

## **FACING THE ROLE OF ENTREPRENEURIAL RESILIENCE IN PANDEMIC**

**Roymon Panjaitan**

University of Science and Computer Technology  
[roymon@stekom.ac.id](mailto:roymon@stekom.ac.id)

### **Abstract**

Rising entrepreneurial and organizational resilience will trigger resilient MSMEs to address the challenges of enterprise growth dynamics. The aim of this discussion is to see how successful smart seller proactive capabilities are at connecting entrepreneurial and organizational resilience in resilient MSMEs, as well as how environmental turbulence affects the relationship between smart seller proactive capabilities and resilient MSMEs. A total of 126 people were given the opportunity to test the MSME sector as well as data collection methods through questionnaires and interviews. The outcomes of this analysis indication a positive correlation between entrepreneurial and organizational resilience and smart seller constructive capabilities, a positive relationship between smart seller capabilities and resilient MSMEs, and a positive effect of entrepreneurial resilience's direct influence on MSMEs.

### **Keywords:**

Entrepreneurial Resilience; Organization Resilience; Resilient SME

### **Introduction**

Individuals' right to self-sufficiency is impaired by stronger job development. People in Semarang Regency are concerned that work competition has gotten tougher. Based on the real sector's high rate of economic growth and labor absorption, Micro, Small, and Medium Enterprises (MSMEs) can be the national economy's driving force for workers employed in urban and rural areas who have competitive skills (Bustam, 2016; Hafni & Rozali, 2017; Karsidi, 2007; Sedyastuti, 2018). Competitive MSMEs struggle to remain alive for entrepreneurs and companies in the face of internal and external challenges. Organizations may become effective smart sellers to resilient MSMEs as a result of the crisis or issues. One way for SMEs to raise revenue is to improve the economic feasibility of business processes. Incorporating systems or tools, such as Information Technology (IT), to improve the efficiency of business processes is common. Understanding the business processes of a company, on the other hand, is more important than putting a system in place without understanding how it would impact the business process. A number of small businesses have implemented programs or tools to improve the efficiency of their operations.

The economy would be dominated by small and medium-sized enterprises (Henderson & Weiler, 2010). MSMEs (micro, small, and medium enterprises) are businesses with a lot of issues and variables (Connelly et al., 2010). Various phenomena have been raised to interpret entrepreneurial theories, such as why smaller companies exist or why they are more competitive or profitable than others (McKelvie & Wiklund, 2010), how certain entrepreneurs are granted the choice to start a new business, or why certain people notice and act on such opportunities (Hoang & Gimeno, 2010). MSMEs play an essential part in the Financial sector and have been a trigger for the global economy's future (Hadiyati, 2012).

Businessmen must be relentless in encouraging creativity and innovation in people's lives. Building capacity in the face of instability, developing the ability to experiment and think creatively in the context of crises, and generating and expanding personal relationships are all important aspects of resilience. Previous researchers, however, were optimistic about the literature because of the theoretical and practical relevance of the topic (Bullough et al., 2014). Given whether entrepreneurs' behaviors and behavioral trends have been shown to have a strong direct impact on the structure, strategy, and performance of SMEs, a focus on theoretical and empirical evidence exploring the role of project will contribute in promoting SME resilience is likely to be beneficial

According to Hunt and Morgan's Resource-Advantage of Competition Theory, group funds are physical and indefinable assets that enable firms to effectively and efficiently deliver valuable business gifts to one or more shop divisions (Malhotra & Hunt, 2018). If an organization has a resource comparative advantage, it will have a competitive advantage in a given market. However, for companies facing competition and uncertainty in their quest for productive achievement, skill competency becomes a pivotal point as a source of long-term value and competitive advantage (Labola, 2019; Vina G pendlt, 2012). As a result, the void that exists necessitates the constructive willingness of smart sellers to bridge the path to a more resilient future.

## Method

In this survey, there were 7,576 MSMEs enrolled in the Semarang Regency MSME office in Jan – Marc 2021. The 186 respondents were chosen using meaningful sampling methods, such as data exploration strategies with finite poverty and poor innovation targets for MSME considerations, which were spread across several Semarang districts. MSMEs are the source of info, and other data collection from questionnaire survey to respondents.

## Variable Operational Definitions

The five markers of entrepreneurial resilience are social interaction, innovation ingenuity, optimism challenges, the appetite of fast-moving firms, service versatility, and system design uniqueness. Resources, experience, task transparency, and job goal preparation are four organizational resilience dimensions that are assessed using four indicators. Technology experience in product design, technology-based media integration skills, quick response to market opportunities and technology use, and having a one-of-a-kind distribution method that competitors can't match are all factors that decide the seller's proactive capability variables. The effect of fiscal policy influences on business operations, innovation management strategies (cost reduction, innovation and product development, creativity), large supplier negotiation demands, strong market bargaining pressures, and the level of creativity in business models (image differences, competitive pr) are all indicators of variable environmental turbulence.. Although resilient MSME variables include measures of renewal, outside-the-box thought, industry entrants, market opportunity, and funding independence.

## Results And Discussion

### Results

MSMEs were identified as respondents across purposeful inferential statistics with backgrounds as stakeholders, to as many as 155 MSMEs spread in several sub-districts across Semarang city. However, still, 126 of the 126 questionnaire surveys distributed to respondents were returned and checked. This is attributed to the reason that some questionnaires were not performed and respondents' reports were incomplete. Characteristics of Respondents can be seen in the:

Table 1. Characteristics of Respondents

<b>Responden Characteristic</b>	<b>Amount</b>	<b>Percentage</b>
<b>Business Type</b>		
Creative Industry	51	40.4
Trading	15	11.9
Services	38	30.1
Manufacturing	14	11.1
Others	8	6.34
<b>Total</b>	<b>126</b>	<b>100</b>
<b>Last Education</b>		
Senior High School Graduate	45	35.7
Bachelor Degree	32	25.3
Post Graduate Degree	23	18.2
Others	26	20.6
<b>Total</b>	<b>126</b>	<b>100</b>
<b>Long Running a Business</b>		
<1 year	22	17.4
1-5 year	72	57.1
5-10 year	17	13.4
>10 year	15	11.9
<b>Total</b>	<b>126</b>	<b>100</b>
<b>Average Income /month</b>		
< Rp3.500.000,-	95	75.3
Rp3.500.001,- Rp 15.000.000,-	25	19.8
Rp15.000.001,- Rp 30.000.000,-	4	3.17
>Rp 3.500.000,-	2	1.58
<b>Total</b>	<b>126</b>	<b>100</b>

Source : data processed Jan - Maret 2021

As per Table 1, the creative industries make up the bulk of MSMEs (40.4 percent ). Respondents with a senior high school diploma account for 36.5 percent of MSME actors. Meanwhile, based on long-term efforts, many MSMEs only last 1 to 5 years (57.1%), with the majority of MSMEs receiving Rp3.500,000,000 per month (75.3 percent )

## Discussion

Based on the findings of the SEM-PLS study. The impact of entrepreneurial resilience on savvy sellers' proactive capacity has a path coefficient of 0.55 with a p value of 0.05 and an at-count value of 5.229 > t-table of 1.98, indicating that entrepreneurial resilience has a strong positive impact on proactive ability. This is validated by the findings of (Mahmudah & Handayani, 2017) and (Athaya & Hasbi, 2019), who believe that an entrepreneur's resilience is assessed by his or her level of education, emotional intelligence, and motivational intelligence. However, according to Nugrahaningsi (2018), entrepreneurial education has a positive but minor focus on entrepreneurship interest. The more responsive your business is, the more proactive and motivated sellers you'll be able to attract.

The importance of perceived resilience on seller's intelligent proactive capabilities has a road coefficient of 0.41, a p-value of 0.05, and an at-count value of 4,899 > t-table of 1.98, demonstrating that the institution's resilience has a massive influence on the seller's constructive intelligence. In the face of internal and external disruptions, the demands of intelligent work have a substantial effect on the increase in the company's value; this is verified by (Wulandari, 2007), who maintains that a learning orientation will help salespeople live better and sell more. The greater the beneficial capacity of sellers to reach personal objectives, the better the resource-based institution's resilience.

The concept of work resilience on resilient MSMEs has a path coefficient of 0.046 with p 0.05, an at-count value of 0.981, and an at-table of 1.98, indicating that organizational resilience has a negative and important impact on resilient MSMEs. In terms of achieving resilient MSMEs, organizational agility in the face of crisis challenges is critical. However, due to limited resource levels, poor skills, low transparency of work, and a lack of a shared goal for job planning, organizational resilience can harm MSME resilience. So according to research (Linnenluecke et al., 2012), to overcome the effects of ecological cessation in organizational research and competitive strategic thinking, organizational adaptation and resilience to severe changes are needed. Extreme weather, such as heatwaves, typhoons, floods, and droughts, would have a devastating effect on organizations, factories, and the entire economy, compromising the stability of MSMEs (Winn et al., 2011). Entrepreneurial resilience has a positive and significant impact on resilient MSMEs, with a coefficient of pathways 0.14 with p 0.05 and an at-count value of 2.040 > t-table 1.98, indicating that inventive resilience has a positive and significant effect on resilient MSMEs. According to (Williams & Vorley, 2014), entrepreneurial resilience is essential to fostering diversification and capacity building of the economy as an ideal for this purpose trait (Fisher et al., 2016). As a result, the more resilient entrepreneurship is, the more resilient MSM might exist.

The contribution of sellers' smart proactive ability on resilient MSMEs has a line coefficient of 0.60 with a p value of 0.05 and an at-count value of 6,851 > t-table of 1.98, implying that sellers' smart proactive ability has a positive and important bearing on resilient MSMEs. Smart sellers' proactive ability is an ability that can drive forceful struggle amongst corporations; the more practical traders are, the more capable they are of engaging strong MSMEs in the levels of market competition. Business people who are proactive in smart work, according to (Coleman & Adim, 2019), will growth the toughness of a business, in this case MSME actors.

The effect of ecological instability on resilient MSMEs has a track amount of -0.03 with a p value of 0.05 and a t-count value of 1,780 t-table of 1.98, indicating that ecological disorder has a negative and substantial impact on resilient MSMEs. Environmental turbulence's function in inducing constructive attitudes, imagination, and vulnerability in the workplace indicates that, when used wisely, environmental turbulence will help a company create innovative products (Wong, 2014). Unlike (Pratono & Mahmood, 2014), however, entrepreneurship had a negative effect on the company's success during times of extreme environmental turbulence. As a result, the greater the degree of environmental turbulence, the more likely MSMEs would be disrupted or negatively impacted.

## Conclusion

The achievement provides a theoretical and strategic framework under which the aims to be rebuilt from the partnership of corporate and institutional resilience have beneficial effects on the constructive ability of savvy sellers. The greater an entrepreneur's organizational and entrepreneurial resilience, the more able he or she is of proactively intelligently setting up all of their tools. However, organizational resilience does not have a beneficial effect on resilient MSMEs at certain market scales with minimal capital. As a result, precious resources such as money, expertise, technical prowess, and human resource intelligence become essential potentials for MSMEs to survive and thrive. As an outcome, smart sellers' constructive ability to serve as an intermediary was able to connect the dots in achieving resilient MSMEs. Resource theory and resource excellence competition theory are the basis

of sellers' smart constructive capabilities. High environmental turbulence does not at all require prudent insight from sellers; other external sources may indeed disrupt an MSME's toughness.

The study's limitations have a detrimental effect on the effect of environmental turbulence moderation and control options on stable MSMEs. Financial resilience, the company's marketing resilience, sales strategy resilience, and technical resilience all seem to be aspects of resilience that can enrich measures are taken

## Acknowledgments

Thanks to the business owners and managers of MSMEs in Central Java who facilitated the researchers and gives them a chance and advice. I really hope that this research would be relevant to other involved parties in data collection.

## Bibliography

1. Athaya, S. S., & Hasbi, I. (2019). Pengaruh Kecerdasan Emosional Dan Motivasi Berwirausaha Terhadap Minat Berwirausaha Pada Himpunan Pengusaha Muda Indonesia Universitas Telkom. *E-Proceeding of Management*.
2. Bullough, A., Renko, M., & Myatt, T. (2014). Danger zone entrepreneurs: The importance of resilience and self-efficacy for entrepreneurial intentions. *Entrepreneurship: Theory and Practice*. <https://doi.org/10.1111/etap.12006>
3. Bustam, N. H. (2016). Pengaruh Jumlah Unit, PDB dan Investasi UMKM Terhadap Penyerapan Tenaga Kerja di Indonesia Periode 2009-2013. *Kutubkhanah: Jurnal Penelitian Sosial Keagamaan*.
4. Coleman, R. O., & Adim, C. V. (2019). Entrepreneurial proactiveness and organizational resilience in mobile telecommunication firms in Rivers State, Nigeria. *The Strategic Journal of Business & ....* [https://www.researchgate.net/profile/Victor\\_Adim/publication/340680062](https://www.researchgate.net/profile/Victor_Adim/publication/340680062)
5. Connelly, B. L., Ireland, R. D., Reutzel, C. R., & Coombs, J. E. (2010). The power and effects of entrepreneurship research. *Entrepreneurship: Theory and Practice*. <https://doi.org/10.1111/j.1540-6520.2009.00316.x>
6. Fisher, R., Maritz, A., & Lobo, A. (2016). Does individual resilience influence entrepreneurial success. *Academy of Entrepreneurship Journal*.
7. yati, E. (2012). Kreativitas Dan Inovasi Pengaruhnya Terhadap Pemasaran Kewirausahaan Pada Usaha Kecil. *Asian Journal of Innovation and Entrepreneurship*.
8. Hafni, R., & Rozali, A. (2017). Analisis Usaha Mikro, Kecil, dan Menengah (umkm) terhadap Penyerapan Tenaga Kerja di Indonesia. *Ilmu Ekonomi Dan Studin Pembangunan*.
9. Henderson, J., & Weiler, S. (2010). Entrepreneurs and job growth: Probing the boundaries of time and space. *Economic Development Quarterly*. <https://doi.org/10.1177/0891242409350917>
10. Hoang, H., & Gimeno, J. (2010). Becoming a founder: How founder role identity affects entrepreneurial transitions and persistence in founding. *Journal of Business Venturing*. <https://doi.org/10.1016/j.jbusvent.2008.07.002>
11. Karsidi, R. (2007). Pemberdayaan Masyarakat Untuk Usaha Kecil dan Mikro (Pengalaman Empiris di Wilayah Surakarta Jawa Tengah). *Jurnal Penyuluhan*. <https://doi.org/10.25015/penyuluhan.v3i2.2161>
12. Labola, Y. A. (2019). Konsep Pengembangan Sumber Daya Manusia Berbasis Kompetensi, Bakat dan Ketahanan dalam Organisasi. *Jurnal Manajemen Dan Kewirausahaan*. <https://doi.org/10.26905/jmdk.v7i1.2760>
13. Linnenluecke, M. K., Griffiths, A., & Winn, M. (2012). Resilience in Responding to Impacts. *Business Strategy and the Environment*.
14. Mahmudah, S., & Handayani, E. (2017). Dimensi Kewirausahaan, Pendidikan Dan Kecerdasan Emosional Terhadap Motivasi Dan Kinerja Usaha Perempuan Berwirausaha Di DKI Jakarta. *Jurnal Pengembangan Wiraswasta*. <https://doi.org/10.33370/jpw.v19i3.101>
15. Malhotra, N., & Hunt, S. D. (2018). The Resource-Advantage Theory of Competition. In *Review of Marketing Research*. <https://doi.org/10.4324/9781315088747-4>
16. McKelvie, A., & Wiklund, J. (2010). Advancing firm growth research: A focus on growth mode instead of growth rate. *Entrepreneurship: Theory and Practice*. <https://doi.org/10.1111/j.1540-6520.2010.00375.x>
17. Nugrahaningsih, H. (2018). Pengaruh Kecerdasan Emosional Dan Pendidikan Kewirausahaan Terhadap Minat Berwirausaha Dengan Efikasi Diri Sebagai Variabel Intervening Pada Mahasiswa Universitas 17 Agustus 1945 Jakarta. *Jurnal Mozaik*.
18. Pratono, A. H., & Mahmood, R. (2014). Social capital and firm performance: moderating effect of environmental turbulence. *Asian Social Science*. <http://repository.ubaya.ac.id/21260/>
19. Sedyastuti, K. (2018). Analisis Pemberdayaan UMKM Dan Peningkatan Daya Saing Dalam

- Kancah Pasar Global. *INOBIS: Jurnal Inovasi Bisnis Dan Manajemen Indonesia*. <https://doi.org/10.31842/jurnal-inobis.v2i1.65>
20. Vina G pendlt. (2012). Faktor-faktor yang Mempengaruhi Pengelolaan Sumber Daya Manusia Berbasis Kompetensi ( Competency Based Human Resource Management ) di Komisi Pemberantasan Korupsi ( KPK ). *Journal Article*.
21. Williams, N., & Vorley, T. (2014). Economic resilience and entrepreneurship: lessons from the Sheffield City Region. *Entrepreneurship & Regional Development*. <https://www.tandfonline.com/doi/abs/10.1080/08985626.2014.894129>
22. Winn, M., Kirchgeorg, M., Griffiths, A., Linnenluecke, M. K., & Gunther, E. (2011). Impacts from climate change on organizations: A conceptual foundation. *Business Strategy and the Environment*. <https://doi.org/10.1002/bse.679>
23. Wong, S. K. S. (2014). Impacts of environmental turbulence on entrepreneurial orientation and new product success. *European Journal of Innovation Management*. <https://www.emerald.com/insight/content/doi/10.1108/EJIM-04-2013-0032/full/html>
24. Wulandari, A. (2007). Analisis Faktor-faktor Yang Mempengaruhi Kinerja Tenaga Penjual Melalui Kerja Cerdas Dan Kemampuan Menjual Tenaga Penjual Sebagai Intervening Variabel (Studi Kasus Pada Tenaga Penjual PT. Indo Sunmotor Gemilang Semarang). *Jurnal Sains Pemasaran Indonesia*.

### Author Profile

Name : Roymon Panjaitan, SE, Ak, MM  
Birth of Date : Jakarta, 15 - 10 - 1981  
Education : Bachelor degree - University of Tarumanagara (1999 - 2005), Jakarta  
Magister Management - University of Jayabaya (2015 - 2017), Jakarta  
Economic Doctoral Program - University of Diponegoro ( 2021- Now )  
Occupation : Instructor at University of Science and Computer Technology,  
Faculty of Computer and Business  
Activity : Writer, Reviewer, Editor Journal National or International and UMKM Practioners  
E - Mail : roymon\_panjaitan@yahoo.com