

How to Cite

Yulawati, N. L., & Suardana, I. R. (2021). Social support model to reduce employee anxiety in the new normal era. *International Journal of Business, Economics & Management*, 4(2), 433-441.
<https://doi.org/10.31295/ijbem.v4n2.1730>

Social Support Model to Reduce Employee Anxiety in the New Normal Era

Ni Luh Yulawati

Regional General Hospital Agency (BRSUD) Tabanan Regency, Indonesia
Corresponding author email: yulawati9898@gmail.com

I.B. Raka Suardana

Denpasar National Education University (Undiknas) Denpasar, Indonesia

Abstract---*Social support can reduce employee anxiety in dealing with Covid-19 dangers so that it can change the perception of anxiety at work during a pandemic, especially in the new normal era. The purpose of this study was to determine and analyze (1) social support for employees of (Badan Rumah Sakit Umum Daerah) BRSUD Tabanan Regency to reduce anxiety in dealing with Covid-19; (2) obstacles in getting social support to reduce the anxiety of BRSUD Tabanan Regency employees in dealing with Covid-19; and (3) a social support model that can be applied to reduce the anxiety of BRSUD Tabanan Regency employees in dealing with Covid 19. The research method used is qualitative. The results showed (1) social support for employees of BRSUD Tabanan Regency to reduce anxiety in dealing with Covid-19 including emotional support; instrumental support; information support; and award support; (2) Barriers to getting social support to reduce the anxiety of BRSUD Tabanan Regency employees in dealing with Covid-19 include obstacles from emotional support; barriers from instrumental support, barriers from information support; and barriers from reward support; and (3) Social support models that can be applied to reduce the anxiety of BRSUD Tabanan Regency employees in dealing with Covid-19 are formulated based on facts and fears of being infected with Covid-19. Employees' efforts to try to find solutions to deal with Covid-19, seek social support from the closest people such as family and community in the form of emotional, instrumental, information, and appreciation support.*

Keywords---*anxiety, covid-19, hospital, social support*

Introduction

Social support provided by the closest people (significant others) in the form of attention, emotion, instrumental assistance, providing information and self-assessment to individuals who are facing the Covid-19 pandemic, changes the individual's perception of anxiety and fear as well as concerns in the face of the Covid-19 pandemic. [Agung \(2020\)](#). The results of the [Iskandarsyah & Yudiana \(2020\)](#), survey showed 78% of participants were worried about the spread of Covid-19 and 23% felt unhappy or in a depressed condition.

As mentioned above, the phenomenon of anxiety facing Covid-19 also occurred at the Regional General Hospital Agency (BRSUD) of Tabanan Regency. This was shown in March 2020 after the government announced that there was Covid-19 in Indonesia, the absence or presence of employees at the Tabanan Regency BRSUD showed a sharp increase. The increase in absenteeism at BRSUD Tabanan Regency during the Covid-19 Pandemic had various causes. Data from the Legal and Personnel Sub-Bid of BRSUD Tabanan Regency shows the causes of increased absenteeism during the Covid-19 Pandemic, which can be seen in the following table:

Table 1
Causes of increased employee absenteeism at the regional general hospital agency (BRSUD) of Tabanan Regency during the covid-19 pandemic

No.	Month	Causes of Increased Attendance at BRSUD Tabanan Regency					Total	
		Worried	WFH (Work From Home)	Sick	Sick Family	Need Self Isolation		Other reason
1	January 2020	-	-	90 %	5 %	-	5 %	100 %
2	February 2020	-	-	93 %	4 %	-	3 %	100 %
3	March 2020	70 %	10 %	8 %	6 %	2 %	4 %	100 %
4	April 2020	80 %	8 %	6 %	4 %	1 %	1 %	100 %
5	May 2020	75 %	5 %	4 %	6 %	8 %	2 %	100 %
6	June 2020	70 %	5 %	6 %	10 %	8 %	1 %	100 %
7	July 2020	70 %	5 %	8 %	12 %	5 %	-	100 %
8	August 2020	65 %	5 %	10 %	10 %	8 %	2 %	100 %
Average		71,66 %	6,33 %	28,13 %	7,13 %	5,33 %	2,57 %	100 %

Source: Data from the Sub-Division of Law and Personnel of the Tabanan Regency BRSUD, 2020.

The data above shows the cause of the increase in absenteeism at the Tabanan Regency BRSUD during the Covid-19 pandemic, mostly due to anxiety about Covid-19 at an average of 71.66%, followed by reasons of illness an average of 28.13%. Furthermore, the average reason for the family illness is 7.13%, followed by the reason for WFH (Work From Home) an average of 6.33%. Meanwhile, the average reason for self-isolation is 5.33%, and lastly, an average of 2.57% for other reasons. Based on this data, it can be concluded that the increase in employee absenteeism at BRSUD Tabanan Regency during the Covid-19 pandemic was largely due to anxiety facing Covid-19. To overcome this anxiety, the employees of BRSUD Tabanan Regency need support from their family and friends. The existence of this support will make employees feel more at ease and relieved to reduce anxiety. This research is interesting to study because the anxiety experienced by BRSUD Tabanan Regency employees in working against the dangers of Covid 19 resulted in lowering their morale (Sudarmo, 2020; Astiti & Surya, 2020). Therefore, a social support model is needed to overcome this anxiety to increase morale at the BRSUD Tabanan Regency.

Based on the background of the problems stated above, the problems in this study are formulated (1) How is social support for BRSUD Tabanan Regency employees to reduce anxiety in dealing with Covid-19?; (2) What are the obstacles to getting social support to reduce the anxiety of BRSUD Tabanan Regency employees in dealing with Covid-19?; and (3) How is the social support model that can be applied to reduce the anxiety of BRSUD Tabanan Regency employees in dealing with Covid-19?. From the formulation of this problem, this study aims (1) to determine and analyze social support for employees of BRSUD Tabanan Regency to reduce anxiety in dealing with Covid-19; (2) to find out and analyze the obstacles in getting social support to reduce the anxiety of BRSUD Tabanan Regency employees in dealing with Covid-19; and (3) to find out and analyze social support models that can be applied to reduce the anxiety of BRSUD Tabanan Regency employees in dealing with Covid-19. Problem-solving in the study was carried out by exploring and elaborating the opinions of management and employees at the Tabanan Regency BRSUD so that a social support model could be formulated that could be applied to reduce the anxiety of Tabanan Regency BRSUD employees in dealing with Covid-19 (Gottlieb & Bergen, 2010; Heinrichs et al., 2003).

Literature review

- Theory of Human Resource Management (HRM)
HRM is a management field that specializes in studying human relationships and roles in corporate organizations. Elements of human resources are humans who are workers in the company. This means that the focus that is studied by HRM is only on issues related to human labor. HRM is also an activity or management system that organizes and manages human resources who are ready, willing, and able to make a good contribution so that they can work together effectively to achieve goals, both individually and in an organization.
- Social Support Theory

Social support is the inspirational source in providing support and being able to provide a sense of comfort, calmness and a change in a person's self is none other than the closest people, such as parents, family, teachers, friends, lovers, and community groups. Because every individual needs support both morally, materially, and socially to motivate themselves and be better than before. Social support is useful in overcoming stressful situations into a safe and comfortable situation. Convenience occurs because individuals feel cared for, valued, and supported by others (significant others) as part of a social network that helps each other for mutual prosperity.

- The Concept of Anxiety Facing Covid-19
Anxiety is a form of emotion that cannot be controlled by the individual so that it makes the individual uncomfortable, is a vague experience, and feels irrational incompetence. Thus, anxiety is fear or worry in certain very threatening situations that can cause anxiety because of uncertainty in the future and fear that something bad will happen.
- The New Normal Concept
New Normal or New Normal is a new way of life or a new way of carrying out life activities amid the unfinished COVID-19 pandemic.

Method

This study used qualitative research methods. Data collection techniques used include observations and in-depth interviews, documentation, and online data collection. Research sources include management and employees of BRSUD Tabanan Regency. Furthermore, this study used qualitative-verification data analysis techniques from [Muhadjir \(2015\)](#). Verification of the validity of the analysis results in this study using triangulation of data sources, meaning that researchers collect similar data from various data sources.

Results and Discussion

Social support for BRSUD Tabanan Regency employees to reduce anxiety in facing covid-19

To reveal social support for Tabanan Regency BRSUD employees in dealing with Covid-19, aspects of social support are used according to [Sarafino \(2015\)](#), which include emotional support, instrumental support, information support, and appreciation support which are described as follows:

- Emotional Support

The results of research on emotional support show that in the early days of Covid-19, employees at the Tabanan Regency BRSUD here, felt anxious if they contracted Covid-19. Not only do medical employees feel anxious, but also non-medical employees feel anxious. Employees absent from work increased dramatically. The reason is the fear of contracting Covid-19. There is also an appeal for Work from Home (WFH) from the government; so many employees do not want to come to work, but WFH, especially for non-medical employees. The employees of the Tabanan Regency BRSUD have a negative stigma from the community, with the perception that employees who work in hospitals tend to be able to transmit Covid-19 ([Chiu et al., 2009](#); [Eli, 1996](#); [Savitsky et al., 2020](#)).

The results of the research regarding the support of this research also show that the employees of the BRSUD Tabanan Regency, both those who have never been exposed to Covid-19 and those who have been exposed to Covid-19 receive emotional support from their families. For employees who have not been exposed to Covid-19, emotional support from their families is intended to keep the person concerned working by complying with the procedures, wearing masks, keeping a distance, and washing hands with soap. In addition, he also received a lot of emotional support from fellow employees of the Tabanan Regency BRSUD. The person concerned is always encouraged by friends to continue fighting Covid-19 by drinking lots of vitamins and getting lots of rest so that my immunity will increase.

The results of the research related to emotional support showed that patients exposed to Covid-19 who were treated at the Tabanan Regency BRSUD received full emotional support from all doctors, all nurses, and all employees involved in the service of Covid-19 patients to get well soon from Covid-19. The average length of treatment is 2-5 weeks, patients have been declared cured of Covid-19 based on the results of 2-3 swab tests. The results of this study support the theory of [Ko et al. \(2020\)](#), which states that emotional support is support in the form of expressing a sense of caring for others. The results of the study also support the theory of [Smet \(2018\)](#), which

states that emotional support is a support that aims to seek comfort, related to sharing and depicting emotional support messages through text.

The results of this study support the results of research by [Abro et al. \(2015\)](#), who concluded that emotional support contained communication involving more than two individuals so that the communication had a two-way nature. The results of this study also support the results of research by [Mustapa et al. \(2019\)](#), which shows that emotional support has an important role in alleviating emotional burdens.

- Instrumental Support

The results of the research on instrumental support showed that for BRSUD Tabanan Regency employees who were exposed to Covid-19, the hospital provided instrumental support in the form of medicines, vitamins, or other treatments. For those undergoing self-isolation at their respective homes, those who are delivered by outpatients to the homes of employees who are undergoing self-isolation in addition, the Tabanan Regency BRSUD also provided information related to sources that could be contacted by exposed employees or their families, if they needed assistance in an emergency.

The results of this study support the theory of [Ko et al. \(2020\)](#), which states that instrumental support is real assistance voluntarily to become volunteers to assist in the form of tangible (physical) actions in research results in the form of medicines, vitamins, or Other treatments also provide information regarding the sources that the exposed employee or his family can contact, in case of need for assistance in an emergency. The results of this study also support the theory of [Johnson & Johnson \(2015\)](#), which states that instrumental support can be in the form of real assistance in the form of donations of money or goods given to others.

The results of this study support the results of research by [Xiao et al. \(2020\)](#), which states that instrumental support is support that is delivered in a tangible form, one of which can be in the form of physical assistance such as energy or action. The results of this study also support the results of [Andriani's \(2018\)](#) research which concludes that instrumental support is realized by assisting in an action aimed at easing the burden of others, one of which is as a volunteer.

- Information Support

Is the provision of information or feedback, advice or suggestions regarding problem-solving. Information support here does not come from the BRSUD Tabanan Regency only, but information support comes from the wider community. According to [Ko et al. \(2020\)](#), this information support includes (a) information support regarding suggestions; (b) information support regarding expert referrals; (c) information support regarding announcements and personal experiences; and (d) information support related to the network, the results of which are described as follows:

- Support information about Suggestions

The results of the research related to the support of information regarding this suggestion indicate that there are suggestions from fellow social media users when asked for advice from BRSUD Tabanan Regency employees, including the use of medicines from doctors and vitamins, it is also recommended to use herbal ingredients such as spices such as ginger, lemongrass, turmeric, aromatic ginger, and so on. The results of this study support the theory of [Sarafino \(2015\)](#), which states that information support regarding suggestions is information that aims to provide useful suggestions and solutions to help overcome problems. The results of this study support the results of research from [Habibi \(2020\)](#), which mentions information support in the form of suggestions in which there is feedback where there are those who request and others who receive the support in the form of information.

- Support Information on Expert Referral

The results of the research related to information support regarding expert referrals showed that Tabanan Regency BRSUD employees who were exposed to Covid-19, in addition to following instructions from Tabanan Regency BRSUD doctors, also sought expert referrals. The results of this study support the theory of [Sarafino \(2015\)](#), and [Idayanti et al. \(2020\)](#), which states that supporting information regarding expert referrals is information in the form of directives aimed at sources of support in the form of an online website. Information support that is conveyed is in the form of directions or instructions from one person to another that is informative. The results of this study support the results of research from [Stapleton et al. \(2015\)](#), which states that information support can be in the form of advice and directions that aim to remind someone to carry out the obligations that must be done or provide the information needed by someone.

- Information Support regarding Announcements and Personal Experience

The results of research related to information support regarding announcements and personal experiences indicate that information support regarding announcements and personal experiences can be online or offline.

The results of this study support the theory of [Sarafino \(2015\)](#), which states that information support shows that everything related to information can be obtained both in real life and activities through online social media, it can be in the form of a directive or advice to give a view to someone if someone lacks information. The results of this study support the results of [Putra & Susilawati's \(2018\)](#), research which states that information support in the form of personal experience is the delivery of messages described through personal experiences that aim to be informed to others.

- Support Information related to Network

The results of research on information support related to the network show that both employees of the Tabanan Regency BRSUD who have been exposed to Covid-19 and who have never been exposed to Covid-19 to obtain support related to the network, both follow or follow groups that describe or discussing Covid-19. The results of this study support the theory of [Ko et al. \(2020\)](#), which states that social network support consists of people who have the same interests and goals who join the group. The results of this study support the results of research from [Chou \(2015\)](#), which shows that there is an interaction between group members through network support connections that are in it. One of the networks supports is the sharing of experiences between members.

- Award Support

The results of the research regarding the award support show that at the Tabanan Regency BRSUD there is a forum for the employee organization of the Tabanan Regency BRSUD. During this Covid-19 pandemic, counseling sessions are regularly held discussing ways to deal with Covid-19. The results of this study support the theory of [Ko et al. \(2020\)](#), which states that appreciation support is the support that involves expression and approval as well as positive assessment so that it can help promote one's expertise, as well as one's intrinsic value through its support. The results of this study also support the theory of [Sarafino \(2015\)](#), which states that in the support of this award there is positive feedback, one of which is giving a response or praise to something constructive. The results of this study support the results of research by [Abro et al. \(2015\)](#), which states that appreciation support is an expression of positive assessment of individuals. The results of this study also support the results of research from [Tezci et al \(2015\)](#), which shows that award support is shown in the form of online support.

Barriers to obtaining social support to reduce the anxiety of BRSUD Tabanan Regency employees in facing covid-19

Efforts to get social support to reduce the anxiety of BRSUD Tabanan Regency employees in dealing with Covid-19 cannot always be done well. Sometimes on the way, there are obstacles or obstacles. These barriers are viewed from the aspects of social support proposed by [Sarafino \(2015\)](#), which include (1) emotional support; (2) instrumental support; (3) information support; and (4) award support which is explained as follows:

- Barriers to Emotional Support

The results of the study show that there are still barriers to emotional support from people who think that BRSUD Tabanan Regency employees are vulnerable to transmitting Covid-19. This resulted in breaking the enthusiasm of the Tabanan Regency BRSUD employees to keep working. As a further consequence, it can hamper the services of the Tabanan Regency BRSUD. It can also disrupt the socialization of Covid-19 by the Tabanan Regency BRSUD to the public. The results of this study support the results of research from [Habibi \(2020\)](#), which states that not all people provide support to hospital employees, there are still many who think that hospital employees transmit Covid-19. The results of this study also support the results of [Iskandarsyah & Yudiana's \(2020\)](#), research which states that one of the obstacles faced by hospital employees is the public perception that hospital employees can transmit Covid-19.

- Barriers to Instrumental Support

The results of the study show that the obstacles to instrumental support are not all BRSUD Tabanan leaders provide support to employees who are exposed to Covid-19. The results of this study support the results of [Andriani's \(2018\)](#), research which states that as a community some are not willing to provide support or assistance to those exposed to Covid-19. This means hampering the realization of instrumental support where mutual help is very much needed in the face of Covid-19.

- Barriers to Information Support

The results of the study show that the barriers to information support come from BRSUD Tabanan Regency employees who are untechnical. Information support for these ignorant employees only relies on information from the Tabanan Regency BRSUD, from office friends, or other colleagues. The results of this study support

the results of research by [Stapleton et al. \(2015\)](#), which states that new information support is effective for individuals who can use information technology. The results of this study also support the results of [Putra & Susilawati's \(2018\)](#), research which states that for individuals who usually use the internet, especially social media, information support can provide many benefits.

- Barriers to Reward Support

The results showed that the barriers to award support came from employees who were not active in the organizational activities of BRSUD Tabanan Regency employees or in activities carried out by the Banjar (village) where they lived. They also don't want to come to Covid-19 counseling, either by the Tabanan Regency BRSUD or the Banjar where they live. So, how can they get award support if they don't attend counseling about Covid-19? The results of this study support the results of research by [Tezci et al. \(2015\)](#), which states that positive appreciation support cannot be felt by individuals who are not active in socializing both online and offline.

Social support models that can be applied to reduce the anxiety of BRSUD Tabanan Regency employees in facing covid-19

The social support model that can be applied to reduce the anxiety of BRSUD Tabanan Regency employees in dealing with Covid-19 that is presented here refers to the development of the [Spielberger et al. \(2003\)](#), model [Cohen \(2004\)](#), and [Sarafino \(2015\)](#), are described as follows:

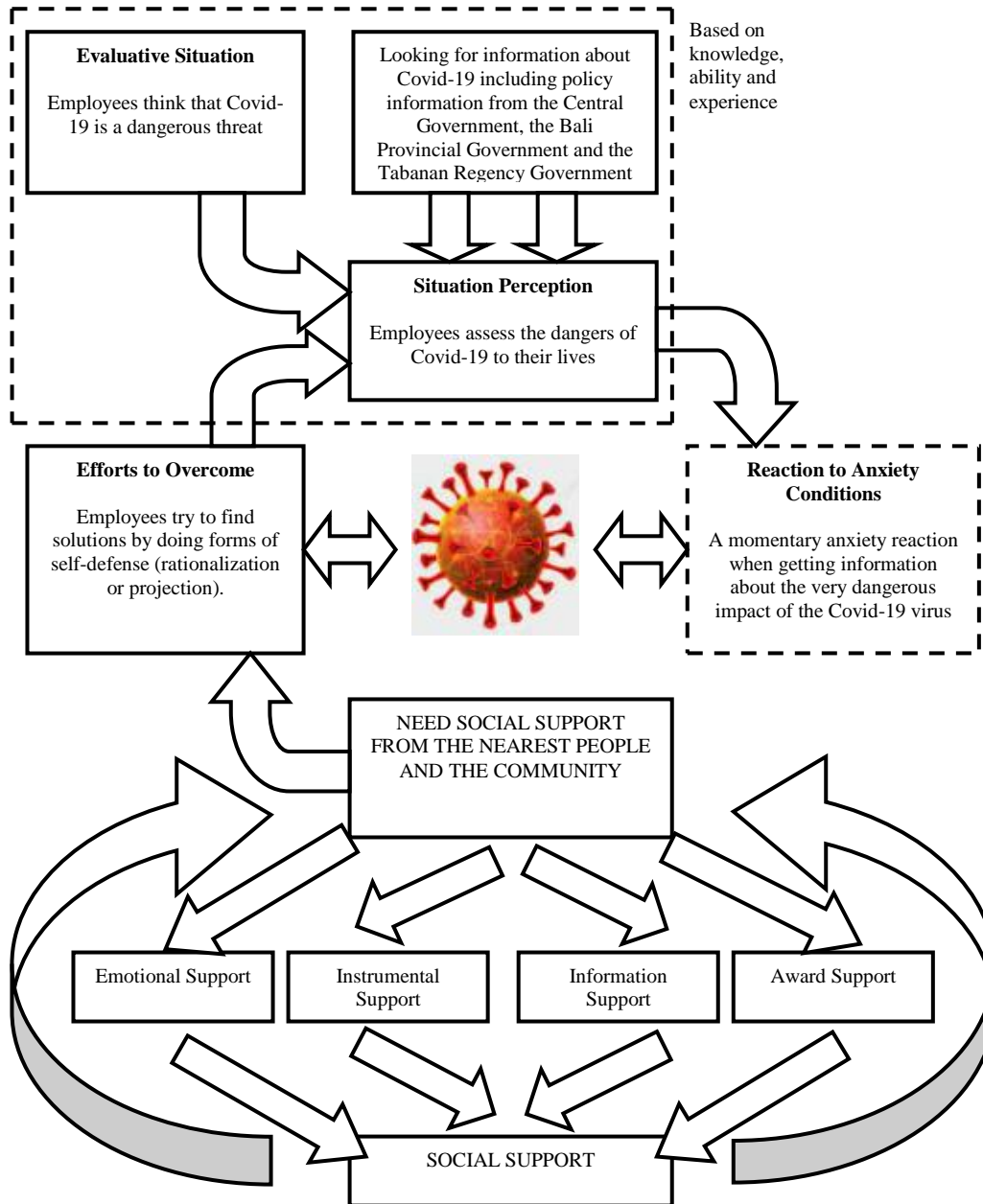


Figure 1. Social support models that can be applied to reduce the anxiety of BRSUD Tabanan Regency employees in facing covid 19

The model above is based on the fact that once Covid-19 hit everyone, including BRSUD Tabanan Regency employees, anxiety, and fear of contracting Covid-19 (Aguilar-Quintana et al., 2021; Haslam et al., 2005). The initial reaction that appears is that individuals who have the knowledge, ability, and experience are certainly looking for as much information as possible about Covid-19. The search for information includes information on policies taken by the Central Government, the Bali Provincial Government, and the Tabanan Regency Government. The results of this information search, employees will perceive the dangers of Covid-19 as an evaluative situation that must be faced and find a way out. There was also a momentary reaction of anxiety when receiving information about the very dangerous impact of the Covid-19 virus. The reaction to this anxiety was accompanied by employee efforts to try to find solutions to deal with Covid-19, including seeking social support from the closest people and the community. Social support from the closest people, extended family, and the wider community are in the form of emotional support, instrumental support, information support, and appreciation support (Tetro, 2020; Kim & Su, 2020; Uryu et

al., 2021). The social support received by BRSUD Tabanan Regency employees can reduce anxiety so that employees remain enthusiastic to keep working.

Conclusions

Based on the research findings and discussions that have been stated above, it can be concluded that (1) Social support for BRSUD Tabanan Regency employees to reduce anxiety in dealing with Covid-19 includes emotional support; instrumental support; information support; and award support; (2) Obstacles in getting social support to reduce the anxiety of BRSUD Tabanan Regency employees in dealing with Covid-19 include obstacles from emotional support; barriers from instrumental support, barriers from information support; and barriers from reward support; and (3) The social support model that can be applied to reduce the anxiety of BRSUD Tabanan Regency employees in dealing with Covid-19 is formulated based on facts and fears of being infected with Covid-19. Employees' efforts to find solutions to deal with Covid-19, seek social support from the closest people such as family and community in the form of emotional, instrumental, information, and appreciation support.

For BRSUD Tabanan Regency, social support research has serious attention to efforts to reduce anxiety in dealing with Covid-19 to keep the morale of BRSUD Tabanan Regency employees high. The social support model to reduce anxiety in dealing with Covid-19 was found to be recommended for use as evidence-based practice to deal with Covid-19 patients at the Tabanan District General Hospital. For the families of the Tabanan Regency BRSUD employees, it is recommended to provide mutual support in the form of empathy, sympathy, moral encouragement, and the provision of information needed for Tabanan Regency BRSUD employees, both those who have been exposed to Covid-19 or who have never been exposed to Covid-19 to continue to stay enthusiastic in work.

Acknowledgments

The authors thank Ida Sang Hyang Widhi Wasa (God Almighty), for writing this journal it can be completed, the same thing the author also thanks to the Advisory Lecturer Mr. I.B. Raka Suardana, at the Master of Management Study Program, Undiknas Graduate School, Denpasar, who has provided many directions and inputs to the author, thus helping the author in improving the writing of this journal.

References

- Abro, A. H., Klein, M. C., & Tabatabaei, S. A. (2015, June). An agent-based model for the role of social support in mood regulation. In *International Conference on Practical Applications of Agents and Multi-Agent Systems* (pp. 15-27). Springer, Cham.
- Aguiar-Quintana, T., Nguyen, H., Araujo-Cabrera, Y., & Sanabria-Díaz, J. M. (2021). Do job insecurity, anxiety and depression caused by the COVID-19 pandemic influence hotel employees' self-rated task performance? The moderating role of employee resilience. *International Journal of Hospitality Management*, *94*, 102868. <https://doi.org/10.1016/j.ijhm.2021.102868>
- Agung, I. M. (2020). Memahami Pandemi Covid-19 Dalam Perspektif Psikologi Sosial. *Psikobuletin: Buletin Ilmiah Psikologi*, *1*(2), 68-84.
- Andriani, M. (2018). Pengaruh Etos Kerja dan Kedisiplinan terhadap Kinerja Karyawan. (*JMK*) *Jurnal Manajemen dan Kewirausahaan*, *3*(1), 25-32.
- Astiti, M. W., & Surya, I. B. K. (2020). The role of organizational commitments in mediating the effect of work motivation and job satisfaction towards turnover intention on nurses private hospital. *International Research Journal of Management, IT and Social Sciences*, *8*(1), 25-34.
- Chiu, Y. L., Chung, R. G., Wu, C. S., & Ho, C. H. (2009). The effects of job demands, control, and social support on hospital clinical nurses' intention to turn over. *Applied Nursing Research*, *22*(4), 258-263. <https://doi.org/10.1016/j.apnr.2008.02.006>
- Chou, P. (2015). The effects of workplace social support on employee's subjective well-being. *European Journal of Business and Management*, *7*(6), 8-19.
- Cohen, S. (2004). Social relationships and health. *American psychologist*, *59*(8), 676.
- Ell, K. (1996). Social networks, social support and coping with serious illness: The family connection. *Social science & medicine*, *42*(2), 173-183. [https://doi.org/10.1016/0277-9536\(95\)00100-X](https://doi.org/10.1016/0277-9536(95)00100-X)
- Gottlieb, B. H., & Bergen, A. E. (2010). Social support concepts and measures. *Journal of psychosomatic research*, *69*(5), 511-520. <https://doi.org/10.1016/j.jpsychores.2009.10.001>
- Habibi, A. (2020). Normal Baru Pasca Covid-19. *ADALAH*, *4*(1).

- Haslam, C., Atkinson, S., Brown, S. S., & Haslam, R. A. (2005). Anxiety and depression in the workplace: effects on the individual and organisation (a focus group investigation). *Journal of affective disorders*, 88(2), 209-215. <https://doi.org/10.1016/j.jad.2005.07.009>
- Heinrichs, M., Baumgartner, T., Kirschbaum, C., & Ehlert, U. (2003). Social support and oxytocin interact to suppress cortisol and subjective responses to psychosocial stress. *Biological psychiatry*, 54(12), 1389-1398. [https://doi.org/10.1016/S0006-3223\(03\)00465-7](https://doi.org/10.1016/S0006-3223(03)00465-7)
- Idayanti, E., Ayu, I. D. A., & Piartrini, P. S. (2020). The Effects of Communication, Competency and Workload On Employee Performance in Hotel Puri Saron, Seminyak, Kuta, Bali. *American Journal of Humanities and Social Sciences Research*, 4(6), 29-37.
- Iskandarsyah, A., & Yudianta, W. (2020). Informasi COVID-19, Perilaku Sehat Dan Kondisi Psikologis Di Indonesia. *Laporan Survei. Fakultas Psikologi Universitas Padjajaran*.
- Johnson, D. W., & Johnson, R. T. (1994). *Leading the cooperative school*. Edina, MN: Interaction Book Company.
- Kim, S. W., & Su, K. P. (2020). Using psychoneuroimmunity against COVID-19. *Brain, behavior, and immunity*, 87, 4-5. <https://doi.org/10.1016/j.bbi.2020.03.025>
- Ko, H. C., Wang, L. L., & Xu, Y. T. (2013). Understanding the different types of social support offered by audience to A-list diary-like and informative bloggers. *Cyberpsychology, Behavior, and Social Networking*, 16(3), 194-199.
- Mendoza, I. D. C., & Rodríguez, M. A. Y. Role of the professor in times of COVID-19. *International Research Journal of Engineering, IT and Scientific Research*, 6(6), 37-44.
- Muhadjir, N. (2015). *Metologi Penelitian Kualitatif*. Yogyakarta: Rakesarasin.
- Mustapa, N. S., Noor, K. M., & Mutalib, M. A. (2019). Social support and career motivation in public service. *International Journal of Academic Research in Business and Social Sciences*, 9(2), 1034-1043.
- Putra, P. S. P., & Susilawati, L. K. P. A. (2018). Hubungan antara dukungan sosial dan self efficacy dengan tingkat stres pada perawat di rumah sakit umum pusat Sanglah. *Jurnal Psikologi Udayana*, 5(1), 145-157.
- Sarafino, E. P. (2015). *Health Psychology: Biosychological Introduction*. Translated by Ahmadi Abhari SA, Eftekhar Ardebili H, Jazayeri A, Shafiei F, Ghavamian P, Garmaroudi GR. Tehran: Roshd.
- Savitsky, B., Findling, Y., Ereli, A., & Hendel, T. (2020). Anxiety and coping strategies among nursing students during the covid-19 pandemic. *Nurse Education in Practice*, 46, 102809. <https://doi.org/10.1016/j.nepr.2020.102809>
- Smet, B. (2018). *Psikologi Kesehatan*. Penerjemah: Bagus Wismanto. Jakarta: PT. Grasindo.
- Spielberger, C. D., Gorsuch, R. L., Lushene, R., Vagg, P. R., & Jacobs, G. A. (2003). *Manual for the State-Trait Anxiety Inventory*. California: Consulting Psychologists Press.
- Stapleton, J. N., Lox, C. L., Gapin, J. I., Pettibone, J. C., & Gaudreault, K. L. (2015). Social support as a stage specific correlate of physical activity. *Graduate Journal of Sport, Exercise, and Physical Education Research*, 3, 63-79.
- Sudarmo, S. (2020). Leadership and Human Resource Management: Response to the COVID-19 Outbreak. *International Research Journal of Management, IT and Social Sciences*, 7(6), 167-174.
- Tetro, J. A. (2020). Is COVID-19 receiving ADE from other coronaviruses?. *Microbes and infection*, 22(2), 72-73. <https://doi.org/10.1016/j.micinf.2020.02.006>
- Tezci, E., Sezer, F., Gurgan, U., & Aktan, S. (2015). A study on social support and motivation. *The Anthropologist*, 22(2), 284-292.
- Uryu, S., Tanoue, Y., Nomura, S., Matsuura, K., Makiyama, K., Kawashima, T., ... & Hashizume, M. (2021). Trends in emergency transportation due to heat illness under the new normal lifestyle in the COVID-19 era, in Japan and 47 prefectures. *Science of the Total Environment*, 768, 144723. <https://doi.org/10.1016/j.scitotenv.2020.144723>
- Xiao, H., Zhang, Y., Kong, D., Li, S., & Yang, N. (2020). The effects of social support on sleep quality of medical staff treating patients with coronavirus disease 2019 (COVID-19) in January and February 2020 in China. *Medical science monitor: international medical journal of experimental and clinical research*, 26, e923549-1.