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## Adoption of Entrepreneurial Behavior in Maintaining Business Continuity (Study on Liana Swalayan through Dart Method)

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### ABSTRACT

*MSMEs experienced a decline in productivity and profits due to government regulations related to the COVID-19 outbreak. The existence of operational restrictions and regional quarantines impacts the decline in people's purchasing power. The actors have not been able to adopt entrepreneurial behavior in maintaining business continuity during the pandemic. The research objective is to determine the effect of entrepreneurial behavior on business continuity. The research method used is a qualitative descriptive approach with purposive sampling as a resource withdrawal technique. Sources of data were obtained through interviews, observation, and documentation. Data analysis techniques through data collection, data reduction, data presentation, and concluding. Determination of the sample using a snowball sampling technique. The basis for determining the questionnaire using the DART method (Dialogue, Access, Risk-Assessment, and Transparency) is associated with the research object. The results of the study, namely entrepreneurial behavior, have a positive effect on business continuity. It is evidenced by Liana Swalayan's ability to maintain its business during a pandemic by implementing general strategies as core competencies.*

*Keywords: entrepreneurial behavior, business continuity, MSMEs, COVID-19*

### INTRODUCTION

Business Small, Micro, and Medium (MSME) is a crutch biggest Indonesian economy. Recorded, amount MSME in 2019 as much as 65,4 million units or 99.9% of a whole number of perpetrators (kemenkopukm.com, 2020). MSME alone massively donates to the economy, including: (1) absorption labor, (2) formation of Gross domestic product (GDP), and (3) regional economic equity.

Based on data source Ministry of Finance of the Republic of Indonesia (KKRI), the absorption of MSME workers is 117 million men or 97% of total workers. Meanwhile, the contribution of MSMEs to the National Economy (PN) is 61.1%

of benefits, and the remaining 38.9% is contributed by Large Enterprises (UB) of 5.5 thousand units or 0.01% of benefits. (djkn.Ministry of Finance.go.id, 2020). Amount MSME evenly spread to all provinces and even remote areas until people do not need migration to earn income. So, MSMEs are a means of equitable distribution of the people's economy because of their whole reach area in Indonesia.

However, an outbreak of epidemic COVID-19 in 2020 dealt a blow to MSMEs. Almost all businesses decreased productivity and income, even few who have to go out of business. It is due to many factors, regional quarantine, such as Large-Scale Social Restrictions (PSBB). Decrease community income consequence wage

deduction and work termination impact on purchasing power the weak. Other than that, fear of being infected is the virus forced them to reduce shopping activity and switch to purchase medical supplies (such as medicines, vitamins, masks, gloves, hand sanitizers, and disinfectants).

One most affected industry with the COVID-19 outbreak is tourism (as hospitality, restaurant, and its kind). Based on Indonesian Hotel and Restaurant Association (PHRI) report, as many as 1,033 hotels/restaurants in Indonesia permanently closed due to *pandemics* (economy.business.com, 2021). Things that, forcing them to develop and prepare new strategies in maintaining business continuity.

In Indonesia itself, MSMEs have general problems in running a business. According to Dr. Siagallan as Director of BDASS Laboratory of SBM ITB, there are 3 (three) main problems that MSMEs must address immediately, namely: (1) human capital, (2) marketing, and (3) capital (regional.kompas.com, 2020). According to Moeldoko as Head of the Presidential Staff Office (KSP), there are 3 (three) problems the main problem faced SMEs in time *pandemic*, namely: (1) demand-side, (2) access to capital, and (3) out of capital (cnnindonesia.com, 2020). Problem general others cannot separate personal money with a business, financial bookkeeping bad, and under-maximizing online marketing features.

Even though it is in decline, MSMEs still be hope inner nation's recovery economy national.

There are some perpetrators capable effort anticipate and survive conditions to keep the business operating. One of them is the retail industry that starts selling medical needs to keep stability, productiveitas, and income. The strategy is carried out to expand the segment through market share distribution centered in the health sector. Consumers look for scarce medicines in supermarkets because they are not available at pharmacies and health suppliers. In addition, many consumers are starting to buy on e-commerce applications that contain new players in the online retail industry. In this condition, the perpetrators must be good at looking for opportunities and quickly make decisions in overcoming changes in people's behavior.

This strategy is also carried out by one of the stores in Bandung, namely "Liana Supermarket," which was established in 1973. Based on the interviews, belong shops adopt entrepreneurial behavior to deepen analytical skills, decision-making, and adaptation to change (Soegoto, 2014). Then, Liana Swalayan was able to survive the threat of COVID-19 and keep business it is still going on. According to (Noor 2017), there is characteristic-characteristic business continuity: increased profit, productivityvitas / efficiency, and competitiveness. The data regarding Liana Swalayan's productivity and income in the last 10 (ten) months in 2020 are as follows:

No	Month	Productivity	Income
1	March April	275,000 units	IDR 623,000,000
2	May - June	278,000 units	IDR 677,000,000
3	July - August	312,000 units	IDR 703,000,000
4	September October	348,000 units	IDR 725,000,000
5	November - December	422,000 units	IDR 801.000.000

Table 1 showing Liana's productivity and income. Supermarkets tended stable even increase in 10 (ten) last month in 2020. Hal, it fits with research results (Maisaroh, 2019) that reliable business people are those who have a

high entrepreneurial orientation and will be passionate about seizing opportunities and trying hard to maintain them and are superior to competitors. Another thing is also supported by the theory (Noor, 2017) that at the truth, business

continuity is when the perpetrator can reach the aim and succeed in an effort characterized by profit above the target.

From the existing phenomena, we as researchers are interested title study: "Adoption of Entrepreneurial Behavior in Maintaining Business Continuity (Study on Self-Service Liana through DART Method)."

### Identification of problems

MSMEs experienced a decline in productivity and income due to government policies limiting operations and services and regional quarantine due to the COVID-19 outbreak. MSMEs also have not fully adopted entrepreneurial behavior to maintain business continuity.

### Research purposes

To find out the influence of entrepreneurial behavior on business continuity and as a solution for SMEs affected by COVID-19 in adopting the general strategy of Liana Swalayan and academic references for future researchers using similar variables and research units.

### Entrepreneurial Behavior

According to (Baron 2017) in his research, entrepreneurial behavior is a relationship in identifying opportunities with creating a business. Entrepreneurial behavior is also closely related to entrepreneurial characteristics because of the high motivation within the actor to develop a business into a larger production scale (Nursiah et al., 2015) in his research. Based on the results of previous research (Abdulwabah and Al-Damen, 2015), entrepreneurial behavior is an individual's traits and skills that must be possessed to achieve success. The 11 (eleven) indicators of entrepreneurial behavior, according to (Soegoto 2014), including:

1. Technical Skills  
They are required to perform particular duties such as accountant audit, secretary, and draftsman.
2. Public Relations Skills  
Required to understand, understand, communicate, and relate to others within or across the organization.

3. Ability to Analyze Situation  
They are used for abstract thinking, diagnosing different situations, and seeing external situations as opportunities.
4. Taking Kverdict  
They are used to formulate and choose the best way to solve a problem.
5. Skills Management Watch  
Used to organize and manage time to be efficient and more productive.
6. attitude and Kskills Individual  
Ability to demonstrate skills that competitors do not have.
7. Knowledge Business  
Insight into the business environment to be entered.
8. Formation Team  
Stability in determining the company's goals at present and in the future.
9. Utilize Opportunity  
Excellence in finding business opportunities.
10. Ability Adaptation  
Used to adapt to business changes.
11. Minimize Athreats  
It is used to minimize threats from competitors and the organization's environment.

### Business Continuity

According to (Handayani, 2013) business continuity is a business condition in which there are ways to maintain, develop, protect resources, and meet current needs. Based on previous research (Islam et al., 2011), business success can be measured from the level of business continuity such as profit, investment returns, number of workers, and more. Business continuity can be influenced by access to capital, technological resources, government regulations, marketing strategies, and entrepreneurial skills (Noor, 2017). The 5 (five) indicators of business continuity, according to (Noor 2017), are as follows:

1. Profit / Profit  
It is the difference between revenue and costs and is the leading business objective.
2. Productivity / Efficiency  
The size of the productivity will determine the amount of production. It affects the number of

sales, which ultimately determines the income and net income obtained.

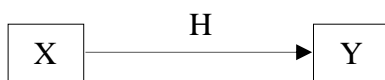
3. Competitiveness  
 The ability or toughness to compete for the attention and loyalty of consumers. A business is said to be successful if it can beat competitors or at least survive in the face of it.
4. Competence / Business Ethics  
 It is an accumulation of knowledge, research results, and experience quantitatively or qualitatively to produce innovations according to the demands of the times.
5. The Awakening of a Good Image

The image is divided into 2 (two) things. First, internal trust is trust that arises from within the company unit. Second, external trust is the emergence of a sense of trust or trust from stakeholders, consumers, suppliers, governments, communities, and even competitors.

**Variable Linkage**

Based on previous research (Islam et al., 2011), there is a positive relationship between entrepreneurial behavior on business continuity with a strong correlation. It is also supported by previous research (Konte et al., 2019); and (Maisaroh, 2019). Entrepreneurial behavior directly affects business continuity because of the high enthusiasm of the actors in managing products/services, being directly involved in business processes, and being able to define the market clearly.

**Research Hypothesis**



**Figure 1 Research Paradigm**

Based on the research paradigm, there are provisional conjectures or hypotheses set by the researcher.

H1: entrepreneurial behavior has a positive effect on business sustainability

**METHOD**

The research uses a qualitative descriptive approach to describe the phenomena to the object and research unit. This approach emphasizes the researcher's subjectivity as a research instrument, so the results obtained cannot be generalized (Sugiyono, 2017). According to (Creswell, 2017) a qualitative descriptive approach is a research process that understands human and social problems by creating a comprehensive and complex picture presented in words and reporting detailed views obtained from natural sources.

The sampling technique used purposive sampling, namely the selection of sources based on the capability of research data (Sugiyono, 2017). The selected resource persons are units directly involved in the collection of instruments. Data sources were obtained through 3 (three) stages, namely in-depth interviews, participant observation, and documentation of the research unit (Sugiyono, 2017). Technical analysis of data through 4 (four) stages, including data collection, data reduction, data presentation, and concluding (Sugiyono, 2017). The data is presented in a description/description to be easily understood by the reader.

The basis for determining the questionnaire questions uses the DART (Dialogue, Access, Risk-Assessment, and Transparency) method, which is a model that clearly describes the foundations / basic principles that companies must have with the aim of being able to generate shared value creation (Spena et al., 2012 ). The following are the steps in determining the questionnaire questions through the DART method in the table below:

**Table 2 Steps of the DART Method**

Method	Information
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<b>Dialogue</b>	Conversations that occur between consumers and companies must focus on the interests of both. There are expected rules of engagement and productive interaction. That is, the conversation should be interactive, in-depth, and tend to be neutral. An understanding of empathy is needed in building the experiences experienced by consumers, such as recognizing the emotional and socio-cultural context. These talks create a loyal community.
<b>Access</b>	They are starting with the existence of information and equipment in the form of modern communication. Companies can provide access to data regarding process and design to consumers. The focus and value chain of the company is on creating and transferring ownership of the product. Today, the consumer's goal is access to the desired experience. Thus, the idea of access to product ownership is dispensed.
<b>Risk-Assessment</b>	Freedom to exchange information both to estimate and share risk. Managers conventionally assume that companies can better assess and manage existing risks. Thus, when companies communicate with consumers, marketers will focus on articulating benefits and ignoring risks.
<b>Transparency</b>	They are done to create consumer confidence in the company, such as the selling price. In addition, to facilitate if there is a potential for interference when interacting. With transparency, consumers can quickly receive information about the company's products and systems to be more accessible. Thus, creating a new level in meeting consumer desires.

The characteristics of the informants who will be interviewed to obtain research results regarding the phenomena that occur are in the table below:

<b>Source person</b>	<b>Data Collection Technique</b>	<b>Position</b>
1	Interview	Owner Liana Self Service
2	Interview	Head of Liana Supermarket
3	Interview	Liana Supermarket Assistant
4	Observation	Salesperson Liana Self Service
5	Observation	Cashier Liana Self Service
6	Documentation	Liana Self Service Area
7	Documentation	Supermarket Liana Warehouse

Determination of sources using snowball sampling, a sampling technique that initially only amounted to 1 (one) respondent and then increased due to adjusting to research needs (Sugiyono, 2017).

## **RESULT and DISCUSSION**

Our development as researchers started with participant observation of the implementation of

Liana Swalayan's general strategy as a targeted marketing activity. The goal is to maintain business continuity during the pandemic as a parameter of success to be achieved. Next, we conducted in-depth interviews with the informants to verify the general strategy adopted. To strengthen the data source, we document the service area and warehouse of Liana Swalayan.

The following are the results of interviews and observations that we conducted on the informants

based on the variable indicators and the DART method in the table below:

Method	Development
<i>Dialogue</i>	<ol style="list-style-type: none"> <li>1. Management Liana Supermarket wakes up Fright consumers will transmit COVID-19 when shopping. Thus, they started to communicate implicitly by sayings provided pro facilities to col case strict health (as washbasin and hand sanitizer available in the service area). The goal is to minimize consumer fear and keep their interest in buying. In the end, productivity, as assessed by the daily sales factor, was stable and even increased.</li> <li>2. There is activity advertising campaigned by management Liana Supermarket regarding information discount on various necessities with policy minimum purchase capable of maintaining income stability even expected to increase.</li> <li>3. Management Liana Supermarket communicates to the whole consumer that products can be purchased through online transportation applications. That matters as a form of understanding to community behavior change in the transaction and as one strategy control <i>market share</i> during a pandemic.</li> </ol>
<i>Access</i>	<ol style="list-style-type: none"> <li>1. Liana Swalayan's management buys the stock of competitors' products that are not selling well and distributes them to active consumers online because their needs continue to increase with government regulations regarding Work from Home (WFH).</li> <li>2. To reduce the spread of the COVID-19 outbreak, Liana Swalayan began to facilitate goods delivery services to consumers through chat applications. It is to avoid unilateral retail closures by the authorities as a result of crowds.</li> <li>3. Liana Swalayan added a product line in the health sector due to the community's needs affected by COVID-19. In addition to expanding market segmentation, the management is trying to seize part of the market share, which is currently fully controlled by pharmaceutical companies. Management wants to form a perception that the price offered for medical equipment is much cheaper to consumers.</li> </ol>
<i>Risk-Assessment</i>	<ol style="list-style-type: none"> <li>1. According to government regulations regarding restrictions on operating hours, Liana Swalayan has begun to implement a new policy. Consumers cannot shop for more than 1 (one) hour, and there is a quota limit in the service area. In addition, the number of purchases for some products is limited due to low stock.</li> <li>2. According to government regulations regarding regional quarantine or social distancing, Liana Swalayan screens potential consumers with a "shopping once a month" contest. Consumers are directed to shop according to their needs for 1 (one) entire month. In addition, those who follow the rules will get bonuses in the form of medical masks, vitamins, and medicines as a movement to reduce the spread of COVID-19.</li> <li>3. <i>Panic buying</i> what is happening today is causing shortages in some products. Liana Swalayan's management is responsive in informing consumers of substitute/substitute products. It is one of the strategies in</li> </ol>

	outperforming competitors who persist in selling products with limited stock.
<i>Transparency</i>	<ol style="list-style-type: none"> <li>1. Liana Swalayan informs consumers about some rare products and does not have stock availability on store displays. It is a way to streamline consumers' time when shopping. Another thing has an impact on reducing crowds.</li> <li>2. The focus of consumers' attention on medical and basic needs resulted in several product lines being unsold and nearing expiry dates. So, the management of Liana Swalayan decided to give a big discount in order to maintain profit stability.</li> <li>3. Liana Swalayan's openness in forming new habits in the service area (such as consumers who want to enter the store must wash their hands first and wear masks). If there is a disturbance during the transaction, the salesperson and cashier are responsive to help consumers resolve cases. In addition, management will provide services in the form of product guarantees through customer care.</li> </ol>

### CONCLUSION

The owner of the Liana Swalayan shop adopts entrepreneurial behavior in maintaining the continuity of her business. One of them is analyzing situations, making the most appropriate decisions, and adapting to changing business environments. The goal is to maintain productivity and efficiency, increase profit or profit, and outperform competitors. Especially during the COVID-19 pandemic, the owner of Liana Swalayan is responsively aware of changes in people's behavior in transactions. Thus, the determination of general strategies and targeted marketing activities is essential. It also applies to the affected MSMEs to adopt the same strategy as Liana Swalayan to maintain their business.

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