization needs (cognitive needs: knowing, understanding, and exploring; aesthetic needs: harmony, order, and beauty; self-actualization needs: getting satisfaction with yourself and realizing their potential and maximizing the potential).

When food and safety are hard to be obtained, fulfillment of these needs will dominate one's actions and higher motives will be less significant. People will only have time and energy to pursue interests aesthetic and intellectual, if their basic needs can be fulfilled quickly. Artwork and scientific works will not thrive in a society whose members still have to struggle to find food, shelter, and security.

b. Herzberg's Theory of Motivation (1966)
- Health factors (extrinsic) namely environmental factors that cause dissatisfaction, which include supervision, working conditions, interpersonal relationships, payment and security, and organizational policies.
- Motivational factors (intrinsic) are factors that lead to satisfaction, including achievement, rewards, work itself, responsibility, growth and development.

c. McClelland's Achievement Theory (1961),

According to David McClelland in Richard L. Daft (2011:380) there are three categories of needs, namely:

1) Need for Achievement, namely the desire to complete something that is difficult, achieve high str success, master complex tasks, and outperform other people. The need for achievement is an encouragement to achievement, for related achievements with a series of str.
2) Need for Affiliation, namely the desire to form friendly personal relationships, avoid conflict, and build warm friendship. Need for Power is the need to make others behave in a way that wouldn't have been done without the self involved.
3) Need for Power, namely desire to influence or govern others, be responsible for others, and have authority over others. Need for Affiliation is the desire for a friendship full closeness and interpersonal relationships.

McClelland's theory is a theory that states that achievement, power, and affiliation are three important needs and can help in explaining motivation.

d. Two Factors Theory (Frederick Herzberg)

Herzbeg in Richard L. Daft (2011:379) argues that there are two different dimensions that contribute to employee attitudes at work, namely:

1) Personal Health Factors (Hygiene Factors)

Factors involving the presence or the absence of the dissatisfaction factor, such as working conditions, wages, company policies, and interpersonal relationships.
2) Motivators
Factors that affect job satisfaction based on the fulfillment of high level needs such as achievement, recognition, responsibility, and opportunities for growth.

2. Process Motivation Theory

Process theories are a set of theories which explain how employees choose actions to meet their needs and determine whether their choice is the right choice (Richard L. Daft, 2011:381).

a. Target Formulation Theory (Goal-Setting Theory)
It is a theory of motivation in which a specific and challenging target can improve motivation and work performance when the goal is accepted by subordinates and these subordinates receive feedback to measure progress towards the achievement aim.
b. Equity Theory
It is a process theory that focuses on individual perception of how fair they are treated in comparison with others. According to this theory, if an employee feels that the compensation they receive is equal to what others receive for contributions that are almost the same, they will believe that they are treated fairly and decently.
c. Expectancy Theory
It is a process theory which states that motivation depends on individual expectations regarding their ability to perform tasks and receive their desired good rewards. This theory is based on the relationship between personal effort, individual achievement, and the desired results related to high performance achievement.
The essence of this theory is the hope of business relationships, achievements, and value of outcomes for individuals.
1) Expectations E → A are the expectation that by doing a task with the right effort will lead to high achievement.
2) Expectations A → R, namely the expectation that successful work performance will give the desired good results.
d. Reinforcement Theory
According to Richard L. Daft (2011:388), the theory of reinforcement studies about the relationship between behavior and their consequences. This theory focuses on changing or modifying the attitudes of employees through the proper use of rewards and punishment. Behavior modification is a term given to a set of techniques used in reinforcement theory to modify human behavior. The basic assumption that underlies this behavior modification is the law of effect, which states that attitudes that are positively reinforced tend to be repeated, and attitudes that are not positively reinforced tend to be unrepeated.
Richard L. Daft (2011:389) suggests that reinforcement is all things that cause certain behavior to be repeated or detained. The four reinforcement tools available are as follows:

1) Positive Reinforcement

Giving happiness and rewarded consequences as compensation for doing the desired behavior. Such as giving praise for human resources that arrive right on time or employees who do a little extra work.

2) Avoidance Learning

Elimination of uncomfortable consequences when a wrong behavior is corrected. Avoidance learning is also called negative reinforcement.

3) Punishment

Disadvantages of unpleasant results that accompanies an undesirable behavior.

4) Extinction

Withdrawal of positive rewards. The basic idea of extinction is that the behavior which are not positively enforced has a small possibility to reappear in the future.

Theories about the motivation of this process are more processing proposed by several experts regarding motivation theory, among others, is divided into:

a. DOUGLAS McGREGOR's Theory of Motivation

States two human views, namely the X theory (negative) and the Y theory (positive). According to theory X four the fields held by the manager, which are:

1. Human resources who are internally embedded of not liking work
2. Human resources who do not like work, they must be monitored or threatened with punishment to achieve the objective.
3. Human resources will avoid responsibility.
4. Most human resources put safety above all factors associated with work.

Contrast with this negative views about human nature, there are four theories of Y:

1. Human resources can cooperate reasonably such as resting and playing.
2. People will exercise self-direction and self-control if they are committed to the objective.
3. The average person will accept responsibility.
4. The ability to take innovative decisions.

b. VROOM's Theory of Motivation (1964)

The theory from Vroom (1964) on cognitive theory of motivation explains why a person will not do something which he believes he cannot do, even if he really desires the results of the work. According to Vroom, the highs and lows of a person's motivation is determined by three components, namely: Expectations (hopes) of success at a task. Instrumentalist, which is an assessment of what will happen if successful in doing a task (task success to get a particular outcome). Valence, which is the response to outcomes such as positive, neutral, or negative feelings. High motivation if the effort to produce something which exceeds expectations. Low motivation if the effort is less than expected.

c. Theory of Justice (S.ADAMS)

In the theory of Justice (S.ADAMS) the core of this theory lies on the idea that humans are driven to eliminate the gap between the efforts made for the benefit of the organization in return for the feedback accepted. That means, if an employee

has the perception that the rewards they receive are not adequate, two possibilities can occur, namely:

✓ A human resource will try get more significant rewards
✓ Reducing the intensity of effort made in carrying out the duties of his responsibility. In cultivating a particular perception, an employee usually uses four kinds of things for comparison, such as:
  1) His expectations of the amount of reward that he sees decent to be accepted based on personal qualifications, such as education, skills, work character and experience;
  2) Rewards received by others in the organization whose qualifications and nature of work are relatively the same as the person concerned;
  3) Rewards received by other employees in other organizations in the same area as well as carrying out similar activities;
  4) Applicable laws and regulations regarding the amount and type of compensation which will become the rights of the employees concerned.

Clayton Alderfer in Richard L. Daft (2011: 377) proposed a modification of Maslow's theory in order to simplify it and respond to the criticism of lack of empirical evidence for this theory. Based on this theory there are 3 categories of needs, namely:

1. Existence Needs, namely needs of bodily happiness.
2. Relatedness Needs, namely needs for good relationships with others.
3. Growth Needs, namely needs that focus on developing human potential and the desire for personal growth and competency improvement.

Alderfer reduced the number of need categories into three and suggested that the upward movement of this hierarchy is more complicated, by describing the frustration-regression principle, namely that the failure to meet needs at the higher level can cause a decline in needs previously met low level.

3.5 Human Resource Self-Concept

Developing extrinsic and intrinsic motivation is always an interesting discussion in the development of human resources in organizations. Extrinsic motivation is motivation that arises due to outside influences of the individual, can be in the form of invitations, orders, coercion from people that influences someone to do an action. On the other hand, intrinsic motivation is motivation that arises from within to take a step without any external coercion. Human resources who become more enthusiastic about work because they are stimulated to get a bonus from the company is an example of behavior controlled by extrinsic motivation.

Human resources who work excitedly because of his personal will to worship, make a contribution to the company, or to develop his own capacity, is an example of an action based on intrinsic motivation.

Many people often say that if a behavior is driven by extrinsic motivation, it will tend to lose quicklylose or is done for just a moment quickly. On the other hand, if an action is driven by intrinsic motivation, will tend to be a persistent behavior. However, the effectiveness of the use of intrinsic and extrinsic motivational sources can be different when viewed from another aspect. Just the general things, the rules for regulating public interest, regarding traffic, trade, criminal

law, state administration are more into using extrinsic motivation approach. It means that the state makes boundaries of may and may not, along with the sanctions if residents do violation.

From the aspect of the effectiveness of changing behavior, making rules (extrinsic motivation) will change people behavior more quickly. When the odd-numbered car regulation is set, car drivers tend to comply or conform. For behavior changed through an awareness-raising approach, promptly it cannot be instant, but socialization must be done periodically. Nonetheless, behavior change which is produced is more permanent. So, in its application, the effectiveness of the intrinsic motivation approach and extrinsic motivation in changing one's behavior are often used simultaneously, with priority and emphasizing which can be different for different purposes.

The Covid-19 pandemic has indeed made a lot of a change in the dynamics of human life, especially in economic activity and earning a living. In April 2020, the Ministry of Manpower issued a statement stating that based on the information received to date, the number of laid off from work reached approximately 1,500,156 people. Although there are still many who are lucky and employed by their companies, some are demotivated to lower work productivity.

In management, of course that cannot be left for so long, let alone to affect the company operations. Demotivation usually occurs due to lack of appreciation from the management to the human resources or lack of direction to career level. Demotivation during this pandemic in particular becomes a new challenge for all parties, both management and HR. Even though it feels heavy, HR must still maintain conducive working conditions for all parties.

As understood before, one of the consequences from the Covid-19 outbreak is the number of massive unemployment that occurs, especially in the capital city. It is very reasonable if the human resources that still survive in companies are worried about their future. Business actors will also be very busy and focused on keeping the business from going bankrupt. If not there is a bridge, the company will focus on a strategy to maintain business, while the human resources are drowned in confusion and fear. HR Managers and their members need to take control and direct human resources so as not to worry excessively to the point of affecting health conditions and work spirit. Illustrations that describe this is in the following image.

When the company establishes the regulation of working from home, it will be more challenging to see the condition of human resources directly. Never mind as HR, leaders and managers will experience problems controlling the spirit of their members because they cannot interact directly. Direct each leader and manager to have a regular meeting schedule about contents which are not talking about work, but also as a means of friendship. Ask them about their family, talk about hobbies, or make plans for a team from their respective homes.

As HR, you can also create meditation programs or online yoga sessions by inviting experts, certainly everything is done virtually. Remind source human resources that even though they are hindered by conditions amid a pandemic, the company still can show concern for physical and mental health of the human resources.

A Psychological-Aspects-Focused Approach

HR can work with leaders and managers to approach the psychological aspect of their members. Maybe some employees in the company are nomads and live alone in the capital. A pandemic period filled with worries, also lifestyle and work change will significantly affect the psychic condition of human resources. Get to know the organization members again and choose the most appropriate approach in accordance. Remind yourself that you are ready to listen to the problems encountered and provide the best possible solution as a leader.

Not only leaders or managers, members of the HR division must also be diligent in asking and monitoring the condition of the human resources. If a significant decrease in morale and motivation is seen, take immediate steps to fix it. Invite leaders, managers, and other human resources to attend webinars about mental health that may be experienced because of this massive change. For example, talking about everyday life, listening difficulties human resources face during work from home, etc. As HR, please understand that whether you are ready or not, this change must be implemented. Therefore, instead of dwelling with mental unpreparedness, make new goals/goals for each self of human resources. Not Only Giving Tasks, But Also Giving Rewarding Challenges.

Don't force human resources to complete all tasks for the day. Take 15-30 minutes, invite human resources who have been split in teams to Zoom or Skype accounts and do a challenge with a prize. These ten recommendations can be a choice in stretching stress together. To make human resources more motivated, promise unique and attractive rewards.

Another issue is how can HR and the leaders control the productivity of the work of the human resources amid a pandemic, or conditions working from home? On the one hand we certainly want human resources who have been maintained are able to provide good performance

to continue to be able to support company. On the other hand, putting too much pressure on the human resources facing a big change is not a smart thing. As a perpetrator of HR division, it is necessary for you to do the following things so that the company can still control the performance of human resources.

Use software or applications to monitor and evaluate work progress. Technological development is getting more and more capable of helping the HR practitioners in doing their jobs. In just a while, the HRIS developers have developed programs for HR Managers and directors to control the chart of human resource productivity. If the company feels that improving the productivity of human resources can be a great weapon in fighting during this pandemic, do not hesitate to browse the product options published by these well-known developers, such as KaryaONE, Haermes Additional Module, LinovHR, and READY+P.

Do not apply excessive micromanagement, some argue that micromanagement is needed to supervise the performance of human resources during the pandemic. However, the increasing number of Covid-19 cases in the center of business and commerce, making human resources who are normal human susceptible to psychological conditions by excessive worry. Thus, micromanagement can be a boomerang for the company if human resources whose stress levels are easily increasing.

Balance the micromanagement of the leaders and managers with apps to monitor the productivity and performance of human resource. Try to highlight the role of the leader as a person who can direct his members to a productive working style without excessive pressure. Form a discipline mental with emphasizing that the top manager also controls the work.

A pretty good thing is to ask for cooperation with the top management to monitor the performance chart of human resource. In this case, the leaders and managers must be more often in reporting results of the work of human resources to top management. Top management is also recommended to interact more often with the human resources and provide positive comments and motivation daily.

By giving a mental note that the top management also pays attention to work results of the human resources, human resources will be more willing to put forth effort and ability to give the best results.

Under Normal Condition

Regardless of the pandemic situation, in the normal condition the loss of motivation which causes a decrease in productivity may still be experienced by some human resources. Here are other tips for HR division members in increasing the source of motivation for human resources to increase productivity.

- ✓ Be creative and competitive in providing benefits for human resources
- ✓ Human resource feedback is important
- ✓ Prepare adequate work tools
- ✓ Provide regular time for education and training
- ✓ Always make sure human resources are happy and healthy

The Covid-19 pandemic indirectly reminds how important it is to pay attention to the health of ourselves and others, both in the family and work environments. Social change and even drastic economics raise awareness that however little attention can help others who are troubled. Attention, recognition, and appreciation are the simplest concepts that the management can apply to motivate human resources, whether in difficult or in normal times. Those three are things that are very essential, and sometimes more needed in many layers of human resources. Bonuses, incentives, gym facilities, etc. are sometimes just a bonus in the eyes of human resources. Many think that all becomes meaningless if human resources do not feel any engagement from the company.

Hopefully some of the ideas above can be tried on environments and provide the desired results, be it in terms of motivation or human resources productivity. As the largest archipelagic country of the world, Indonesia has 17,000 islands consisting of 193 million hectares of land and 500 seas, with all the natural wealth and human resources owned. One of the natural wealth owned is forest wealth, with its forest being the second largest tropical forest in the world after Brazil.

The physiological needs of workers are not only for the place of work, but also include the physiological needs of workers at home with family. This is due to most of the workers who work in the company is the head of the family or the backbone of the family. Workers will be able to meet the physiology needs through the compensation they receive from the company. The

information provided by Mr. Takin is related to the compensation received by workers from the company of IDR 75.000,- per day. If there are workers who do not go to work in a day, then the amount of the discount is amounting to the compensation for the number of orders that come in to the company. Order of wood and products from timber coming into the company is quite stable so that the presence of workers to continue working in the company in the future will remain safe. There shows that of the three used indicators of the needs of safety, two indicators get good values and one indicator gets a moderate value. Therefore, it can be concluded that, in general, the fulfillment of physiological needs, the need to be loved and cared for, and social needs are the needs to socialize and be friendly with other people which include friendship and a sense of belonging. Humans always desire to live in groups and no human wants to live alone in remote areas (Sutrisno, 2012).

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CHAPTER IV
THE INFLUENCE OF COVID-19
ON THE PSYCHOLOGICAL BEHAVIOR OF HR

4.1 Behavioral Psychology of Human Resources

Self-concept is concerned with analyzinganalyzing various types of relationships, whether associative and predictive, that exist between self-concept and motivation (Marsh & Seeshing, 1997). In conclusion, self-concept and motivation identifies the direction of the relationship that combines these two variables. In the results obtained, a person perceives that foreign variables can change the results differently (Marsh & Seeshing, 1997). Some needs to distinguish the four possible patterns or models of causal relationship between self-concept and motivation. Achievement in the academics determines self-concept. Academic experiences about success or failure significantly influence self-concept and self-image as explained by an evaluation role by another significant person or social comparison theory (Tajfel & Turner, 1986). Considering the variable that influences it is academic motivation, then psychopedagogic intervention should be given priority to modify performance levels because this will contribute to the rate of change of self-concept. Self-concept determines the level of achievement academic. As with this causal relationship model, there are implications for implementing important educational decisions.

Given that self-concept determines the level of academic motivation, self-concept in turn can be greatly influenced by the probability to optimize the level of self-concept and specifically perceived level of competence. The causal relationship self-concept supports the model of the presence of additional variables that may cause self-concept and academic motivation, among which may be personal and environmental variables, academic and non-academic variables. High self-concept compared to other subjects with low self-concept, indicates that high self-concept is more popular, cooperative, and persistent.

The study of self-concept has raised an increasing interest in the psychological research in the last several years. Despite the many studies that aimed at it, it is difficult to define the term of unanimously accepted and accepted self-concept, because it has been approached from a different theoretical perspective. Nonetheless, there is agreement among differing authors that the term self-concept has a multidimensional nature.

Self-concept is considered to consist of various dimensions, fields or facets, some of which are more related with certain aspects of personality (physical, social, emotional), while others seem to be more related to academic achievement (in various fields and subjects). Self-concept is a set of perceptions or points of reference that the individual has about himself; characteristic set, attributes, qualities and shortcomings, capacities and limitations, values and relationships that individuals know to describes himself and what he perceives as data about his identity (Marsh & Seeshing, 1997). This is a set of knowledge and attitudes about oneself alone; perception that the individual gives to himself and characteristics or attributes that are used to describe himself. It's understood basically as a descriptive assessment and has a cognitive feel.

The importance of self-concept comes from its contribution to the importance for personality formation. Pride is related to social competence, therefore affects how a person feels, thinks, learns, respects oneself, relates to other people, and in the end, how he behaves (Marsh & Seeshing, 1997). To reach a common definition of self-concept, choose to take a theoretical model and the definition put forward by Shavelson, Hubner and Stanton (1976) as a reference. These writers define self-concept as a perception that each person has about himself, formed

from experiences and relationships with the environment, where important people play an important role. Self-concept as a component of the development of human personality has its characteristics and characteristics. Several authors (Marsh & Seeshing, 1997) have tried to determine the nature of the term self-concept. For this purpose, they see it as a summary of the seven characteristics or fundamental aspects: self-concept is a psychological dimension; it is multidimensional; it has hierarchical organization (general self-concept and specific self-concept); it is stable, but the lower the hierarchy, the more self-concept becomes specific and susceptible to change; various aspects of self-concept become more differentiated in among themselves based on age and experience; self-concept includes descriptive and evaluative aspects; self-concept can be distinguished from other related constructs, such as academic motivation.

Some authors, such as Harter (1986), make interesting contributions, such as general or total self-concept will be determined by the level of importance placed on each component precisely. If, when describing oneself, assessment of the value is satisfactory, then it has the positive total self-concept; in the opposite case, it evokes negative feelings, thus producing a negative global self-concept.

To learn self-concept and the comparison with academic self-concept are used the Self-Concept Questionnaire (SCQ) by Rajkumar Saraswat (1984). The self-concept inventory provides six dimensions of separate self-concept, namely physical, social, intellectual, moral, educational and temperamental. It also gives total score of self-concept that in this study is used only the total score.

The threat of virus transmission can change the response psychological response to ordinary interactions, making them behave unexpectedly. Rarely is there a threat a disease capable of taking over so many heads. For weeks, almost all newspapers show stories about the coronavirus pandemic on their front pages. Radio and TV programs broadcast the news about the latest death tolls, and depending on who is following, social media platforms are filled with scary statistics, practical advice or strong humor.

As others have reported, the bombardment of this continuous information can result in increased anxiety, directly affecting mental health. But the sense of constant threat may have other, more dangerous effects for psychology. Due to some developing responses against Covid-19, fear of contagion creates conformity and tribal thinking, and less able to accept something unique. Moral judgment become tougher and social attitudes become more conservative when considering issues such as immigration, sexual freedom and equality.

This disease may affect political affiliation. Recent reports on the rise of xenophobia and racism may have been the first t of these psychological changes.

However, if the predictions of this study are correct, the epidemic may also reflect social shifts and deeper psychology. Like most human psychology, the response to this disease needs to be understood in a prehistoric context. Before the birth of modern medicine, infectious disease will be one of the greatest threats to survival. Immunity system has several remarkable mechanisms to hunt down and kill the invading pathogens. Unfortunately, these reactions make people feel sleepy and lethargic — meaning that the sick ancestor—and will not be able to carry out important activities, such as hunting, gathering food or raising children.

The threat of virus transmission can change the psychological response to ordinary interactions, making them behave unexpectedly. Increased body temperature during a fever, for example, is critical for an effective immune response—but this results in a 13% increase in the body's energy consumption. When food is scarce, that will be a severe burden. Increased

sensitivity against disease encourages participants to follow their flock and put their money in a jar with the highest number of coins.

They are swayed by popularity rather than going against the flow with their own opinion. When asked about the type of people they like, meanwhile, participants who are worried about illness also tended to prefer "conventional" or "traditional" individuals, and less likely to feel close with "creative" or "artistic" people. Apparently t-t of free thinking even inventions and innovations—become underappreciated when there is a risk of transmission. In an explicit questionnaire, they are also more likely to agree with the statement such as "violating social norms can have dangerous, unwanted consequences".

This finding may be a bit far from TV coverage and online coverage that everyone faces today. But the researchers at the University of Hong Kong have also fascinated people by the scenes from the Outbreak movie, which may be more like some of today's news reports; evocative images of the pandemic make them value conformity and disobey eccentricities or rebellion. Why does behavioral immune system change thinking in such way?

Schaller argues that many of the social rules silently—like how being able and unable of preparing food, the number of social contacts received and not, or how to dispose of waste—can help reduce the risk of infection. "Throughout the history human beings, many norms and rituals serve a guarding function to keep disease away," said Schaller. "People who comply with those norms serve health services for the society, and people who violate these norms not only put themselves in risk but also affect others."

As a result, it is more beneficial to be more respecting conventions in dealing with infectious diseases. The same logic explains why it becomes more morally alert to the plague.

4.2 The Effect of the Covid-19 Period on the Psychological Behavior of Human Resources

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As a result, it is more beneficial to be more respecting conventions in dealing with infectious diseases. The same logic explains why it becomes more morally alert to the plague.

Research has shown that when people fear contagion, they tend to be harsher when judging loyalty violations (such as an employee badmouthing their company) or seeing someone who has failed to respect authority (such as a judge). Those particular incidents will not have any impact on the spread of disease. However, by violating the convention, they have shown that they may

be violating other, more relevant rules that exist to prevent disease. Even the most subtle reminders of illness can shape behavior and attitudes.

Simply asking people to stand next to a hand sanitizer triggers an expression of conservative attitudes associated with more tremendous respect for tradition and convention. In the same study, reminders to wash their hands made participants more likely to assess unconventional sexual behavior. They were less forgiving of a woman who was said to have masturbated while holding her childhood teddy bear, for example, or a partner who had sex in the bed of one of their grandmothers.

In addition to making tougher judges of people in social groups, the threat of illness can also make strangers more distrustful. In online profiling and face-to-face meetings, Natsumi Sawada at McGill University in Canada has found that people form a worse first impression if they feel vulnerable to infection.

Further research has shown that people who are less than conventionally attractive are judged to be highhighly abusive—perhaps for mistaking their modest traits for poor health. Increased distrust and suspicion will also shape responses to people from different cultural backgrounds.

According to Schaller, this may arise from a fear of nonconformity: in the past, people outside the group may have been less likely to observe specific norms intended to protect the population from infection, and so they were concerned that they would unwittingly (or intentionally) spread disease, but it can generate prejudice and xenophobia.

According to Aarøe, it has been found that fear of disease can influence people's attitudes towards immigration. He stresses this is part of a behavioral immune system approach namely better safe than sorry. "This is a misinterpretation" of irrelevant cues that occurs "when an evolving mind meets multiculturalism and ethnic diversity in modern times, which is not a recurring phenomenon for much of evolutionary history," he said.

The influence of the behavioral immune system varies from individual to individual; not everyone will be affected to the same degree. "Some people have a sensitive behavioral immune

system that makes them react very strongly to things they interpret as a potential risk of infection," says Aarøe.

According to research, people will value social norms more and distrust outsiders more than the average person, and the increased threat of disease will only strengthen their position, and do not yet have reliable data on how the coronavirus outbreak changes people's minds - but theories the behavioral immune system definitely suggest that it might be the case.

Yoel Inbar, of the University of Toronto, argues that it would be a relatively moderate change in overall opinion across the population, rather than a significant change in social attitudes. He found some evidence of social change during the 2014 Ebola epidemic, which became international news: in a sample of more than 200,000 people, negative attitudes toward gay and lesbian people appeared to have increased slightly during the outbreak. "It's a natural experiment where people read a lot about the threat of disease, and it does seem to change attitudes a bit."

With the upcoming US election, it is natural to question whether this could influence people's preferences for different candidates or their reactions to certain policies. Schaller speculates that it could play a minor role, though he is skeptical that it will be a significant factor. "The more profound effects may have less to do with [the behavioral immune system] but more directly to do with perceptions of how well government officials are or are not responding to situations," he said.

Even if these psychological changes do not change the outcome of elections at the national level, it is worth considering how they affect one's reaction to the coronavirus.

Are expressing conformist opinions, judging the behavior of others or trying to understand the value of different containment policies, one might question whether thoughts are the result of rational reasoning, or they may have been shaped by ancient responses that evolved over thousands of years before the discovery of the germ theory? David Robson is the author of The Intelligence Trap, who examines the psychology of the most common reasoning errors and evidence-based strategies to improve decision making. The threat of viral transmission can alter psychological responses to casual interactions, making them behave in unexpected ways.

The threat of disease capable of taking over so many heads rarely appears. For weeks, almost all newspapers ran stories about the coronavirus pandemic on their front pages. Radio and TV programs broadcasted news of the latest fatalities, and depending on the following, social media platforms were filled with frightening statistics, practical advice or powerful humor. As others have reported, this constant bombardment of information can increase anxiety, with direct effects on mental health.

But the constant sense of threat may have other, more psychologically harmful effects.

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- Tips for maintaining mental health during the corona virus outbreak
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Due to the evolving responses to the COVID-19 disease, the fear of contagion makes for more conformity and tribal thinking and less accepting of anything unique. Moral judgments become tougher and social attitudes become more conservative when considering immigration, sexual freedom and equality. This disease may affect political affiliation. Recent reports of an increase in xenophobia and racism may already be the first of these psychological changes.

However, if the study's predictions are correct, the outbreak may also reflect deeper social and psychological shifts. The behavioral immune system i.e. like much of human psychology, the response to this disease needs to be understood in a prehistoric context. Before the existence of modern medicine, infectious diseases would be one of the greatest threats to survival. The immune system has several extraordinary mechanisms to hunt down and kill these invading pathogens.

Unfortunately, these reactions make people feel sleepy and lethargic — meaning that the sick ancestor—and will not carry out essential activities, such as hunting, gathering food or raising children. An increase in body temperature during a fever, for example, is essential for an effective immune response—but it results in a 13% increase in the body's energy consumption.

When food is scarce, it will be a severe burden. "Being sick, and letting this amazing immune system work, is expensive," said Mark Schaller of the University of British Columbia in Vancouver. "It is like health insurance—it is fun to have, but it is a pain when you have to use it."

Therefore, anything that reduces the risk of infection should offer a distinct survival advantage. For this reason, it develops a series of unconscious psychological responses—which Schaller calls the "behavioral immune system"—to act as the first line of defense to reduce contact with potential pathogens. Negative reactions are one of the most noticeable components of the behavioral immune system. When avoiding things that smell bad or foods that are not good, instinctively tries to keep away from the possibility of transmission.

Just the simple notification that you have eaten something rotten can make you vomit, expelling the food before the infection has had a chance to spread. Research shows that they tend to remember more strongly about disgusting material, enabling them to remember (and avoid) situations that could put them at risk for infection later in life.

Because humans are a social species that evolved to live in large groups, the behavioral immune system also modifies interactions with people to minimize the spread of disease, leading to a kind of instinctive social distancing. This response can be harsh, as the ancestors would have had no understanding of the specific causes of each disease or transmission mode. "The behavioral immune system operates on the logic of 'better safe than sorry'," says Lene Aarøe of Aarhus University in Denmark.

This means that responses are often misplaced, and may be triggered by irrelevant information changing the moral of decision-making and political opinion on issues unrelated to the current threat. Let us first consider the general attitude towards cultural norms and the people who violate them.

Experiments have shown that you become more conformist and give more respect to convention when you feel the threat of an illness. Schaller first asked participants to describe a time when they had previously been sick, and then gave them various tests that measured their propensity to conform. In one test, he showed students the proposed changes to the university's grading system, for example—they could vote by placing a penny in a jar labeled "agree" or "disagree".

The increased sensitivity to disease prompted the participants to follow the herd and place their money in the jar with the highest coins. They are swayed by popularity rather than going against the grain with their own opinions. When asked about the types of people they like, meanwhile, participants who worried about illness also tended to prefer "conventional" or "traditional" individuals, and were less likely to feel close to "creative" or "artistic" people.

McNamee added, the notion of "normal" from the new normal is related to the time scale, where humans will try to develop appropriate behaviors to make life better in the long run. Meanwhile the notion of "new" from the new normal is closely related to technological developments. This can be seen, for example, from the book written by Peter Hinssen, The New Normal, which describes the impact of digital technology on changes in business processes and behavior.

Rich Miller and Matthew Benjamin also mentioned the new normal to explain the impact of the 2007-2008 financial crisis and later became popular to explain the impact of the global recession and the COVID-19 outbreak. In the new normal, things that seem abnormal or are not a habit have become commonplace due to these situations. Regardless of the meaning and origin of the term new normal, it is a necessity that we are practicing behaviors that were not common before the COVID-19 era.

The practice behavior is not only a short-term response to the COVID-19 outbreak but broadly a more long-term adaptive response. When referring to the new normal concept by McNamee, Miller and Matthew Benjamin, and Hinssen, the new normal concept designed by the government includes more short-term behavioral changes as an emergency response to the COVID-19 outbreak. These behaviors are related to maintaining physical distance, using masks, washing hands with soap, using hand sanitizers, and maintaining body resistance.

Are all these behaviors the target of behavioral changes in the context of the new normal? Obviously and important, but only a small part, short term, and may only last depending on the formation of immunity and the discovery of drugs or vaccines against COVID-19. According to Hongyue and Rajib, the impact of the pandemic on the economy, social, security, and politics will affect psychological conditions and behavioral changes that are broader in nature in the longer term. These behavioral changes include healthy living behavior, using technology, education, behavior in using social media, consumptive behavior, work behavior, and socio-religious behavior.

Changes in Healthy Life Behavior and Related to the Use of Technology (Digital) caused the COVID-19 outbreak to make people more aware of the vulnerability of humans to disease. Therefore, healthy living behavior will change for the better, by consuming a balanced healthy diet, exercising and sleeping regularly, checking health conditions more frequently, looking for trusted health insurance, maintaining cleanliness, and using tools or taking supplements to avoid infection of disease. Healthy behavior is not limited to physical health but also mental health.

As for groups of people who are not yet aware of the importance of physically and mentally healthy lifestyles, they need to be encouraged with campaigns that, for example, combine gain-loss framed messages, a concept of Tversky & Kahneman. In principle, behavioral changes can occur if a balance of information is provided regarding the benefits of carrying out a healthy lifestyle and the disadvantages of not implementing it. In addition to healthy living behavior, people's behavior has also changed in the COVID-19 era, especially digital technology. Digital technology for online communication, robotic technology, and non-contact based technology equipment are becoming as important as electricity, water, and even oxygen.

The use of technology which used to be more support for secondary work or even recreation, has turned into a main work facility. For example, teachers and students will use search engines and Massive Open Online Courses (MOOC) such as Udemy, Coursera, Ruang Guru. Teachers and students will also be familiar with long-distance educational interactions using facilities such as Google Meet, Microsoft Teams, Cisco Webex, Zoom, Google Classroom, WAG, and email.

After the COVID-19 outbreak ends, blended learning or a combination of face-to-face and online learning will develop more rapidly than before, which may make the cost of education more affordable so that a wider audience can enjoy education. News about COVID-19 is so massive both in the mainstream media and on social media. Information that is not necessarily true is spread so much due to people's tendency to spread information without considering its accuracy. According to Pennycook and colleagues, this is especially true for people who lack critical thinking skills and are less educated.

Pennycook and colleagues' experiments show that biased information dissemination can be overcome by simply reminding (nudging) people first to consider the accuracy of the information to be disseminated. People are trained to be critical by constantly reminding them always to consider the accuracy of information. Unclear sources of information, excessive and illogical claims, blaming certain parties, invitations to spread, and inconsistent words, according to Sellors, are indications of inaccurate information.

4.3 Consumer Behavior, Work Behavior, and Social Behavior

According to Kotler, the COVID-19 outbreak will cause people to adopt anti-consumerism behavior. They will choose a simpler life (Life Simplifiers), by only buying the things they need in the amount that suits their needs. The community will also begin to support the degrowth movement, which indeed the consumption of the population in various sectors is already greater than what the earth can provide. In addition to considering becoming vegetarian, people will also be more environmentally friendly and as much as possible recycle or repair or redecorate or donate items or food that are still decent.

As a further consequence, the success of a nation is no longer only measured by its Growth Domestic Product (GDP) but also its Growth Domestic Happiness (GDH) or Growth Domestic Well-being (GDW). COVID-19 has had a significant impact on the business world so that employees are fired/laid off or working from home. They will certainly need behavioral adjustments even if they get back to their jobs and activities as usual. During their work they must remain obedient and carry out behavior according to Health protocols.

The behavior of employees in the middle income group and above is usually to save even before and during the pandemic. If this group loses their job, they will look for self-development opportunities, such as joining courses/training, obtaining brevet and certification, or even continuing their studies to a higher level. The problem is that people no longer receive their salary at all and their savings are running low or even depleted. One thing is for sure, there is always a way for all problems, as long as you want to try and do not maintain prestige. This group will try to do something at least to meet their basic needs. Entrepreneurial behavior (entrepreneurship) is growing in society. They creatively sell various types of goods or services that other people need. Many offer vegetables, fruits, other staples, delivery services, and even virtual tours. These are just a few of the many innovative behaviors that have suddenly emerged during the COVID-19 outbreak.

Helping behavior, such as providing soft loans and donations and other donations, has developed quite a bit in the community during the COVID-19 outbreak. The upper middle class andThe upper middle class and ordinary people also realize the importance of helping others, for example, providing free food or other basic materials. Other social behaviors are also developing, such as activities related to the balance between work with social and family life will become a new habit.

Society will give more value about the importance of family life, friends, and community. The COVID-19 outbreak has also raised awareness of the vulnerability of human life as a whole so that religious behavior and spirituality become more qualified. People are becoming more aware of the meaning of religious rituals and their relation to spiritual maturity by considering them as a process of searching for something more important and meaningful.

4.4 Challenges Ahead

Based on the explanation above, it can be seen that the COVID-19 outbreak has a negative impact and indicates a positive impact on behavioral changes. In the short term dealing with the threat of COVID-19, health protocols and government policies become guidelines for human behavior. Meanwhile, there are many constructive behaviors that will make human life in the future better in the long term.

Expected behaviors, among others, as mentioned above related to healthy living behavior, such as the use of technology, new habits in the education sector, behavior in social media, work behavior, consumer behavior, and socio-religious behavior will change for the better and more efficient.

Behavioral changes for the new normal, both in the short and long term, need to be nurtured, developed, and modified.

According to Michie and his colleagues, there are nine efforts that can be made to design and evaluate behavioral changes, namely education, persuasion, incentives, application of rules, training, restrictions, environmental restructuring, modeling, and empowerment.

These nine efforts can be used by psychologists, both as individuals and organizations, as well as the government to consider the most appropriate intervention in the context of changing behavior for the new normal as a result of the COVID-19 outbreak.

Get ready for the new normal, keep your safe distance, wash your hands, wear masks, stay healthy, and help each other.

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PROOFREADING

1.	Specifically discussed	:	Discussed explicitly
2.	Very important	:	Crucial
3.	Certain	:	Specific
4.	Full understanding	:	Complete understanding
5.	Main support	:	Primary support
6.	Mostly oriented	:	Mainly oriented
7.	Opinion	:	Idea
8.	Purpose	:	Goal
9.	Understanding	:	Knowledge
10.	Social problems	:	Social issues
11.	Being called	:	Being named
12.	In relation to	:	In regard to
13.	A lot of	:	Many
14.	Disrespectful	:	Discourteous
15.	Important	:	Essential
16.	Happens	:	Occurs
17.	Got a stimulus	:	Acknowledge a stimulus
18.	Regularly	:	Frequently
19.	Quite harsh	:	Pretty harsh
20.	Most obvious	:	Most noticeable
21.	Responses	:	Reactions
22.	Serious burden	:	Severe burden
23.	Major factor	:	Significant factor
24.	Solid data	:	Reliable data
25.	Extremely abusive	:	Highly abusive
26.	Greater respect	:	More tremendous respect
27.	More useful	:	More beneficial
28.	Aspects	:	Elements
29.	To a different degree	:	Differently
30.	Find a definition	:	Define
31.	In an unexpected way	:	Unexpectedly
32.	Given a signal	:	Shown
33.	As a result of	:	Due to
34.	Should be give priority to	:	Should prioritize
35.	Is able to	:	Can
36.	In a timely manner	:	Promptly
37.	Difficult	:	Challenging
38.	An action	:	A step