
ENTREPRENEURIAL RESILIENCE AND SELF EFFICACY DURING THE COVID-19 (CASE STUDY OF CULINER SECTOR MICRO BUSINESS IN BEKASI CITY)

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ABSTRACT

Throughout Indonesia, MSMEs reflect a national workforce of 97%, so this achievement makes MSMEs the pillars of the Indonesian state economy. The covid-19 pandemic is a major disaster for micro, small, and medium enterprises because it has resulted in a decline in the economic sector. Not only large companies that the covid-19 pandemic has impacted but also micro, small, and medium enterprises (MSMEs) have also experienced the impact. MSME actors must be able to keep up with changes in their business processes by digitizing. This study aims to determine the resilience of business entrepreneurs, namely the Modification of processes and products and business models—functional areas found in business environments such as HRM, Finance, and Marketing. Technology adaption is using technology to make sales reach a broader market. Other sources of business continuation and development will be carried out in the short and long term. This research uses a qualitative method with descriptive data presentation. It uses multiple cases to compare the similarities and differences in business resilience of the three businesses in the culinary sector in Bekasi City. The data sources in this study used interviews with the owners of Rumah Cinta Kue Cinta, Dapur Kyja, and MamdiBekasi. The analysis in this study uses the help of Nvivo software to help analyze interview documents with visualization results that are easy to understand. The results of this study can be concluded that the three business actors carried out various aspects to survive during the co-19 pandemic

Keywords: Entrepreneurial resilience, Self efficacy, Covid-19

INTRODUCTION

According to the ASEAN Investment Report in September 2022, Indonesia has the largest number of MSMEs in ASEAN. In 2021, there will be 65.46 million micro, small and medium business units in Indonesia. MSMEs in Indonesia account for 97% of the workforce, 60% of gross domestic product, and 14.4% of national exports. However, Indonesian business actors must still catch up to other ASEAN countries regarding performance and exports. Therefore, the government encourages improving the performance of MSMEs through digitization (Katadata.co.id, 2022).

In 2018-2019, there was an increase in the number of MSME business units in Bekasi City. In 2019, there were 65.46 million MSME

business units, an increase of 2% from the previous year. MSMEs also account for 97% of the workforce and contribute 60% of the gross domestic product. However, Indonesian MSMEs still need to overcome delays in the export sector and performance compared to other ASEAN countries. For this reason, the government is trying to improve the performance of MSMEs through the digitalization program. (Kemenkopukm.go.id, 2019).

The COVID-19 pandemic has significantly impacted Indonesian society in terms of physical and psychological health. Micro, small and medium enterprises (MSMEs) have had a significant impact due to a decline in the economic sector. This pandemic poses real threats to changes in production activities,



public consumption, and consumer confidence in MSMEs. Therefore, MSME players take innovation and digitalization steps to survive in this situation (Kriseka et al., 2023).

Journal with the title "Impact of the Covid-19 pandemic on women entrepreneurs in Sukoharjo Regency" With the presence of the covid-19 outbreak, it has an impact on the Indonesian people not only on physical health but also on the psychological condition of each individual (Kriseka Putri et al., 2023).

Bekasi City, one of the important cities in West Java, Indonesia, is supported by various industrial activities such as the textile, hospitality, and small business sectors. MSMEs in the culinary sector in Bekasi City are a significant pillar of economic growth. Even though the COVID-19 pandemic caused a 20% decrease in turnover, MSME players are still trying to survive by implementing various strategies, including changes in services and online product marketing (Department of Cooperatives, Small and Medium Enterprises, Bekasi City, 2023)

The research entitled "Entrepreneurial Resilience and Self-Efficacy During the COVID-19 Pandemic (Culinary Sector Micro-Enterprise Study in Bekasi City)" aims to dig deeper into entrepreneurial resilience and self-efficacy of micro-entrepreneurs in the culinary sector in Bekasi City during the pandemic. Factors that affect resilience and self-efficacy will also be the focus of this study.

1. Entrepreneurship

According to Manap (2018: 6), entrepreneurship is a creative idea that relies on innovation to create something different and add value, provide benefits, create jobs, and benefit others. In another sense, entrepreneurship can also be interpreted as self-employment involving financial activities to become independent in starting a business and increase potential in managing finances.

Being an entrepreneur can be influenced by two factors, namely, internal and external. One of the internal factors that can encourage doing business is psychological factors. Support from the surrounding environment can

shape a person's personality and thinking to become an entrepreneur (Putri et al., 2023).

Firmansyah & Roosmawarni's (2019: 4) view states that entrepreneurship is a creative business built on innovation to produce something new and different, has added value, provides benefits, creates jobs, and the results benefit others. According to Hamali and Budihastuti (2017: 34), entrepreneurship is creating something new with added value, requiring time and effort, and daring to take financial, physical and social risks. This process accompanies the resulting monetary rewards and provides personal satisfaction and freedom.

2. Micro, Small and Medium Enterprises (MSMEs)

Indonesian MSME regulations have been regulated through PP 7 of 2022 concerning the Ease, Protection, and Empowerment of Cooperatives and Micro, Small, and Medium Enterprises. Article 35, paragraph (3) of the regulation classifies MSMEs based on their business capital, with the following criteria:

Micro Enterprises have working capital of up to Rp. 1,000,000,000, Small Businesses have business capital of more than Rp. 1,000,000,000 to Rp. 5,000,000,000, and Medium Enterprises have business capital of more than Rp. 5,000,000,000 to Rp. 10,000,000,000, all values do not include buildings and land for business premises.

Furthermore, Article 35 paragraph (5) regulates annual sales results for MSMEs, with the following limitations: Micro Enterprises have a maximum sales of Rp. 2,000,000,000, Small Businesses have annual sales of between Rp. 2,000,000,000 to Rp. 15,000,000,000, and Medium Enterprises have annual sales of more than Rp. 15,000,000,000 to Rp. 50,000,000,000.

3. Entrepreneurial resilience

The concept of resilience in entrepreneurship refers to the ability of entrepreneurs and businesses to survive and excel in an ever-changing business environment. This resilience involves cognitive and behavioural aspects of the entrepreneur

and different forms of entrepreneurship. In this context, resilience refers to a company's potential to adapt quickly to changes in the business environment and to be able to create sustainable innovations.

The concept of resilience is inherent to entrepreneurship as it explains why only a few entrepreneurs and businesses can excel compared to their peers. Resilience is about the "cognitive and behavioural traits of entrepreneurs and different forms of entrepreneurship," which can allow firms to adapt quickly and easily to changes in the business environment and work towards sustainable innovation (Korber & McNaughton, 2018).

In a study by Branicki et al. (2018) regarding the resilience of small and medium enterprises, they argue that resilience can be articulated as the capacity and ability of businesses to cope with pressure from external factors. This involves efforts to ensure business continuity as well as updating and reorienting the business as needed.

Entrepreneurs must have a strong role in creating innovative ideas to gain market share. Entrepreneurship innovation sometimes means creating entirely new products but also involves modifying and analyzing existing products or services to achieve better results. Entrepreneurs need the power to change and create brilliant ideas to win the market. Innovation can be in the form of products or services carried out on a large scale.

4. Self-efficacy

According to McGee et al. (2009) in Sharma and Rautela (2021), entrepreneurial self-efficacy is "a construct that measures a person's belief in their ability to successfully launch an entrepreneurial venture.". the meaning of the above statement is self-efficacy as a construct to measure a person's belief in their ability to start an entrepreneurial venture successfully. According to Bandura (1986) and Kirkwood (2009) in Hunt et al. (2019), self-efficacy is a perception of each individual about their skills or abilities to function effectively in a particular domain and their belief that they use these abilities and skills.

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5. Strategies Adopted During Difficult Times

According to Roberto (2002) in Sharma and Rautela (2021), difficult times require difficult decisions with courage and business confidence. Then according to Choi et al. (2020), Huang and Cantwell (2017), and Luo and Rui (2009), in times of crisis, companies not only react and adapt to new competitive scenarios from an organizational point of view but also from the point of view of using new strategies and approaches to deal with a world full of instability, uncertainty, complexity, ambiguity. The new strategy must be aligned with the current situation so that it can determine the direction in these difficult times to be easier by making some changes to keep the company afloat. (Sharma & Rautela, 2021). The factors that can affect business survival are as follows:

- Modification: Modifications can be planned in terms of process modifications and product modifications.
- Functional areas: Including human resources, finance, and marketing to improve efficiency in the production-to-sales process.
- Technology adaption: This technology can also manage its business processes, finance or marketing so that everything done with the help of technology can survive or succeed during a global crisis.
- Another source of business continuation: In times of uncontrollable situations, businesses modify and create new strategies in the short and long term for the sustainability of a business.

This research will analyze entrepreneurial resilience and self-efficacy in running a culinary

business in Bekasi City during the COVID-19 pandemic. The three MSMEs selected for this research are Rumah Bake Cinta, Dapur Kyja, and MamdiBekasi, all surviving during the pandemic. Researchers will examine the four business success factors identified by Sharma and Rautela (2021), namely Modification, Functional areas (human resource management, finance, and marketing), Technology adoption, and Other sources of business continuation, to see how these factors this contributed to the success of the three culinary businesses during a pandemic.

In the Modification factor, changes made by the three MSMEs will be analyzed in business processes, product modifications, and business models to adapt to the pandemic. This includes product delivery without direct customer contact, technology-based services, and adapting more flexible business models to sustain business in difficult times.

Functional areas factors include analyzing human resources management, finance, and marketing. Researchers will see how the three SMEs manage their human resources to continue

operating and adapt to changing situations. In the financial aspect, online transaction support, budget rearrangement, and cost reduction are important concerns. Meanwhile, digital marketing strategy and focus on customer relations will be evaluated in marketing.

Next, the Technology adoption factor will be analyzed to see how technology helps MSMEs survive during the pandemic. Using the right technology can help MSMEs reach more customers through online sales.

Finally, the Other sources of business continuation factor will see how the three MSMEs make short-term and long-term strategies to maintain their business growth during the pandemic.

By analyzing these factors, researchers hope to prove that the success of the three culinary MSMEs in Bekasi City during the COVID-19 pandemic can be explained by the concepts of entrepreneurial resilience and self-efficacy identified by previous research. Briefly, the frame of mind is described as follows:

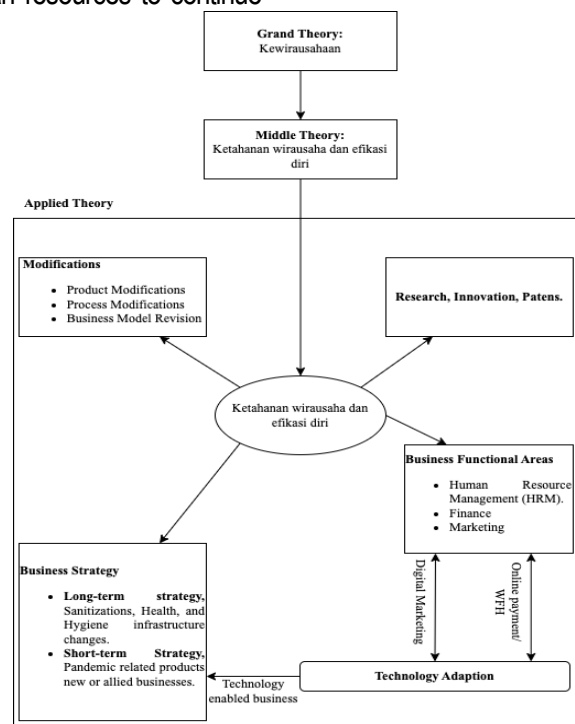


Figure 1. The conceptual research framework

METHOD

This research is a type of descriptive research because the aim is to describe an

ongoing phenomenon, namely entrepreneurial resilience and self-efficacy in running a culinary business in Bekasi City during the COVID-19

pandemic. This study uses a deductive approach, in which the theories and variables used follow previous literature reviews.

The qualitative research method was used, with interview techniques as a primary data collection tool. This research uses a multi-case study, in which three MSMEs in the culinary sector in Bekasi City are the cases studied. This study also used data intervention, in which researchers were directly involved in collecting data by conducting interviews with micro-business owners.

Data sources consist of primary data obtained through interviews with micro business owners and secondary data obtained from other sources such as reports, profiles, and statistical data related to this study.

The data analysis stage in this study included data reduction, in which data from interviews were compiled and analyzed to find themes and patterns. Furthermore, the data is presented as tables, graphs, or others to facilitate understanding and verification. Conclusion drawing and verification are carried out to test the validity and validity of the research results.

RESULT and DISCUSSION

Entrepreneurial resilience and self-efficacy are two important aspects of facing business challenges. Entrepreneurial resilience includes companies' ability, especially small and medium enterprises, to cope with external pressures, innovate and renew their business to remain afloat and successful. The characteristics of small and medium enterprises also influence business resilience, and managers who have high levels of resilience tend to be more successful in dealing with the personal effects of business failure. Meanwhile, entrepreneurial self-efficacy is an individual's belief in their ability to start a business successfully. This belief becomes the basis for individuals to take action and run a business.

Modification is an important step in dealing with market changes. Changes can be in the form of process modifications or product modifications. In facing the Covid-19 pandemic,

many companies have made product modifications to survive. Some companies change the design and shape of their products while maintaining the existing quality. In addition, several companies have also added products that can maintain the body's immune system to meet changing customer needs during a pandemic.

In a competitive business world, product modification is an important strategy to differentiate itself from other products. Some companies create uniqueness using packaging that can be adjusted to the customer's wishes. In addition, an in-depth analysis of the advantages and disadvantages of existing products on the market is also carried out to create attractive added value for consumers.

After modifying the product, the company must develop an effective strategy to attract consumers' attention. Some companies give customers free samples, explain innovative products, and use various promotions to build consumer awareness and interest.

In facing market changes, companies also have to modify the process. Several companies provide testers to customers who often buy, ask for criticism and suggestions from customers regarding the latest products, as well as carry out internal evaluations to correct deficiencies and improve product quality.

To succeed in the modification process, the company must have the right indicators of success. Some of the indicators used are the level of satisfaction and interest of new and old customers in the latest products, the number of customers who make repeated purchases, and the attractiveness of the product in terms of ingredients and packaging that attracts the attention of new consumers.

Business Functional Areas also play an important role in supporting business processes. In dealing with a pandemic, Human Resource Management must adapt by providing the necessary health facilities to prevent the spread of the virus and support employees who are experiencing unfavourable psychological conditions. In addition, companies must also have policies that assist

employees in dealing with psychological and emotional challenges that may arise during a pandemic.

Overall, entrepreneurial resilience and self-efficacy are crucial in dealing with business changes. Modifying products and processes is important to survive and adapt to market changes. Business Functional Areas must also actively support employee welfare and overcome challenges during a pandemic. With the right strategies and policies, companies can achieve success and sustainable growth in a competitive business world.

The role of technology is very important for companies because technology can be used in various business aspects such as finance, marketing and business processes. By adopting the right technology, companies can gain various benefits, including increased efficiency, productivity and competitiveness.

In business growth, technology plays a crucial role. Informants C1, K1, M1, and N1 stated that technology makes it easy for various activities, such as online shopping and digital payments, in this digital era. This opens up new opportunities and expands market reach for the company. Technology can also improve a company's operational efficiency by automating business processes so that companies can allocate resources more wisely.

Determining the right technology for a business involves searching for data and sources of inspiration from various electronic media and getting input from customers and people around the company. Informants C1, K1, and N1 emphasized that it is important to link technology selection with business goals in the long and short term. Risks are taken to meet business challenges and understand whether a particular technology can be the right solution. Thus, the selected technology can meet the company's needs and provide added value to customers.

In managing changes related to technology adoption in business, companies

need to improve the quality of Human Resources (HR) by slowly providing assistance or direction in using technology. Resource persons C1, M1, K1, and N1 realize that changes in technology adoption can pose challenges for employees. Therefore, a step-by-step approach and support are given to ensure the changes run smoothly and produce the expected benefits.

In facing long-term challenges, companies must have the right business strategy. Business strategy is a series of plans and actions to achieve the company's short-term and long-term goals. In the long term, companies need to develop a sales strategy by utilizing social media such as Instagram as the main marketing channel and carrying out daily promotions to reach a broad audience and increase sales. Strengthening relationships with consumers through interaction and engagement through social media is also an important strategy for gaining valuable insights and increasing customer satisfaction.

In the short term, the company's focus is budget management for HR during a pandemic. Evaluation of HR needs is carried out to optimize the allocation of resources. In addition, reducing profit margins and allocating them for the welfare of human resources affected by the pandemic can help maintain the stability of work relations. In addition, strategies for reducing COGS costs include producing to order, sourcing lower-priced suppliers, and managing inventory efficiently.

Therefore, companies must adopt the right technology, develop long-term and short-term strategies, and manage change wisely to stay competitive and sustainable in an increasingly sophisticated market. With these steps, companies can achieve business goals and maintain competitiveness in this digital era.

DISCUSSION

1. Product Modification

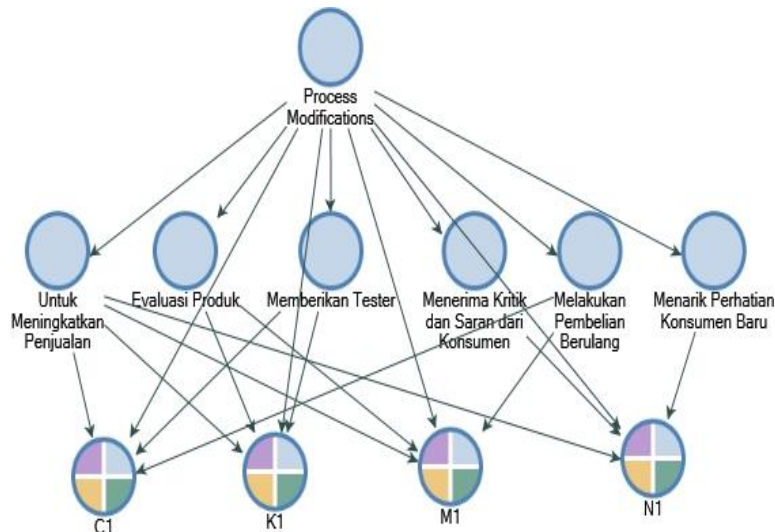


Figure 2. Modification process

The owner makes process modifications to boost sales and recover revenue due to increased market competition, the need for innovation, and financial recovery. They involve customers by providing testers, gathering feedback, and conducting internal evaluations to enhance product quality. Success indicators

include customer satisfaction, repeat purchases, and product appeal regarding materials and packaging, allowing the company to measure the impact on growth and sustainability.

2. Business Model Revision

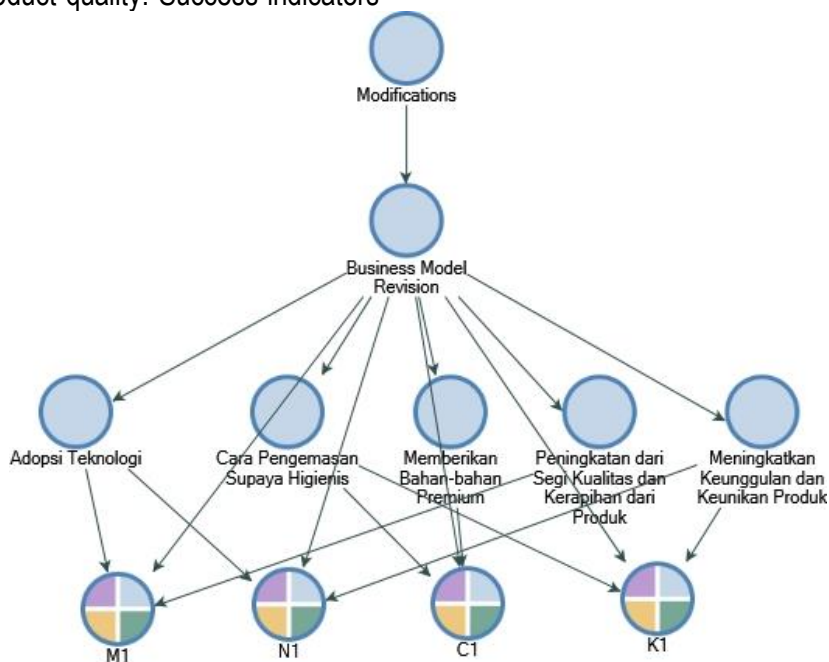


Figure 3. Business model revision

Based on Figure 3, the owner implemented changes in the business model, such as improving product packaging, adopting technology, and utilizing existing technological systems. These changes were inspired by a study on empowering micro cassava

enterprises towards digitization (Nungky, 2020). To differentiate from competitors, the company focuses on providing premium offerings, developing unique products, maintaining quality, and exploring distinctive features that can become its competitive

advantage, aligning with its positioning strategy
3. Business Function Area

in the market (Zaki, 2020).

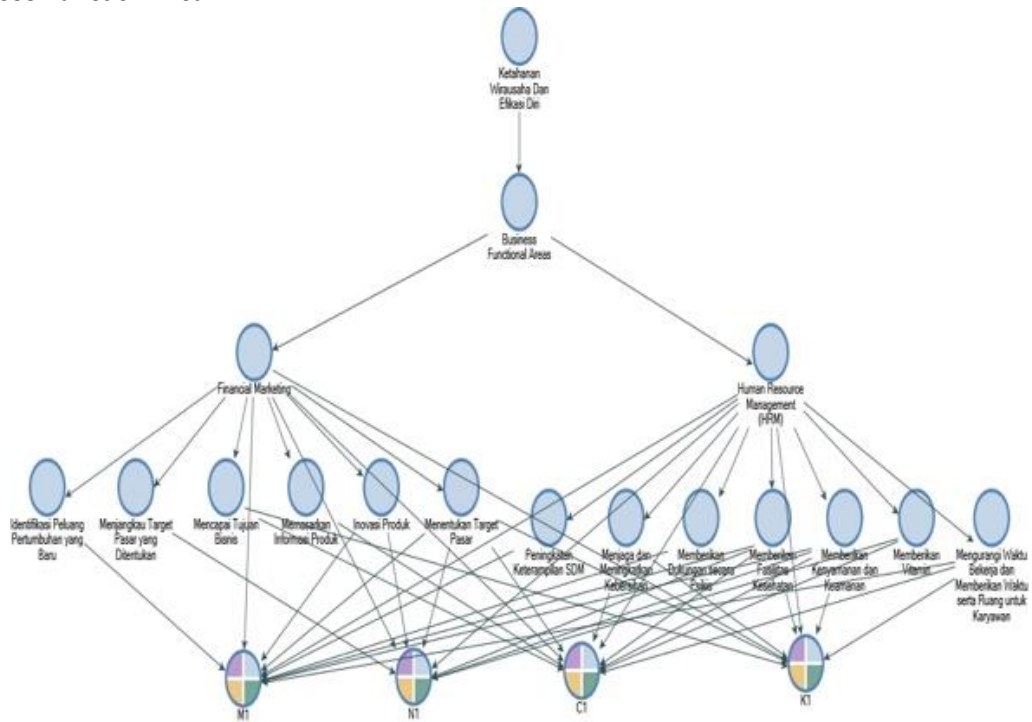


Figure 4. Modification process

Based on Figure 4, in this context, the two aspects of Business Functional Areas are Human Resource Management (HRM) and Financial Marketing. HRM focuses on enhancing workforce skills and adapting to pandemic changes while ensuring employee well-being. Financial Marketing aims to achieve

business goals through effective marketing strategies tailored to the financial industry. Additionally, technology adoption plays a crucial role in various business aspects, leading to increased efficiency and competitiveness (Sharma & Rautela, 2021).

4. Technology Adaption

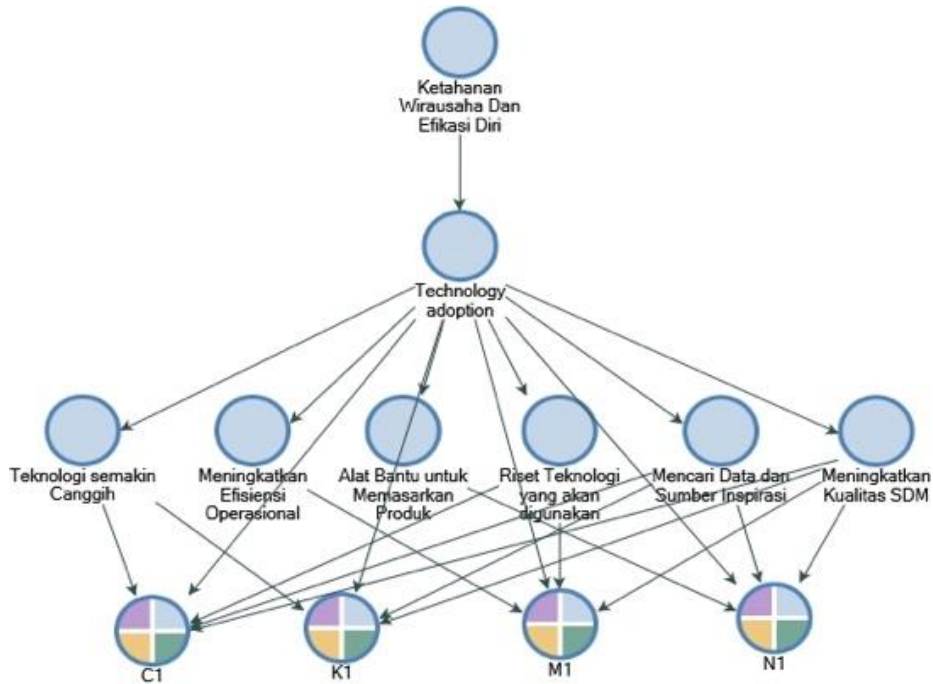


Figure 5. Modification process

Based on Figure 5, the role of technology is crucial for business growth, providing convenience, operational efficiency, new opportunities, and marketing tools. The right technology involves research, customer input, and alignment with business goals. Managing technology adoption focuses on gradual and

smooth changes with proper support. Business strategy refers to actions and decisions to achieve short-term and long-term goals by aligning company activities with the established vision and mission (Sharma & Rautela, 2021).

5. Long-term Strategy

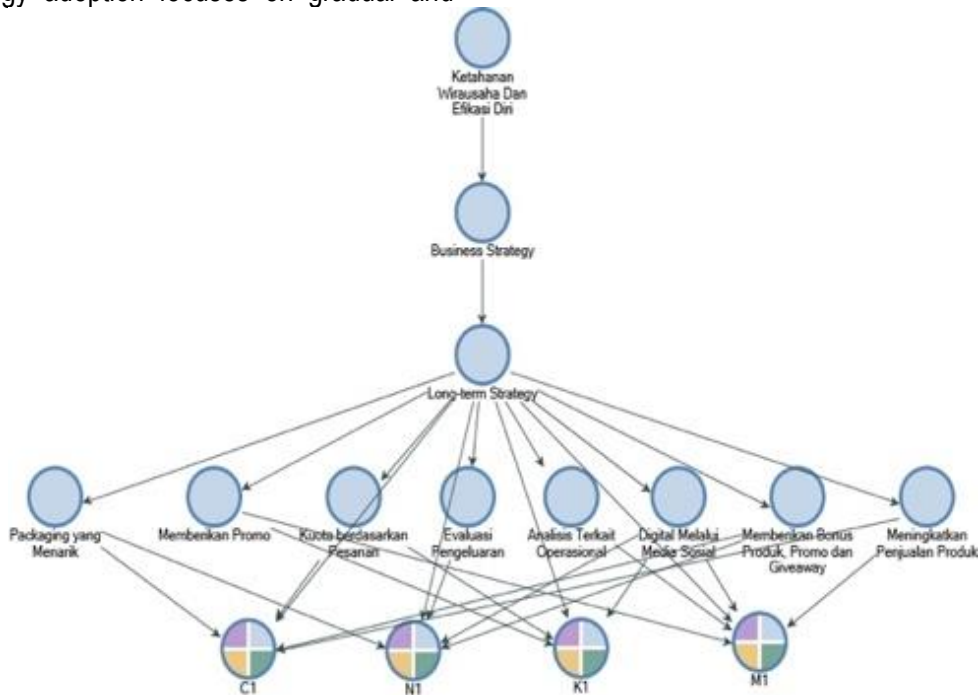


Figure 6. Modification process

Based on Figure 6, the long-term strategy involves plans and actions for sustainable

growth. Examples include increasing sales during a pandemic with attractive packaging

and technology adoption, minimizing operational costs through efficient production and supplier management, marketing via social media and e-commerce, and boosting total

sales revenue with promotions and additional product sales.

6. Short-term Strategy

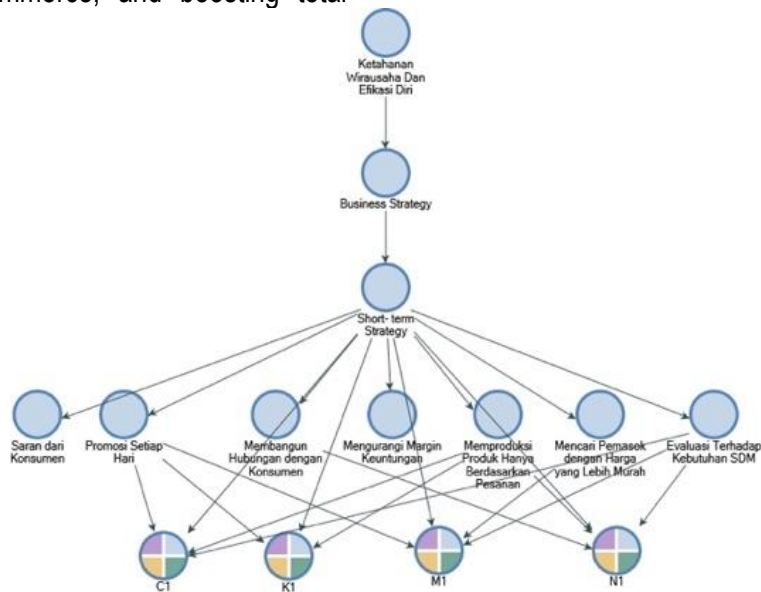


Figure 7. Modification process

Based on Figure 7, some short-term strategies mentioned are developing daily social media sales promotions, managing the HR budget during the pandemic by optimizing resource allocation, considering reduced profit margins for affected employees, and reducing the cost of goods sold (COGS) through efficient production practices and supplier evaluation.

Therefore, entrepreneurial resilience and self-efficacy are crucial traits that enable businesses to adapt, innovate, and thrive amidst dynamic market conditions. The owner's strategic initiatives, including product modification and business model revision, demonstrate their commitment to enhancing sales and recovering revenue. Engaging customers and focusing on quality improvement are essential components of their success. Integrating HRM, Financial Marketing, and technology adoption further strengthens their position in the competitive landscape. Additionally, combining long-term and short-term strategies contributes to the business's resilience and growth potential, ultimately leading to overall success in achieving its objectives.

CONCLUSION

Based on the results of interviews with three culinary business informants regarding "Entrepreneurial resilience and self-efficacy during the COVID-19 pandemic (Culinary Sector Micro Business Case Study in Bekasi City)," several interesting findings were found. First, culinary micro-entrepreneurs deal with a pandemic by modifying their products, processes and business models. Product modification involves changing the design and shape of the product to increase added value and attract consumer interest. Process modification is implemented as a strategy to increase sales and create innovation.

Business actors also realize the importance of good human resource management in dealing with change. The Human Resource Management (HRM) function plays a critical role in ensuring the safety and health of employees, as well as enhancing their skills to remain productive in different situations.

Regarding the financial aspect, good management is crucial to achieving business goals. Micro entrepreneurs must ensure their financial resources are managed efficiently,

especially in marketing and other business activities.

In achieving marketing goals, business actors must use technology well. Adopting the right technology can improve operational efficiency and open up new opportunities for business growth. In addition, long-term and short-term strategies must be well developed to achieve sustainable growth.

Business actors in the culinary sector are advised to continue to innovate products and provide variations to attract new consumers. Understanding the added value that is different from competitors also needs to be considered to retain and attract loyal customers.

It is recommended to conduct further analysis with research objects in small or medium enterprises to broaden understanding of entrepreneurial resilience and self-efficacy on a larger scale. Further research can also compare data from various locations to gain more comprehensive insights into how micro-enterprises are coping with challenges during times of global crisis.

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