



**LAPORAN PENELITIAN**

**The Holistic Perspectives in Covid-19 Impact Analysis:  
Macro Analysis, Organizational Management, Marketing & Consumer  
Behaviour**

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**LEMBAGA PENELITIAN DAN PENGABDIAN KEPADA MASYARAKAT**

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## LEMBAR PENGESAHAN

Penelitian dengan judul

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**Macro Analysis, Organizational Management, Marketing & Consumer**

Telah disahkan dan disetujui oleh Lembaga Penelitian dan Pengabdian Masyarakat Universitas Paramadina, pada:

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Yang mensahkan dan menyetujui:

A handwritten signature in black ink, appearing to read 'Sunaryo', is centered on a white rectangular background.

Dr. Sunaryo

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## Abstract

This study is a conceptual study that analyses the impact of Covid-19 on organizational management. The approach used is the eclectic approach. This approach focuses on a multi-perspective approach to get a better understanding from a macro perspective, organizational management, marketing, and consumer behavior. This approach is analyzed through literature studies. This study discusses each perspective in order to be understood about the company's strategy.

Keyword: Macro Analysis, Organizational Management, Marketing, Customer Behaviour

## CHAPTER I

### INTRODUCTION

#### **Background**

Since it was announced for the first time by the Wuhan Municipal Health Commission (WMHC), China, a large pneumonia case occurred in Wuhan, Hubei Province in China, at the end of December 2019, Corona Virus Disease 19 (Covid-19) was immediately identified, as a virus that was dangerous. In just a short time, Covid-19 has spread to almost all countries in the world. Until the end of 2020, the number of countries and territories have been confirmed cases of the COVID-19 Virus, as many as 221 ([worldmeters.info/coronavirus](http://worldmeters.info/coronavirus)).

Seeing the conditions that occurred in Wuhan, the World Health Organization (WHO) immediately formed IMST (Incident Management Support Team), cross-organization to handle emergencies that might occur. WHO determined that, the Covid-19 outbreak had become a Public Health Emergency of International Public Concern (PHEIC), to help countries with weak public health systems? Not all countries have the ability to handle Pandemics. Even on March 12, 2020, WHO has designated the massive and rapid spread of Covid-19 as a global pandemic event in.

The purpose of this study is to analyze Covid-19 from a macro perspective, organizational management, marketing, and consumer behavior. This descriptive research is expected to be able to find a picture of the impact of Covid-19 from an eclectic perspective involving a macro perspective, organizational management, marketing, and consumer behavior. The eclectic approach was chosen to help explore information that could help shape the picture of Covid-19's

impact to be considered in developing the company's business strategy. Understanding the macro perspective is important in formulating business strategies, because this can help companies to consider better business strategies. Regarding organizational management, companies can prepare policies, strategies and programs to carry out business activities better. Marketing aspects are important to understand because the spearhead for generating profitability is marketing. Companies need to understand the right strategy during the Covid-19 period in order to be able to offer relevant products or services to consumers as a target market. Aspects of consumer behavior are also analyzed. This takes into account a good understanding of the factors that influence consumers in making a decision to buy a product or service.

## **CHAPTER II**

### **LITERATURE REVIEW**

#### **Theoretical Perspective**

Every company, whether large, medium, or small, will interact with their environment. The environment itself often changes very quickly, so the company must be able to adjust to the surrounding environment. Companies that can follow changes will experience progress and vice versa. The corporate environment (business environment) is a force that influences, both directly and indirectly, the company's performance. Company's environment consist of external and internal environment (Porter, 1980). The external environment includes demography, economy, nature, politics, social and culture while the internal environment, is a force within the company and can still be controlled by the company. Internal environment influences company competency or performance. The strengths contained in the company include the ability of human resources or workers, the board of commissioners, leaders and shareholders. Covid-19 pandemic is an external aspect that is a factor influencing organizational activities. Basically, changes including Covid-19 in an organization require time, cost, and strength. To successfully deal with these changes, clear and systematic planning is needed which must be done in stages and broad support from various parties involved in changing an organization.

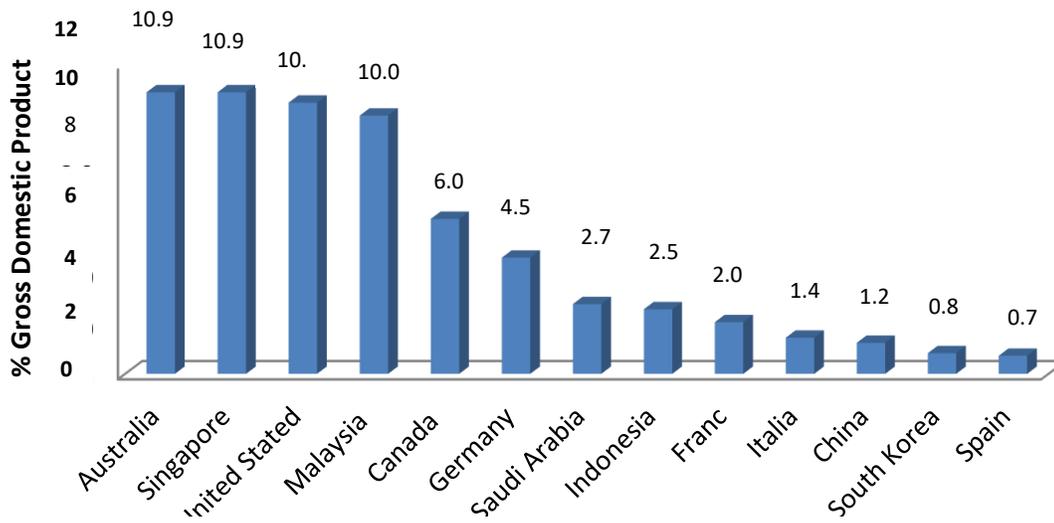
One of concept is known as the force-field model which is classified as a power-based model emphasizing power (Eysenck & Lewin, 1952). Change occurs because of the emergence of pressures on the organization, individual, or group. In other words, the driving force will deal with resistance to change. Changes can occur due to external factors such as competition or the

presence of government and internal company policies, namely changes in vision and mission, human resources and leadership. Changes can also occur by strengthening driving forces and weakening resistance to change.

### **Macro Economics Perspective**

The Covid-19 pandemic has significantly disrupted economic activity and the global financial system. All global economic indicators show poor conditions. Almost all international institutions predict that global economic growth will experience negative growth. Global Purchasing Manager Index (PMI) shows the manufacturing sector and world services contracted at a very low level, the stock price index of advanced economies (advanced economies) and developing (emerging markets) fell sharply, global oil prices represented by WTI and Brent, freefall to the lowest number in history. The world economy is at its lowest point, since the occurrence of a major crisis known as the great depression in 1930.

To deal with the impact of Covid-19, almost all countries make policies that provide substantial fiscal support for handling this epidemic and preventing economic and financial crises in each country. The fiscal support will be in the form of improved medical facilities and equipment, tax incentives and credit relaxation for businesses, especially MSMEs, and in the form of direct assistance to the exposed public. The fiscal support varies from 0.7% to 10% of the country's GDP. The response of each country shows that the conditions are extraordinary. Around 193 countries have anticipated the threat of recession and financial system stability, by issuing a total stimulus of around \$ 8 trillion, or almost equivalent to 10 percent of global GDP in Figure 1.



Source : <https://www.imf.org/en/Topics/imf-and-covid19/Policy-Responses-to-COVID-19>

**Figure 1.**  
**Comparison of Fiscal Support in Facing Covid-19**

Covid-19 began to have a significant influence on the community and business world in Indonesia. Many industries are no longer able to operate, factories are closed, and the MSME and informal sectors are no longer able to run their businesses. This causes poverty and unemployment rates to be ascertained to increase sharply. Macroeconomic conditions also showed a significant economic slowdown, even starting to show the phase of an economic recession, with a negative rate of economic growth. The 2020 state budget has experienced significant changes; macroeconomic assumptions can no longer be used as a reference.

Indonesia's economic growth in the third quarter of 2020 experienced a significant contraction. Based on BPS data, the national economy in quarter III-2020 compared to quarter III-2019 grew by -3.49 percent (y-on-y), slowing down compared to the achievements of quarter III-2019 of 5.02. From the production side, the highest growth was achieved by Health Services and Social Activities at 15.33 percent; and Information and Communication 10.61 percent. There has

been a shift in the Indonesian economy, where in the third quarter of 2020, health and information sectors grew better than other business fields, it can be said that this is a sector that is in line with the ongoing conditions of the CBRD.



**Grafik I  
Indonesia Economics Growth Q I-III 2019 – Q I-III 2020**

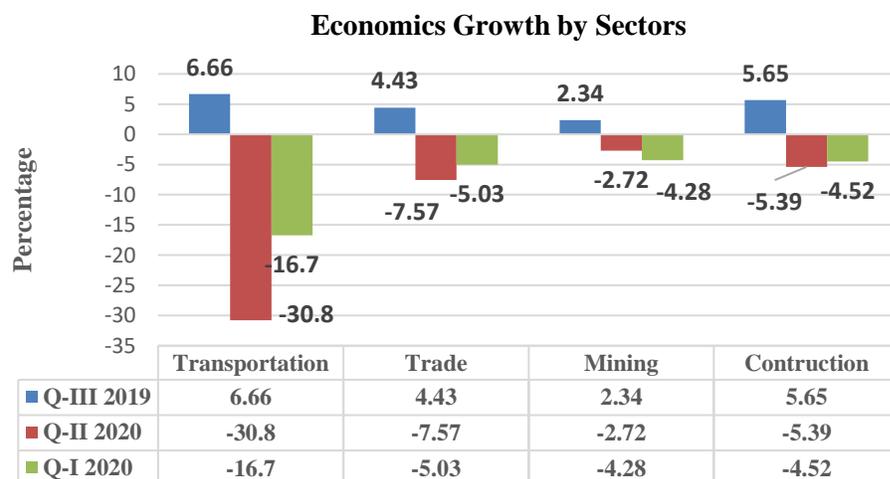
Likewise with a variety of other macroeconomic indicators, for example inflation, three months, the rupiah exchange rate, oil lifting, oil prices, as well as poverty and unemployment welfare indicators will experience a fairly deep contraction. National macroeconomic indicators, in addition to being influenced by internal factors (domestic) are also influenced by external factors (foreign). The level of fluctuation cannot be fully controlled by the Government.

Covid-19 has had a huge impact and influence on the global and national economy. The economic crisis has caused global economic growth is predicted to experience a recession of -2.2 percent (BI, 2020). The development of the global economy shows the risk of a major global recession. This was reflected in the contraction in manufacturing, services, and consumer

confidence and resulted in a contraction in world trade volume and falling commodity and oil prices. BI predicts new growth projections will rise again by 5.2 percent in 2021.

National economic growth in the third quarter of 2020 was minus 3,49 percent (yoy), far below the same period in 2019 of 5.02 percent. Under the Government scenario, economic growth is in the range of minus 2 percent to 0,1 percent until the end of 2020. All economic indicators and the 2020 State Budget are in a very depressed condition. In fact, it is predicted that economic conditions will be at their lowest point in the second quarter of 2020, given the full implementation of the PSBB and WFH policies in that period.

From data on sector in quarter III-2020, almost all sectors experienced a decline. The biggest decrease experienced by the transportation sector was only able to grow around 16,70 percent, the trade sector by 5.03 percent, mining by around 4.28 percent and the construction sector by 4,52 percent. Whereas under normal conditions, prior to Covid-19, in the same period last year (quarter III-2019), these sectors could grow above 5 percent. Most of the affected sectors are labor-intensive intensive or using a large enough workforce.



**Grafik II**  
**Economics Growth by Sectors Q III 2019 – Q II-III 2020**

Neither does the poverty rate, Indonesia will also experience a significant increase in the number of poverties, with many layoffs and the non-functioning of the MSME and informal sectors, it is estimated that the number of poor and vulnerable people will be even greater in 2020. Though the Government has struggled very hard to be able to reduce poverty levels in the single digit rate or for the first time in history reached 9.22 percent in 2019. Based on the Economic Outlook delivered, the poverty rate will increase by around 2 million people or in other words the poverty rate is predicted to reach 9.7-10.2 percent in.

## **CHAPTER III**

### **ANALYSIS**

#### **Organizational Management Perspective**

The implication of Covid-19 makes a business organization have to change its business processes. Changes in thinking, work patterns, habits and speed of adaptation are things that must be passed by all organizational components. This organizational change must be done to anticipate an opportunity and a quick adaptation process by all stakeholders. Future obstacles and challenges must be faced with optimism and high confidence. Collaboration and cooperation between organizational elements will be the success of crisis management governance (Ceresia, 2020). A positive mindset must be instilled regarding the implications of a new work process. This will have an impact on the resilience and sustainability of the organization's business.

Crisis management must exist in organizational governance during the Covid-19 pandemic (Correia, 2020). All organizational components must be responsive to think of new work patterns in accordance with the conditions of Covid-19. Creativity and innovation are components needed to implement new work patterns (Arifin, 2020). This will affect the management of the organization comprehensively. The adaptation and pace of new work patterns must be consistently applied to organizational management during the Covid-19 pandemic.

Physical restrictions during the COVID-19 period force employees to do work from their homes. This is regulated in Jakarta Special Capital Governor Regulation Number 33 Year 2020 Article 9 Paragraph 2. The term Work from Home (WFH) finally becomes trending. The term WFH is actually not a new concept in organizations. In the concept of human resources, the

concept of WFH is known as Telecommuting. According to Mathis and Jackson (2015) telecommuting is the use of personal computers, networks, and other communication technologies to do work at home which was originally done at work. Telecommuting is basically a tool that the organization does to provide flexible working schedules to employees. By implementing a flexible working schedule it is hoped that employees can get a work-life balance to encourage company productivity. The COVID pandemic have made people move to working from home (Bolisani et al., 2020).

In implementing the PSBB regulations, telecommuting must be carried out by all companies. At first the concept of telecommuting was one of the tools to provide flexible working schedules to companies, now telecommuting is becoming a survival mode for organizations to keep doing activities as usual. The basic thing in telecommuting is to look at the type of work assigned by employees. Employees who are assigned jobs as supporting roles to employees who need interaction with stakeholders from outside the organization can work remotely. The readiness of the organization's telecommunications media facilities and infrastructure digitally becomes crucial. The use of video calls, conference calls and instant messaging cannot be separated from telecommuting.

Companies must always have a commitment to support the work process during Covid-19. Provision of access to technology in the form of internet fees and equipment facilities as support during Covid 19. Digitalization of work is one thing that must be done to start working from home (Savic, 2020; Papouli, 2020).

### **Marketing Perspective**

The pandemic condition that we are dealing with certainly affects the overall social life in the business world both the formal sector and the informal sector, where with social restrictions

imposed panic on both the suppliers, producers of goods and services and consumers. This panic phase occurred in less than a month when the public got the issue of lockdown so that all consumer goods available on the market were bought out by some financially capable people and speculators who hoarded their goods to get higher prices, panic also occurred in the supplier side of the input material and the producer producing the consumer goods. The second phase is the phase of surrender or acceptance of the situation at this stage, the panic does not happen again. Businessman or producer triggers production and some speculators to maintain a high bargaining position with a maximum price will be achieved, but with social restrictions resulting in a weaker bargaining position consumers are more rational and efficient in consuming, because they assume that this pandemic situation will not run fast passed but will continue for a long time.

In this new normal situation, companies and the business world in general need to make a breakthrough and an efficient and targeted business approach, especially on the marketing function in order to increase sales and consumption of the people. The appropriate marketing strategy and business concept is expected to change behavior in the community in new normal situations. Marketing strategies using the marketing mix must be adapted to the conditions of the era of change, changes in people's buying behavior now and in the future must always be considered by business people need to be equipped with an understanding of Entrepreneurial marketing and entrepreneurship marketing concepts. Companies and business people need to do formulated marketing, where companies and business people are expected to provide new ways of marketing goods and services so that according to the needs and desires of consumers there is a new normal situation.

Relaxing social restrictions on PSBB that will be imposed by the government certainly get a fresh breeze in the goods and services business sector, with the new normal era after the Covid-

19 pandemic, of course companies and business sectors must always compile plans and strategies and breakthroughs out of the box with the era this new normal. The new experience of companies and business people in the pandemic period is a valuable lesson learned where companies plan new strategies by maximizing the use of online networks.

The company's strategy is very much needed through a strategic approach including the prescriptive approach (called the deliberate or planned approach); companies must plan strategies that are measurable with external situations experienced to develop short-term and long-term strategies by collaborating and using the network online owned by the company. The second strategy is, the learning approach (the emergent or learning), this strategy the company pays attention to supplier behavior and buying behavior that uses the company's online network to make valuable learning in this pandemic situation by developing an input strategy with efficient and effective management of available resources. The third approach is the competitive positioning approach with efficient resource management that will produce core competency in the industry so that it becomes superior in competing and placing the company's competitive position. This fourth approach is the approach of resources, competencies and abilities (the resource, competence, and capability approach), as explained in the previous approach the use and empowerment of company resources efficiently and effectively will make the company become competent in the face of competition, especially in the utilization online networks to be more oriented to the use of e-commerce businesses to gain competitive advantage.

### **Consumer Behavior Perspective**

Mathur et al. (2003) describe a number of events in life that change someone to choose a brand or change their preferences, such as moving to another place, marriage, birth, new job, new salary / promotion, illness, job loss, event or crisis, retirement and death. Associated with

events or crises or illnesses, the Covid 19 pandemic, is a stimulus that is considered in decision making. Covid-19 Pandemic certainly has an impact on consumers in general. The outbreak of novel coronavirus COVID-19 has impacted on the daily lives of citizens across the nations. Public health precautions involve lockdown policy, social distancing policy, and stay-at-home orders. These conditions have resulted in changes in daily routines of citizens all over the world (Jo et al., 2020). Covid-19 is an aspect of the external environment that influences consumer decision making. Based on consumer behavior models, aspects of the external environment are factors that influence consumer decision making even though it does not directly affect behavior. That is, the external environment is a stimulation received by the five senses of consumers through the process of perception. This perception will later influence the formation of consumer attitudes that can ultimately shape consumer behavior. Covid-19 pandemic inevitably has influenced consumer behavior including the decision making process (Shin & Kim, 2020; Meixner & Katt, 2021).

The discussion of consumer behavior related to the impact of Covid-19 can include changes in attitudes and values. This change in attitude includes brand loyalty, reinforcement of consumer values, the use of unused products, mutual reminders of the good. In addition, According to Survey Yuswohadi et al. (2020), the Covid-19 pandemic has changed attitudes and created new values for consumers in general. A consumer, of course, will experience a change in decision making. In consumer behavior, the focus is on lifestyle orientation, which is to stay home, return to cultural values, use of technology and strengthen social capital. Changes in attitudes and values indicate that consumers have confidence in something that ultimately believes that doing something about something new will produce certain consequences. This consequence is certainly considered as something that brings positive benefits both to the consumer and the surrounding environment.

## **Conclusion**

Changes from external factors can have a large impact on the organization. In the current pandemic, the government issued regulations that limit physical contact while at work. The physical restrictions aim to reduce the spread of Covid-19. In Jakarta, the regulation addressing physical contact is stipulated in the Governor Regulation of the Jakarta Special Capital Region Number 33 Year 2020 concerning the Implementation of CBSD in handling Covid-19. Restricting physical contact requires employees in the organization to do telecommuting work. Telecommuting work requires adequate infrastructure. Infrastructure is hardware (hardware) and software (software) must be the basic needs of employees while working in telecommuting.

For some industries that work in the pandemic, workplace hygiene is not only a fulfillment of the regulations that are regulated in the Jakarta Capital City Special Governor Regulation Number 33 of 2020 concerning PSBB. But this has become a basic employee need. When the need for health is met, employee productivity will not be interrupted in carrying out the work. Covid-19 teaches a lot of learning for companies, business people and consumers during the Indonesian-style PSBB or lockdown. The marketing strategy and the company strategy by formulating 4 stages in responding to these external changes need to be implemented into a corporate formulation strategy. Company policy in developing marketing strategies with marketing mix needs to be implemented well, this is to increase competitiveness in the industry in increasing competitive advantage. The company always teaches consumers new ways of buying after the Covid-19 pandemic.

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