

New Strategy for Uhamka Sustainability Post COVID-19 Pandemic

Asep Sutarman¹, Dewi Pudji Rahayu², Edi Setiawan³, Leni Marlina⁴, Farah Nisa Ul Albab⁵

^{1,5}, Faculty of Economics and Business University Muhammadiyah Prof. Dr. HAMKA

Email: ¹Asep_sutarman@uhamka.ac.id

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ABSTRACT

Purpose – This study aims to analyze how conditions during the Covid pandemic and new strategic steps affect sustainability.

Methodology/approach – We use the inferential verification technique, which is a strategy used by researchers to assess the validity of the presented hypothesis by collecting actual data from alumni, lecturers, students, partners, parents, leaders and education staff of Universitas Muhammadiyah Prof. DR. HAMKA Jakarta. A total of 222 research samples were deliberately selected as respondents. We used Structural Equation Modeling (SEM) analysis, assisted by Smart PLS software version 3.2. for quantitative analysis to test the hypothesis and for qualitative analysis obtained based on the results of interviews with several parties related to the UHAMKA Jakarta as a material for discussion in the research.

Findings – Several findings were found: (1) the Covid pandemic condition had a significant positive effect on the new strategy; (2) the new strategy has a significant positive effect on sustainability; and (4) the new strategy has a mediating function in the influence of the Covid-19 pandemic condition on the sustainability of the University of Muhammadiyah Prof. DR. HAMKA Jakarta.

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INTRODUCTION

The Covid-19 pandemic is a catastrophe that is felt all over the world. Throughout the history of this pandemic the most victims. In Indonesia alone, as of May 9, 2020, 2,606 people have recovered and 959 people have died. Covid-19 was later designated by the government as a Non-natural National disaster with the Presidential Decree of the Republic of Indonesia Number 12 of 2020 concerning the Determination of Non-natural Disasters for the Spread of Corona Virus Disease 2019 (COVID-19). The Presidential Decree then became the basis for the legitimacy of strategic policies to prevent the spread of Covid-19. Regarding prevention, a number of countries have implemented their respective policies in order to protect their people from the transmission of the Covid-19 virus. The lockdown policy is one of several policies taken. In various countries, they have begun to anticipate or prevent by imposing a lockdown. The lockdown policy itself was taken as a precautionary measure for contagion resulting

from the frequent meeting of people, shaking hands and so on. With the enactment of the automatic lockdown, it has a direct impact on almost all sectors of the community's livelihood.

Furthermore, citing the press conference of the Spokesperson of the Ministry of Health, R.I. in early September 2021, positive cases of Covid-19 slid until 2021. The President asked the authorities in their respective regions to remain vigilant. With an increase in cases, the government takes action towards controlling the source of infection and breaking the chain of transmission, by imposing Large-Scale Social Restrictions (Feng He, et al, 2020). The application of Large-Scale Social Restrictions as a form of risk mapping in areas with an emergency situation, this is regulated in Article 49 paragraph (1) of Law Number 6 of 2018 concerning Health Quarantine. The implementation of large-scale social restrictions is deemed less effective in slowing down the escalation of cases. The ineffectiveness of implementing Large-Scale Social Restrictions is because some people feel that their movements are limited in their activities, and think that the central government does not or does not pay attention to the basic needs needed by the community to survive (Muhammad Beni Kurniawan, 2021).

After the enactment of the PSBB, the government conducted a study and made further policies by implementing the Enforcement of Restrictions on Community Activities, including DKI Jakarta. The Policy for the Implementation of Restrictions on Community Activities is regulated in the Instruction of the Minister of Home Affairs No. 1 of 2021. In the Implementation of Restrictions on Community Activities Level 1 in DKI Jakarta, it is regulated, among others: non-essential offices 75% work from home, teaching and learning with a maximum capacity of 50% and Early Childhood Education provided that education personnel have been vaccinated, construction sector 100 % work from home operates with strict health protocols and the implementation of operational hours restrictions, for the essential sector 100% work from home for community services and 75% work from home for administrative services with strict health protocols, capital markets and communication information technology 100% work from home with strict health protocols, export-oriented and supporting industries, 100% work from home in production facilities or factories and 75% work from home for administrative services for critical sectors, all businesses, agencies, and activities in critical sectors 100% work from home except 75% work from home for office administration services. In addition, DKI Jakarta also applies rules for food stalls or restaurants, dine-in malls at a maximum of 22.00 WIB with 75% visitors; while for food stalls or restaurants or cafes starting at 18.00 - 00.00 WIB with a maximum capacity of 75%. Although vaccination activities have been carried out, for prevention, the 6M must be prioritized: Wearing a mask, Washing hands, Keeping a distance, Staying away from crowds, Reducing mobility and Avoiding eating in groups.

The Covid-19 pandemic has had an impact on several sectors, including the paralysis of the business sector, the large number of laid off employees (PHK), practically only businesses related to the direct needs of the community that can still survive including; logistics, consumer goods and other business needs. The education sector is one of the sectors that has an impact, it is predicted that many middle school graduates will not be able to continue their studies to university level, due to economic difficulties. The uncertain situation makes organizations have to set strategies for sustainability, this also applies to universities (Purcell, Henriksen, Spengler, 2019). University of Muhammadiyah Prof. Dr. HAMKA must have a strategy and improve organizational commitment so that it does not have an impact on current conditions. The main weakness in sustainable development in higher education is a decrease in funding and a decrease in the number of students. Changes in the concept of organization in higher education can be done by identifying new sources of financing, simplifying the organization to be more flexible, having a comprehensive mission, offering more specialized education, and strategic human resource management.

LITERATURE REVIEW (if any)

Covid-19 Pandemic Conditions and New Strategies

The results of research by (Kristiana et al, 2021) found that the COVID-19 pandemic caused the industry to go into hibernation, workers who lost income were encouraged to switch jobs to other sectors, and look for other alternative jobs. Although current industrial activities have not returned to normal, what

must remain is the resilience of the tourism industry players to adapt to change and face this pandemic. In addition, industry players are required to be creative and innovative. Industry players are geared to maintain resilience in today's times. Workers who have skills in other fields are relatively better suited to some jobs. Therefore, a new strategy is needed to deal with the impact of the COVID-19 pandemic on the industrial sector. The results of the study (Juhanda, et al, 2022) reveal three strategies to overcome the current condition: standards need to be improved, carry out more vigorous promotions, and control operational costs. The results of this study can be used as a role model by business actors to become more resilient in today's uncertain conditions. The current study also contributes to the authorities to finalize related policies coupled with economic recovery related to the crisis due to the pandemic. Several educational institutions have been closed around the world due to the COVID-19 outbreak. This study was conducted to explore different learning strategies. These instructional strategies can help in implementing online teaching in higher education. Case studies develop various methods for online teaching without compromising student learning. This method will help in designing a successful online study session. This study formulates different ideas for online education in developing countries. These strategies play a fundamental role in enhancing student learning. There are several factors that help in increasing distance learning. These factors include getting feedback from students, offering flexible teaching and assessment policies. Recording lectures online and getting support from teaching assistants are also important features. This instructional strategy will serve as an excellent tool in running online classes (Mahmood, 2021). As a result, it can be assumed that the Covid-19 pandemic has influenced the new strategy.

H1: There is an effect of the Covid pandemic on the UHAMKA strategy

Strategy and sustainability / sustainability

To keep the organization running and sustainable, it is necessary to have a solution in understanding the problem with various positive actions taken. However, the actions and solutions taken may not necessarily solve the problem, more attention should be paid to the main problem. With the amount of information received will create many new problems and sometimes make the problem more difficult to understand. Every problem solving will require a new strategy to solve it, so that the sustainability of the organization will be addressed more quickly (Marien, 1994). Decision science is human capital in terms of strategy. Strategy can reveal hidden human talents, strategies can also reveal important insights about the implications of a talent if successful in carrying out the strategy (Boudreau, J. W., & Ramstad, P. M., 2005). A study by (Casarejos., Frota & Gustavson, 2017) examines higher education institutions in achieving sustainability goals and strengthening related systems and processes. The purpose of the study is to examine the organizational environment; a series of strategic sustainability actions to drive the movement towards sustainability; and an assessment scheme that combines four indices to measure the level of commitment, parity, difficulty, and institutional performance during the process of implementing the proposed actions. The overall approach proposed has proven robust, as it incorporates global concepts, recommendations and guidelines endorsed by key international organizations and researchers that are thoroughly discussed in publications around the world related to sustainability. In addition, the conceptual framework for environmental modeling of educational organizations, formulated strategic sustainability actions and assessment schemes are ensured to be practical and realistic strategies to help the world of education achieve their sustainability targets and goals effectively. As a result, it can be assumed that the new strategy has an effect on sustainability.

H2: There is an effect of the new Strategy on the Sustainability of UHAMKA

Strategy, Covid-19 pandemic conditions and sustainability

The impact of the Covid-19 pandemic is in the form of health, social and economic impacts. The Covid-19 pandemic has also hit the higher education sector. Most educational institutions are exposed to shocks caused or accelerated by the Covid-19 pandemic, each affected differently depending on their different assets, position and level of risk. Some educational institutions can survive the Covid-19 pandemic, some cannot and choose to close, and some may emerge stronger, leaner and more agile. With greater awareness of their strengths and weaknesses. Finding a suitable strategy is expected to find a more collaborative mindset and a new focus on equity and a deeper appreciation of how it works. The pandemic can be an important moment for the world of education to show that what it does is very important for the wider community, for people's intelligence, as mandated by law. The education sector

must react to the pandemic crisis and then respond more carefully and consciously. The education sector is now starting to move forward and renew itself, with a new strategy and supported by stakeholders (Purcell, W. M., & Lumbreras, J., 2021). Consequently, it is reasonable to conclude that new strategies can mediate the effect of the pandemic on the COVID-19 pandemic.

H3: A new strategy to mediate the influence of the Pandemic Condition on the Sustainability of UHAMKA

METHOD

Research design and unit analysis

This study aims to find out and analyze strategies for sustainability, especially at UHAMKA after the Covid pandemic. Respondents in the study were all elements, stakeholders at UHAMKA Jakarta. The number of research samples is 222 respondents, consisting of: Muhammadiyah Dikti Council, leaders, rectorate, faculties, lecturers, students, parents, community. The research method is mixed method research, to combine quantitative and qualitative methods. Creswell, (2014) states that mixed methods combine quantitative research with qualitative research. The quantitative analysis was assisted by the structural equation modeling (SEM) program SmartPLS version 3.2, while the qualitative analysis used excel to produce diagrams and tables. Quantitative data is the result of distributing questionnaires to stakeholders. Qualitative data from structured and unstructured interviews with university leaders, including the Muhammadiyah Higher Education Council, the Daily Implementing Body, the Rectorate, and the DeanIt does not need to present any research method for conceptual article/ literature study, it is only result and discussion ritght after introduction.

Data Screening and Analysis

The questionnaire was filled in entirely based on a survey conducted to 222 respondents. Structural Equation Modeling was used in this research design (SEM). The Smart PLS program version 3.2, which is used to analyze quantitative data and answer hypotheses, is used as a statistical tool and then followed by qualitative analysis to strengthen the proposed hypothesis.

Table 1 Validity Test Result Based on Fit Model

Indicator	Pandemic Covid-19	New Strategy	Sustainability	Conclusion
PC1	0.875	-	-	Valid
PC10	0.863	-	-	Valid
PC11	0.839	-	-	Valid
PC2	0.877	-	-	Valid
PC3	0.866	-	-	Valid
PC4	0.888	-	-	Valid
PC5	0.874	-	-	Valid
PC6	0.865	-	-	Valid
PC7	0.891	-	-	Valid
PC8	0.860	-	-	Valid
PC9	0.859	-	-	Valid
SB1	-	0.766	-	Valid
SB2	-	0.764	-	Valid
SB3	-	0.850	-	Valid
SB4	-	0.806	-	Valid
SB5	-	0.630	-	Valid
SB6	-	0.579	-	Valid
SB7	-	0.633	-	Valid

ST1	-	-	0.704	Valid
ST10	-	-	0.727	Valid
ST11	-	-	0.719	Valid
ST12	-	-	0.389	Drop
ST13	-	-	0.399	Drop
ST14	-	-	0.414	Drop
ST15	-	-	0.416	Drop
ST2	-	-	0.766	Valid
ST3	-	-	0.841	Valid
ST4	-	-	0.809	Valid
ST5	-	-	0.809	Valid
ST6	-	-	0.820	Valid
ST7	-	-	0.750	Valid
ST8	-	-	0.809	Valid
ST9	-	-	0.811	Valid

The measurement model uses convergent validity to determine whether the indicator is valid or not. In this study, the Maximum Likelihood Estimation (MLE) approach was applied. Confirmatory Factor Analysis (CFA) was used to examine the relationship between constructs and indicators based on the theory created when assessing the questionnaire questions. Cronbach's alpha was also used to assess construct dependency. The CFA test findings in Table 1 reveal that the loading factor in each question item is more than 0.5, implying that all question items are original

Table 2 Reliability Test Result Based on Fit Model

Variabel	Cronbach's Alpha	Composite Reliability	Conclusion
Pandemic Covid-19	0.968	0.971	Reliabel
New Strategy	0.845	0.884	Reliabel
Sustainabilitas	0.935	0.945	Reliabel

Table 2 shows that the Construct Reliability value is above 0.7 and Cronbach's Alpha value is above 0.5 for each construct, indicating that all constructs can be trusted. According to the findings of the CFA exam, all indicators can be used to assess variables and evaluate research data.

RESULT AND DISCUSSION

In this study, the hypothesis was tested using the first order Structural Equation Modeling (SEM) with Smart PLS version 3.2. Figure 1 illustrates the overall SEM test results. While Table 3 describes the results of testing the assumptions used in the construction of SEM. Confirmation test of the fit model on the whole model, which has met the requirements of goodness of fit. Causal research model with structural linkage is made using the model structure. The desired cut-off value was met by all study criteria. This means that the research model is suitable and in accordance with the standards commonly used to assess and test the proposed hypothesis.

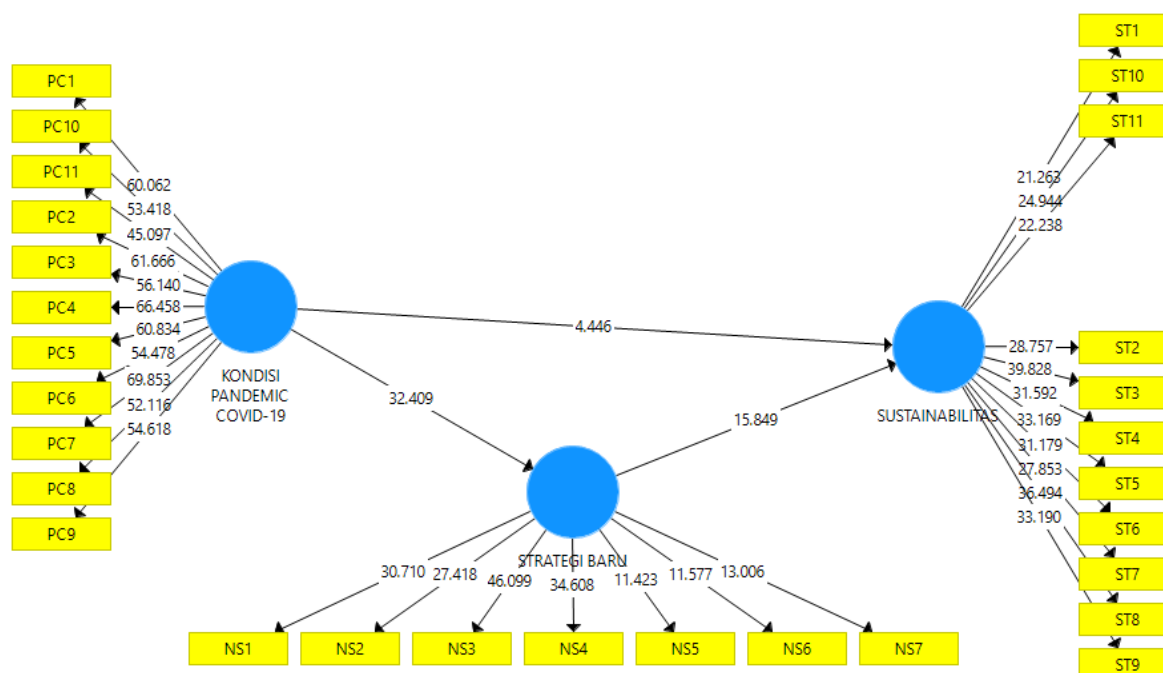


Figure 1 New Strategy for Uhamka Sustainability Post COVID-19 Pandemic

Impact of the Covid-19 Pandemic on New Strategies

The results of hypothesis testing 1 pandemic conditions have a good and substantial effect on sustainability. According to ($t = 32,409 > 1.96$). This finding is similar to research findings (Alfrian, Pitaloka, 2020) which states that a strategy is needed to survive in the face of the Covid-19 pandemic, with new strategies it is hoped that any business and organization will be able to survive the crisis conditions caused by the pandemic. Research with the same conclusion was conducted by (Baloran, 2020) Covid-19 is a global concern that affects Higher Education Institutions. This pandemic caused a strong reaction among students who are experiencing anxiety. This study looks at the appropriate strategies to deal with the pandemic. The results showed that students have sufficient knowledge and perception of high risk. Actions taken by universities by implementing prevention strategies are considered very effective. Students are satisfied with the actions or strategies of the government to reduce the problem.

Impact of the New Strategy on Sustainability

The results of testing the hypothesis of 2 new strategies have a good and substantial effect on sustainability. According to ($t = 15,849 > 1.96$). This finding is similar to the opinion (Werbach, A., 2011), the sudden increase in ecology over the last few years in all aspects of our lives has undoubtedly created a new competitive framework for companies or organizations that are run with a true management approach. really strategic. In the traditional SWOT analysis, we can say that the current situation is an opportunity vs a threat, depending on the ability of the manager who has to deal with it. If a leader is able to take opportunities with the threat from the Covid-19 pandemic, he will be one step ahead of his competitor organizations. A paper by Egels-Zandén, N., & Rosén, M., 2015) in which experts emphasize that companies need to integrate sustainability into their strategies, calls for more research on how sustainable strategies are formed in practice. This has led to the convergence of the areas of sustainability and strategic management. Based on a case study of a Swedish industrial company, where top management identifies activities and takes into account previously neglected strategies. A manager must be able to decipher a new theoretical framework to study the existence of a new sustainable strategy.

The role of the new strategy in mediating the influence of the Covid-19 Pandemic Condition on Sustainability

The results of testing hypothesis 3 indicate that the new strategy functions as an appropriate mediating variable for the Covid-19 pandemic variable in influencing sustainability. Based on comparing the direct effect of the new strategy on sustainability, -0.392 (-39.2%) is smaller than the indirect effect of the Covid-19 pandemic on sustainability mediated by the new strategy, the effect is 0.670 (67.0%). The findings of this study support the findings of various previous studies conducted by (Pu, Qamruzzaman, Mehta, Naqvi, & Karim, 2021) revealing that organizational or company sustainability is positively improved by implementing new strategies and integrating technology adaptation. Studies (Vagni, Maiorano, Giostra, & Pajardi, 2020). Implementing good strategies, in particular, that can address unpleasant issues and focus on problems, were found to be mediators in reducing the predicted effects of stress on secondary trauma. The mediating effect of the strategy was found to reduce the effects of stress and its effects on sustainability

Table 3 Structural Estimates Direct Effect (N=222)

Structural Path	Original Sample	Standard Deviation	T Statistics	P Values
Pandemic Covid-19 -> New Strategy	0.756	0.023	32,409	0.000
Pandemic Covid-19 -> Sustainabilitas	-0.392	0.088	4,446	0.000
New Strategy-> Sustainabilitas	0.886	0.056	15,849	0.000

Table 4 Structural Estimates InDirect Effect (N=222)

Structural Path	Original Sample	Standard Deviation	T Statistics	P Values
Pandemic Covid-19 -> New Strategy-> Sustainabilitas	0.670	0.053	12,553	0.000

In this study, the new strategy is an effective mediating variable for the characteristics of the Covid-19 pandemic in influencing sustainability. This finding comes from the results of direct and indirect effects. This conclusion can be interpreted that by analyzing the situation from a pandemic, universities can then implement the right strategy so that they are able to make the right policies for the sustainability of universities in this case is UHAMKA. University of Muhammadiyah Prof. Dr. HAMKA as a university must be able to adapt to new ways of life after the crisis, and be able to maintain sustainability. Strategies that can be applied in the post-pandemic period by making efficiencies in all areas. Improving the chess of higher education dharma, especially the implementation of Islamic and Muhammadiyah programs in the teaching and learning process, and making it the foundation of Islamic culture on the UHAMKA campus.

Based on a SWOT analysis of the internal environment of the University of Muhammadiyah Prof. DR. HAMKA Jakarta is known to be an educational institution under the auspices of the Muhammadiyah association, has a heritage of historical values, the noble ideals of the founders of Muhammadiyah, has the brand and characteristics of an Islamic university, with a vision and mission of religious intelligence. University of Muhammadiyah Prof. DR. HAMKA Jakarta has university quality standards based on Catur Dharma. Al Islam and Kemuhammadiyah are no longer an ideology, but are transformative movements, increasing competence and standardization of human resources based on the Qur'an. Perform integration by combining the courses taught with the Qur'an and Hadith. Then the foundation of the education system of UHAMKA Jakarta is humanist, liberal, and connected to God. UHAMKA Jakarta has a loyal and highly dedicated academic community, strengthened by an "A" institutional accreditation. University of Muhammadiyah Prof. DR. HAMKA Jakarta also has LP3 (education and teaching development institution). Behind the success of UHAMKA, of course, there are still shortcomings that require joint thought, including the quality of human resources which is still relatively low, where as many as 50% of lecturers still do not have a doctoral degree (S-3), it is necessary to improve and develop information management technology systems, the existence of a good system. corporate governance, there is no budget priority scale, and the need for strong leadership and a performance base. To achieve the big goals of UHAMKA, strategies need to be carried out including

making regeneration and regeneration by providing opportunities for lecturers and education staff to study abroad, having a strategy on how to maintain the accreditation of UHAMKA institutions in the future, encouraging and more actively campaigning for lecturers to be productive in making research journals. both nationally and internationally, and activate and empower the functions and roles of academic guidance lecturers.

Based on a SWOT analysis of the external environment of the University of Muhammadiyah Prof. DR. HAMKA Jakarta can be seen several things to move forward after the end of the Covid-19 pandemic, the first is to focus on the vision of UHAMKA, socializing about chess dharma, implementing prophetic or values taught by the Prophet Muhammad SAW, being more concerned about the existence of community social problems, among others; empowerment of the poor, and Lazismu, adding and strengthening collaboration between universities, networking, selective, increasing benefits, renewing cooperation, and implementing UHAMKA Mandiri Fund for Mitra Sepaham. University leaders must also understand that the university is not only an agent of knowledge, but also a place to conduct research and research activities. Furthermore, UHAMKA needs to strengthen study programs that are of interest to the public, including study programs in Medicine, Nutrition, Pharmacy, D4 Analysis, Pharmacy and Pharmacists

CONCLUSION

Based on the analysis, it is proven that the pandemic has a positive and significant effect on the strategy. The new strategy has proven to have a positive and significant effect on sustainability, and the strategy can act as a good mediating variable during the Covid-19 pandemic on the sustainability of UHAMKA Jakarta. Based on the results of the analysis in this study, UHAMKA Jakarta must adapt to a new life after the pandemic, so that it can maintain its sustainability in the future. New strategies that can be implemented to cope with the Covid-19 pandemic include; first, sharpening the Catur Dharma program, especially regarding the implementation of Islam and Kemuhammadiyah in the teaching and learning process, secondly intensifying information about Islam and Kemuhammadiyah and making it an Islamic culture at UHAMKA Jakarta, thirdly developing the field of information and technology, especially digitalization, fourth carrying out an in-depth analysis strategy All study programs are of course adapted to current trends, public interest, challenges in the era of globalization, fifthly, policies are needed to encourage the development of study programs that are of interest and have good prospects, and it is also necessary to reconsider the existence of study programs that lack interest and are considered a burden on the budget. Reliance on a big name Muhammadiyah is an advantage, however, we still have to innovate, improve strategic partnerships with other universities, both international and national. Strengthening the competence and profession of lecturers, by means of the recruitment process for lecturers to the human resource development program

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