



UNIVERSITAS UDAYANA



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PROCEEDINGS

INTERNATIONAL CONFERENCE UDAYANA UNIVERSITY
INNOVATIONS FOR SUSTAINABLE DEVELOPMENT

Bali, 23rd March 2022



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Proceeding
**“International Conference on Innovations for
Sustainable Development”**
Udayana University

March, 23, 2022

**The Papers Presented on International Conference On
“Innovations for Sustainable Development”
Supported by Smart Project 2022**

Proceeding

“International Conference on Innovations for Sustainable Development”

Udayana University

March, 23, 2022

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**LEMBAGA PENELITIAN DAN PENGABDIAN KEPADA MASYARAKAT
UNIVERSITAS UDAYANA**

Preface

Internasional Conference on Innovation for Sustainable Development March, 23, 2022

The international Conference on Innovation for Sustainable Development took place virtually, on March, 23, 2022. The webinar was hosted by Udayana University, Bali, as one of Smart Consorsium Member which have been involving in the effort to enhance the capacity by building collaboration and network with business entities since 2021. It was supported by Smart Project. The webinar aimed spesifically at bringing together participants from academia, business and other stakeholders who shared similar interest in the interplay between Higher Education and Business.

This online event provided an excellent opportunity for learning, establishing networking, sharing knowledge and exchanging experiences. Invited keynote speakers shared their knowledge and experiences in the webinar with more than 300 involved participants and 22 research papers that presented on webinar were reviewed based on peer review procedure by two independent reviewers. The topic of presentation covers: Entrepreneurship and creativity; Life long learning; Social Innovation; Innovation and Technology Transfer of Knowledge in Higher Education Institutions and The Role of start up as driver of sustainable development.

On behalf of organizing committee of the webinar, we would like to express our appreciation and gratitude to:

1. Mrs Siti Azizah, Deputi of Minister Cooperative and Small Scale Medium Enterprise Of Republik Indonesia.
2. Prof. Ir. Teuku Nathan Faisal Fathani., Ph.D., IPU, ASEAN Eng.
3. Prof. Dr. I Wayan Budiasa., S.P.,M.P. From Udayana University.
4. Prof. Marco Rodolfo Di Tommaso, from University of Bologna.
5. Nizar Ayadi, from Agora University

The shared knowledge and experinced would be fruitful for the participants and the involvement in this webinar has provided an opportunity to discuss and respond to a series of questions about the role of research and collaboration between university and business/government in fostering innovation and sustainable development. Thank You.

Organizing Committee

Dr.Putu Saroyini Piartrini., SE., MM., Ak

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Value Chain Analysis For Bean Curd Factory In Central Java

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ABSTRACT

The research is conducted to investigate the value chains by adding value to business processes and to identify whether the value chain can help this industry to produce an output value chain in the form of brand equity and profit.

This research is qualitative research with a case of study approach. The data collection method in this study was carried out by using document studies and semistructured interviews. The case study in this research is taken from a micro business, namely Tirta Lenggeng, which is located in Grobogan, Purwodadi. Participants in this study are those directly involved in value chain activities, namely industry owners and industrial owner assistants.

The value chain activity consists of main activities and supporting activities. The analysis adopts flexibility in all value chain activities to deal with various types of market and business environment uncertainties. The types of flexibility considered in the main activities which are inbound logistics flexibility, operations, outbound logistics, marketing and sales, and after sales service flexibility, and for supporting activities adopting Human Resources and procurement indicators.

The results of this study indicate that this industry implements value chain activities well, so that is giving added value to the industry which has an impact on brand equity and good profits.

Keywords: *Value Chain, Value Added, Small Enterprises, Qualitative*

PRELIMINARY

MSMEs play an important role in the economy, one of which is in terms of job creation Roy McLarty(2000)and create innovations that benefit others and create added value(Mclarty, 2000). In the current era of economic development, the role of MSMEs is very important for developed countries because they have contributed 50% of GDP per country in the world(Karadag, 2017). In Indonesia, the contribution of MSMEs is targeted to increase to 18% from 14% previously, as well as an increase in GDP by 61%. The existence of this economic growth is due to government spending and public consumption, and there is a large role for MSMEs.

MSMEs are one of the dominant forces in economies around the world, forming the backbone of the production of goods and services that produce wealth in most regions of the country.(Renton et al., 2015). In Central Java Province itself, there is quite promising potential in the Food and Beverage industry sector. The value of the Gross Regional Domestic Product (GDP) in this industry, although it experienced a decline in 2016-2018, in 2019 experienced a significant increase. Based on data from the Central Statistics Agency (2019), the food and beverage industry in Grobogan Regency experienced fluctuations in its development. Lifestyle factors and the convenience of technology will also provide opportunities that will further support the development of the food and beverage industry.

This research focuses on the Tirta Lenggeng tofu industry as one of the SMEs in Grobogan, Purwodadi. This tofu industry is an industry that is quite profitable because the output product of this industry is food that can be enjoyed by all people and is favored by many people. Based on the observations of researchers, this industry has begun to move towards consumer-oriented (loyalty and customer satisfaction) and does not only focus on product

aspects. This is a strategy implemented by the Tirta Langgeng industry in the midst of competition with its closest competitors.

Table 1 Comparison of Business Conditions Between Bean Curd Factories in Purwodadi

Business State	Bean Curd A	Bean Curd B	Bean Curd C
Production tools	Traditional	Not known	Not known
Product Sales	Direct to consumers	Not known	Not known
Selling price	Not known	Not known	Expensive among all existing
Market share	Small	Big	Small

Source: Interview, 2021

Value Chain Analysis Strategy as an Option to Create Competitive Advantage

The Tirta Langgeng industry is observed to have competitive advantages in 3 aspects, including the aspect of product development with the availability of various variants, the superiority of the production aspect with a combination of local and imported raw materials, and logistical advantages because it has direct distribution channels in more than 40 traders. To maintain these advantages, the Tirta Langgeng industry adopts value chain analysis. Value chain is defined as one way to create value in a product (Ferdous & Ikeda, 2018). The value chain is carried out by creating a series of value-added production activities so as to create a value proposition that can understand consumer needs in the product that will be accepted (Soosay et al., 2012). Value chain analysis focuses on paying attention to business processes including everything that happens in a system that has value. (Ndyetabula et al., 2016).

Tirta Langgeng Value Chain

Value chain describes a common activity chain for all business processes which is divided into two groups, namely primary activities and secondary activities. Primary activities are activities that are directly related to product creation, sales, maintenance and support of products. The following are Tirta Langgeng value chain activities

Table 2 Value Chain of Tirta Langgeng

Primary Activity	Tirta Langgeng
<i>Inbound Logistics</i>	<i>Raw materials are obtained from soybean suppliers as much as approximately 1 ton/day and then stored in the warehouse.</i>
<i>Operations</i>	<i>Production uses traditional tools such as stoves, kettles, vessels, wood, cloth,</i>
<i>Outbound</i>	<i>Finished products are sent to wholesalers and are not sold directly to consumers.</i>
<i>Marketing and Sales</i>	<i>Sales are only made to wholesalers.</i>

<i>Service</i>	<i>Orders can be delivered using viar if the merchant is a regular customer.</i>
<i>Secondary Activities</i>	<i>Tirta Langgeng</i>
<i>Human Resources</i>	<i>Choose workers who at least understand the production of tofu in the traditional way.</i>
<i>Procurement</i>	<i>The selection of raw material suppliers usually comes from regular suppliers and rarely changes.</i>

Urgency and Research Model

If the value chain runs efficiently, the company will benefit in increasing market value and consumers will benefit from increasing product value (Ferdous & Ikeda, 2018). In its implementation, the Tirta Langgeng Industry is faced with a series of challenges in adopting the value chain, covering 3 aspects including the quality of human resources, the price of raw materials, and inconsistency in the quality of raw materials.

This study focuses on evaluating whether the tofu industry can produce a series of value chains by adding value added to its business processes. The research also seeks to identify whether the value chain can help this industry produce value chain outputs in the form of brand equity and profit. The urgency of this research is because there are very few studies that discuss the output value chain on the company's brand equity. Value chain is more often directly related to profitability and customer satisfaction. Whereas McPhee Wayne and Wheeler David (2006) said that intangible assets such as brand equity can take into account the valuation on the market in some companies.

Researchers have built a conceptual framework to describe the activities carried out by a company as a whole from main activities and secondary activities.

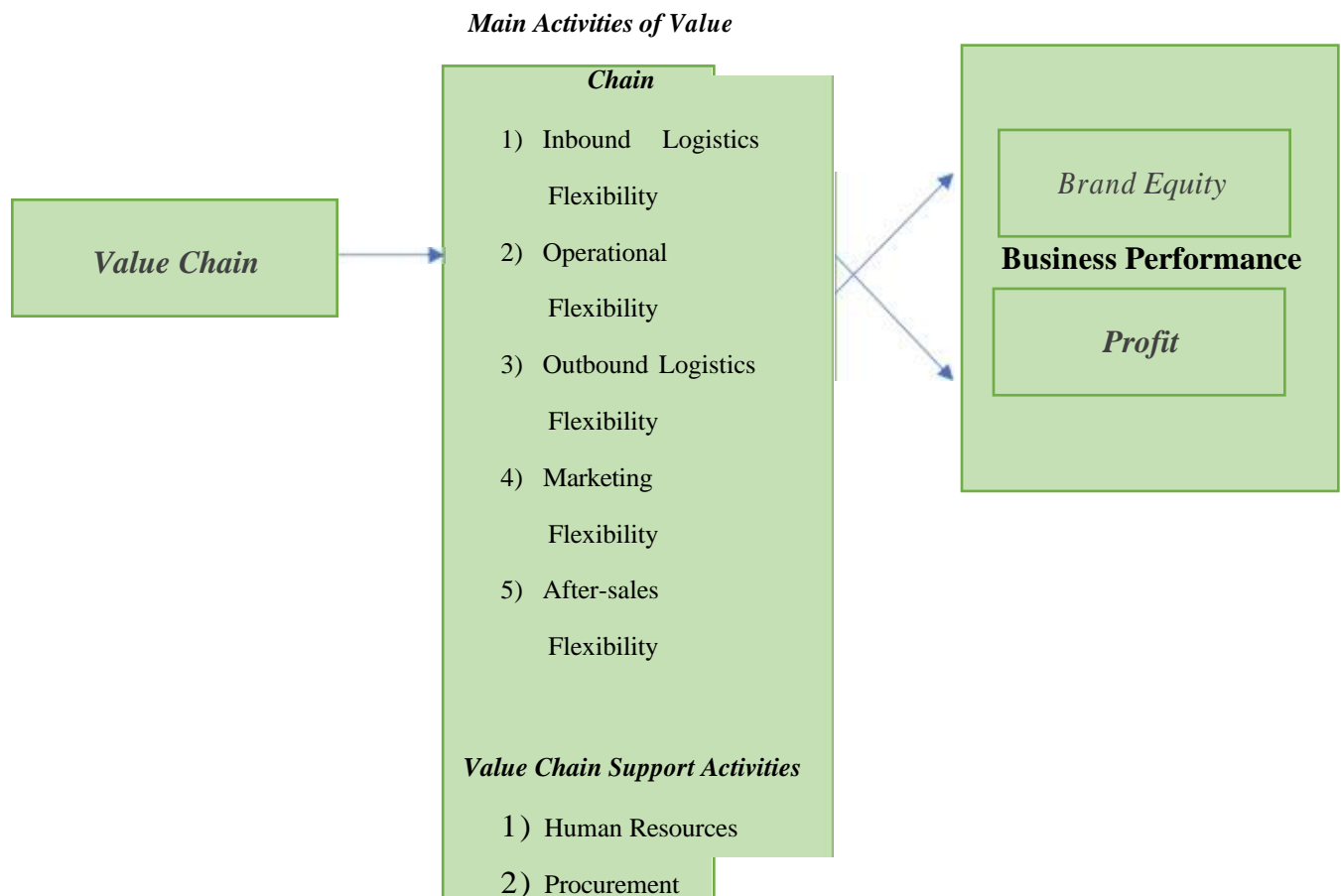


Figure 1 Conceptual Framework

METHOD

The research method used is qualitative with a case study approach so that the data collection instruments used are document analysis and quasi-structured interviews. Researchers collect data in a continuous time because this method is a time-bound activity (Sugiyono, 2017: 15). The data processed in this study utilizes primary data obtained through interviews and financial reports. The population in this study were employees who worked as in the production, distribution and marketing division, amounting to 49 people and the owner, amounting to 1 person. The researcher then determines the resource persons who will be selected as samples to be interviewed. In this study, the sample used came from the owner, but was added by several employees who met the criteria as research respondents so that researchers had appropriate data to be used as research. The data variables and indicators explored in this study are presented in Table 3.1 below

Table 3.1

Interview topics

No.	Topics	Indicator
1.	<i>Value Chain</i>	Main Activities of Value Chain 1) Inbound Logistics Flexibility 2) Operational Flexibility 3) Outbound Logistics Flexibility 4) Marketing Flexibility 5) After-sales Flexibility
2.	<i>Value Added</i>	The value added process in business activities. 1) production activity.
3.	<i>Brand Equity</i>	1. The company's efforts to improve product quality.
4.	<i>Profit</i>	The company's efforts to increase company profits.

The data analysis technique in this study begins with data collection or collecting data in the field through semi-structured interviews. The data is then reduced so that the main things are produced and focus on the important things. The reduced data will provide a clearer picture. After the data is reduced. The data is then presented in the form of brief descriptions, charts, relationships between categories, etc. By presenting the data, it will be easier to understand what happened before becoming the final conclusion of the study.

RESULTS

Based on research conducted on the owner and assistant of Tirta Langgeng, it was found that the value chain strategy map implemented by the company and its effect in increasing the added value of the company. In the quote section, several sources are given codes to make it easier for readers to understand. The first resource person, namely the industrial owner, was given the code OW and for the second interviewee, the assistant to the industrial owner, was given the AS code.

1. Main Activities Tirta Langgeng Value Chain Flexibility

Theoretically, flexibility in the value chain can be seen from the adaptability of the main activity indicators consisting of inbound logistics, operations, outbound logistics, marketing and sales, and after sales service.(Sushil, 2018).This flexibility can be seen from its product development, logistics, manufacturing, marketing and services. Based on the excavation of the sources, the following are the main value chain activities in the Tirta Langgeng industry.

A. Main Activities: Flexibility Inbound Logistics

Inbound logistics flexibility is one aspect of adding product value that can reduce market uncertainty. Based on the analysis of information from the Owner, what Tirta Langgeng has done is in accordance with the flexibility aspect of inbound logistics. Management imposes restrictions on the amount of raw materials to maintain the quality of raw materials so that they are not stored for too long.

"When I run out of soybeans, I usually order. 8.5 tons will be sent immediately. I will pay by transfer. If normal conditions are usually 5 days, 6 days are finished but just look at the conditions, if it's crowded, it's faster if it's quiet, it's a bit longer." (OW)

"*Not* have a special warehouse because I don't dare to store a lot of soybeans, I have enough. Later when I run out I will order again, so for one purchase, it's 5 days 6 days I then order again so I don't need a lot of warehouses". (OW)

Companies are highly dependent on internal circumstances and changes (Sushil, 2018). The right control policy over Inbound logistics will help the company in dealing with uncertainties, such as fluctuations in raw material prices that may occur.

B. Main Activities: Operational Flexibility

Operational flexibility can improve practice *value chain* because if researched more broadly it can provide quality information such as just in time(Soon & Udin, 2011). Operational activities must be adjusted to the variability of demand. Based on the investigation of information from sources, Tirta Langgeng Industry produces production in accordance with existing market demand trends.

"Every day I cook about 1 ton 2 tons, every morning we soak the soybeans, usually according to consumer needs, sometimes 1.5 tons when the market is busy, it can be 2 tons". (OW)

This indicates that there is flexibility in operational activities because the time for operational activities is uncertain because the number of consumer requests can change. And with operational flexibility it also results in a minimum of time in the process of production activities as expressed by(Sushil, 2018)by implementing operational flexibility in order to minimize time in the preparation and process of production activities.

C. Main Activities:Outbound Logistics Flexibility

Strategic flexibility in the procurement system can improve *value chain* more effective in terms of distribution(Soon & Udin, 2011). Tirta Langgeng Industry implements a pull-system in carrying out production. Tirta Langgeng's main distribution system utilizes an indirect distribution system through resellers. Orders are made based on requests from resellers before being passed on to end-customers. However, Tirta Langgeng also allows retail sales to

individual consumers but to special consumers.

"Usually I order... the baskets of messages vary. I sell it per hundred tofu, so how many hundred and how many thousand orders, then we will receive it later, we produce according to our respective basket orders. We produce directly to resellers, resellers are sold in the market or maybe in the sub- district market again...". (OW)

"Usually it's neighbors, then friends if someone buys it"*nau*Yes, I serve ... but actually it's special, usually I sell it because we sell it directly to resellers, so we only accept orders. If there is only a little, if there are neighbors or relatives, buy if there is only a little, yes there is...". (OW)

The activities that have been carried out by the Tirta Langgeng industry are in accordance with the outbound logistics flexibility activities, namely meeting various kinds of demands on consumers. Flexibility is seen from the distribution process that utilizes direct and indirect distribution at the same time.

D. Main Activities: Marketing and Sales Flexibility

Although flexibility in terms of sales and marketing is very common, this flexibility still has an important role in the value chain because it can provide product upgrades and switching with dynamic pricing.(Sushil, 2018). In marketing its products, Tirta Langgeng has product segmentation with various prices so that it can reach various consumer segments as well.

The implementation that has been carried out by the Tirta industryLasting according to Sushil's theory because this industry can provide increased product demand and create dynamic prices. Several studies have also revealed that they have used dynamic prices to maintain an increasingly tight market.(Sushil, 2018)also revealed capturing different customer segments can improve its products continuously.

E. Main Activities:After Sales Service Flexibility

One of the risks and challenges in this industry is to maintain good product quality until it reaches consumers. To maintain customer satisfaction, Tirta Langgeng provides after-sales service if the product received by the customer is damaged and does not comply with quality standards.

"Yes, sometimes there is also a work deck, sometimes there are also many obstacles. For example, for example, sometimes the soybeans that we process, we cook, when we are the soybeans are scarce, the soybeans are goods, no, the quality is not that good because we have to cook it like that.. sometimes there are old soybeans That's it, it's already... the term is old enough, that if we cook it the protein will break. So if we make tofu, usually we know it, we can't shape it, we can't.. Usually it will crumble, it's like if it's happy here, so if it's crushed, we wrap it, it won't be chewy like if new soybeans can't be chewy so when When we put it in a bag, it breaks easily.. so sometimes it breaks when we have to replace it.. For example, how many hundreds are there, we will replace it. And what sometimes happens during the delivery process, sometimes the roads are damaged, because here are a lot of shocks because we know it's soft, sometimes it breaks, we also replace it. So if it's our fault, we will have consequences to replace it. That's it..". (US)

The implementation that has been carried out by the Tirta Langgeng industry owner is in accordance with the after sales service flexibility concept by providing product return facilities. This policy is in accordance with the findingsSushil, (2018)related to adjustments that occur in several retail markets such as cancellations and changes to orders, until good returns will be able to add value to the products provided to consumers.

2. Tirta Langgeng Value Chain Supporting Activities

In addition to the previous main activities, aspects of supporting activities need to be considered in the value chain. These activities will later support and provide the necessary assistance in primary

activities(Ferdous & Ikeda, 2018). These Supporting Activities cover aspects of Human Resources and aspects of Procurement.

A. Human Resources

In the management of Human Resources,Tirta Langgeng implements an average operating hour of 6 working hours and employees are given the right to leave once in five days. There is no age criteria in selecting employees. The main criterion in selecting employees is the willingness to learn. And emphasize the ability and responsibility as well as the willingness to really work in this industry.

"It's difficult for our current employees, because not everything is possible, because there may or may not be something like the others, maybe it's special, so we usually teach people who have never been, haven't been able to tell, we learn, we learn about 2-3 weeks, then we can find out. . So we are looking for workers who make it simple before we educate here. There is no age requirement here, the important thing is that we can, we can learn, we want to... we really want to learn, we learn, we teach until we really can...". (US).

The salary system is in the form of a basic salary that is agreed upon at the beginning of the employee's entry into the company and there is an overtime wage for employees above normal working hours of 200% of the basic salary. The company also provides meal allowances and allowances on Eid holidays, the amount of which is in accordance with the length of time the employee has served in the company.

B. Procurement

In terms of procurement of raw materials, Tirta Langgeng already has suppliers who have been ready to become suppliers when there is a shortage of raw materials. The company has also had and maintained a good relationship with these suppliers for a long time.

"For soybeans, we have our own subscription, so for example, the supply of soybeans is running low, I just call because I already have a subscription, I'll call tomorrow the goods will be sent like that..." (OW)

3. Value Added

Value Added considered as part property in a company or industry that can be distributed to providers of capital and employees. In addition, value added can also provide benefits for companies and consumers. The value added system has focused on several companies or industries that have developed and which have advanced. Competitiveness in a company or industry is the key in a traditional company. For this reason, increasing competitiveness by adopting a value added strategy can increase market potential and successfully change the business domain(Part, 2010).

A. Production Activities

To provide added value to production activities,The company creates a variety of products with various sizes and prices. These variations and innovations are intended to be able to reach various consumer segments and win the competition in the market.

"Because our competitors here also have many decks, so here we are trying to be able to meet the needs of the community starting from the lowest price, while there are also those above. Here, we make two kinds of tofu... one of which is sliced tofu, the price is rather cheap, there are small and large sizes, there is also kepel tofu. Tofu, this kepel also has a small size and a large size, so we are trying to fulfill the market's demand for the deck. Just like that..". (US)

The added value of this aspect of production can create new markets in the external environment by providing lower prices but with appropriate quality. This will also make this industry not easily swayed by the

flow of the business era that continues to advance, but can continue to grow and develop, and can continue to compete with consumers.

B. Marketing Activities

Tirta Langgeng's marketing system uses a ball pick-up system by sending finished products that have been ordered by the reseller to the market or to the place where the reseller sells. This strategy is carried out by the Tirta Langgeng industry to make it easier for resellers to work. This strategy is expected to retain consumers and become an added value for consumers because it facilitates distribution activities whose impacts can be felt by consumers directly.

4. Brand Equity

Brand equity is one concept that is considered quite important in achieving business competition. Companies that have high brand equity have a higher chance of success, are more resistant to promotional activities carried out by competitors, and create barriers to entry for competitors. (Lassar et al., 1995). Brand equity is rooted in consumer trust in a brand so that consumers are willing to pay a premium price for the brand. Thus, brand equity is based on the perspective of individual consumers and occurs when consumers feel the brand is profitable, strong, and unique in their memory. For this reason, the Tirta Langgeng industry tries to focus on creating a product with the best quality. One of them is by paying attention to the quality of the raw materials to be used, this industry chooses the highest quality raw materials. In addition, compared to competing industries that usually only use furnaces, this industry uses a steam boiler fuel engine to produce maximum heating so that the cooking process will also provide better quality results.

This industry is very concerned about customer satisfaction and always tries to meet the diverse needs of consumers by providing products with good quality but still offering prices that can be adjusted to consumer needs. In this way, the industry hopes that the products offered can continue to create brand equity in consumers because they provide product branding with good brand quality at competitive prices. Because by building brand equity in the end result can create a relationship between consumers and can create a stronger relationship with consumers (Kapareliotis & Panopoulos, 2010).

5. Profit

The main goal in a company or industry is to maximize profit (Jarvis et al., 2000). Tirta Langgeng Industry has carried out value chain activities well and organized, and has made several marketing efforts which at that time were expected to help increase sales.

At the beginning of its establishment, the company implemented a door to door sales system to attract more consumers. After successfully building good relationships with customers, the company began to increase trust by making product innovations so that it could reach more consumer segments. Efforts made to increase product sales and simultaneously increase company profits.

"Well, with this advantage, we can also do renovations to the industry, and add some machines to support our production process as well. With these additions, the addition of these machines our products will certainly increase as well. And it will also increase our profits later that way." (US)

Gradually this industry began to reduce human resources and replace them with machines, because in addition to being able to create products with better quality, the use of machines can also reduce costs for salary expenses and can compete with competitors in the modern era. The owner also has hopes or plans to develop

products to make tofu, milk and soy milk because these products have the same raw materials. The plan is expected to be able to increase profits for the industry, because profit is an element of survival for a company(Jarvis et al., 2000).

DISCUSSION

The following is the result of a summary of the value chain analysis in increasing value added in the Tirta Langgeng tofu factory industry. according to(Sushil, 2018)value-adding activities in a final product are provided to consumers through several processes of business activities, namely through inbound logistics, operations, outbound logistics, marketing and sales, and services. In the first activity the Ibound Logistics indicator in this industry can be said to be running well because from this activity this industry can face market uncertainty in the external environment but can still improve the quality of inputs. In industrial operational activities, this results in more flexible activities because the time of this activity follows the number of consumer requests that can change at any time. And with the flexibility in operational activities, it minimizes time in the production process. In outbound logistics activities have been going well because it can meet various kinds of demands on consumers. This activity becomes more flexible because distribution activities are carried out by means of the product being delivered and reaching the hands of consumers directly without the need for consumers to come to the industry. In marketing and sales activities can also run well because until now the demand for products is increasing and can create dynamic prices. And the last activity, namely after sales service, can also be said to be running well because this industry provides facilities for returning damaged products for certain reasons, thereby creating added value to the products provided to consumers. This activity becomes more flexible because distribution activities are carried out by means of the product being delivered and reaching the hands of consumers directly without the need for consumers to come to the industry. In marketing and sales activities can also run well because until now the demand for products is increasing and can create dynamic prices. And the last activity, namely after sales service, can also be said to be running well because this industry provides facilities for returning damaged products for certain reasons, thereby creating added value to the products provided to consumers. This activity becomes more flexible because distribution activities are carried out by means of the product being delivered and reaching the hands of consumers directly without the need for consumers to come to the industry. In marketing and sales activities can also run well because until now the demand for products is increasing and can create dynamic prices. And the last activity, namely after sales service, can also be said to be running well because this industry provides facilities for returning damaged products for certain reasons, thereby creating added value to the products provided to consumers. In marketing and sales activities can also run well because until now the demand for products is increasing and can create dynamic prices. And the last activity, namely after sales service, can also be said to be running well because this industry provides facilities for returning damaged products for certain reasons, thereby creating added value to the products provided to consumers.

CONCLUSION

All activities during the production process at the Tirta Langgeng industry every day have created value chain activities well. This industry carries out value chain activities by adding value added to each of its business processes, thereby providing output for this industry. As said(Ferdous & Ikeda, 2018)revealed if the value chain activities that run efficiently can provide benefits to the company to get more value from the product. This value added process can be seen from the production activities in this industry, The strategy taken by this industry to be able to continue to meet the needs and demands of consumers who continue to grow is by offering various product sizes, product types,

and prices. This makes the demands and needs of diverse consumers can be met. The increase in value added also occurred in its production activities, the strategy carried out by the Tirta Langgeng industry makes it easy for resellers to work, so that they feel more comfortable at work. The strategy is to pick up the ball or door to door. This strategy can retain consumers by providing comfort in work and providing added value that can be felt directly by consumers.

If you look at the profit indicators, one of the informants has explained at a glance that the profits in his industrial business continue to increase every year, so that the business he is running can continue to grow and be able to compete with competitors. By being able to always keep abreast of business developments that continue to advance, this industry can slowly reduce human resources and replace them with more modern machines and equipment to support better production processes and reduce costs on employee salaries. In the brand equity indicator, it can also be seen that the Tirta Langgeng industry is very concerned about customer satisfaction and always tries to meet the diverse needs of consumers, providing a product with good quality but still offering competitive prices. In this way, the hope for creating brand equity to be able to excel in competition can continue. Because in reality this brand equity has a relationship with consumers, namely the creation of a stronger relationship with consumers.

The results that have been presented prove that the activity of *value chain* what the Tirta Langgeng industry is doing shows that this industry has implemented value chain activities well so that the implementation of these activities provides added value to the industry which has an impact on brand equity and good profit.

MANAGERIAL IMPLICATIONS

The process of value chain activities can provide several advantages in business performance. Based on the results and discussion in the research, there are several strategies that are suggested to be implemented by managers to create added value and competitive advantage in terms of the value chain aspect.

- 1 . The Trade Show strategy is recommended to introduce the product to the wider community. The new style of marketing needs to be adjusted along with the increase in the company's target to increase brand equity.
- 2 . From the distribution aspect, investment in *trucking* goods are needed in order to achieve efficiency in terms of product distribution.
- 3 . In order to achieve production efficiency and product standards, it is advisable to invest in modern technology machines such as centrifuge printing machine.

LIMITATIONS OF THE RESEARCH

After carrying out various stages of data analysis, this research still has some limitations so that the presentation is still not perfect.

1. Because the research implementation process coincided with the COVID-19 pandemic, this study did not include field observations so it had limitations in terms of primary data.
2. The pandemic condition also makes it difficult for researchers to get data from end-customers.
3. The resource persons only focused on the Owner and Assistant due to the difficulty of finding resource persons from the employee side for reasons of lack of understanding.

UPCOMING RESEARCH AGENDA

Some of the agendas that can be carried out in further research are as follows.

1. To be able to know more deeply related to value chain activities, it is recommended to conduct cross-regional research, as well as expand the scope of the study to a larger scale.
2. There is additional value obtained from several other activities in the business process to provide maximum value (Sushil, 2018). The agenda for future research is also expected to be carried out by adding several indicators to the application of the value chain to further strengthen research results such as procurement and technology development.
3. The role of the value chain can also involve organizational partners for the development of systems and products to be sold, seen from several consumer preferences (Fearne et al., 2012). Research on the future agenda is also expected to be able to conduct observational studies to observe the process of value chain activities carried out by the parties directly involved.

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Religious Devotion and Entrepreneurial Business Success: A Narrative Study

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ABSTRACT

The aim of this study is to investigate the success factors of a female entrepreneur by observing her family background, personality traits, religious values and other business success determinant factors.

The current study used a qualitative narrative method. A narrative study focuses on a study regarding a person or individual and how the individual provides meaning to their experiences through delivered stories, data collection by collecting stories, individual experience reports, and discusses the meaning of such experiences for the individual. Data were collected from direct, in- depth interviews with an interviewee, ie, a Muslim woman entrepreneur in Semarang City engaging in the culinary (catering) sector, where the business has been established for 15 years.

The study is expected to answer whether family background, personality traits, and Islamic values support Muslim woman entrepreneur success in establishing a business. The study results suggest that family background, personality traits such as hard-working motivation and discipline, and Islamic values such as trustworthiness, honesty, discussion, religious devotion, cooperation, and “halal” are factors supporting her success. Other success determinant factors were education, family support, capital, and success inspiration (role model).

Keywords: Entrepreneurial success, Qualitative, Narrative, Business Success

INTRODUCTION

Entrepreneurship is considered an important determinant of economic performance and growth (Baumol, 2002; Holcombe, 2007; Matejovsky 2014; Thurik & Wennkers, 2004). Entrepreneurship is widely known throughout the world as an access in accelerating economic development (Hisrich et al., 2012; Ramadani et al., 2014 , 2013b). Entrepreneurship is said to have contributed to economic development through creating job opportunities, increasing incomes, and being a link to the local economy to the global economy (Henderson, 2002).

Indonesia is a country with a majority Muslim population, with a total of 269.6 million people. Data obtained from BPS (2020) shows that the total Muslim population in Indonesia is 87.2% of the total population in Indonesia. In Semarang City, which is the capital city of Central Java Province, according to data from the Central Statistics Agency (BPS), the total Muslim population is 1,350,310 out of a total 1,555,984 Semarang city population where the female population dominates over the male population. Based on data taken from BPS in 2019, the number of female residents in the capital city of Central Java Province is 910,362 while only 875,751 males. This shows the potential of Muslim women in Indonesia which is quite large

Women's entrepreneurship is defined as a business that involves women as entrepreneurs, company owners

and as parties who have responsibility and power in decision making (Ullah, Mahmud, & Yousuf, 2013). Previous data shows that the potential of Muslim Women Entrepreneurship in Indonesia is quite large and important to study. Unfortunately according to (Purwadi, 2011) in Indonesia the number of female entrepreneurs is not more than 0.1 percent of the total population. Whereas women lead 35% of the number of small and medium enterprises (SMEs) in Asia. (Brisco, 2000 in Teak 2009) stated that in China as many as 25% of new business establishments are owned by women entrepreneurs, while four out of five Japanese SMEs are owned by women.

Bartol and Martin (1998) in Okafor and Amalu (2010) classify the factors that motivate women entrepreneurs into three, namely: personal characteristics, life path conditions, and environmental factors. In addition, in Iran, Singh (2012) studied active women in many economic fields and the number of women setting up new businesses is increasing. Mei Fun (2009) explains that 16 percent of the total small and medium-sized enterprises involved in the service, manufacturing and agricultural sectors in Malaysia are owned by women. And the findings show that in order to be successful in business entrepreneurship, women entrepreneurs need to have self-confidence and determination and vision.

For the Muslim population, basically religion is the basis of life containing a set of rules in which it regulates the relationship between humans and God, with fellow humans as well as the relationship between humans and the surrounding environment (Kahmad, 2000; Robertson, 1998). The view of life according to the Islamic perspective is defined as a Muslim's understanding of belief or belief on the basis of God (Allah), revelation that comes from (the Qur'an), Rasulullah Muhammad SAW, the existence of the universe, the purpose of creation, human nature, the essence of reality, the purpose of human life, knowledge, truth, misguidance, sharia, morality (the relationship between humans and Allah SWT, human relations with fellow creatures of Allah), and happiness (Mas'ud, 2017).

Islam has provided ethical and moral guidelines in all aspects of human life, including business activities in Sharia law (Islamic principles of life) with the prohibition of interest (riba), gambling (maysir), avoidance of uncertainty (gharar), and the prohibition of engaging in illegal activities (haram) such as the production of prohibited products is clearly outlined in the Sharia principles of Uddin, (2003) in (Chapra, 1992). So that Muslim entrepreneurs are only involved in morally acceptable productive business and socially carried out activities. Businesses involving alcohol, drugs, usury, prostitution, gambling, are forbidden (Ali Ghoul, 2010).

Islam encourages entrepreneurial activity and business activity. In the Qur'an which reads: "When the prayer has been performed, then you are scattered on the earth; and seek Allah's bounty and remember Allah as much as possible so that you are lucky" (Surah Al Juma'ah, verse 62:10). Business or trade according to Islamic teachings is an honorable activity so that many verses in the Qur'an contain norms in trade.

The principles taught by Islam in trading activities must be carried out in accordance with Islamic principles such as honesty, fair profit, fair competition, high cultural service standards, and cooperation (Nik Yusof, 2002). According to Adas, 2006; Dana, 2010, profits derived from entrepreneurial activities are considered legal and lawful and have worship value if they are implemented in accordance with Islamic teachings and sharia. Financial sources that will be used for business activities must also be in accordance with the sharia system which is far from interest (usury) (Kayed, 2006).

According to Ramadani et al. (2015b, 2015c, 2013a), important characteristics in the development of a successful business, where an entrepreneur needs relevant education, appropriate knowledge and skills, as well as a commitment to choose proactive over reactive action, These include experience, perseverance, self-confidence. Entrepreneurial characteristics are in line with the characteristics of the Prophet Muhammad, namely: siddiq, amanah, fatahah, and tabligh. Shidiq which means right or honest where a Muslim is required to act properly and

physically; shidiq al qalb (true in the heart), shidiq al hadith (true words), and shidiq al amal (right deeds), amanah which means trustworthy, fatah means intelligent, smart and intellectual, and tabligh which means conveying,

There are many reasons behind there being only a few studies on Islamic entrepreneurship, one of which is western academics are not able to access authentic sources on Islamic economic writing, besides that many theories are written in Arabic, Urdu or other languages that are not understood properly. public by non-Muslim academics. (Davis, 2013). Therefore, to fill this gap, this research will be conducted in Indonesia, especially in Semarang City as the Capital of Central Java Province by analyzing how Islamic values play a role in encouraging the success of Muslim entrepreneurs and analyzing related factors that can affect entrepreneurial success. Muslim women in different cultural areas as recommended by Davis,

METHOD

This study uses a qualitative method using a qualitative narrative approach to explore individual life experiences (Creswell, 2007). This study explores the secrets of success for Muslim women entrepreneurs in the city of Semarang by directly expressing their experiences.

This study uses primary data collected through observation and interviews with Muslim women entrepreneurs as resource persons in the city of Semarang, as well as secondary data obtained from books, internet, journals, articles, documents or notes about entrepreneurship from an Islamic perspective.

The participant in this study is the CEO of “Mawar”, a renowned Catering Business in Semarang. The owner, Mrs. Maryam, is a Muslim woman entrepreneur who has continued the catering business with her mother since 17 years ago. The selected participant is a female Muslim entrepreneur who meet the following criteria:

1. Muslim woman (Muslim)
2. Successful business (medium business) with the criteria of having assets and a business turnover of Rp. 500,000,000,- and above.
3. Business Locations in Semarang
4. Business established for more than 15 years

In terms of data collection, the researcher observes, records, asks questions, and explores sources that are closely related to various events that occurred at that time. The results obtained at that time will also be compiled soon. Basically what is observed cannot be separated from the environmental context in which the behavior takes place. The collected data is then reduced to get the gist of the information and presented conclusions and verification.

RESULTS AND DISCUSSION

1. Family's background

The success in entrepreneurship and the talent that Mrs. Maryam has cannot be separated from the family background factor, namely the mother who educates and makes her an entrepreneur with the same talent that was passed down to her. For Mrs. Maryam, upbringing and the result of following her mother's actions are one of the success factors she feels today.

"There are two of my older brothers who are employees who follow my father, and I trade businesses that

follow my mother, my mother is not the parent who manages it because it's also not from a high education... because my mother graduated from junior high school and my father graduated from high school, basically they want to her child is not like me (mother).”.

This understanding is in accordance with what was stated by Frinces (2011: 69) that a prospective entrepreneur is a person who does have a background and descent from his parents or their previous parents who naturally have descendants of a businessman or entrepreneur.

1.a. Family support

Family support as a wife as well as an entrepreneur, Mrs. Maryam must be able to divide her roles according to their respective portions. When at home she will act as a wife who is obedient to her husband and takes care of children, while at the place of business she acts as a leader who has the ability to lead and direct her employees. One of the studies conducted by Pristian in (2009) stated that one of the supporting factors for the success of women's businesses is the support from the family, especially husbands for married women.

"I'm grateful to have a husband who doesn't stop me from working, my 4 children, I can take care of the kids and pick up, I can take care of the business, I can take care of my husband so I'm in charge of everything. And every weekend, Alhamdulillah, my husband doesn't process it even though I don't accompany him."

For Mrs. Maryam, the most important thing is that our obedience as a wife to our husband and as a mother to our children must still be number one because the pleasure of our husband is the pleasure of Allah.

1.b. Family Education

For Mrs. Maryam, one of the factors that can support her success as a Muslim woman entrepreneur is from education, in this case the education that is meant is formal education, and non-formal education such as training or training, skills and no less important is religious education.

"Brother who teaches that college is not only for getting an education but also for making many friends, later your insight will also be broad and who knows you can meet a soul mate there, and Alhamdulillah, I also knew my husband when I was in college, hehehe..."

2. Personality

2.a. Motivation to work hard

Every Muslim is required to work as a form of worshipping Allah in a good and lawful way, besides that as an entrepreneur who wants to be successful, he must have good motivation, discipline, work hard and work smart and not violate the commands and prohibitions of Allah SWT. This is as owned by Mrs. Maryam.

"I spend a lot of time with you, and you show that you work hard which can be an example for me until now, disciplined in terms of work, by doing orders and delivering on time. I really hold my character like that and control myself. What I took from my mother was her hard work, she didn't give up."

2.b. Discipline

Mrs. Maryam as the owner of Mawar always instills discipline and hard work in her daily life, she also applies this to her employees. He got his hard work and discipline from his mother, who taught him and showed his seriousness in

earning a living as a single parent when Maryam was still a child.

"It's not normal.... Every day I sleep normally at 12 o'clock, sometimes until 2 o'clock I just go to sleep and at 3 o'clock I start to wake up again but depending on Friday- Saturday-Sunday I sleep 1-2 hours because I usually control in my own building. .because the discipline factor that needs to be applied is timely delivery, provision of menus to order,

The attitude of hard work and discipline is a form of personality and an important aspect that an entrepreneur must have, this statement is also strengthened by the opinion of Robins and Judge, (2017:81) the personality aspect of an entrepreneur is very important, namely looking at the total number of current ways of doing business. an individual when dealing with, acting and interacting with other people in it, including one's attitude, character, soul and behavior. So that Mrs. Maryam's personality makes her business develop well, this is in accordance with what was expressed by Fauzia, (2017), namely with high discipline, an entrepreneur will be able to build her business well.

3. Islamic values

3.a. Trust and honesty

The application of trust and honesty in Mawar is the obligation of every employee and boss, in the catering business there are often customers who ask for notes that are not in accordance with the budget on the order, and there are also those who only want to borrow flags to pay the taxes they have to pay, but on Mawar, this is not in accordance with Islamic values, namely trust and honesty, so if there are customers who ask for this, Mawar expressly refuses.

"There are.....some customers who ask for notes that are not in accordance with the order, but I can't help, indeed the average office is like that, for example the budget is only for 50 packs but it turns out that some are ordered below the budget so you can get a lot so

the calculation is still Rp. 35.000,- to be able to cover their needs, the point is that we

don't mess around with the budget. We don't want it if someone just borrows the flag."

In addition, honesty is also applied in obtaining profits by providing alms and compensation for children in Islamic boarding schools, honesty in the face of business competition, where for Mrs. Maryam, sustenance is God who manages and keeps trying to provide good service and reasonable prices. cheaper, because for Mrs. Maryam the benefits that can be obtained must always be grateful for.

"...If what we do, an example of a charity business is a charity box for personal use, a charity box used for the benefit of employees and for guests,.... Every Friday we have something called alms Friday by distrMrs.ting food to street children, besides that at home there is a gas cylinder model like a piggy bank for activities at the muhajirin mosque, each child is one."

In the world of catering, competition is considered by Mrs. Maryam as a natural thing, honesty in terms of competition is by providing good service at a lower price than competitors and the most important thing is not taking actions that can harm other caterers and providing good service and quality food.

"My principle is that God's sustenance is in control, whatever is in front of me, we will do it, actually there are some employees who can get input from outside. There was once an employee of another vendor who helped arrange flowers with the same quality and a cheaper price; against the agreed consensus. I don't know how could it be like that..., I also don't know but in fact it can..."

Honesty at Mawar applies to all employees and also business owners. Employees are required to always behave and speak honestly in working and carrying out their duties, all employees must be able to convince customers without telling lies in terms of providing information and services to customers or potential customers.

"For supervision in terms of employee work, we use CCTV and Alhamdulillah, there are no employees here who take and are dishonest.. Only children, yes, there are those who are uneducated because what we prioritize is their physical appearance. So yes, you have to be super patient and have a 'long intestine' [in Javanese: dowo ususe] to deal with it"

The essence of this business is to uphold the value of trust and honesty, namely by practicing values related to honesty that are applied anywhere, by and with anyone. In accordance with Fauzia, (2017) explains that ethics relates to how a person builds trust in himself, employees, partners with customers or the community.

3.b. Mutual help

As a Muslim woman who upholds Islamic values in accordance with the Koran (4): 85, Mrs. Maryam tries to provide help to fellow human beings in terms of providing employment opportunities, by prioritizing the principle of honesty, both inside and outside of work.

"There are also employees who are supposed to leave but are not ready for fear of not being able to support their families, but management will not let go because they will also help by giving pocket money when they leave and for the family at home.... In addition, there have also been employees who don't have homes, we offer loans to take homes, Alhamdulillah, the employees are also still working here, there are also employees who have died, we also arrange compensation for their children, because they have been with us for years. "

What is done by Mrs. Maryam is in accordance with Rahman (2009) that in Islamic principles property must be used for the good, general welfare and to provide assistance to others in need, so that the best way for someone who has excess assets is to give our property to them. in need, this is one of the highest standards of Islamic morality.

3.c. Always pray

As a Muslim businesswoman, Mrs. Maryam always involves Allah in every step of her life, apart from praying the 5 daily prayers, she also conveys that she always maintains shalawat whenever and wherever she is, because for Mrs. Maryam that prayer and shalawat will bring help from Allah SWT from directions that have never existed. unexpected as contained in the QS. Al-Baqarah: 153.

"In the past, my mother was confused when the villagers walked through the portal so it was difficult to load catering items, then my husband asked me to pray with the students at Ustad Yahya's Islamic boarding school so that they could get a place of business.. Alhamdulillah, Allah gave smoothness after that.."

For him, spiritual values must be carried out simultaneously by all employees without exception, because the essence of a leader is to direct and set a good example for his employees to always put the Worship of Allah first.

3.d. Deliberation (Communication and Coordination)

As a catering entrepreneur who has many employees, Mrs. Maryam always instills communication and coordination as a form of deliberation between herself and the previously appointed pic, this communication and coordination is carried out regularly and scheduled in order to achieve a single entity, so that every activity or event can running

smoothly according to what has been determined as well as part of the evaluation after carrying out the event as a form of control and improvement of each other.

“....there is always a coordination meeting and deliberation every Tuesday-Wednesday with each PIC, when there are many orders we must list each order so that nothing is missed. Meanwhile, if the event is in the building, there must be at least 1-2 inchargers who are responsible there until the event is over.”

The deliberation carried out by Mrs. Maryam was based on Koran, Al-Shura (42):8 in this case Allah has laid the foundation for the life of the Muslim community, thus deliberation is one of the important characters of believers in society, so that one's faith is not perfect if one does not accept Allah's call, one of which is to carry out deliberation among the believers.

3.e. Halaalan Thoyiban

Allah has commanded mankind to eat, drink, and perform lawful deeds. In the catering business, it is very important to show that the food originates and is processed in a way that is in accordance with Islamic law according to the contents of the QS. Al Baqarah (2) :168. In addition, in dealing with suppliers, Mrs. Maryam is very concerned about suppliers who are Muslim in certain processed foods such as meat and chicken

"Well...for the halal certificate at this time we don't have it because it's still in the process, madam, because to get a halal certificate we have to collect all suppliers with a halal certificate, and for food like rambak it's also difficult to get a halal certificate, we have to avoid rambak but we confused, for example, rice liwet must still have the rambak, now that's what is still our homework"

This is in accordance with Quraish Shihab, in the interpretation of the Qur'an explaining that halal food is food that is not haram, that is, it is not forbidden by religion to eat it. So that in business, Mas'ud, (2017) argues that halalaan thoyiban includes all business activities ranging from the production process (goods and services) to distributing products and services to customers who must pay attention to halal thoyiban.

4. Other factors supporting success

4.a. Startup Capital

Business or business success According to Albert Wijaya in Suryana, (2011), namely "The factor which is a critical goal and a measure of the success of a company is profit". In addition, business success according to Dwi Riyanti, (2003) is business success, namely small businesses are successful because entrepreneurs have smart brains, which are creative, follow technological developments and can apply proactively.

One of the important factors in establishing a business is the presence of capital, Mrs. Maryam revealed that she had difficulty getting a capital loan, but in the end God opened the way for Mrs. Maryam to start a business with the help of State Owned Enterprises through the National Gas Company and the National Post Office which issued loan funds for businesses.

Basically, Mrs. Maryam is an anti-bank loan person, so as much as possible she gets a capital loan not from bank interest because she is worried about usury. Al-Qurtubi (2008) states that no one eats food or uses lawful assets unless the property is clean from 5 cases; usury, haram money, haram business, cheating and doubtful money. What Mrs. Maryam believes is that she is very anti- banking because of concerns about usury which is prohibited by Islam, which is also in accordance with Wahab, (2011) usury is strictly prohibited by Islamic law, because it causes injustice and exploitation of fellow human beings.

4.b. Inspiration for success (Role Model)

Based on the statement of Achmad and Saputro, (2017) who identified that most of the respondents who got inspiration for success were able to have an effect on increasing assets. Mrs. Maryam revealed that she has a role model as an inspiration for her success, namely Siti Khadijah (the wife of Prophet Muhammad) besides being a prophet's wife who is very devoted to her husband and religion.

"Because I am also engaged in the business sector... if I see Mrs. Siti Khadijah how much she devotes her life to business, and after having everything, she spends all her wealth for the struggle of the Apostle, one she works hard, two she is devoted to her husband, the third is devoted with religion and what we take is alms, where alms for me is to smooth things out."

Apart from Siti Khadijah, another role model that she admires is her own mother, where her current attitude of hard work and tenacity is the teaching of her mother, as a single parent who has to earn a living to support her three children, since she was little, Mrs. Maryam has been taught to always be disciplined, worked hard where he had to get up early and go to work,

The two role models that encouraged him to innovate, work hard and never give up, make his business grow and increase assets, namely being able to buy several houses in the damar area, land for warehouses, and the monthly turnover can exceed the specified target.

5. Factors inhibiting success

5.a. Complain

When she first started her business and started getting lots of orders, Mrs. Maryam said that she got a lot of complaints, especially complaints from neighbors, this was due to several factors, namely: traffic flow was obstructed (many customer vehicles parked there) which resulted in the closing of the access portal door, the living environment is not suitable for use as a business location, the sewer that Mawar catering were accused in making the neighboring wells' water turned black. So that over time they were expelled from the old house, and finally looked for another location for a place of business.

"They never had the portal opened for me. I was there wanting to ask for a key but it was thrown around until I cried asking for the door to be opened" My mother and I also looked directly at the Neighborhood Watch there too there was no solution because the Head of Neighborhood Watch didn't want to have conflict with Mr. X, even though he's my mother's friend, his furniture business used to be in decline but at that time our business went up, because they are old people there so they didn't dare, they opened it but closed it again and the key was replaced with a new one..."

Another complaint received by Mawar catering was a complaint that came from a customer where the location of his business did not have a parking space, the delivery time was not appropriate.

5.b. Underestimated

Every business definitely doesn't always go well, there are times when there are obstacles that hinder success, one of which is being underestimated, the experience experienced by Mrs. Maryam at the beginning of setting up a business was underestimated, at that time many neighbors did not want to order in her place this is because at the time Mrs. Maryam is still in school.

Back then the famous neighbors didn't want to order from their mother, because it was the children who made it... At that time I was still in high school and I dared to make cake orders, maybe the neighbors thought that the kids who made it were dirty and didn't taste good.." It's okay, I used to leave the cake in schools and offices, because God will arrange it for sustenance”

5.c. Moving business locations

Another factor that hindered the success of Mawar catering was that they had not found a suitable business location when the business was first established. The experience of being expelled from their first business location made Mrs. Maryam and her husband persistently look for other business locations that could be used as offices and equipment warehouses.

“Another obstacle is regarding the location of the business... actually, it is natural for business development to move the location because you are looking for a suitable one, in the past you were able to rent in the Ngaliyan area there for a long time how come the rent was expensive, once it matched the location, eh, the contract couldn't be continued I never wanted to buy it but it didn't sell, yes, we moved several times before we got a place in Ebony street here which used to be a car wash place”.

CONCLUSION

From the results of this study it can be concluded that family background and support are things that are needed in achieving success. Family background factors taught from childhood and supported by Islamic values have an impact on the formation of the personality character of a Muslim woman entrepreneur.

The success of Muslim entrepreneurs cannot be separated from Islamic values which are disciplinedly applied in entrepreneurial life, including trust and honesty, always praying, helping in goodness, deliberation, and halalan toyiban.

Business success can be achieved by everyone who starts with a hobby and likes a certain line of business, focus, hard work, discipline based on sincere intentions, not ashamed, endeavor to God and the business that was founded is a form of practicing God's command to seek blessings. in this world and the hereafter.

In this study, there are at least three strongest factors supporting the success of a Muslim entrepreneur, including family background (support and education or values instilled since childhood), personality (motivation to work hard and disciplined attitude) and Islamic values (business being undertaken). with gratitude, applying the concept of everything is a gift from God, the implementation of this gratitude is by doing a lot of charity, alms, help, and halalan thoyiban). These factors are supported by additional factors such as capital, inspiration (role model) and education.

As for factors such as complaints (conflict), being underestimated, and moving locations (evicted) are factors that are considered by research sources as obstacles to success. However, research sources have proven that with intention and hard work all obstacles can be overcome. Based on interviews conducted by researchers, success for Mrs. Maryam as the owner of the "Mawar" business is a balanced success between family and business, especially success in building a harmonious, happy, mutually supportive family and devotion to husband and religion as shown exemplified by Siti Khadijah the Prophet Muhammad's wife.

LIMITATIONS AND SUGGESTIONS

Based on the research that has been done, there are still limitations where the resource persons involved are still

very limited, namely 1 (one) resource person so that future research needs other sources who can provide information on the same research object (confirmation).

Future research is expected to be able to examine women entrepreneurs with other business fields including: fashion, handicrafts and property by taking Islamic values apart from this research. In addition, future research can involve other sources who can provide confirmatory information on the same research object.

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A Case Study On The Challenge Of An Sme Religious-Based Business Practice

IMPLEMENTATION

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ABSTRACT

This study aims to analyze the barrier of implementing Islamic Business Management in Identix Batik Tulis, an SME located in Semarang with worldwide reputation. In Indonesia, Islamic Business is relatively new but has a high interest due to the increased of the Islamic observance among the society.

The sample used in this study is Identix Batik Tulis employees that experienced the difference while implementing the Islamic business Management. All participants have work experience for at least 1 year. This study uses qualitative case study approach and the results was analyzed with compare and contrast analysis.

The result of this study indicates that some of the barriers to implementing Islamic Business Management in Identix Batik Tulis is due to the lack of education and values to the employees.

Keywords: Islamic Business Management, Religious Values, Company Values, Organizational Culture, Batik Industry

INTRODUCTION

The Pew Forum in 2011 revealed that 23% of the world's population is Muslim and is projected to continue to increase to 33% by 2030 (Tournois & Aoun, 2012). The growth of the Muslim population is both an opportunity and a challenge to take advantage of the Islamic market which is estimated to reach \$2.3 trillion dollars per year.

Islamic business practices are considered important and relevant in the era of globalization for several reasons which are currently happening as follows: (1) Islam provides and shapes the moral and ethical behavior of Muslim consumers in the world; (2) increasing market potential of Muslim consumers in the world; (3) increasing foreign investment in Muslim countries; (4) there is growing momentum to form a Muslim trading bloc; and (5) countries with Muslim-majority populations are beginning to emerge a definitive push towards Islamization, in the form of applying Islamic law to all aspects of people's lives (Saeed et al., 2001). In addition, Mas'ud (2017) also stated about the large opportunities regarding Islamic business practices due to the emergence of dissatisfaction with the dominant management practice (mainstream management theory).

Islamic business practices are sourced from the Quran and Sunnah, especially in terms of *halal* and *haram*. McKenna (Miller, et al., 2009) estimates that 70% of Muslims worldwide follow the principles of halal. This statement is reinforced by Abuznaid (2009), that the right and wrong behavior of Muslims is regulated in the Al-Quran and Sunnah. In addition, Islamic business practices also seek to promote positive aspects of business such as honest behavior, reasonable profits, fair competition, high service standards, work culture, business

partnerships, cooperation, minimum wages for employees and basic consumerism principles such as the buyer's right to return the purchased goods (Yusoff, 2002).

The Role of Islamic Business Management Implementation

Previous findings demonstrates the positive impact of implementing Islamic business management in various industries and organizations. Zahid & Khan (2019) revealed that Islamic- based governance practices affect organizational performance. Sobari, et al (2017) revealed that the application of Islamic values in hotel services will increase the intention to return to the hotel. Bhatti, et al (2016) revealed that Islamic business practices increase employee motivation, namely spiritual values, punishment and reward, and justice (al-is). Setyono, et al (2015) revealed that the application of Islamic values in marketing and corporate image will affect consumer satisfaction and consumer loyalty. Fadahunsi & Kargwell (2015) reveal that 'halal' has become a fundamental positioning tool, because it is able to remind its ability to project the personality of Islamic brands (Islamic brands vs non-Islamic brands), as well as its ability to attract consumers related to a sense of trust. Wahab (2012) reveals the practice of Islamic values (mas'uliyah, shukr, ihsan, itqan, riyada al-nafs, taqwa, muhasabah an-nafs, shura-ta'awun, tanafus-ta'awun, and sabr-mujahadah) effect on organizational performance. Wilson (2006) revealed that Islamic business practices can reduce costs and increase management efficiency. Finally, Salleh & Mohammad (2012) explain that the application of Islamic principles in company administration has an impact on employment, managerial, and HR training and development practices. This ultimately affects organizational performance.

Research Challenge

In particular, this research is focused on Islamic business practices in entrepreneurship. Islamic business practices in entrepreneurship are still relatively new, even entrepreneurs (management) are faced with increasingly complex challenges. This is because academic studies are still limited, which is partly due to (1) Western scholars find it difficult to get access to authentic sources and primary sources for writings on Islamic economic theory, because most of them are written in Arabic, Urdu, or other languages. not commonly spoken by non-Islamic academics; (2) historical assertions by some Western scholars that Islam is incompatible with capitalism; and (3) lack of understanding of the interpretive activities of Islamic actors (entrepreneurs) “who deconstruct and reconstruct between Islam, Economics, and Entrepreneurship (Davis, 2013). Apart from the challenges outlined above, there is a scientific tradition in which one can explore Islamic economic theory in general and entrepreneurship in particular, from an Islamic perspective. Al-Qur'an, Sunnah, Fiqh, social thought and historical experience have become the basis of Islam in carrying out Islamic business practices (Davis, 2013).

Research Context: PT. Identix Pratama Indonesia

Several research results show that Islamic business has been widely practiced in various organizations, including at Identix Batik Tulis Indonesia under the name PT. Identix Pratama Indonesia. PT. Identix Pratama Indonesia is a company whose main business is in the field of batik. Due to various demands and changes in values in life, Identix management has re-implemented business practices from conventional management to Islamic management, such as (1) the products being sold have started to be Muslim-oriented, such as hijab; (2) HR management, such as employee compensation divided by an agreement model; (3) sales to consumers based on an agreement. However, based on previous studies, the practice of implementing Islamic business is not easy and there are many obstacles.

This study aims to investigate the differences in the application of Islamic-based business practices at PT. Identix Pratama Indonesia and its obstacles, due to a change in business orientation that started with conventional management since its establishment in 2015, and in 2019 the application of Islamic business concepts in Batik Identix along with the change of business into a business entity of PT Identix Pratama Indonesia in 2018. This study will attempt to answer The following 3 problem formulations:

1. How is the practice of implementing Islamic business management at PT. Identix Pratama Indonesia perceived by its employees?
2. What are the main barriers for implementing Islamic business management practices at PT. Identix Pratama Indonesia?
3. What are the efforts that has been made to overcome obstacles to the practice of implementing Islamic business management at PT. Identix Pratama Indonesia?

METHOD

This study uses a qualitative approach, because this research emphasizes the naturalistic- interpretive paradigm. The qualitative approach in this research is to reconstruct reality and understand its meaning, so that the research focuses on processes, events, and authenticity. In addition, this approach also emphasizes the use of inductive logic where categorization is born from the researcher's encounter with informants in the field or the data found. The qualitative approach in this study is characterized by information in the form of contextual bonds that will lead to patterns or theories that will explain social phenomena (Creswell, 2009).

The qualitative approach in this research is a case study to find out comprehensively and in depth about the practice of implementing Islamic business management at Batik Identix. This study utilizes primary data obtained by interviewing sources and observing the practice of implementing Islamic business at Identix Batik Semarang, as well as secondary data obtained from searching previous findings in the form of documents or records relating to Islamic business practices.

This study uses purposive sampling in determining the sources to be involved. The resource persons in this study were the ranks of human resources at PT. Identix Pratama Indonesia. Starting from top management level to first line management, with a minimum working period of 6 months. The researcher carried out the stages of collecting data on the informants, namely interviews, and observations assisted by research assistants to record and record the data obtained from the informants. Research resource data include the code to facilitate the quotation in the following discussion, are as follows:

1. N1= Commissioner
2. N2= CEO
3. N3= Communication Marketing
4. N4= Finance and Production Manager
5. N5= Graphic Design Manager
6. N6= Marketing and Sales Offline

7. N7= Assistant CEO and HR

RESULTS

The Practice of Application of Islamic Business Management at PT. Identix Pratama Indonesia

According to the informant N1, as the commissioner of PT. Identix Pratama Indonesia, the success of the organization, including profits and revenues; has been destined by God and will not be given mistakenly by God to Identix's competitors. Participant N1 said the following:

"In business, yes, there are threats, for example, competitors who sometimes have a cheaper price, have more customers, in the heart of the city. But the fortune from Allah, God willing, will not be mistakenly given to our competitors."

Participant N1 stated that his belief in the power of God is included in the concept of monotheism, where a Muslim will believe that all things have been arranged by God (*qodho* and *qodar*). The religious teaching can combine economic, social, and political, as well as religious concepts based on religious laws. In economic activities, monotheism is a tool for humans to maintain their behavior in business. By surrendering the results to God, business people will always guard their actions from things that are prohibited by religion, since deviant behavior will bring harm to individuals and others.

Application of Islamic Business Management in HR

The application of Islamic business management according to Salleh and Mohamad (2012) suggests the principles in managing HR practices:

1. Selection of labor employees

The selection of workforce employees is emphasized by paying attention to strength and trust. Strength is indicated from the ability, knowledge, experience, personal ability, potential and character. In addition, there is a sense of faith for carrying out obligations which are laws and orders from God. At Identix Batik Tulis, Muslim employees will be included as one of the criteria for starting to implement Islamic business management. For now, all employees are Muslim.

The implementation of recruitment and selection is still quite general. People contacted us and mentions position that they sought through online media. For the selection, we consider whether the educational background is in accordance with the required position, then interview to be able to see directly the candidate (N7).

According to the HRD manager of PT. Identix Pratama Indonesia, the implementation of recruitment and selection is tailored to the needs and needs of the company. By adjusting the needs and needs, employees are expected to be able to work according to their respective abilities. This was also stated by the CEO of Identix Batik Tulis by selecting prospective employees through selection with the trust built in prospective employees.

Selecting the character of employees based on my religious values, and also emphasizing the potential for

trust in prospective employees. During the selection, all aspects were also considered (N2).

2. Specialization and division of work

The placement of employees must be right in order to achieve optimal work. therefore management in applying Islamic principles in the division of labor is in accordance with knowledge, justice, and brotherhood. This is also applied by PT. Identix Pratama Indonesia, by selecting from the beginning according to educational background, then adjusting to the required placement.

The placement of employees is adjusted to their abilities, abilities have been assessed during the recruitment and selection process. Then it is usually seen in approximately one year, if the employee develops well, the management level can be increased, and the scope of responsibilities is expanded.

In addition to the suitability of work placements according to abilities, if the employee's knowledge can grow and increase over time, they will be placed in positions that are in accordance with their wider abilities. Then the development of employee knowledge will also develop the responsibilities that are charged according to the abilities that have been obtained.

3. Remuneration

Islamic principles in the context of remuneration are agreements related to payment or salaries which include several things such as the determination of salaries by the employer, determination of salaries based on applicable standards and also employee performance, salaries must always be given in full, and salaries are given immediately after work completed by employees. These principles have been carried out by PT. Identix Pratama Indonesia for employee comfort. According to the information provided by the participant N7 as HRD officer.

Salaries are set standardly, which follows the regional Minimum Regional Wages limit, then it is discussed with employees that there are several regulatory agreements and agreements such as additional bonuses or salary deductions (although salary deductions are rare). All salary agreements are determined and delivered directly by the CEO to employees.

Batik Tulis Identix also implements a motivation system for employees in a fair way, and can also increase employee enthusiasm while working at Identix Batik Tulis. This was stated by the CEO of PT. Identix Pratama Indonesia.

Motivating employees is by giving them additional bonus if they can achieve the target, since the bonuses came from company's good performance will be enjoyed together among employees, thus increasing the employee's sense of ownership with this company. As if the business is jointly owned, I prefer it that way. If there are employees who want to make their own product but make sales through Identix, I give them that opportunity. So employees can be more enthusiastic at work. (N1)

Application of Islamic Business Management in Marketing

Saeed et al. (2001) underlined that the core of Islamic marketing is the principle of maximizing its value based on fairness and justice which consists of fair and just practices for greater benefit for society or the ummah. Sula and Kartajaya (2006) as quoted in Arham (2010) discuss four general characteristics that surround the Islamic marketing concept which is spiritualistic, ethical, realistic, and humanistic. Therefore, all activities in the generally recognized third "P" of the marketing mix must adhere to the characteristics of the above-

mentioned Islamic marketing concept. Saeed et al. (2001) discuss some of the important rules central to the Islamic marketing concept related to business promotion activities. Most important is the need to reveal the truth and have no intention of hiding facts about the products and services promoted by the business. This behavior is in accordance with the spiritual characteristics of Islamic marketing which requires all business behavior (including promotional activities) to be coherent with the teachings of the Qur'an and Sunnah. Spiritual characteristics mean total submission to God which obliges Muslim marketers to act according to Islamic teachings. As the Prophet (saw) said, "One who has an affair (ghassh) is not one of us" (An-Nawawi 2:770, as quoted in Saeed et al. 2011). As a result, sellers and marketers are obliged to disclose all available and known information about defects to buyers that cannot be seen " which is strictly prohibited in the process of facilitating the sale of goods. The principles of Islamic business management are adjusted by PT. Identix Pratama Indonesia, according to the statement of the marketing manager of PT. Identix Pratama Indonesia which is strictly prohibited in the process of facilitating the sale of goods. The principles of Islamic business management are adjusted by PT. Identix Pratama Indonesia, according to the statement of the marketing manager of PT. Identix Pratama Indonesia

We introduce the product according to the condition of the product, and also tell the journey of the product. Suppose that this (product) is from a craftsman in the village, then it can get here, or on the way it is always kept clean and so on. This is also supported by the online marketing staff in the communication section. The key is to be honest with consumers about the contents of the product, and the price is not inflated. If you give a discount, we openly tells our costumers. (N3)

With regards to the profit obtained from product sales, Identix routinely provides infaq and sodaqah directly to people who need them. The target person could be from the internal environment, such as employees' families and relatives; as well as the external environment, such as the surrounding community and outside the region. Infaq and sodaqah can be in the form of money, basic necessities, clothes, school equipment, work equipment, and others, which are suspected to be the needs of people who are the target of infaq and sodaqah.

The CEO (N1) also added that the nature of being responsible to others must be owned by a Muslim entrepreneur. In doing business, it is highly recommended to be responsible for replacing merchandise to customers if the goods are damaged due to the seller's fault. Moreover, Muslim entrepreneurs who are always required to be honest and fair, should replace the goods according to the sale and purchase agreement, or return them in the form of money if any of the goods are damaged. Identix is ready to replace damaged merchandise by providing goods with the same criteria or replacement money.

As an entrepreneur, one of the CEO's main goals is customer repurchase. Therefore, the seller must be responsible for every item he/she sells. In addition to responsibility, honesty is also needed in business so that buyers are very sure to buy products from the company for the second, third and so on. It is very important for Muslim entrepreneurs to uphold honesty in transactions, by providing proper information about the products offered to buyers, such as the quality and type of ingredients.

Islamic business also regulates not to commit fraud, usury, gharar (vaguely), and hoarding goods. Identix allows buyers to directly see the product they want to buy and explain in detail about the product.

Assets that are the result of collecting business income must be managed properly without being wasted. Awareness of wealth as an absolute right of God makes Muslim entrepreneurs to be grateful for all the fortune they get. Sharia-based business is carried out by someone by always remembering and submitting all the results of the efforts that have been made to God, by submitting to Allah and considering work as worship, one will always be sincere in working. This is what is meant by monotheism.

In accordance with the statement of the offline marketing staff of the company PT. Identix Pratama Indonesia at the time of the interview as follows:

Policies or regulations are obtained directly from the leadership, such as tausiah qiyamul lail where all Identix employees are included in the tausiah chat group and employees are required to reply to the tausiah according to the theme or topic discussed. Then the TPQ program which is held every Monday and Tuesday at break time, and is required to participate in congregational prayers during the dhuhur and asr prayers for male employees (N6).

The marketing staff at Identix Batik explained that the policies or regulations at PT. Identix Pratama Indonesia is obtained directly from the leadership, where the policy must be complied with and of course there are sanctions for employees who do not comply with or carry out the policy. The explanation of the policy or regulation is continued by the marketing staff as follows:

Regarding Islamic law, of course, one must fulfill the pillars of faith, when registering with the company there is a form containing religion and the ability to worship. The Identix SOP for the Koran program is called the Arabic Illiteracy Program. Usually people when they are adults or old are ashamed to learn to read the Qur'an outside, so the company has given a policy of bringing in Koran teachers for employees to learn to read the Qur'an (N6).

In addition, the finance staff also explained the policies given by the leadership of PT. Identix Pratama Indonesia as follows:

The company provides policies that are in accordance with Islamic law such as qiyamul lail, reciting the Qur'an and praying in congregation. All Identix employees are required to comply with the policies made, because later there will be sanctions for employees who do not comply with these policies. (N4)

The same thing was also stated by the marketing staff of the Marketing Communication section regarding the policies given by the leadership of PT. Identix Pratama Indonesia as follows:

The policies are like qiyamul lail, learning the Koran and praying in congregation, I think Identix's own policy is in accordance with Islamic law, every employee is required to prioritize worship more, so work while worshipping (N3).

Based on the explanation above regarding the policies implemented at Identix Batik, namely *qiyamul lail*, studying the Koran every Monday and Tuesday, and being required to attend congregational prayers at Dhuhur and Asr times, but if before entering Asr time an employee went home, then they are not required to pray in congregation.

DISCUSSION

The results of interviews and observations, the policies implemented by PT. Identix Pratama Indonesia is close with the Islamic law implementation. Every policy is always based on Islamic values known by the CEO, aiming for the balance between present times and the hereafter's goals. In addition to seeking profit, the organization also aimed at seeking the blessing from the God in life and afterlife. The policies made are expected to be able to improve self-quality by always remembering God. Policies at PT. Identix Pratama Indonesia was obtained directly from the CEO, namely the policy to respond to tausiyyah *qiyamul lail* in a third of the night and before Fajr time, learn to read the Qur'an and pray in congregation at the time of Dhuhur and Asr.

Islamic values are a measure or standard by which humans behave in accordance with Islamic teachings in the Qur'an and hadith. Every Muslim needs to be aware that in any situation, individuals are guided by rules and procedures based on God's provisions in His Shari'a exemplified through His Messenger. The CEO made prophet Muhammad as the example, valuing *shidiq* (honesty), *amanah* (trustable), *fathanah* (intelligence), *tabligh* (communicative) as the main pillars that must be owned by an entrepreneur.

The implementation of Islamic values refers to following practice at the organization:

1. Shidiq

Honesty at PT. Identix Pratama Indonesia applies to all employees as well as management. In every job, employees are required not to lie either from all their words and actions in carrying out their duties. Every report that is made must be made carefully, and also every expense must also be according to the needs of the company, not for personal needs.

2. Trust

Application of the nature of trust in PT. Identix Pratama Indonesia is a requirement for every employee and supervisor. The nature of this trust is comprehensive in every element of the work. Because of the nature of this mandate, it is a representative form of responsibility that must always be given to every worker for what has been and will be done. All forms of work at PT. Identix Pratama Indonesia must be based on trust in order to achieve maximum results and not disappoint.

3. Fathanah

The application of *fathanah* at PT. Identix Pratama Indonesia is a worker in doing a certain field of work based on their abilities and skills. Each employee's expertise will be placed in the right field of work for the effectiveness of work results and the comfort of the workers themselves in completing each job.

4. Tabligh

Employees at PT. Identix Pratama Indonesia from the top to the bottom always cooperates well, good communication is established between fellow workers. The researcher saw firsthand that the employees were very close like one family. It also illustrates Islamic behavior that knit both friendship and continue to build *ukhuwah Islamiyah*

Islam requires to do justice, including those who are not liked. Islam requires its adherents to act justly and do good. The most basic fair requirement is for Muslim entrepreneurs to perfect the dose when measuring and weighing with the correct scales, because this is the best behavior that will lead to piety.

PT. Identix Pratama Indonesia emphasizes employees to apply trust, honesty, and responsibility at work. Financial procedures in their operations are structured and interrelated. Every job done at PT. Identix Pratama Indonesia always has a report as evidence that it has carried out the work in accordance with its duties. The work environment is made comfortable by superiors, when communicating between superiors and subordinates, efforts are made to be fair by not discriminating but also understanding hierarchical boundaries.

Employees who make mistakes will be given a warning first. However, if you are still repeating the same mistakes without any improvement, you will be given a warning letter, even a workload transfer. In addition to employee mistakes being a warning to employees, this is also a warning to business owners. If there are still company values in the process of implementing Islamic business management that have not been conveyed to

employees, then this also needs to be considered by business owners and their staff to be able to better evaluate and find solutions to the obstacles faced. In addition to sanctions, if the company's monthly targets are met, and the work targets of each division are well achieved and fulfilled, employees will also receive work incentive bonuses.

The steps taken by business owners and their staff to try to minimize to eliminate obstacles faced when implementing Islamic business management at PT. Identix Pratama Indonesia.

1. Daily Activity Recording

Employees of PT. Identix Pratama Indonesia records daily activities every day to be able to monitor and see the performance of each employee. In addition, this record is also an adjustment material for reciprocity that will be given from the company to employees in fact recorded in accordance with the honesty and performance results of the employees.

2. Congregational Prayer

Every morning there is a joint prayer activity followed by a simple meeting for what will be done every day so that employees can carry out activities and work continuously with each other in order to improve employee performance effectively and achieve company targets. In addition, education on corporate values in the application of Islamic business management to employees is also carried out in the form of motivation delivered by the meeting leader. The chair of the meeting is opened by the ranks of managers in turn, which will be followed by motivation by the business owner on a scheduled basis.

3. Evaluation

There are two evaluations carried out by PT. Identix Pratama Indonesia, namely weekly evaluations which are carried out every Monday during joint prayers and morning meetings to see

the performance of targets that have not been completed and also to see the achievement process when working on or achieving a target. The second is a monthly evaluation that is held directly by the business owner, all aspects and divisions as well as the company's monthly targets such as large orders for ties from other companies, to the implementation of company values and also employee performance.

4. HR Motivation

The HRD team's approach to employees motivates each employee individually if an employee is judged to be reprimanded directly. Besides that, HR motivation is also carried out every morning prayer every day and also during evaluations to remind them what their goals are at work, and also remind them to God and also the families of employees. In addition, there is motivation in the form of intensive bonuses if they can achieve the company's targets. In addition, employees are also invited to become entrepreneurs. PT. Identix Pratama Indonesia has a way if an employee has an idea for a product variant or wants to make a product, it can be sold under the name PT. Identix Pratama Indonesia, which later on will share the proceeds with the employee who has the idea for the product variant.

5. Identix Care

The process of Islamic business activities at PT. Identix Pratama Indonesia is not only applied to processes during business, but also to the management of business results that must be used as well as possible. The income earned from business activities at Identix does not forget the rights of other people in it by distributing the results of the fortune obtained to people who still need help. This is an obligation for individuals who have more

assets to be able to pay infaq and sadaqah according to their abilities and also zakat according to the terms and calculations of the income earned. This is in accordance with one of the Islamic business ethics, namely balance. Balance in Islam teaches Muslims to be moderate in all their dealings. Not only focused on profit,

Research at PT. Identix Pratama Indonesia, which implements Islamic business management, based on Islamic religious law, is believed to make this business run on the right corridors and paths in making decisions during business, as well as an understanding of profit or reciprocity obtained in business, as well as an understanding of fortune. . When running a business, according to the informant, the fortune obtained will come if it is already fortune from Identix even though there are other competitors. Belief in that fortune has been arranged by Allah and will never be confused. It is indeed stated that the main Islamic view of life is the basic beliefs of full trust in Allah's guidance and also the final example of the Prophet Muhammad SAW (Mas'ud 2017). By continuing to be accompanied by the Sunnah practice of praying,

One of the main things in entrepreneurship is being responsible. Being responsible for the goods sold is an obligation so that buyers do not hesitate and believe in continuing to buy into a store or place of business. In addition to being responsible, honesty is also the main thing in business, especially Muslim entrepreneurs. Honesty is applied to every aspect of business, such as the quality of merchandise, not committing fraud, to avoiding usury. The high temptations faced must still be avoided. Temptations here are included in the tests given by Allah to test the level of faith, such as seeking profit in secret and through wrong means, lending money at interest. By not succumbing to the temptation to profit in the expanse of the great community,

CONCLUSION

The policy made by PT. Identix Pratama Indonesia to apply Islamic values and try to overcome obstacles, namely the existence of a qiyamul lail policy, the obligation to pray in congregation at Duhur and Asr times, and learn to read the Qur'an, so that employees will become better by always remembering God and the work can be done well. Also, each employee is required to submit their diary of activities filled in according to activities and achievements honestly so that evaluations can be carried out and providing reports to provide evidence of carrying out work in accordance with their duties and responsibilities. Through these stages, employees are emphasized to be honest, trustworthy, always communicate with each other, and take responsibility in every job.

LIMITATIONS AND SUGGESTIONS

Based on the research that has been done, there are still research limitations, including the sample and population used in this study, in which they are not aware about business management practice as a whole except for things contained in the company. The participants were interviewed approximately work in the company for one year and a half, so they still don't really feel the difference in the application of Islamic business management significantly from the time where the company were founded until now. Future research can expand the landscape of space and time while still utilizing previous findings in building research questions

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Marketing Performance Amidst The Environmental Unvertainty

A Case Study On Food And Beverages Smes In Central

Java

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ABSTRACT

This research was formulated based on the decline in the performance of food and beverage MSMEs in Central Java due to the Covid-19 pandemic. The purpose of this study is to analyze the effect of market orientation, entrepreneurial orientation, innovation on marketing performance which is moderated by environmental uncertainty. The sample selection method in this study used a non-probability sampling method (voluntary sampling) with the technique used to take a random sample. The data analysis technique used is PLS (Partial Least Square) using the SmartPLS 3.2.9 software tool. The results showed that of the 6 existing research hypotheses, the results of the tests carried out showed that hypothesis 1, hypothesis 2, and hypothesis 3 were acceptable which indicated that the variables of market orientation, entrepreneurial orientation,

Keywords: Environmental Uncertainty, Marketing Performance, SMEs

INTRODUCTION

MSMEs are the type of productive business that is currently developing very rapidly in Indonesia reach 62.9 million units. MSMEs in Indonesia also play a strategic role and have a very large impact on national economic development, with a total number of MSMEs being able to absorb a workforce of 116,194,057 workers (Hardilawati, 2020).

Unfortunately, the conditions of uncertainty due to the Covid-19 pandemic that have been endemic since 2019 have become a barrier for MSMEs in Indonesia to. The OECD also states that small and medium enterprises have a significant impact on the Covid-19 situation (OECD, 2020). MSMEs are a business sector that is very vulnerable to being affected by Covid-19 because MSMEs are businesses that are directly related to other business lines, such as tourism, transportation, and culinary. This is evidenced from the survey results which show a decline in the performance of MSMEs in Central Java, especially in the food and beverage industry (Department of Cooperatives and Small and Medium Enterprises Central Java Province, 2021).

Previous research has shown the impact of uncertainty on innovation and company performance (Kafetzopoulos, Gotzamani, & Skalkos, 2019). Uncertainty was also found to moderate the entrepreneurial orientation and market orientation of a business towards their performance (Siddique, Saleem, & Abbas, 2018; Hidayah & Iqbal, 2013). Unfortunately, previous research that discusses the relationship between the environment and the performance of MSMEs is still very limited. Several previous findings that were found suggest the need for additional strategic variables in the company (Kafetzopoulos et al., 2019). Other findings by Veidal & Korneliussen (2013) describes the moderating and mediating effects in linking entrepreneurial orientation with

performance. This study will explore how entrepreneurial orientation, marketing, and innovation affect marketing performance amid the uncertainty factor that will be used as a moderating variable.

A large number of researchers have found that the influence of market orientation can improve firm performance (Kottika et al., 2020; Muecke & Hofer, 2015; Wibisono et al., 2020). Companies that continuously collect information about their customers and markets and act accordingly are expected to achieve superior performance (Kottika et al., 2020). To compete in a changing market environment and to satisfy customers over time, companies must be able to develop and adapt to a commitment to market orientation (Wibisono et al., 2020). Based on the statement above, the following hypothesis is proposed:

H1 : Market orientation affects marketing performance

Empirically, the effect of entrepreneurial orientation on marketing performance has been tested in the entrepreneurial literature (Kristinae et al., 2020; Lailah & Soehari, 2020; Veidal & Korneliussen, 2013). The basis for entrepreneurial decisions and actions can be represented by the practices and policies of an entrepreneurial orientation (Kristinae et al., 2020). Entrepreneurial orientation can be seen as a process used by managers so that the company's goals can be achieved. Previous research has shown that entrepreneurial orientation has a significant influence on marketing performance (Kottika et al., 2020; Muecke & Hofer, 2015; Wibisono et al., 2020). Based on this, the second hypothesis in this study is as follows:

H2: Entrepreneurial orientation affects marketing performance

According to Prakosa (2005) defines innovation as a company's system to adapt to a changing environment. Previous research has shown that there is a positive and significant influence between the innovation variable and the marketing performance variable (Afriyie et al., 2019; Arsawan et al., 2020), this research is also strengthened by the statement of Yıldız et al. (2014) which states that the higher the innovation, the higher the marketing performance. Meanwhile Kafetzopoulos et al. (2019) states that in developing countries, small changes based on an innovation can help improve overall marketing performance. So based on the research above, the third hypotheses developed in this study are as follows:

H3 : Innovation affects marketing performance

Some researchers associate environmental uncertainty as a situational factor that can moderate the company's internal factors on performance. Kafetzopoulos et al. (2019) examines the effect of environmental uncertainty on company performance both directly and as a moderating variable between the dimensions of innovation and company performance. Siddique et al. (2018) found that environmental uncertainty has a direct influence on marketing performance, besides that environmental uncertainty also has a moderating effect between entrepreneurial orientation and marketing performance. Meanwhile, Hudayah & Ikbali (2013) examined the environmental uncertainty variable as a moderating effect between market orientation and company performance and a direct effect on company performance. Based on the above research, the following hypotheses are proposed:

H4 : Environmental uncertainty affects marketing performance

H4a: Environmental uncertainty moderates the effect of market orientation on marketing performance

H4b: Environmental uncertainty moderates the effect of entrepreneurial orientation on marketing

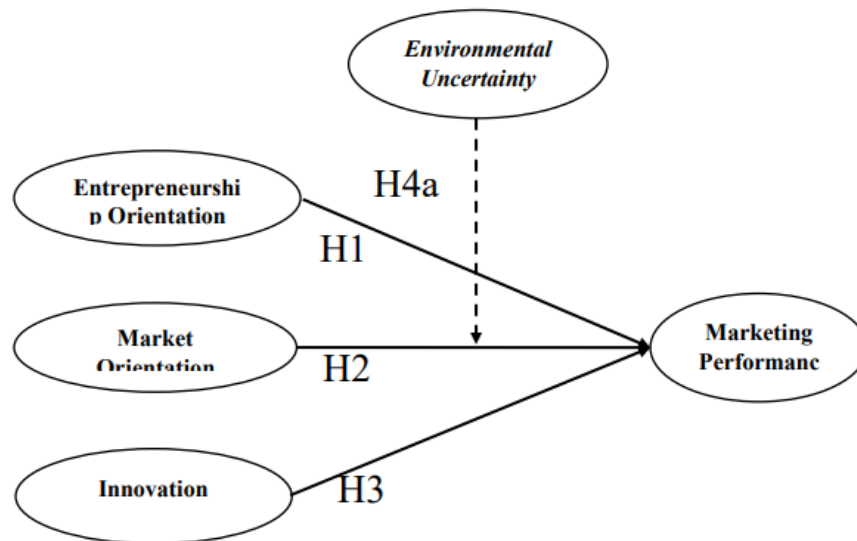
performance

H4c: Environmental uncertainty moderates the effect of innovation on marketing performance.

By answering the hypotheses proposed in the research, this research will contribute advice to MSMEs in running their business so that they can survive and develop in the Covid-19 situation as well as become a foundation for future research.

METHOD

This study uses a quantitative method using a marketing performance analysis model with the PLS (Partial Least Square) analysis instrument. Marketing performance, which is the main variable, is tested for causal relationships with market orientation (X1), entrepreneurial orientation (X2), and innovation (X3). Environmental uncertainty (Z) is the key to the creation of marketing performance (Y) which is the moderating variable in this study.



This study will use PLS (Partial Least Square) analysis using the SmartPLS 3.2.9 software so that it will involve 100 samples obtained using the non-probability sampling method (voluntary sampling). The owners and/or managers of MSMEs in Central Java were chosen as the object of research because they were considered to understand their business operations. Respondents who became the research sample will be given a questionnaire with an ordinal scale of 1-7.

RESULTS AND DISCUSSION

R Square Test Results

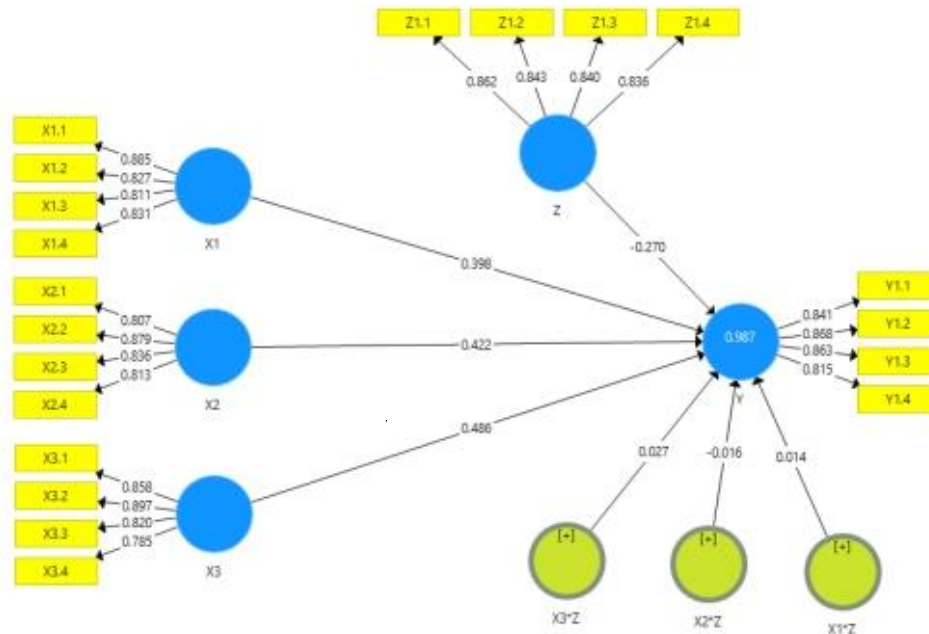
Based on the results of the R Square test, it shows that the r-square value in this study is 0.987. This figure shows that the variables of market orientation, entrepreneurial orientation, innovation, and environmental uncertainty have an influence on the marketing performance variable of 98.7%. This shows that the remaining 1.3% is influenced by other variables outside of market orientation, entrepreneurial orientation, innovation, and environmental uncertainty.

Q Square Test Results

shows that the q-square value in this study is 0.685. So that the model in this study can be said to have predictive relevance because the q-square value is more than zero, therefore it can be concluded that this study has a good or good observation value.

Hypothesis test

Hypothesis testing is done by comparing the values contained in the t-statistics obtained from the SmartPLS 3 output with the t-table values. The SmartPLS 3 output is an estimate of the latent variable which is an aggregate linear of the indicators. To determine the level of significance of each relationship between variables in this study, it is necessary to perform a bootstrapping procedure. This procedure uses all the original samples which are then resampled. In this procedure, the significance value uses a t-value of 1.96 (significance level 5). The results of hypothesis testing in this study are as follows:



a. Testing Hypothesis 1: The Effect of Market Orientation on Marketing Performance

Table 1

Bootstrapping(Path Coefficient) Hypothesis 1

	<i>Original Sample(O)</i>	<i>Sample Mean(M)</i>	<i>Standard Deviation(STDE V)</i>	<i>T- Statistics(10/STDE V)</i>
X1 -> Y	0.398	0.391	0.053	7,461

*Data processed in this study, 2021

Based on table above, it shows that in testing hypothesis 1 where X1 (Market Orientation) has an effect on Y (Marketing Performance), the original sample value is 0.398, the sample mean is 0.391, the standard deviation is 0.053 and with t-statistics is 7.461. This shows that hypothesis 1 can be accepted, because the measurement results show the t-statistics value (7.461) is greater than the t- table value (1.96). Based on this study, it can be concluded that the sample data for the independent latent variable X1 (Market Orientation) succeeded in proving a positive relationship (positive original sample value) and significant on the dependent variable Y (Marketing Performance).

b. Hypothesis Testing 2: The Effect of Entrepreneurial Orientation on Marketing Performance

Table 2

Bootstrapping(Path Coefficient) Hypothesis 2

	<i>Original</i>	<i>Sample</i>	<i>Standard</i>	<i>T-</i>
	<i>Sample(O)</i>	<i>Mean(M)</i>	<i>Deviation(STDEV)</i>	<i>Statistics(10/STDEV)</i>
X2 -> Y	0.422	0.416	0.073	5,812

*Data processed in this study, 2021

Based on table above, it shows that in testing hypothesis 2 where X2 (Entrepreneurial Orientation) has an effect on Y (Marketing Performance), the original sample value is 0.422, the sample mean is 0.416, the standard deviation is 0.073 and the t-statistics is 5.812. This shows that hypothesis 2 can be accepted, because the measurement results show that the t-statistics value (5.812) is greater than the t-table value (1.96). Based on this study, it can be concluded that the sample data for the independent latent variable X2 (Entrepreneurial Orientation) succeeded in proving a positive relationship (positive original sample value) and significant on the dependent variable Y (Marketing Performance).

c. Hypothesis Testing 3: The Effect of Entrepreneurial Orientation on Marketing Performance

Table 3

Bootstrapping(Path Coefficient) Hypothesis 3

	<i>Original</i>	<i>Sample</i>	<i>Standard</i>	<i>T-</i>
	<i>Sample(O)</i>	<i>Mean(M)</i>	<i>Deviation(STDEV)</i>	<i>Statistics(10/STDEV)</i>
X3 -> Y	0.486	0.481	0.063	7,763

*Data processed in this study, 2021

Based on table above, it shows that in testing hypothesis 3 where X3 (Innovation) has an effect on Y (Marketing Performance), the original sample value is 0.486, the sample mean is 0.481, the standard deviation is 0.063 and with t-statistics is 7.763. This shows that hypothesis 3 can be accepted, because the measurement results show the t-statistics value (7.763) is greater than the t- table value (1.96). Based on this study, it can be concluded that the

sample data for the independent latent variable X3 (Innovation) succeeded in proving a positive relationship (positive original sample value) and significant on the dependent variable Y (Marketing Performance).

d. Testing Hypothesis 4: Environmental Uncertainty Moderates Market Orientation, Entrepreneurship Orientation, and Innovation on Marketing Performance Variables

This study describes the moderating effect of the Z variable (Environmental Uncertainty), so to test the moderating effect of the influence of the independent variables X1 (Market Orientation), X2 (Entrepreneurial Orientation), and X3 (Innovation) on the dependent variable Y (Marketing Performance). need for additional testing using the analysis of moderating effects .The results of the SmartPLS 3 bootstrapping output which show the results of the moderating effect analysis in this study are as follows:

Table 4
Bootstrapping (Path Coefficient) Hypothesis 4

	<i>Original</i>	<i>Sample</i>	<i>Standard</i>	<i>T-</i>
	<i>Sample(O)</i>	<i>Mean(M)</i>	<i>Deviation(STDEV)</i>	<i>Statistics(10/STDEV)</i>
Z -> Y	-0.270	-0.252	0.095	2.839
Moderating X1-Y	0.014	0.003	0.093	0.152
Moderating X2-Y	-0.016	0.010	0.101	0.162
Moderating X3-Y	0.027	0.019	0.070	0.387

Based on table above, it shows that in testing hypothesis 4, the following results were obtained: 1) **Hypothesis**

4 shows that the Z variable (Environmental Uncertainty) affects the Y variable

(Marketing Performance) indicating the original sample value is -0.270, the sample mean is -0.252, the standard deviation is 0.095 and with t-statistics of 2.839. This shows that hypothesis 4 can be accepted, because the measurement results show the t-statistics value

(2.839) is greater than the t-table value (1.96). Based on this study, it can be concluded that the sample data for the independent latent variable Z (Environmental Uncertainty) succeeded in proving a negative relationship (negative original sample value) and significant on the dependent variable Y (Marketing Performance).

2) **Hypothesis 4a** shows that the variable Z (Environmental Uncertainty) which moderates the variable X1 (Market Orientation) to the variable Y (Marketing Performance) shows the original sample value of 0.014, the sample mean of 0.003, the standard deviation of 0.093 and with t-statistics of 0.152. This shows that hypothesis 4a cannot be accepted, because the measurement results show the t-statistics value (0.152) is smaller than the t-table value (1.96). Based on this study, it can be concluded that Variable Z (Environmental Uncertainty) is not able to moderate the effect of variable X1 (Market Orientation) on variable Y (Marketing Performance).

3) **Hypothesis 4b** shows that the variable Z (Environmental Uncertainty) which moderates the X2 (Entrepreneurial Orientation) variable to the Y variable (Marketing Performance) shows the original sample value of -0.016, the sample mean of 0.010, the standard deviation of 0.101 and with t-statistics of 0.162. This shows that hypothesis 4b cannot be accepted, because the measurement results show the t-statistics value (0.162) is smaller than the t-table value (1.96). Based on this study, it can be concluded that Variable Z (Environmental Uncertainty) is not able to moderate the effect of variable X3 (Entrepreneurial Orientation) on variable Y (Marketing Performance).

4) **Hypothesis 4c** shows that the variable Z (Environmental Uncertainty) which moderates the X3 (Innovation) variable to the Y variable (Marketing Performance) shows an original sample value of 0.027, a sample mean of 0.019, a standard deviation of 0.070 and with t-statistics of 0.387. This shows that hypothesis 4c cannot be accepted, because the measurement results show the t-statistics value (0.351) is smaller than the t-table value (1.96). Based on this study, it can be concluded that Variable Z (Environmental Uncertainty) is not able to moderate the effect of variable X3 (Innovation) on variable Y (Marketing Performance).

DISCUSSION

Hypothesis Testing 1

In this study, hypothesis one states that X1 (Market Orientation) has a positive effect on Y (Marketing Performance). Based on the output of smartPLS 3.2.9 in Table 1 shows that the X1 (Market Orientation) variable has a positive and significant effect on the Y variable (Marketing Performance). It can be seen in table 4.14 which shows that the t-statistic value of 7.461 is greater than the t-table of 1.96. This shows that hypothesis 1 in this study is accepted. From these results, it shows that indicators reflecting market orientation variables have an influence on

marketing performance. Table 1 shows a positive direction, which means that when there is an increase or decrease in the level of participation, market orientation indicators will affect marketing performance.

The results in this study are also in accordance with the results of research conducted by several researchers who state that the influence of market orientation can improve company performance (Kottika et al., 2020; Muecke & Hofer, 2015; Wibisono et al., 2020). A large number of researchers have found Companies that continuously collect information about their customers and markets and act accordingly are expected to achieve superior performance (Kottika et al., 2020).

Hypothesis Testing 2

In this study, hypothesis 2 states that X2 (Entrepreneurship Orientation) has a positive effect on Y (Marketing Performance). Based on the output of smartPLS 3 in table 2 shows that the X2 variable (Entrepreneurship Orientation) has a positive and significant effect on the Y variable (Marketing Performance). It can be seen in table 4.15 which shows that the t-statistic value of 5.812 is greater than the t-table of 1.96. This shows that hypothesis 2 in this study is accepted. These results show that the indicators reflecting the entrepreneurial orientation variable have an influence on marketing performance. Table 4.15 shows a positive direction, which means that when there is an increase or decrease in the level of participation, entrepreneurial orientation indicators will affect marketing performance.

The results in this study are also in accordance with the results of research conducted by several researchers who state that the influence of entrepreneurial orientation has a significant influence on marketing performance. (Kottika et al., 2020; Muecke & Hofer, 2015; Wibisono et al., 2020).

Hypothesis Testing 3

In this study, hypothesis 3 states that X3 (Innovation) has a positive effect on Y (Marketing Performance). Based on the output of smartPLS 3.2.9 in table 3 it shows that the X3 (Innovation) variable has a positive and significant effect on the Y variable (Marketing Performance). It can be seen in table 4.16 which shows that the t-statistic value of 7.763 is greater than the t-table of 1.96. This shows that hypothesis 2 in this study is accepted. From these results, it shows that the indicators reflecting the innovation variable have an influence on marketing performance. Table 4.16 shows a positive direction, which means that when there is an increase or decrease in the level of participation, innovation indicators will affect marketing performance.

The results in this study are also in accordance with the results of research conducted by several researchers who stated that there was a positive and significant influence between the innovation variable and the marketing performance variable. (Afriyie et al., 2019; Arsawan et al., 2020).

Hypothesis Testing 4

In this study, hypothesis 4 states that the variable Z (Environmental Uncertainty) affects Y (Marketing Performance). Based on the output of smartPLS 3.2.9 in table 4 shows that the variable Z (Environmental Uncertainty) has a significant effect on Y (Marketing Performance) because the measurement results show the t-statistics value (2.839) is greater than the t-table value (1.96). This shows that hypothesis 2 in this study is accepted. In addition, the direction of the resulting influence shows a negative effect, because the original sample value shows a negative value,

meaning that when there is an increase or decrease in the level of participation, environmental uncertainty indicators will have an inverse effect on marketing performance.

While hypothesis 4a, 4b, and 4c state the variable Z (Environmental Uncertainty) which moderates the variables X1 (Market Orientation), X2 (Entrepreneurial Orientation), and X3 (Innovation) to Y (Marketing Performance). Based on the output of smartPLS 3.2.9 in table 4 shows the following results:

- a. Although the variable of environmental uncertainty has a significant effect on marketing performance, Variable Z (Environmental Uncertainty) is not able to moderate the Variable X1 (Market Orientation) to Y (Marketing Performance). It can be seen in Table 4 which shows that the t-statistic value of 0.152 is smaller than the t-table of 1.96. This shows that hypothesis 4a in this study is rejected. These results indicate that the indicators reflecting the environmental uncertainty variable are not able to moderate the relationship between the market orientation variable and the marketing performance variable.
- b. Although the environmental uncertainty variable has a significant effect on marketing performance, Variable Z (Environmental Uncertainty) is not able to moderate the X2 (Entrepreneurial Orientation) variable to Y (Marketing Performance). It can be seen in table Table 4 which shows that the t-statistic value of 0.162 is smaller than the t-table of 1.96. This shows that hypothesis 4b in this study is rejected. These results show that the indicators reflecting the environmental uncertainty variable are not able to moderate the relationship between the entrepreneurial orientation variable and the marketing performance variable.
- c. Although the environmental uncertainty variable has a significant effect on marketing performance, Variable Z (Environmental Uncertainty) is not able to moderate the X3 (Innovation) variable to Y (Marketing Performance). It can be seen in table Table 4 which shows that the t-statistic value of 0.387 is smaller than the t-table of 1.96. This shows that hypothesis 4c in this study is rejected. From these results, it shows that the indicators reflecting the environmental uncertainty variable are not able to moderate the relationship between the innovation variable and the marketing performance variable.

Based on the results above, it shows that hypotheses 4a, 4b, and 4c are rejected, it shows that although the environmental uncertainty variable has a direct influence on marketing performance, the environmental uncertainty variable is not able to moderate the relationship between market orientation, entrepreneurial orientation, and innovation with marketing performance. , it is based on several reasons in this research that comes from open questions, including:

- 1) Environmental uncertainty in this case the effect of the Covid-19 pandemic has more of an impact on the consumer side where consumers reduce interactions with situations outside the home, this is an effort not to be exposed to the Covid-19 virus.
- 2) Environmental uncertainty, in this case the effects of the Covid-19 pandemic, has more of an impact on the consumer side in terms of declining consumer purchasing power because many people are not working and are being housed by companies whose impact is that consumers prefer to save money in terms of consumption.
- 3) Environmental uncertainty, in this case the effects of the Covid-19 pandemic, has more of an impact on the

consumer side in terms of declining public buying interest because people prefer to make their own food and drinks at home rather than buying food and drinks outside.

- 4) The existence of PPKM (Enforcement of Community Activity Restrictions) policies, where people are encouraged to carry out all their activities from home and interact only with people who live in the same house. Reduce/avoid contact with other people who do not live at home. and the closure of places of worship (mosques, prayer rooms, temple churches, monasteries, and pagodas), and other public facilities (public areas, public parks, public tourist attractions, etc.).
- 5) There is a lockdown policy that causes all community activities to be stopped, where people are prohibited from leaving their homes, and MSME operations are temporarily closed.

CONCLUSION

Based on the analysis and hypothesis testing using the smartPLS 3 software that has been presented previously, the following conclusions can be drawn:

- a. Hypothesis 1 is accepted, where market orientation has a positive and significant effect on marketing performance, meaning that when there is an increase or decrease in the level of participation, market orientation indicators will affect marketing performance.
- b. Hypothesis 2 is accepted, where entrepreneurial orientation has a positive and significant effect on marketing performance, meaning that when there is an increase or decrease in the level of participation, entrepreneurial orientation indicators will affect marketing performance.
- c. Hypothesis 3 is accepted, where innovation has a positive and significant effect on marketing performance, meaning that when there is an increase or decrease in the level of participation, innovation indicators will affect marketing performance.
- d. Hypothesis 4 is accepted, where environmental uncertainty has a negative and significant impact on marketing performance. This means that when there is an increase or decrease in the level of participation, environmental uncertainty indicators will have an inverse effect on marketing performance.
- e. Hypothesis 4a is rejected, where the environmental uncertainty variable is not able to moderate the market orientation variable on the marketing performance variable, meaning that the indicators reflecting the environmental uncertainty variable are not able to weaken or strengthen the relationship between the market orientation variable and the marketing performance variable.
- f. Hypothesis 4b is rejected, where the environmental uncertainty variable is not able to moderate the entrepreneurial orientation variable on the marketing performance variable, meaning that the indicators reflecting the environmental uncertainty variable are not able to weaken or strengthen the relationship between the entrepreneurial orientation variable and the marketing performance variable.
- g. Hypothesis 4c is rejected, where the environmental uncertainty variable is not able to moderate the innovation variable on the marketing performance variable, meaning that the indicators reflecting the environmental uncertainty variable are not able to weaken or strengthen the relationship between innovation and marketing performance variables.

LIMITATIONS AND FURTHER RESEARCH

AGENDA

This study aims to analyze the effect of entrepreneurial orientation, market orientation, innovation on marketing performance moderated by environmental uncertainty. However, from the results of the discussion of this research, by examining the research context, theoretical justification and research methods, there are still some limitations of the research in this study, namely the lack of samples used in this study so it is feared that they will not be able to meet the requirements of a normal distribution, because the samples used are considered still too small to model structural equations

Based on the existing limitations, further research is expected to be able to reveal the position of the environmental uncertainty variable in this case the effect of the Covid-19 pandemic as an intervening or independent variable that describes a direct effect on the dependent variable, because at this time the environmental uncertainty variable still has an uncertain position ambiguity, so that it can be a comparison regarding the role of environmental uncertainty on marketing performance.

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Offline And Online Sales Strategi In Fashion Retail Company During Covid-19 Pandemic

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Abstract— The economy is one important element in the welfare of the population. A good and growing economy makes an important contribution to society, which will have a positive impact on increasing people's income. This means that when the economy is growing, there are also opportunities for people to earn income through their participation in economic activities. The existence of the COVID-19 pandemic in general has indeed made the entire economic system around the world a mess, here of course also fashion retail. From here, the offline and online sales system eventually had to adjust, but then the offline sales system didn't work as well as online sales. The research method used in this research is a literature study method. The results of the study show that sales made online show more significant results.

Keywords— COVID-19, Fashion Retail, Offline, Online, Sales

INTRODUCTION

The Marketing strategy is one way to introduce products to customers, and this is important because it will relate to the profits to be achieved by the company. The marketing strategy will be optimally useful if it is supported by structured planning both in terms of internal and external companies. In the marketing science, before carrying out the various kinds of the promotions or other marketing approaches, the companies must first target the market or segment clearly. Most of the business failures that occur are caused by the company's failure to define the target market and what its potential is. With the large number of the customers and the diversity of purchase desires, the company cannot enter all market segments, the companies must be able to identify the market segments that can be served most effectively, namely by conducting the segmentation research (Anna, 2021).

In the modern era like today, the business competition between the similar companies is getting higher, so the companies are required to be able to adapt to the needs and desires of the community. The increasing needs of the community will lead to the emergence of new companies with the aim of meeting the needs and desires of the community. Where every company offers the advantages of the products it produces. This situation is one of the driving factors for creating competition for all groups, especially business people. The development of information technology and telecommunications has also made market conditions more dynamic, requiring business people to constantly improvise and innovate in retaining their customers (Flanagan, 2021). During this pandemic, the trend in the world is online shopping. Through online shopping, customers can find the items they want easily. Online shopping is now the choice of most people, especially for those who are busy and don't have time to go to conventional stores to directly buy the items they want. Online shopping can be done easily by just accessing buying and selling sites on the internet via smart phones, laptops or other electronic goods that are already connected to the internet network. The convenience of purchasing on an online buying and selling site only needs to access the buying and selling site, consumers can access it anytime and anywhere without restrictions on place and

time even though they are in the office, in the park, at home, in a cafe or anywhere as long as there is an internet network. The development of the internet has significantly changed the operation of retail businesses in the world and changed the way customers buy. Buying or shopping over the internet is the process by which customers buy products or services on the internet online (Manu, 2021)

METHOD

The method used in this paper is the literature study method. The sub-themes used in this paper are the entrepreneurship and the creativity.

DISCUSSION

SALES STRATEGY IN GENERAL

One strategy that is widely used in marketing, especially retail, is the 4P (Product, Price, Place, Promotion) marketing mix strategy (Schleper, 2021):

1. Product, the business actors need to provide or sell goods in accordance with the wishes and needs of consumers. That way consumers will feel satisfied and for business actors can also increase profits from sales. Selling the right product to the right consumer will minimize losses due to unsold products
2. Price, the price is the monetary value that must be paid by the customer to obtain or own the product of a company. An important revenue-generating component for the company. Pricing decisions should be taken with extreme care, as this is a double-edged sword. If a product is priced too high, it may give the impression of being of high quality. At the same time, this will make the product placed in limited stores. So, marketers must know the art of using proper pricing
3. Place, determining the location of the store must be able to reach targeted consumers and still pay attention to how the goods are distributed
4. Promotion, the promotion is a way for the consumers to be interested in buying the products offered. Although the products offered are of good quality, if the right promotion is not carried out, the product will not be purchased by the consumers.

SHOPPING PATTERNS DURING THE PANDEMIC

During the pandemic, the online shopping provides the several interesting alternatives, namely browsing, selecting, ordering, and paying with just the press of a computer mouse. Online shopping not only offers the convenience for the users but

also has a detrimental impact. In the case of buying and selling online, not a few customers are deceived into transacting, because of the lack of direct interaction (face to face) between the seller and the buyer so that the risk obtained will also be even greater. The number of the frauds and the criminal acts accompanied by the proliferation of the products in online stores raises the competition between one producer and another and forces them to create the forms of promotion that are able to attract the hearts of customers. The promotional activities are part of a marketing strategy that is very much needed by a business, both the small businesses as well as the businesses that have grown large. In this pandemic period, the service in selling products online is very necessary because of the indirect relationship between buyers and sellers. The quality of service in selling online products includes honesty, speed in responding to the customer questions, providing the guarantees, the delivery processes, the neatness of packaging and the other services that support gaining the customer trust. The difficulty in making the

transactions is one of the obstacles for the customers to buy the products online and choose the right online site (Putra, 2021).

OFFLINE SALES STRATEGY IN FASHION RETAIL DURING COVID-19 Retail is all the business ventures that direct its marketing capabilities to satisfy

the final consumer based on the basis of sales and service organization as the core of distribution. The conventional modern retail certainly needs the innovation in service to the consumers by providing the relatively cheap prices in accordance with community conditions during the COVID-19 pandemic. Providing the services that are more like online services so that consumers don't have to shop at retail stores, just order goods from home and of course other services that can satisfy consumers. The retail industry is one of the business sectors affected by the COVID-19 pandemic, where there are several retail industries that have to close their businesses due to the decline in the number of sales of goods. Retail is all business ventures that direct their marketing capabilities to satisfy the final consumer based on the basis of sales and service organization as the core of distribution (Schleper, 2021).

It can be said that fashion sales that are carried out offline, on the one hand, cannot run well during the pandemic. This is because, the COVID-19 pandemic then demands a lockdown and social distancing policy and retail fashion stores on the street will be forced to close. Therefore, the marketing strategy carried out by clothing traders during the Covid-19 pandemic is based on the 7Ps, namely product, price, promotion, place, person, process and physical appearance. In terms of product strategy they did during the Covid-19 pandemic by selling quality goods and in accordance with the latest trends and the latest fashion. In terms of the price, this retail facility offers the prices that are in accordance with the quality of the goods and are affordable by the community. In terms of the promotion, most of them apply the direct promotion. In terms of the place, it can be said that a fashion retail store is actually a very strategic place. And in terms of the people, each merchant has the regular customers. And in terms of the process, they always comply with the health protocols during the Covid- 19 pandemic. And in terms of the physical appearance, they use the accessories in arranging the arrangement of their goods in the store. During the Covid-19 pandemic, there were supporting and inhibiting factors in implementing marketing strategies, namely the supporting factor because the fashion retail offline store market was a very strategic location, while the inhibiting factor was the lack of understanding of some traders on the use of social media as a promotional medium (Putra, 2021).

OFFLINE SALES STRATEGY IN FASHION RETAIL DURING COVID-19 It can be said that almost all retail fashion sales today also use the online system.

From the perspective of fashion design creativity, it can be seen that designers must develop their designs according to the needs of society in dealing with the pandemic. The fashion industry must evolve rapidly following the needs of society. For example, designers create casual clothes that are not only casual clothes, but also comfortable because people work, live and play at home a lot. As reported by an article in Jones Lang Lasalle, the fashion industry for clothing worn at home has never existed before. As a result of this pandemic, this fashion industry trend is likely to increase and last a

long time. Social media is also filled with advertisements selling casual clothes such as dress pants and yoga pants fashion retail offline store (Schleper, 2021).

There are several advantages to using internet media, such as in terms of cost because the costs are relatively cheap to be able to promote products in a door to door strategy or when launching products, information about products that are created so that they need to be made on a website with an internet network so that it will affect sales because it makes it easier in a competitive advantage or what is

called a competitive advantage. Various social media are now increasingly becoming the most frequently accessed source of information by companies. With very little cost, you can access all potential areas and the delivery of all information can be done quickly without compromising the quality of the information. Social media is now one of the most important needs in almost all circles of society because it does not require high costs and convenience in accessing 24 hours, both to access information media, entertainment, business and others (Flanagan, 2021).

For the fashion retail business, marketing using social media or internet methods is very efficient and optimal and indirectly makes offers that are right on target and optimal by utilizing social media. interconnected widely and thoroughly, which creates greater opportunities in creating an optimal market through advertising on websites and social media (instagaram, whatsapp, and others). In the future, the internet will greatly affect economic development with the advancement of modern business and telecommunications which are expected to create more modern information media in the digital era. Utilizing the internet or social media as a medium for marketing products online is the right way for entrepreneurs to do it. Therefore, the strategy implemented by these business actors must be carried out so that the resulting product can be accepted by the community by providing clear information and can be trusted by consumers. Social media is widely used by business actors in marketing their products. The importance of the role of the marketing strategy in achieving the success of a business, so that the marketing sector has an important role in carrying out the business plan. With the aim of maintaining or increasing sales of services or products produced. Through the use of opportunities to increase sales accompanied by the application of appropriate and consistent marketing strategies, so as to maintain or improve the position or position of a company can be achieved (Manu, 2021).

FACTORS FOR INCREASING THE SALE VOLUME IN FASHION RETAIL COMPANY

In order to face the covid-19 pandemic and to increase the sales turnover of fashion retail in this company, it is not easy, as business people must pay attention to all aspects of the distribution business that can be an opportunity to increase sales turnover. Here are some strategies the company itself can try (Manu, 2021):

1. Maintain product quality. By smoothing a fashion business, it is important to maintain the quality of this clothing product. What's more, the quality of this product can be a material for consumer assessment and influence consumer decisions whether to come back again to buy the product. Given today's consumers can easily assess the advantages and disadvantages of the products offered. This allows consumers to compare one product with another. So that in order to increase product sales turnover, you can pay attention to product quality so that it is maintained both in terms of materials, trends, appearance, preparation methods and even the convenience and cleanliness of the distribution. After maintaining the quality of the products offered, it will not only increase sales turnover but will also have an impact on business integrity. In addition, when trying to increase product prices, it will not be a problem for consumers as long as they maintain

2. Provide the best service. In providing the best service when running this business, it is also related to maintaining product quality. Which is when a business is able to provide the best service, it will also directly improve the quality of its products. This is because consumers feel comfortable to return to buy existing products. For example, when employees or owners themselves are friendly and patient with consumers when consumers ask about the products offered, consumers do not hesitate to become loyal customers and will automatically be able to increase sales turnover of the clothing products on offer.

3. Providing promos and discounts. By providing promos and discounts, this is basically related to doing promotions. Providing promos and discounts is one of the most effective ways to increase sales turnover. As a business person, you can provide promotions and discounts when there are activities or events from e-commerce that have good opportunities to bring in consumers. That way, many consumers are interested and buy the clothing products offered so that they can increase sales turnover.

4. Maximizing online media. In a very modern era like today, of course, there are many types of social media and e-commerce media that are increasingly easy to access and use. Especially in the midst of the current COVID-19 pandemic, online media is the safest way to transact. Therefore, online media is a good opportunity for media promotion and product marketing from the Banjarmasin Coganstore distribution. By creating interesting content related to the products being marketed and then posting them on social media, it will attract potential consumers to buy these products.

5. Implement health protocol. By implementing health protocols with discipline, it will provide a sense of security to consumers and employees. Not only offline sales activities, the application of health protocols can also be applied to online sales, namely by ensuring that every product sent to customers has been sterilized. So that this sterilization itself can be done by spraying disinfectants or by irradiating them with UV (ultraviolet) lamps

6. Evaluate distribution business. The last way to increase the turnover of clothing sales is by conducting a business evaluation. By conducting a business evaluation, it can be seen what is felt to be lacking or still not correct in providing services, carrying out promotions and so on that can inhibit the desire to increase sales turnover. After that, you have to be able to fix it properly considering that other business people also want to increase sales turnover. So

if you are not so responsive and act quickly, it will have bad effects such as being left behind in the competition

In the end, retail companies must always take advantage of the strengths that

exist in the company such as human resources that are always maximized and given training, especially in serving consumers because service is the key to the success of a retail. Existing company assets must always be maximized and strengthen the service system. A strategic location is an opportunity for retail companies in developing a business, of course, in competing with competitors, but keep in mind that location may not determine if promotions and services are not optimal. The service system needs to be improved if there is an online service such as Matahari, self-service yoga. The existence of a government policy regarding social assistance is an opportunity for companies, of course, it can be done by promoting to consumers about the products that are sold if necessary at a discounted price. Retail companies must improve the monotonous promotion system with a more attractive promotion system so that it can attract consumers to shop at conventional retail, especially with the support of a strategic location that can be an opportunity for a retailer to develop its business, indeed in a pandemic situation like this it is indeed difficult for retailers. to get the maximum sales volume especially with the sluggish economic situation, but retailers must try their best to fix this problem by improving services and of course the information system that must be improved, especially more innovation in service by using digital marketing in serving consumers. Retail companies must always maximize existing opportunities, especially the average strategic retail location by going head to head with online retail by improving the existing service system, effective promotions and of course always having to read the dynamics of the existing market, especially the government since the Covid 19 Pandemic. has implemented several policies including social assistance for those who are directly or indirectly affected by the Covid 19 Pandemic. Online retail which changes the

paradigm of society from shopping directly to stores to shopping virtually is certainly a threat but this should not be an obstacle for conventional modern retailers to lose. In competing, conventional modern retail can compete with online retail by improving the delivery system for goods to consumers

for example, it can be delivered directly to the consumer's residence, improving the system of excellent service to consumers, promotions can also of course be via online or online. Even virtual, consumers don't have to come to the store to find out what items are being promoted and of course with these service improvement steps, it is hoped that they can improve and strengthen modern conventional retail in the face of competition with online retail (Putra, 20211).

CONCLUSION

Based on the results of the research that has been done, here the author can conclude that the online sales system related to the retail fashion during the pandemic carried out by the company itself is much more effective than the sales made online. Basically, the sales target in fashion retail companies in order to obtain sales turnover and gain the profits for the company concerned must always be improved so that it always sells in all circles of the society so that it can become a provider of the fashion needs. In addition, during the pandemic like this, the fashion retail company's strategy must be improved, including by maintaining product quality, following fashion developments, expanding promotional media, making maps, where distribution points are located, joining the business community, actively promoting on social media. media, cooperate with online motorcycle taxis and create discount programs on a regular basis. In addition, the use of social media that must be encouraged must also be carried out to the maximum. Thus, the implementation of this strategy can maintain business continuity and expand the marketing network which has a positive impact on business growth and development in the future.

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Tourism Sustainability of MSMEs Business Strategy: A Systematic

Literature Review

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Abstract

The purpose of the study provides a boost and strategy recommendation to tourism MSME organizations to focus more on competency improvement actions that support contributions to sustainable destination development and to define and promote sustainable tourism MSME practice strategies that contribute to economic and social development, performance improvement, environmental maintenance and judicious use of natural resources. This study uses systematic literature review by identifying articles based on relevance levels. Search is limited to articles that use the concept explicitly with the reason to focus more on the purpose of the research, identifying the research period 2016-2021. To get the results of a study on the sustainability of tourism MSME business and propose a development strategy, it starts with Mapping and searching some keywords "Tourism Sustainability", "Sustainability MSMEs Business", "MSMEs Business Strategy" "Tourism Strategy" shown software publish and perish then analyzed based on propriety and conformity with the theme. A total of 914 article titles based on searches through the keyword were examined and produced 266 article titles that were deemed appropriate, then matched with the indexed status of Scopus and the results of 89 articles that became references to research problem analysis. The results of the study showed that Business Strategy proved to be able to improve Entrepreneurial Competency and Sustainability, Entrepreneurial Competency and Sustainability proven to be able to improve the performance of tourism MSMEs and the future of Tourism MSMEs when it has entrepreneurial competency sustainability achieves improved performance. Micro business contributes quite extensively in the development of tourism destination performance. This study validates the importance of competence and sustainability in business management. Improving the sustainability of tourism MSMEs is in line with the sustainable development goals of tourism destinations and the policy of developing tourist destinations.

Keywords; Business Strategy, Entrepreneurial Competency, Sustainability Business, Tourism Performance

Introduction

The tourism business sector is most impactful and experiencing a slump due to the pandemic that hit the world. Tourism MSMEs struggle to stay afloat in this situation, due to the reduced number of visitors to tourist destinations (Singh et al., 2022) especially the tourist destinations of Lake Toba Indonesia. This condition causes a decrease in the production of tourism MSMEs. Tourism MSMEs are experiencing the impact of the liquidity crisis due to reduced demand and operations. Tourism MSMEs are the sector most impacted by prolonged economic sluggishness. Various factors make MSMEs need to consider innovations and strategies in order to be able to survive and compete, including limited financial resources and vulnerabilities to rely on banks, supply materials, human resources and environmental service scape. Micro-businesses rely more on cash sales, have low resource capacity to deal with unexpected situations, are small in size, have a small operating scale and have limited financial

resources that make MSMEs vulnerable in the face of tourism business competition. Some tourism MSMEs cannot sustain operations because they do not have enough resources to survive (Singh et al., 2022). The tourism industry in the

20th century experienced two opposite trends when it comes to mobility. The year 2017 shows the phenomenon of over tourism, which is the overflow of visitors who go to the same place at the same time. In 2020 there are new problems due to pandemic (Seraphin & Gowreesunkar, 2021).

Tourism entrepreneurial sustainability strategies are the main focus of users, organizations and including researchers. The strategic goal of creating long-term value for the company, the state, and society as a whole (Janjua, Krishnapillai & Rahman, 2021). Tourism MSMEs need to be understood and managed with a broader sustainability context. Sustainability emphasizes a commitment to moral and ethical beliefs. The concept of sustainability is synonymous with environmental, social and economic elements (Liu & Dong, 2021). Sustainability is the responsibility of stakeholders, in this case MSMEs take part in social and economic environmental responsibility. MSMEs can succeed towards sustainability through a multi-stakeholder approach only if all actors are actively involved (co-creative). Co-creative describes the use value associated with tourism MSME entrepreneurs, but depends on the collective dimensions such as customers and suppliers as well as the community (Tregua, Brozovic & D'Auria, 2021).

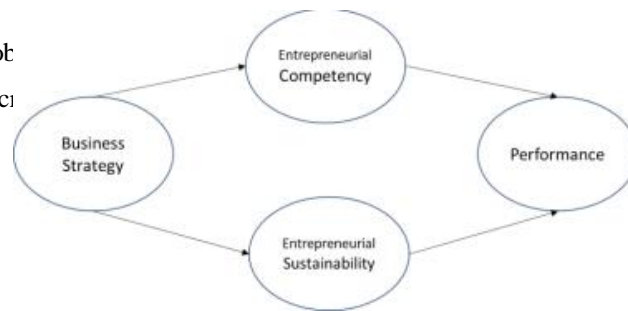
The concept of sustainability reflects concern for the well-being of future generations. Sustainability refers to the long-term health of the environment and society. Tourism MSMEs combine the philosophy of sustainability and responsibility for environmental sustainability. In academia, sustainability issues in tourism MSMEs tend to focus on destinations with tourism dependency around issues of climate change, global warming, air and water pollution, ozone depletion, deforestation, biodiversity loss and global poverty (Janjua et al., 2021; Katemliadis, Kolongou & Drousiotis, 2021). MSMEs not only contribute to sustainability but also to competitive market advantage. The sustainability requirements of MSMEs are effectiveness and efficiency and this depends on the wrapper of internal interests or cross-sector management should be an excellence approach to sustainability strategies. Globalization is characterized by increasingly aggressive competition where tourism MSMEs struggle effectively, efficiently, for sustainability. The competitive advantage of MSMEs focuses not only on cost and differentiation but also on other factors, such as the institutionalization of sustainable principles, operational practices and innovation drivers. Naturally, MSMEs have long-term and more universal goals, including responsibilities both internally and externally. TOURISM MSMEs towards profitability, growth and maintaining social relations (MacGregor Pelikanova, Cvik, & MacGregor, 2021).

There are concerns about the business conditions of tourism as mentioned above, for that this important study continues. This study will also solve the problem of research gap that business strategy is not proven to be able to improve organizational performance (Latifah, Setiawan, Aryani, & Rahmawati, 2020). Followed by the business phenomenon that shows that tourism MSMEs seem to only focus on economic aspects without regard to the environment and social. Tourism MSMEs may symbolize growth without prosperity, where the government

talks about the environment but actually priority is usually given to economic development rather than environmental security (Janjua et al., 2021).

In solving the above research problems, this study refers to the Theory of Service Dominant Logic which employs value creation (Gonçalves & Silva, 2021), improved reputation and business branding and ultimately increased market share. Value creation is the core goal and process of economic exchange and sustainable tourism MSMEs. SDL calls for that service strategies and competencies, such as skills and innovation are the basis of exchange; where the appropriate unit of analysis for the exchange of service systems is the configuration of resources, including people, information, and technologies connected to other systems through a value proposition; and strategy is a service system and value creation in resource configuration (Vargo, Maglio & Akaka, 2008; Vargo & Pels, 2009). The element of shared value creation is inherently for tourism MSMEs where high-quality services at appropriate prices are just the starting point.

To solve the above problem so as to stay focused, as described



of discussion and analysis,

Figure 1 The role of entrepreneurial competency sustainability

This model has implications for improving tourism MSME marketing strategies by identifying the following research questions:

- RQ1. How can Business Strategy improve Entrepreneurial Competency and Sustainability?
- RQ2. How Entrepreneurial Competency and Sustainability can improve the performance of tourism MSMEs
- RQ3. What is the future of MSMEs tourism when it already has entrepreneurial competency sustainability?

To answer the above question, this study emphasizes the importance of tracing and establishing indicators of entrepreneurial competency and entrepreneurial sustainability, followed by the creation of shared value (Kuzgun & Asugman, 2015) and the attributes of MSME sustainability products and services in realizing sustainable tourism marketing performance. Thus, it is necessary to reconceptualize and lay out new concepts of entrepreneurial competency sustainability. The re-conception is expected to be used as a new reference in answering the challenges of MSME sustainability strategy and marketing performance in the future.

The purpose of this study provides encouragement and strategic recommendations to tourism MSME organizations to focus more on competency improvement actions that support contributions to sustainable destination development, while promoting tourism destinations in order to participate in the success of government policies on tourism development. In achieving competence and sustainability can be achieved if sustainable development becomes a shared responsibility (value co-creation). Stakeholders need a commitment to sustainable value creation, including political value, stakeholder collaboration, and frameworks, reasonable financing, a better understanding of opportunities and how to measure the role of tourism MSMEs in sustainable tourism development, including their economic, environmental, and social dimensions (Seraphin & Gowreesunkar, 2021). The next goal is to define and promote sustainable tourism MSME practice strategies that contribute to economic and social development, improved marketing performance, environmental maintenance and judicious use of natural resources. Service strategies interact through mutual service exchange relationships, improving the adaptability and survival of all service systems involved in exchange and marketing, by enabling the integration of mutually beneficial resources.

Business Strategy

The concept of strategy is the dynamic of a company's relationship with its environment in which actions are created to achieve its goals and/or to improve performance by rational use of resources (Okumus et al., 2017). Tourism MSMEs need to create value about how the process of finding sustainable strategies that connect effectively with customers and how to be able to survive in competition with other MSMEs. MSME's product and service business strategy focuses on managing relationships with customers, market segmentation. Strategy can be the ability to customize advertising and merchandising. Examples of business strategies start with product innovation taking into account high quality. Budget, innovative products at competitive prices, low-cost industrial packaging. MSMEs are adding online interactive methods to their distribution strategies and continue to focus on high customer visibility as well as using printed brochures as marketing strategies (Tom Dieck, Fountoulaki & Jung, 2018). MSMEs also need to launch digital platforms in promoting products and services with a focus on international markets and corporate markets. Marketing strategies can use the advantages of the tourism environment to develop strategic brands and create identities that external parties can enjoy. MSMEs can take advantage of the positive image of the tourism environment and harness the potential of synergy by managing business and the environment together. These measures will certainly help overcome strong international competition in event capture. At the national level, tourism MSMEs must take concrete steps to reduce the centralism of major cities otherwise the sustainability inequality of tourism MSMEs will remain (Pinho & Marques, 2019).

Human resource strategy, the better the process of change carried out, the better the benefits and benefits achieved by customers and employees (Abbasian, 2018). Tourism MSMEs develop a strategic integration of corporate marketing communications, which indicates that the promotional mix must be in line with the marketing content. Strategic approach to the utilization of multi-channel marketing and communication strategies (Sotiriadis, 2017). Innovative strategies provide social value to tourism managers' green strategies towards

environmental protection and focus on the quality of life of customers and local communities (i.e., local producers). Of course, this perspective departs from the assumption that there is a direct relationship between original, local, healthy and sustainable concepts. Other focuses on information systems, communication, and dialogue with customers (Iraldo et al., 2017). Tourism MSMEs have special characteristics, such as flexibility in strategy making, adaptability and innovation, which makes them an integral part of regional economic diversification. MSME entrepreneurs can be vulnerable to external changes, but their flexibility and ability to adapt and survive. By being innovative, MSMEs are able to absorb and respond positively to external pressures. Tourism MSMEs in particular can display a tough coping strategy when facing failure (Bakas, 2017).

Entrepreneurial Competency

Entrepreneurial competence is the skill of entrepreneurs and a combination of several competencies, such as self-esteem, specialized knowledge of work, the nature and competence of social, managerial and networking, which help improve the performance of MSMEs. Entrepreneurial competence includes a specific group of traits that ensure successful entrepreneurship, usually associated with the growth and sustainability of organizations. Entrepreneurial competence includes ethical competencies, opportunities, learning, strategic, conceptual, leadership, management, personal, marketing and relationships. Strategic competence refers to an entrepreneur's ability to establish, assess, and implement strategies to achieve business success. Ethical competence refers to the ability of entrepreneurs to work with ambiguity and sincerity in value creation (Rehman, Elrehail, Nair, Bhatti, & Taamneh, 2021). Entrepreneurial competencies include the ability of MSMEs to create opportunities to become a force (Lim, Lee, & Mamun, 2021).

Entrepreneurial competence is needed in increasing the activity of tourist destinations. The creation of the value of tourist destinations is an adaptive ability that influences companies to respond and develop competencies in changing market conditions. Entrepreneurial competence demonstrates the ability to innovate and develop the marketing mix. Indicators of entrepreneurial contingency can be recognized by the ability of entrepreneurship to have network partners, identify goods or services that customers want, develop long-term trust relationships, negotiate with others, recognize and correct shortcomings (Al Mamun, Fazal, & Muniady, 2019). Entrepreneurial competence demonstrates the existence of ready-made skills, and creates business value. Entrepreneurial skills include cognitive ability, nature, focus on basic business skills, communication, digital, professional innovation and concentrate on financial management capabilities, human resources, marketing management, operational business and risk management (Chang, Hsiao, Chen, & Tsung-Ta, 2018).

Entrepreneurial Sustainability

The sustainability of entrepreneurship shows how businesses continue to survive and be profitable. Sustainability as a survival ability, meaning creating the existence, development and involvement of community resources to survive in an environment characterized by change to good lenih (Bakas, 2017) The creation of shared value results in the development of tourist destinations (Löbner, 2013). Sustainable entrepreneurship creates

management and entrepreneurial value, demonstrating the exploitation of entrepreneurial potential that brings competitive advantage by creating environmental advantages in the communities in which it operates. Sustainable enterprises are more related to the exploitation of opportunities, socio-economic development and environmental arrangements (Hooi et al., 2016). Sustainable entrepreneurship is a long-term solution to social, economic and environmental problems. Sustainable entrepreneurship creates economic, social and environmental value, balancing economic prosperity, environmental management and social responsibility. Entrepreneurial activities take into account the needs of society and the environment while achieving economic success. Sustainable entrepreneurship integrates social and environmental aspects and simultaneously connects the entrepreneurial process with the concept of opportunity recognition or innovation. Sustainable entrepreneurship seeks to establish a universal set of practices, improving social well-being, economic viability. Sustainable entrepreneurship is an organization that combines economic, social and environmental aspects into the business operations of MSMEs. The objectives of MSMEs aligned with the capabilities of the top management team play an important role in influencing organizational outcomes. Entrepreneurs and all stakeholders are actors involved in the creation of shared value (Bananuka et al., 2022).

Sustainable entrepreneurship pays attention to social impacts such as job creation, poverty reduction and improving quality of life, pays attention to environmental impacts that protect biodiversity, energy and sustainable use of natural resources, enhance sustainable development, sort social goods rather than economic gains and use natural resources responsibly (Waris, Barkat, Ahmed, &Hameed, 2021).

MSME Performance

Tourism MSMEs play an important role as one of the economic pillars that drive the national economy due to the absorption of labor and the demand for domestic products and services. In addition, tourism MSMEs have an impact on the environment with increased waste and pollution. The tourism sector is inevitably responsible for reducing this impact. This sustainable tourism study will develop sustainable tourism strategies to address environmental, social and economic issues. This refers to the concept that sustainable tourism focuses on balancing environmental, and socio-cultural economic aspects (Pongsakornrungsilp & Pongsakornrungsilp, 2021). Tourism MSMEs need to have a priority as a sustainability feature, namely: having a marketing strategy that reflects sustainable commitment. Creating product and service innovation and not just brand exploration but also risk-taking and creating new value in meeting customer needs, as well as managing sustainable marketing procedures that connect to subdivisions and other groups. Implementing business sustainability is a challenge for MSMEs especially in having inseparable interconnections between MSMEs, Supplier and Customers but also because of the requirements of customer needs that can change. MSMEs may face critical situations related to business marketing strategies and sustainability issues that allow them to think about the antecedents and consequences of sustainability marketing commitments. As such, knowledge management is needed in helping tourism MSMEs to understand sustainability and how to implement marketing strategies into value creation practices (Liu &Dong, 2021).

Tourism industry performance refers to the achievement of organizational goals that are mandatory for the survival of the organization, consisting of financial performance and non-financial performance. Top management responsibilities have a direct influence on the business environment and performance, The main resources that help MSME managers in decision making have an influence on business performance (Rehman et al., 2021).

Sustainability of tourism MSMEs synergizes with the image of destinations, namely the concept of cognition, affection and the overall picture. Destination imagery is a collective impression created as a result of the interaction between cognitive and affective factors. Cognitive imagery is the assessment, evaluation, and belief about various characteristics of a destination such as tourism resources, environment, cost, comfort, climate, security, and so on. Affective images are feelings of purpose, pleasure, joy, comfort. The overall picture is a favorable attitude, shaped by interactions on the cognitive and affective aspects of the overall destination image (Lee, 2021). Sustainability of tourism MSMEs is a priority on the entrepreneurial way of running a business. Sustainability MSMEs are committed to designing, building, and operating a more environmentally friendly tourism industry (Katemliadis et al., 2021).

Methods

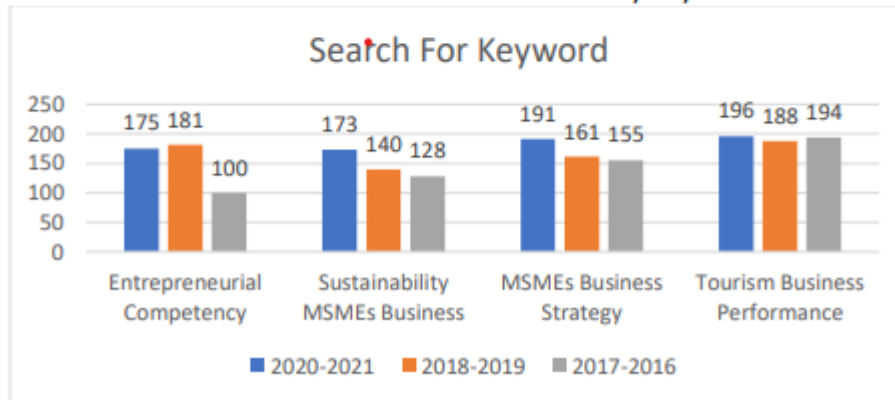
The study used systematic review (SLR) literature. SLR is the process of identifying articles based on relevance levels and synthesizing previous work into an integrated framework (Scheaf & Wood, 2021). SLR is carried out by following the stages to identify the collection of knowledge and research results that discuss and apply the concepts of business strategy, competence, sustainability and performance of tourism MSMEs. SLR search is limited to articles that use the concept explicitly with the reason to focus more on research objectives, appreciate the choice of sustainability concepts and performance of tourism MSMEs and limit biases that have the potential to produce negative or subjective results and cannot be reproduced (Reinhold, Zach & Krizaj, 2017). The study traces and identifies previous studies in the period 2016-2021 (six years) in a row. The determination of the previous research period is based on the understanding that the development of tourism business strategy is significant with the pace of time, so it is enough to show the novelty in the last six years (Mariani et al., 2018) in concluding the sustainability strategy of tourism MSMEs. To get the results of a study on the sustainability of tourism MSME business and propose a development strategy, it starts with First, mapping and searching several keywords (De Ramon Fernandez, Ruiz Fernandez, & Sabuco Garcia, 2020) such as "Tourism Sustainability", "Sustainability MSMEs Business", "MSMEs Business Strategy" "Tourism Business Strategy". The systematic literature review approach is the process of identifying previous studies relevant to research problems and their limitations (Scheaf & Wood, 2021). Second, a systematic literature review was developed with a keyword search protocol (Mariani et al., 2018). Third, literature search begins with a search for related articles based on keywords set by the use of publish and perish software (Al-Shami et al., 2021). Searches are grouped into sections, such as, the title and keywords of the article. Search keyword determination is the effort and process of limiting article search in peer-reviewed journal articles, indexed Scopus and represents scientifically proven knowledge and has a connection with the problem. To get more precise results, the search process is carried out in several groupings for example for 2020, done based on title, by keyword, by year, and in

years need to be grouped per maximum amount. In publish and perish has a limited number of articles generated per search

Fourth, the results of article information in accordance with the keywords shown by software publish and perish are then analyzed based on propriety and conformity with the theme (Indarti, 2021) sustainability and performance of tourism MSMEs. This means that not all articles obtained directly become part of the referral. The results of recapitulation of the article after being searched through software publish and perish are as stated in the following Table:



Table 2. Number of Articles Searched by Keyword



Significant findings

The first stage of article search, found as many as 914 article titles based on searches through keywords. Then the title of the article is examined and adjusted to the results of understanding accuracy on the purpose of the research, as many as 266 article titles. Of the 266 titles then matched with the indexed status of 89 articles, thus as many as 89 articles were searched on the <https://www.scopus.com/> link, and continued to search for articles on <https://ebscohost.com>, <https://www.emerald.com>,

<https://academic.oup.com>, <https://journals.sage pub.com>, <https://search.proquest.com>,
<https://www.sciencedirect.com>.

Table 3 Data on The Number of Articles

	Keyword Search			Article Selection			Article Determination			
	20-21	18-19	17-16	20-21	18-19	17-16	20-21	18-19	17-16	
Entrepreneurial Competency	168	116	126	56	45	8	7	5	4	24
Sustainability MSMEs Business	14	2	7	0	2	2	4	2	2	12
MSMEs Business Strategy	19	14	16	8	9	8	6	6	5	25
Tourism Business Performance	117	198	116	52	55	10	8	6	3	7

From a number of article titles selected to support this study, the Business Strategy indicator is obtained, which focuses on product and service innovation, differentiation-marketing, risk minimalism and low cost. Entrepreneurial competencies, especially MSMEs, emphasize the ability to recognize, create strategic entrepreneurship, establish value chains, entrepreneurial technical competencies, employee competencies and competencies about the mastery of innovation and communication technology (Lim, Lee & Mamun, 2021; Mitchelmore & Rowley, 2010; Rahman et al., 2015; Rehman et al., 2021). MSME sustainability strategy shows that it can only be achieved if there is proactive efforts in creating shared value, co-design, co-creative of all stakeholders in creating environmental, economic and social value. MSMEs are required to be proactive as a starting point for using resources efficiently, minimizing waste, managing organizations, creating positive reputations and aligning business strategies with the interests of tourist destination stakeholders. MSMEs focus on analyzing which elements translate proactive sustainability strategies into positive environmental outcomes. An organization's sustainable strategy encourages innovation and value creation and tends to reflect environmental performance. The role of innovation to address challenges and support sustainable technological transition (Berjokkina & Melanthiou, 2021; Dornier, 2021; Tham & Sigala, 2020). Sustainable tourism MSMEs are able to fully account for current and future economic, social and environmental impacts, providing for visitor needs, entrepreneurship, environment and society. The main challenge is to balance the economic, socio-cultural and environmental aspects of tourism with: using environmental resources responsibly and optimally; respect socio-cultural heritage such as values, customs and traditions and encourage intercultural dialogue; and implement economic practices that can benefit all stakeholders.

Sustainable tourism MSMEs imply the provision of meaningful tourist experiences and increased visitor awareness of sustainability issues as well as participating in creating tourism performance (Garbelli, Adukaite & Cantoni, 2017) such as tourism destination governance, economic performance, investment and competitiveness,

employment, decent jobs and human capital, workforce empowerment, job creation, poverty alleviation and social inclusion as well as the preservation of the natural and cultural environment. Tourism MSME performance can be measured based on business profits, generating significant sales volume, achieving growth even though MSMEs look slow in achievement, but it can be ascertained that there is better movement or change, as evidenced by satisfactory business performance, entrepreneurial success and achievement of organizational goals (Bananuka et al., 2013).

Essentials Research Question Identified

The commitment of MSMEs and stakeholders to sustainable tourism development shows an increasing number of people concerned about sustainable issues and that stakeholders express greater concern for the environment in general while understanding the potential impact of sustainability strategies. At the same time, the government, destination management organizations such as the Lake Toba Authority's Managing Board together with tourism business entrepreneurs and all local players have responsibility and share knowledge and experience in value co-creation (Lusch & Vargo, 2011).

Business strategy cannot be separated from innovation activities, product innovation, services, resources, HR. Business strategy involves risk-taking and being proactive. Business strategy MSME tourism is a bridge that connects business to the community to create economic benefits and satisfy the wants and needs (visitors). Business strategy is the creation of values of transformation, the pursuit of opportunities and ideas to react quickly. Therefore, business strategy activities can be defined as certain forms of economic activity, carried out by tourism MSMEs to start and develop tourist destinations and the creation of new business values by taking responsibility and accepting risks in the organization (Singh, et al., 2022) (Soomro, Mangi & Shah, 2020). Business strategy is identified with the innovating technology and communication and improving the transformation of sustainability values. This transformation is a strong reason to achieve the sustainability of tourism MSMEs. In other words, on the basis of business strategy capabilities, tourism MSMEs are proven to be able to improve entrepreneurial sustainability by helping to develop economic competence, increase productivity, create new jobs, create and revitalize markets through new products and product development (Amoako et al., 2021). Thus, the first research question proved that Business Strategy is able to improve Entrepreneurial Competency and Sustainability.

The ability of MSMEs to create economic, social and environmental value is a characteristic of entrepreneurs who have competence, both as skills in managing, seeing opportunities and creating new service value on it, have a responsibility in analyzing the social and environmental impact of tourist destinations. Tourism entrepreneurial competence consists of cognitive and non-cognitive skills. Skills include knowledge and skills such as marketing, MSME business models, knowledge and identifying opportunities. MSME skills in creating entrepreneurial spirit, proactive, transformation, innovation and perseverance. MSME competencies identify common value creation namely innovation, creativity, redesign, planning, decision making and entrepreneurial management (Miles, 2014); including leadership relations, teamwork and interagency, communication, delegation and HR management, principles, ethical sense, awareness and critical thinking. MSME

entrepreneurs are required to have initiative, adaptability, creativity, autonomy, tenacity and perseverance so as to support confidence, responsibility and the capacity to take risks. The cognitive competence of entrepreneurs is identical to theoretical and practical knowledge in designing MSME activities. Other competencies are in its ability to create synergy planning, communication, evaluation, recording so that the value of co-creation is balanced for all stakeholders (Kurniawan & Kosasih, 2021; Lim et al., 2021; Longva, Strand & Pasquine, 2020). Thus, the second research question, it is proven that Entrepreneurial Competency and Sustainability are able to improve the performance of tourism MSMEs.

The future of entrepreneurship when it has competence and sustainability will have a well- developed branding strategy and be able to offer several advantages to the business, such as enabling it to be more competitive, presenting the image of a destination that visitors are well known and in demand and developing sustainable differentiation (Manrai, Manrai & Friedeborn, 2020) . It can be traced from ecosystem processes of skills, experience and perception of activities in understanding sustainability and marketing processes. Proactive entrepreneurs explore early and successful sustainability opportunities to capitalize on market opportunities with long-term changing trends and enable entrepreneurship in

achieving new learning, which enhances the development of skills and competencies in realizing the sustainability of MSMEs. In addition, tourism entrepreneurship competencies have conceptual competence, innovation competence and executive competence (Aguiar-Barbosa, Chim-Miki & Kozak, 2021). Social competence includes teamwork competence, leadership competence and networking competence. Functional competencies include technology management competencies, marketing management competencies, and financial management competencies (Latifah et al., 2020). Thus, the third research question, that the future of tourism MSMEs when it has had entrepreneurial competency sustainability is achieved marketing performance, which contributes directly to economic, social and environmental performance.

Discussion and Conclusions

The improvement of tourism MSME sustainability is in line with the sustainable development goals of tourism destinations, the policy of the development of tourist destinations by the Government of Indonesia, in line with the goal of improving the performance of tourism MSMEs. This study highlights the dependence of tourist destinations on the role of value co-creation sustainability of tourism MSMEs. TOURISM MSMEs are the economic engine of tourist destinations. Despite its small size, it represents all tourism businesses in places like the Lake Toba area.

Tourism MSMEs have an important role in providing tourism services, ensuring tourists, satisfaction, and creating a positive destination image. The performance of tourism MSMEs succeeds the tourism sector and for the livelihood of tourist destinations. The economic contribution of tourism MSMEs motivates to be in the desired tourist destination, build social networks, and become part of the community that participates in value co-creation (Tregua, Brozovic & D'Auria, 2021) tourist destinations (Francis & Nair, 2020). This study

contributes to a review literature approach based on the development of value-co-creation of dominant tourism entrepreneurship. This study focuses on the relationship between Business Strategy and tourism MSME Performance through mediation of competence strategy and entrepreneurial sustainability. This study has an impact on the redesign of strategic management and entrepreneurial areas. This study shows how tourism entrepreneurship, competitiveness strategies can be integrated to improve the competitiveness of tourist destinations. The framework of competitive entrepreneurship sustainability strategy is integrated with stakeholders and shows how entrepreneurship and strategy can be combined to obtain entrepreneurial competitive strategies in creating performance.

Tourism entrepreneurship competence is measured by the dimensions of opportunity, organization, commitment, conceptual and strategic competence. This study contributes to enriching the tourism MSME literature on the relationship between business strategy, Entrepreneurial Competency, Entrepreneurial Sustainability and MSME performance in the context of economic, social and environmental development (Das, Rangarajan & Dutta, 2020). Practitioners, entrepreneurs and future researchers can use the findings of this study by focusing on competence and sustainability for the successful performance of tourism destinations. This study also highlights the micro-enterprises that make a broad contribution to the development of tourism destination performance. This study validates the importance of competence and sustainability in business management. The next development is that entrepreneurship should be taught at various stages of the life journey and should not be limited only to the transmission of content and the use of certain techniques. It is essential to articulate the concept of entrepreneurship with education, which includes a set of competencies that are fundamental tools for comprehensive civic education to face the challenges of globalization and today's socioeconomic demands (Dambiski et al., 2021). Entrepreneurship is described in terms of learning outcomes related to employability, active citizenship and entrepreneurial skills for life and work. Entrepreneurship is a behavioral phenomenon of individuals, groups or organizations. Process innovation is one of the reasons for each individual or group to create a new business. The concept of entrepreneurship as a sustainability

process uncovers and develops opportunities to create value through innovation and seek opportunities regardless of the resources (human and capital) or location of entrepreneurs, in new or existing places. The characteristics of entrepreneurship have a financial motive. This means that the sustainability of individual and social economic life is found in entrepreneurs.

Limitations and Direction for Future Research

Research has limitations. The main limitation of research is that when selecting and assigning (eliminated) articles, it is very possible in the search there are articles that may have conformity (Psomas, 2021), but are eliminated by accident. Another limitation, that in the search of the article it is difficult to find articles that specifically explain, analyze tourism MSMEs that operate in tourist destinations that have not been so well recognized, such as tourist destinations. This causes evaluations and recommendations may not be fully able to answer the challenges of newly pioneered tourist destinations.

Future research may more shed light on tourism MSME sustainability strategies in rural area destinations, analyses long-term sustainability and tourism destination performance, create further research maps on construction that affect the company's survival and growth. micro. Future studies should, using multi-item measures for competency construction and entrepreneurial sustainability and minimizing measurement errors. Suppose you can use a structural equation model to test a hypothesis. In addition, there is still a degree of ambiguity that can be attributed to the needs of the conceptual and theoretical foundations referenced in the research of entrepreneurial competency and sustainability strategies. Thus, subsequent research may also try to add mediation, novelty and/or moderation variables to study the impact of business strategy with entrepreneurial performance.

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Can We Enhance Employee Satisfaction in The Retail Sector to Create Business Sustainability?

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Abstract

Purpose---The purpose of this study is to determine the effect of organizational culture, work environment, compensation and its implication toward the satisfaction of the employee

Design/methodology/approach ---The The research population was 150 employees from 8 store of the famous retail company in West Jakarta, Indonesia. The sample consideration was 140 respondents. Random sampling was used for the sampling technique, and sample elements were determined by accidental sampling method. The analytical method used in this study was descriptive statistics and Amos program.

Findings---The results show that organizational culture and work environment has significant effect to employee satisfaction, but not compensation. Compensation gave partial effect on mediating organization culture and work environment on employee satisfaction.

Originality/Value--- The compensation system in retail companies, in this case are importance. Without a proper compensation system in the organization, job of employee will not be achieved.

Research Limitation – The other variables that have not been tested in this study such as work leadership variable, employee performance, worker motivation and others need to be developed. It is also recommended to conduct several types of research in other companies by using the same variables like in this study, i.e. the companies should be in different industries. It is expected that the further research in the field of human resource management will be more useful for practitioners, academics and the public.

Practical implication – The practical implication in this research is to enhance the satisfaction of employees of this retail companies.

Keywords : *Employee satisfaction, Compensation, organizational culture, work environment, retail sector.*

Introduction

The organization of one of the famous retailed admitted that it had increased sales of 7% -10% during March 2020 compared to the previous month. This increase was mainly in the Jabodetabek area and occurred since the government called on Work From Home (WFH) policies and large-scale social restrictions (PSBB). The decline in acceptance of benefits in the middle of a pandemic, employees admitted they did not receive the same number of holiday allowances as they received last year. Usually given the allowance is given two times salary or one and a half salary for worker who have worked for 5 years and above, now in the same time (Wareza, 2020). Wages received by a worker in return of the work they do, which is generally a source of the security of the

Financial Workers (Riyanto, Pratomo, & Ali, 2017). The survey results recorded 39.4 percent of businesses stopped, and 57.1 percent of the business decreased

production. Only 3.5 percent are not affected. The ability to survive among the business world also experienced limitations. As many as 41% of entrepreneurs can only last less than three months. This means that in August their business will stop. As many as 24% of employers can last for 3-6 months, 11% are able to survive for the next 6-12 months, and 24% can last more than 12 months (Ngadi, 2020).

This is an important point in the sustainability of the business in the minimum field, other than it becomes an important point in the survival of the lives of workers in the organization. An organization which, foster aggressiveness is perceived as ruthless by the employees and are not considered conducive for long-term employment and satisfaction (Shellenbarger, 2000). Organizational culture values that affect job satisfaction were studied in respect of age. As expected, younger employees' satisfaction was influenced by job enthusiasm and opportunities for growth, development, and comfortable working long hours. On the other hand, older employees have already proved themselves to the organization (Sharma, 2017).

The general environment is everything outside the company that can affect the company, such as social and technology conditions (Robbins & Coulter, 2016). Working condition to affect the employee's attitude (Aiken et al., 2000). Positive about this work is the result of evaluating several characteristics (Robbins & Judge, 2015). Someone with a high level of job satisfaction has a positive feeling about his work, while with a low level has a feeling of negative. Several significant research on worker job satisfaction (Ashraf, 2019; Syamsudirman, Yurmain, & Heryanto, 2019), besides that there are also some different discoveries such as research (Idris, Adi, Soetjipto, & Supriyanto, 2020) Finding that the work environment and compensation did not significantly affect employee satisfaction. in the study (Murtiningsih, 2020) organizational culture had no significant effect on employee satisfaction. Therefore, the present study also investigates the effect of organizational culture, working environment, compensation and employee satisfaction.

Literature review

Organizational culture provides special characteristics of distinguishing it for one organization with other organizations, because organizational culture refers to a system of sharing meanings carried out by organizational members (Robbins & Coulter, 2016). Measuring organizational culture with, a) innovation and courage to take risks (innovation and risk taking), the extent to which organizations encourage employees to be innovative and dare to take risks. In addition, how organizations appreciate the act of taking risk by employees and generating employee ideas; b) attention to detail (attention to details), is the extent to which the organization expects employees to show accuracy, analysis and attention to details; c) Oriented to the results (outcome orientation), the extent to which management focuses on results compared to the attention of the techniques and processes used to achieve this; d) human-oriented (People orientation), is the extent to which management decisions take into account the effects of results in people in the organization; e) Team oriented (team

orientation), is the extent to which work activities are organized around teams, not individuals; f) Aggressive, is the extent to which people in the organization are aggressive and competitive to run the organizational culture as well as possible; g) stability (stability), is the extent to which organizational activities emphasize the status quo (maintaining what is because it is considered quite good) than growth. Organizational culture is a basic philosophy of organizations that contain joint beliefs, norms, and values that are the core characteristics of how to do something in the organization (Wibowo, 2016).

Organizational culture fosters employee empowerment and trust in the management of that associated with high job satisfaction (Simmons, 2005). The employees would feel comfortable working in organizations when obtaining job satisfaction. Assessment of employees to work with her condition closely related to employee satisfaction. It is caused by a positive assessment can improve employee job satisfaction, while a negative assessment can lead to employee dissatisfaction. Employee satisfaction according to (Luthans, 2008) is the work itself, which is the main source of satisfaction where the work provides an interesting task, the opportunity to learn, the opportunity to accept responsibility and progress for employees; Salary or wages, which is a multidimensional factor such as a number of wages or money received by employees is an assessment for satisfaction, where this can be seen as things that are considered appropriate and appropriate; Promotions, namely the opportunity to develop intellectually and expand expertise to be the basis of important attention to advance in the organization so that it creates satisfaction; Supervision, namely the supervisor's ability to provide technical assistance and behavioral support, first is centered on employees, measured according to the level where supervisors use personal interest and care for employees, the second is a climate of participation or influence in decision making that can affect employee work; Colleagues, namely colleagues in cooperative work are the simplest sources of job satisfaction, work groups, especially the compact team acting as a source of support, comfort, advice, and assistance to individual members.

Job satisfaction is defined as the sum total of individual's stance towards various job-related factors including work itself, supervisors, colleagues, working conditions, compensation and reward and recognition (Schultz and Schultz, 2006). There has been a lack of consensus amongst researchers regarding the influence of cultural dimensions on employee satisfaction. Huang and Wu (2000) found job satisfaction of the employees to be positively influenced by control & management, result orientation and professionalism. Platonova et al., (2006) revealed that the organizations where employees feel their performance is recognized have high job satisfaction. However, McKinnon et al. (2003) found stability, respect for people and aggressiveness to have a positive effect on job satisfaction of the employees. Therefore, there is still a need to investigate the relationship between organizational culture and employee satisfaction (Detert et al., 2000). The results of the study (Syamsudirman, Yurmain, & Heryanto, 2019) that organizational culture has a positive and significant effect on employee satisfaction.

Robbins and Judge (2015) have stated that compensation plays an important role to determine employee satisfaction. According to the previous research showed that compensation has a significant effect on employee satisfaction (Rizal, 2015; Darma & Supriyanto, 2017). The form of compensation such as intrinsic and

extrinsic, have a significant effect toward lecturer satisfaction (Murgijanto, 2015). On the other hand, Muguongo, Muguna & Muriithi (2015), it showed that teachers in secondary schools in one of the cities in Kenya were very dissatisfied with all forms of compensation (basic salary and allowance). The hypothesis is as follows:

H1: Organizational culture has a significant effect on employee satisfaction.

H3: Organizational culture has a significant effect on compensation

H5: Compensation has significant effect on employee satisfaction

H6: Compensation has a significant effect mediate organizational culture on employee satisfaction

Job satisfaction is an employee attitude towards work related to work situations, cooperation between employees, benefits received in work, and things concerning physical and psychological factors (Wibowo, 2016). Job satisfaction affects psychological factors, is a factor related to employee psychiatric which includes interest, peace in work, attitudes towards work, talent and skills; Social factors, are factors related to social interaction both between fellow employees and with their superiors; Physical factors, are factors related to the physical condition of employees, including the type of work, time settings and rest time, work equipment, circumstances, temperature, lighting, air exchange, employee health conditions, age and so on; Financial factors, are factors related to guarantees and welfare of employees who include the system and salary magnitude, social security, various benefits, facilities provided, promotions and so on. A good work compensation system is a system that is able to guarantee the satisfaction of employees which ultimately allows the company to obtain, and employ a number of people with various attitudes and behaviors and work productively for the interests of the company (Putranto, 2012). If a company is unable to provide compensation to what is expected by employee, they satisfaction will be low and can negatively affect to the company.

The work environment provides security and allows employees to work optimally, so that it can affect employee emotions. A poor work environment will have a large impact on the health of its workers and can reduce feelings of excitement, enthusiasm and progress in work (Duru and Shimawua, 2017). The work environment can be measured by Work Atmosphere (Satisfactory Working Atmosphere and Supportive

Working Atmosphere); Relationship with colleagues (harmonious relations and no mutual intrigue); Work Facilities (Full Equipment and Modern Equipment). The results of the study from January, Edward, Pakpahan, & Purba (2020), show that the work environment significantly influences job satisfaction. The purpose of job satisfaction is to satisfy the employees who finished their jobs because the compensation means appreciate, and also fulfill their physical, social status needs. The hypothesis is as follows:

H2: Work environment has a significant effect on employee satisfaction.

H4: Work environment has a significant effect on compensation

H7: Compensation has a significant effect mediate Work environment on employee satisfaction

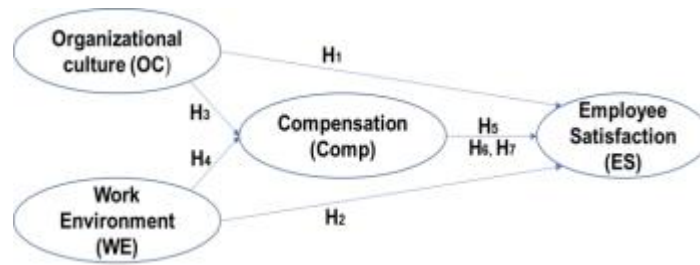


Figure 1. Research model

Method

The current study was conducted one of famous retail business in west Jakarta. In this study using quantitative research methods with causal research design. The sampling method used simple random sampling techniques to 140 respondents, from 8 store and who have worked for 5 years and above. Data collection methods use a questionnaire (google form), and calculated and analyzed using the Amos application. The questionnaire spread of the first stage to determine the dependent regarding the study of 30 respondents, the deployment of the second phase questionnaire was to measure the influence of independent and dependent related research according to the conceptual framework of 110 respondents. Both male and female employees were adequately represented in the sample. Out of the total, 75 (54%) were female respondents and 65 (46%) were male respondents. The questionnaire was divided into two sections, first part consisted of demographic information and second part consisted of organizational culture, working environment, compensation and employee satisfaction questionnaire.

Organizational culture was studied using Robbins & Coulter (2016) consists of 15 item statements. Participants were asked to score the value profile on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Working environment was studied using Nitisemito (2001) consists of 6 item statements. Participants were asked to score the value profile on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Compensation was studied using Rivai (2004) consists of 4 item statements. Participants were asked to score the value profile on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Employee satisfaction was studied using Luthans (2008) consists of 13 item statements. Participants were asked to score the value profile on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Result and discussion

Structural model testing is done by using the Structural Equation Model through the Confirmatory Factor Analysis (CFA) approach. In this study, all hypotheses proposed in the study were tested simultaneously in the structural equation model. The Unstandardized Loading Factor (β) of each indicator in the constructs of Organizational Culture, Work Environment, Compensation, and Employee Satisfaction can be seen in the table below:

Table 1. Unstandardized Loading Factor (□) Organizational Culture, Work Environment, Compensation, dan Employee Satisfaction

			Estimate	S.E.	C.R.	P
OC15	<---	Organizational Culture	1			
OC14	<---	Organizational Culture	0,946	0,228	4,145	***
OC13	<---	Organizational Culture	0,906	0,21	4,317	***
OC12	<---	Organizational Culture	0,909	0,22	4,137	***
OC11	<---	Organizational Culture	0,908	0,215	4,221	***
OC10	<---	Organizational Culture	1,435	0,304	4,717	***
OC9	<---	Organizational Culture	0,504	0,17	2,957	0,003
OC8	<---	Organizational Culture	1,274	0,269	4,736	***
OC7	<---	Organizational Culture	1,281	0,284	4,513	***
OC6	<---	Organizational Culture	1,195	0,268	4,462	***
OC5	<---	Organizational Culture	1,388	0,346	4,01	***
OC4	<---	Organizational Culture	1,013	0,239	4,238	***
OC3	<---	Organizational Culture	1,091	0,254	4,291	***
OC2	<---	Organizational Culture	0,854	0,209	4,086	***
OC1	<---	Organizational Culture	0,894	0,205	4,354	***
WE3	<---	Work Environment	1			
WE2	<---	Work Environment	0,947	0,157	6,037	***
WE1	<---	Work Environment	0,793	0,154	5,138	***
WE4	<---	Work Environment	0,831	0,138	6,018	***
WE5	<---	Work Environment	1,247	0,181	6,898	***
WE6	<---	Work Environment	0,83	0,157	5,278	***
Comp4	<---	Compensation	1			
Comp3	<---	Compensation	1,186	0,228	5,211	***
Comp2	<---	Compensation	0,88	0,179	4,911	***
Comp1	<---	Compensation	0,805	0,178	4,512	***
ES1	<---	Employee Satisfaction	1			
ES2	<---	Employee Satisfaction	1,085	0,243	4,462	***
ES3	<---	Employee Satisfaction	1,224	0,265	4,615	***
ES4	<---	Employee Satisfaction	1,054	0,279	3,771	***
ES5	<---	Employee Satisfaction	1,07	0,23	4,657	***
ES6	<---	Employee Satisfaction	1,409	0,278	5,061	***
ES7	<---	Employee Satisfaction	1,478	0,296	4,988	***
ES8	<---	Employee Satisfaction	1,112	0,229	4,867	***
ES9	<---	Employee Satisfaction	1,355	0,263	5,144	***
ES10	<---	Employee Satisfaction	1,344	0,262	5,125	***
ES11	<---	Employee Satisfaction	0,562	0,208	2,701	0,007
ES12	<---	Employee Satisfaction	0,68	0,208	3,266	0,001
ES13	<---	Employee Satisfaction	0,94	0,233	4,035	***

Another indicator that can indicate convergent validity is the value of Average Variance Extracted (AVE) and Construct Reliability. Below is a summary of the AVE value and Construct Reliability of each construct, which can be seen in the table below:

Table 2: Average Variance Extracted and Construct Reliability

Construct	Average Variance	Construct
Organizational Culture	0,5267	0,9424
Work Environment	0,7442	0,9450
Compensation	0,6967	0,9013
Employee Satisfaction	0,5519	0,9381

Modifications are carried out by covariating several indicators that have a modification index with a critical value greater than 8. Figure 2 shows the results of the modified structural model measurement model, using SEM technique and based on modification provisions.

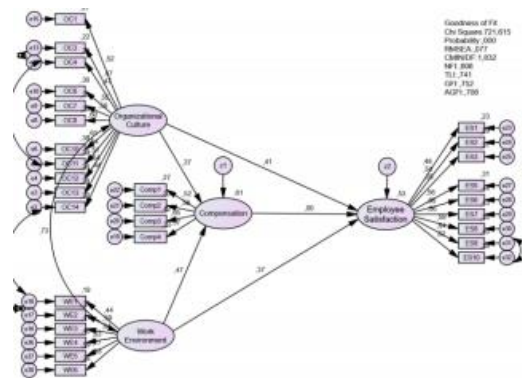


Figure 2: Structural Model Testing after Modification

The results of the evaluation of the goodness of fit indices of the model after the modification were carried out to eliminate autocorrelation and several confounding factors from each observed indicator of a construct. The full goodness of fit evaluation can be seen in Table 3.

Table 3. Goodness of Fit Indices Structural Model after Modification

Goodness of Fit	Cut-off Value	Hasil Uji	Keterangan
X – Chi Square	Expected small	2243.373	
Sig - Probability	≤ 0.05	0.000	
RMSEA	≤ 0.08	0.077	Fit
TLI	≥ 0.90	.741	Marginal
NFI	≥ 0.90	.606	Not Fit
GFI	≥ 0.90	.752	Marginal
AGFI	≥ 0.90	.708	Marginal

Hypothesis test

Based on the results of the Full Structural Model test, the Estimate value is obtained as follows::

Table 4. Summary of Structural Model Testing and Mediation Model

			Estimate	S.E.	C.R.	P	Result
ES	<---	OC	0,375	0,169	2,224	0,026	Support
ES	<---	WE	0,243	0,124	1,962	0,049	Support
Comp	<---	OC	0,494	0,233	2,119	0,034	Support
Comp	<---	WE	0,435	0,169	2,580	0,010	Support
ES	<---	Comp	0,092	0,063	1,455	0,490	Reject
OC --> Comp	X	Comp --> ES	0,045	0,014	3,086	0,009	Support
WE --> Comp	X	Comp --> ES	0,040	0,010	3,746	0,007	Support

To find out whether compensation mediation for the effect of organizational culture and work environment on employee satisfaction is a full mediation or partial mediation can be seen in the table below.

Table 5. The Mediation Role of Compensation

Indirect Effect	Estimate	Direct Effect	Estimate	Result
OC --> Comp + Comp --> ES	0,586	OC --> ES	0,375	Partial Mediation
WE --> Comp + Comp --> ES	0,527	WE --> ES	0,243	Partial Mediation

Based on the table above, the mediating role of Compensation in mediating the influence of Organizational Culture and Work Environment on employee satisfaction can be explained as follows:

1. The total effect of Organizational Culture – Compensation – Employee Satisfaction is 0.586, while the direct effect of Organizational Culture – Employee Satisfaction is 0.375. Thus, compensation mediates the effect of organizational culture on employee satisfaction. In relation to the direct effect of organizational culture on employee satisfaction, it is significant positive, then the mediating role of compensation is partial mediation.
2. The total effect of Work Environment – Compensation – Employee Satisfaction is 0.527, while the direct effect of Work Environment – Employee Satisfaction is 0.243. Thus, compensation mediates the effect of the work environment on employee satisfaction. In relation to the direct effect of the work environment on employee satisfaction, it is significant positive, then the mediating role of compensation is partial mediation.

Conclusion

To provide a good compensation system in business is not easy, company should plan wisely. The biggest influence of compensation for job satisfaction is in the provision of health insurance that we know in this pandemic period, health is the most crucial thing and draining not a little. Whereas in the organizational culture of job satisfaction the biggest effect in the competition is positively between workers so that it builds the spirit of work and enthusiasm affects optimal work between workers.

The compensation given to workers during the pandemic do not effect the current job satisfaction of workers, it is recommended to management and related parties to pay attention to the needs of workers during the pandemic, so that they do not have to use the compensation obtained to buy their needs for work, such as masks, hand sanitizers, routine checks related to Covid 19 (PCR Swab, Rapid, etc.) because it will affect the fulfillment of the basic needs of the worker's life, such as healthy food. The existing organizational culture encourages employees to be innovative and take risks. In addition, the organization values risk- taking by employees in the current pandemic situation. The company should be able to provide additional compensation for workers who can maintain their job well.

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Retrospective Study: Does Creativity Matter For Business To Thrive During The Pandemic?

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Abstract

The Covid-19 pandemic has had a major impact on the lives and habits of Indonesian citizens, both from the formal and informal sectors. To prevent and suppress the rate of transmission, large-scale social restrictions (PSBB) have been carried out. This condition makes economic activity also affected. The purpose of this article is to comprehend how creativity or to have creative thinking is important for entrepreneurs to run a business in this pandemic situation. They are required to be creative, think critically, and creatively in this situation to develop new businesses that can be handled from home. The research method used in this article is a literature review. Based on the result of this article, there are many citizens who build SME businesses that are handled from home or in their stores. They have implemented marketing strategies on their SME business through social media, like Facebook, Whatsapp, and Instagram. This article summarizes that in order to survive and thrive during this pandemic season, it is recommended to migrate to online marketing and business automatization, examine the product display and appearance, and look forward to promoting a working leadership that promotes organizational innovations.

Keywords: *Pandemic, Economic Sector, Entrepreneur, Creativity, MSE*

Introduction

On March 2, 2020, Indonesia for the first time confirmed a case of COVID- 19. As of May 28, 2020, there have been 31,024 cases that have spread to 34 provinces in Indonesia. The Covid-19 pandemic has had a major impact on the lives and habits of Indonesian people, both from the formal sector and the informal sector . This pandemic condition has had a serious impact on the health, economy, and social structure in Indonesia. To prevent or suppress the rate of transmission, lockdown, regional quarantine and large-scale social restrictions (PSBB) have been carried out. Human movement is also prevented between countries, provinces, affected districts, and cities. This condition makes economic activity also affected .

This coronavirus has made the Indonesian economy contract. The impact of coronavirus seems to have an impact on all sectors, especially tourism and other sectors. The World Bank projects that Indonesia's economic growth in 2020 will be depressed at the level of 2.1%. The cause of the decline in economic growth is due to the widespread of COVID-19 both domestically and abroad. RI's economic growth has been estimated to be below Bank Indonesia's estimated at only 2.5% which is usually able to grow to 5.02%. The spread of Covid-19 also has an impact on the investment, trade, Small and Medium Enterprises (SME) sectors .

The purpose of this article is to comprehend how creativity or to have creative thinking is important for entrepreneurs to run a business in this pandemic situation. They are required to be creative

or to think critically and creatively in this environment to develop new businesses that can be run from home and are in great demand by a big number of consumers (Cerchione et al., 2016; Kumar & Kalse, 2021; Rakshit et al., 2021). The growth of business managers' creativity is also very important since when they have created on their side, their capacity to innovate, is more effective, and easier to understand (Bouwman et al., 2019; Viswanathan & Telukdarie, 2021). Creative thinking is the process of combining several existing elements to create something entirely new, with the ultimate aim of upgrading the product to something that has never been seen before in the marketplace (Ramli et al., 2019). The ability to add value, create value, and discover business possibilities are all closely linked to the ability to think creatively (Desouza & Awazu, 2006).

The World Health Organization (WHO) explains that Coronaviruses (Cov) are viruses that infect the respiratory system. This viral infection is called COVID-19. Coronaviruses cause illnesses from the common cold to more severe illnesses such as Middle East Respiratory Syndrome (MERS-CoV) and Severe Acute Respiratory Syndrome (SARS-CoV). Coronavirus is zoonotic which means it is transmitted between animals and humans (Hanoatubun, 2020). From the start of the COVID-19 outbreak until March 20, 2022, there were 5,962,483 confirmed cases of COVID-19 in Indonesia and 153,738 deaths related to the disease. The case fatality rate (CFR) in this country is also much higher than the People's Republic of China (COVID-19, n.d.) .At the beginning of the pandemic, Indonesia's healthcare facility is not ready to face COVID-19 yet. Massive preparation should have been taken seriously at the beginning of disease spread in China. The Indonesian government has been criticized both at home and abroad for not responding quickly enough to the emergence of the pandemic. The government ruled out lockdowns, citing their harsh economic impact in other developing countries such as India. However, he reluctantly allowed limited school closures and encouraged people to work from home. In the absence of strict containment measures, the number of coronavirus deaths in Indonesia surged to become the highest in Southeast Asia . In response to the growing global crisis and the deteriorating domestic situation, the government eventually took action after initially denying the scale of the problem and ignoring expert warnings. Its actions included declaring a national health emergency and imposing social distancing measures in Jakarta and other affected regions (Olivia et al., 2020).

The COVID-19 pandemic has created a recession. The supply of labor is reduced due to restrictions on mobility and precautionary measures taken by the government, meanwhile productive capacity and productivity are affected by social distancing, either mandatory or arising from preventive options (supply shocks). An increase in uncertainty and a decrease in income leads to a decrease in consumption and investment (a demand shock) . The situation worsened in the global crisis as negative supply and demand shocks were transmitted to all countries through trade and financial relations (Olivia et al., 2020).An entrepreneur is someone who develops a business model, acquires the necessary physical and human capital to start a new venture, operationalizes it, and is responsible for its success or failure. Responsible for success or failure as the entrepreneur is distinct from the professional manager in the sense that the former either invests his or her resources or raises capital from external sources and thus takes the blame for the failure as well as reaps the rewards in case of success whereas the latter or the professional manager does the job and the work assigned to him or her for a monetary consideration . In other words, the entrepreneur is the risk-taker and an innovator in addition to being a creator of new enterprises whereas the professional manager is simply the executor. (Suryana,2013) Moving to the skills and capabilities that an entrepreneur needs to have, first and foremost, he or she has to be an innovator who has a game-changing idea or a potentially new concept that can succeed in the crowded marketplace. Note that investors usually tend to invest in ideas and concepts which they feel would generate adequate returns for their capital and investments and hence, the entrepreneur needs to have a truly innovative idea for a new venture. Entrepreneurship is a term

discipline that studies

the values, abilities, and behavior of someone in the face of life's challenges to gain opportunities by various risks it may face . Entrepreneurship is everything relating to the attitudes, actions, and processes carried out by the entrepreneurs in starting, running, and developing their businesses(Effendy, Mochtar.2010).

The creative economy has become an economic growth booster in many countries including Indonesia and is unique in that it is created from an unlimited resource – ideas. Indonesia has a promising future and growth of the creative economy. Indonesia's creative economy is very diverse and covers 16 different sub - sectors. Its performance in recent years demonstrates its strong growth potential. In 2017, the sector generated more than 7 percent of GDP – and employed around 15.9 million people. By 2020, we predict it will be worth around IDR 1.924 trillion (approx. USD 130 million) . Indonesia's creative economy has ⁽⁴⁰⁾ huge untapped potential but faces several challenges. It is predicted that Indonesia's creative industry's growth will reach new heights in 2018. This prediction is in-line with the rapid progress of the country's e-commerce industry that has taken place in the last 5 years. Going forward, the creative economy is expected to become a new economic driver. However, much of the sector consists of small and medium-sized enterprises that still only market their products locally. Furthermore, only 50.87% of companies and entrepreneurs adopt e-commerce in their business operations. While each subsector's adoption rate is varied, only two sub-sectors have more than a 75% e-commerce adoption rate. Low Internet usage and low level of E-Commerce adoption may indicate that many businesses still rely on their offline transactions method .

Case Presentation

Creativity is the ability someone to find ideas or new ideas for making something new (Wiyono et al., 2020). Creativity is also defined as the individual's ability to develop thoughts new so that steps are also found new steps to solve problems in the face of opportunities. Next, to find out entrepreneurial creativity in the future of the COVID-19 pandemic, there are three indicators that are used as a reference can create something new and different from existing products Previously during the COVID-19 pandemic, able to manage a business that carried out during the COVID-19 pandemic 19, and able to predict odds that will come during the pandemic COVID-19 .

Covid-19 has had a major impact on economic activity due to government regulations regarding restrictions on people leaving their homes. This resulted in decreased interaction between producers and consumers. Consumers will tend to buy primary needs compared to the purchase of secondary and tertiary needs . Based on Abdi and Febriyanti's study (2020) law of supply and demand, a decrease in demand will trigger a decrease in the amount of production, causing delays in market formation between the lack of demand and supply. The existence of problems in the number of requests can eliminate the value of the economic surplus that triggers the impact of the crisis on all levels of society. This condition is certainly very vulnerable to having an impact on the lower class of society and microeconomic actors .

According to Shofiana (2020), during the Covid-19 pandemic, most SMEs experienced losses, such as decreased turnover and no income, so they had to send their employees home. These economic conditions require business actors to think hard to maintain their business so as not to suffer losses until they have to go out of business. Under these conditions, product marketing becomes very important to increase the number of sales. During the pandemic, of course, there is a social distancing policy so direct marketing is not the right solution. Marketing can be done using technology, namely online marketing. This is supported by marketing expert Yuswohadi in Avriyanti's research (2021) which states that SME actors must be able to maximize the benefits of digital development . Online marketing requires knowledge from business actors so that they can implement optimal strategies effectively and efficiently in running their businesses during the pandemic .

In January 2020, based on the latest data published by the Hootsuite Platform, the total internet users in Indonesia reached 175.4 million users with mobile-based users reaching 338.2 million. This is certainly an opportunity for business actors to promote their products online . Online marketing must of course be packaged with an attractive appearance to increase the number of sales. Of course, creativity is needed in making the product display more attractive. The more attractive the appearance and display of the products provided, the greater the opportunity for consumers to make purchases so that they can increase sales. This is supported by research by Setianingtyas and Nurlaili (2020) which states that the appearance of products in social media marketing affects increasing sales .

According to Priambodo, et al (2021), In this era where digital connectivity is the main thing, it has created many opportunities to transform a business from conventional to e-commerce. Businesses that are planning or currently transforming need to review the impact of adoption and innovation based on consideration of three elements, which are technology, organization, and environment. The technology element represents all technology relevant to business, the organization element refers to the characteristics and resources of the company, while the environmental element describes the industry structure, the influence on technology service providers, and environmental regulators. However, based on the results of the analysis, it is found that there are still many SME businesses in Indonesia that do not yet have reliable human resource readiness with knowledge and skills in the field of information technology . In this pandemic era the industrial revolution entered revolution 5.0, where business activities changed to operating remotely due

to advances in information and communication technology and using robotics to achieve high performance (Bednar & Welch, 2020) Therefore, organizations must adopt these changes to survive and compete with innovation, especially during the global COVID-19 pandemic crisis (Russ, 2021). Especially on the most effective leadership style to manage employee creativity in organizational innovation. A combination of good leadership styles will become a reference for managers who make scientific contributions to human resource management facing the challenges of the new era ahead, especially in Indonesia

There are several understandings of this E-Leadership, but the most important is the quality of a modern leader (digital leader) in his work for the benefit of the company, such as leading followers by motivating, engaging in decision making, delegating a lot of power to allow more creativity. The COVID-19 pandemic had caused several adverse consequences, such as economic shocks, global health crises, changes in social behavior, and challenges at the organizational level to continue business

operations; therefore, employee creativity is needed to support organizational sustainability (Azizi et al., 2021). This is in line with a previous study by Muñoz-Pascual et al. (2021), which stated that employee creativity strongly influences organizational innovation. Therefore, based on these studies, hypothesis 4 states that employee creativity directly and positively affects organizational innovation.

The emergence of the COVID-19 pandemic has resulted in many people losing their jobs. Large, medium, and small companies that are still able to survive to take some concrete steps so that their products can still be marketed. Online marketing through the media is the right step that must be taken by business actors. Therefore, the strategy implemented by these business actors must be carried out optimally so that the resulting product can be accepted by the public by providing clear and trustworthy information for consumers. Social media is a place used to promote product results by business actors. Social media is used as a promotional tool because it has a direct response to its users. We Are Social, Hootsuite, 2020 states that YouTube social media is the most widely used media by Indonesian people besides WhatsApp, Facebook, and Instagram. With the existence of social media, consumers are greatly facilitated by the internet which can provide all human needs related to the products they want. As business actors, we can take advantage of this progress to run our business .

In the business world in the era of globalization, product marketing, both goods, and services, can take advantage of advances in information technology. Social media is a product of information technology that provides optimal benefits for business actors. With social media, business actors can explain product specifications, quality, and prices so that consumers can more freely choose the goods needed according to their abilities. Experts agree that the existence of social

media as a medium for marketing production has provided knowledge to consumers regarding the specifications of the products they will buy .

Consumer interest in owning a product is determined by several factors, including quality, product, specifications, and price. Along with the development of science and information technology, consumers are greatly facilitated by the internet which can provide all human needs related to the products they want. This condition must be supported by clear, honest, and reliable data so that consumers are not disadvantaged in making transactions even through social media. In addition, trust in the company and competitive prices are the best alternatives for consumers .

Ciscussion

Success in entrepreneurship is determined in three factors by journal *Kewirausahaan: Penanaman Jiwa Kewirausahaan* (Daryanto, 2013), which include the following .

1. Ability and Willingness. People who do not have the ability, but a lot of will and people who have the will, but do not have the ability, will not be successful entrepreneurs. On the other hand, having the will and being equipped with the ability will be a successful person. Willingness alone is not enough if it is not equipped with abilities.
2. Strong determination and hard work. People who do not have strong determination, but have the will to work hard and people who like to work hard, but do not have strong determination, will not be successful entrepreneurs.

3. Chance and Opportunity. There is a solution there is an opportunity, otherwise, there is no solution there will be no opportunity. Opportunities exist if we create our opportunities, not looking for or waiting for opportunities that come to us.

The research in “*Makna Sebuah Kegagalan Bisnis Dan Pembelajaran Wirausaha: Sebuah Pembelajaran Dari Petani Muda Di Era Pandemi COVID-19*” by Mukti on 2021 aims to study young farmers with small-scale businesses (small entrepreneurs) who during the COVID-19 pandemic experienced business failure .

In terms of networking and business relations, informant farmers have learned new things, how they should relate to stakeholders related to business activities and who shape their social environment. They use their previous experiences to build a business that is more adaptive and able to deal with obstacles and failures that they have experienced before. In this study, it was found that recovery comes from the support of friends, spouses, and other family members. Social interaction with the surrounding environment is important for informant farmers to overcome all the difficulties they face. These informant farmers can adapt to existing conditions and proactively change according to existing changes, making themselves "fit" to participate in seeking sustenance in a dynamic agricultural business. This research can be regarded as a new study because it was conducted during a global pandemic that has affected various aspects of the economy in various sectors which can "disturb" the lives of many people. The contribution of this research is both academic and practical. The limitation of this research is that it is exclusively concerning informant farmers who were selected based on their willingness to be researched and their proximity to the researcher. Therefore, the results are limited to the informant farmers and the conclusions of the researcher.

Another journal entitled “*Analisis Social Media Marketing dan Tampilan Produk Dalam Meningkatkan Penjualan Produk Pamos Shop Mojokerto*” (Setianingtyas and Nurlaili, 2020) presents an analysis of the possibility of 2 things that affect increasing product sales from a business that sells various kinds of women's needs. What is analyzed is the effect of social marketing and product display on increasing sales at the “*Pamos Shop Mojokerto*” business. “*Pamos Shop Mojokerto*” not only sells its products offline but also online. From the existing data, “*Pamos Shop Mojokerto*” in 6 months in January-June 2019 got a different income but on the data, the income owned by “*Pamos Shop Mojokerto*” decreased from month to month. However, in May there was an increase due to Eid al-Fitr. The income obtained through online sales is more than the income of offline sales. It is known that “*Pamos Shop Mojokerto*” experienced a decrease in turnover from month to month during January-June 2019 even though “*Pamos Shop Mojokerto*” had a large number of social media followers. From this incident, research was conducted on followers of *Pamos Shop Mojokerto*'s social media through a google form questionnaire⁽¹⁸⁾. After distributing questionnaires via google form to *Pamos Shop Mojokerto*'s social media followers, it was found that social media marketing had no effect on increasing sales. As for the product display, this greatly affects the increase in sales at *Pamos Shop Mojokerto*. This shows that product appearance is more dominant in increasing sales of *Pamos Shop Mojokerto* products. Social Media Marketing must also be improved because increasing social media marketing will affect the increase in sales at *Pamos Shop Mojokerto* . In our opinion, this article is very useful because it can help manage businesses during this pandemic. We can know several things affect the increase in product sales and can increase it. However, to be more significant and varied the results of the analysis can use other methods not only using questionnaires.

Based on the latest data published by the Hootsuite Platform, the data of January 2020, 74% of global e-commerce activities purchase a product online. Indonesia is one of the countries with the most internet users. This can be a good opportunity in various sectors if managed properly, especially in business. The number of activities with social media makes products/services better known and helps promotions that don't know time and space .

A study by Shofiana (2020) discusses the impact of the COVID-19 pandemic, especially on MSMEs as the pillars of the Indonesian economy, which are considered to have the highest vulnerability to pandemics. Where this article provides advice for MSME actors to form a dynamic organization during a pandemic by continuing to work at home. According to this article, the strategy to deal with this situation is with affiliates, namely a marketing strategy in which an affiliate will promote the product/service of a business to get a sales agreement with the customer. Thus, MSMEs will feel very helpful for their wares that are widely known and sold, and consumers will feel helped by the information on sellers or products that they need or want. In addition, according to this article, affiliate programs can reduce unemployment due to the pandemic. In this article, it is also stated that to control business with the affiliate program, communication is required through a virtual team. The difference between this article and other articles in this article discusses the impact of the pandemic on MSMEs only, without any other sectors .

We think this article provides good benefits for entrepreneurs in dealing with a pandemic, but this article has a very small scope of discussion, but it is not detailed. The advantage of this article is that it can provide draft ideas about good solutions for MSMEs. Unfortunately, this article does not provide a clear and detailed description of the recommended programs.

The sixth article (Husen, 2021) discusses SMEs located on Jl. Nasional Kecamatan Meurebo Kabupaten Aceh Barat, namely Wizz Kitchen which sells various cakes and desserts, using qualitative research methods with descriptive analysis and exploratory approaches. Data was collected through unstructured interviews with information sources. From the results of the study, it is known that SMEs maintain online marketing through social media, Whatsapp, and Instagram. This method is considered effective and can reach consumers more broadly in almost all areas of Aceh. In addition, the quality of products and services are also important factors that must be considered in this marketing method. The better the quality of products and services provided by the company to consumers, the higher the intention to repurchase. From this research, it can be concluded that the use of the internet and social media as a marketing strategy supported by good quality products and services is the right business strategy to be implemented in this Covid- 19 pandemic .

The seventh article discusses the concept of a creative economy including promotion, service excellent customers rewards, affiliation, and social capital. During the pandemic, there's a marketing strategy called STP (Segmenting, Targeting, and Positioning) which is important. Segmenting is a process to

identified and form a group of consumers based on their product characteristics and its marketing. Targeting is a process to choose the market segment to be targetted. Positioning is a process to establish the market position, to communicate the competitive advantages of products that exist in the market into the customer's mind. The factors of marketing segmentation are

demographic factors (age, population density, gender, religion, ethnicity, education, and government data), Sociological factors (cultural groups, social classes), psychological factors (attitude, personality, desired product benefits), geographical factors (cool areas, urban areas, rural areas) . We think this article is very useful for entrepreneurs, especially in determining the right strategy for running their business.

The eighth article about *Penerapan Strategi Bisnis di Masa Pandemi Covid- 19*. The article discusses how to increase business competition in the globalization era must be addressed by business actors by implementing new strategies for the continuity of their business. The emergence of the covid-19 pandemic which hit almost all over the world decreased some aspects of life including the economy. Online marketing through the media is the right step that must be taken by business actors. The strategy implemented by business actors must be carried out optimally so that the resulting product can be accepted by the community by providing clear and reliable information for consumers. Based on data from graphs from We Are Social Hootsuite in 2020, it was found that Youtube is a medium with many users after WhatsApp, Facebook, and Instagram. However, during the covid-19 pandemic, business actors have implemented marketing strategies through social media, but it's also necessary to pay attention to people's purchasing power capabilities. The problem raised is that the strategy implemented by MSME actors can survive during the covid-19 pandemic and how the impact of the covid-19 pandemic on the marketing of MSME products .

The research was conducted at Waroenk Ngemil MSMEs located on Bandung Regency. The research was carried out from May to August 2020. The used method was a qualitative method with a descriptive-analytical, verification, and exploratory approach. The type of data collected is primary data obtained from unstructured interviews to sources of information. The data analysis technique used a qualitative descriptive model in the form of data collection, data reduction, data display, and conclusions. The results of the research obtained are for the sustainability of the business amid the covid-19 pandemic. Waroenk Ngemil seeks to market products optimally with marketing strategies through social media such as Facebook, Instagram, WhatsApp, Telegram, and incorporated in other online businesses such as Shopeefood, Go-food, and Grab-food. From the results of interviews with the owner of the Waroenk Ngemil business, it's known that the use of the internet and social media to sell their products is very appropriate and useful and can reach the areas without being limited by space and time.

We can conclude that to maintain the continuity of small businesses (MSMEs) the use of the internet and social media is a very appropriate strategy during the covid-19 pandemic . However, the use of technology also costs a lot of money and human resources who have capabilities in the field of information technology. In our opinion, this article gives many benefits especially in providing business strategies during the covid-19 pandemic and how to keep the business run to benefit in the pandemic era. But we think that further researchers should use other research methods so that the results obtained are more significant.

Conclusion

Creativity is a component that plays a rather crucial role for an establishment to not only survive but also thrive, especially during the pandemic season. This article summarizes that to do so, one is recommended to reconfigure the organizational aims, as an example; migrating to online

marketing and business automatization. Furthermore, the conventional approach should also be examined, examples are to also mind the products display and appearance. Other than looking outward, business owners should also look inward to promote a working leadership that promotes organizational innovations.

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Raw Materials Inventory Control Analysis Soybean With EOQ (Economic Order Quantity) Method at UPTD Sentra Industri Kecil Sumber Balikpapan

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Abstract—The Sumber Small Industry Center is an industrial area that moves in the field of tahu and tempeh production which is shaded by DISPERINDAGKOP. There are tahu and tempeh production operational activities that are not appropriate, wrong the other is the supply of soybean raw materials. Possible implementations in controlling raw material inventory by using the method Economic Order Quantity (EOQ). The production house that research conducted in The Sumber Small Industrial Center area is the production house of Mr. H. Muhammad Rahim and Mr. Mabnur with the aim of knowing Economical control of inventory and the number of orders for soybean raw materials. By using the EOQ method, we get a decrease in the frequency of orders the raw material for soybeans per year is the production house of Mr. H. Muhammad Rahim by 23 times per year which was previously 24 times per year. While the house Mr. Mabnur's production was 19 times per year, which was previously 24 times per year.

Keyword— EOQ, Order frequency, Soybean, Stock

INTRODUCTION

UPTD Sentra Industri Kecil Sumber is an Industrial Center area that is shaded by DISPERINDAGKOP to support tahu and tempeh business actors in the North Balikpapan area, in developing their production. UPTD Sentra Small Industry Sumber has 100 production houses by 2021. Of the 100 production houses, 80 production houses are already operating, 14 houses are not yet operational and 6 houses are under construction. There are 27 production houses that produce tahu and tempeh. Based on observations made to tahu and tempeh production houses, 2 tahu and tempeh production houses were selected for research, namely the tahu and tempeh production houses owned by Mr. Mabnur and Mr. H. Muhammad Rahim. In the implementation of tahu and tempeh production, Mr. H. Muhammad Rahim and Mr. Mabnur used soybeans as the main raw material in the production of tahu and tempeh. Soybean purchases at PRIMKOPTI (Primary Cooperative for Indonesian Tempe and Tahu Producers) Balikpapan City are carried out twice a month as the main raw material inventory, but the number of purchases made is different every month because Mr. H. Muhammad Rahim and Mr. Mabnur do not have a calculation of the amount of raw material inventory efficient soybean production. This can affect the production process of tahu and tempeh if there is a shortage of soybeans, besides that soybean scarcity can occur at any time. To be able to avoid shortages and scarcity of soybeans, it is necessary to control the supply of raw materials to facilitate the production process of tahu and tempeh. The purpose of this study was to determine the inventory control of soybean raw materials in the production house of Mr. H. Muhammad Rahim and Mr. Mabnur in producing tahu and tempeh and to determine the number of orders for an efficient supply of soybean raw materials at the production house of Mr. H. Muhammad Rahim and Mr. Mabnur for producing tahu and tempeh

METHODS AND PROCEDURES

This research was conducted using qualitative research methods. Sources of data used in this study are primary and secondary data. The application that can be done in controlling the inventory of raw materials in the production house of Mr. H. Muhammad Rahim and Mr. Mabur is by using the EOQ (Economic Order Quantity) method. EOQ is one of the methods in inventory that aims to determine the most economical order quantity of an item or material [1]. In determining the number of economical orders, a mathematical formula is used to see the minimum amount of inventory costs. Calculation of Economic Order Quantity (EOQ) can be calculated using the following formula [2] :

$$EOQ = \sqrt{\frac{2 \times D \times OC}{CC}} \quad (1)$$

$$Order\ Cost\ (OC) = \frac{total\ ordering\ cost}{order\ frequency} \quad (2)$$

$$Carrying\ Cost\ (CC) = \frac{total\ storage\ cost}{raw\ material\ inventory} \quad (3)$$

Companies can calculate the amount of inventory using the formula according to [3] as follows:

$$Estimated\ order\ quantity = \frac{D}{Q^*}$$

(4)

Companies can calculate the annual ordering cost by using the ordering formula by [3] as follows:

$$Order\ Cost = \frac{D}{Q^*} \times S$$

(5)

Companies can calculate the annual storage cost by using the storage cost formula according to [3] as follows:

$$Storage\ Cost = \frac{Q^*}{2} \times H$$

(6)

Where:

EOQ : Optimal Raw Material Quantity per Order

D : Demand

OC : Ordering Cost (S)

CC : Carrying Cost (H)

Q* : Optimal quantity of raw materials in each order (EOQ)

RESULT

1. H. Muhammad Rahim's Production House

Inventory management of soybean raw materials in the production house of Mr. H. Muhammad Rahim must be carried out to monitor the production of tahu and tempeh starting from the amount of soybean raw material to be used, how many times it is purchased to the amount spent in providing raw soybeans.

a. Soybean Ordering

Table 1. Soybean Purchase Data

No.	Purchase Month	Soybean Purchase (Kg)
1.	January	6000
2.	February	6000
3.	March	6000
4.	April	6000
5.	May	6000
6.	June	5750
7.	July	6000
8.	August	7000
9.	September	6000
10.	October	7000
11.	November	6000
12.	December	6000
Purchase Total		73.750

The table above is data on the purchase of soybean raw materials for the production house of Mr. H. Muhammad Rahim in 2021 with a total of 73,750 kg. Purchases made every month decreased and increased due to the absence of calculations made in the inventory of soybean raw materials.

b. Soybean Order Frequency

Table 2. Soybean Order Frequency

Soybean Purchase	Soybean Order Frequency
1 Month	2 Times
1 Year	24 Times

Order frequency is the time each time an order is placed in the purchase of soybean raw materials. The production house of Mr. H. Muhammad Rahim made the frequency of ordering twice a month, so that in one year the frequency of ordering is 24 times.

c. Soybean Ordering Cost

Table 3. Soybean Ordering Cost

No.	Type of Ordering Cost	Total (Rp)
1.	Telephone Cost	Rp. 240.000
Total		Rp. 240.000

Ordering costs incurred are costs associated with ordering raw materials from the beginning until the soybeans are received. The cost of ordering based on table 3 is Rp. 240,000 which is issued at the production house of Mr. H. Muhammad Rahim in one year.

d. Soybean Storage Cost

Table 4. Soybean Storage Cost

No.	Type of Storage Cost	Total (Rp)
1.	Electricity Cost	Rp. 9.600.000
2.	Security Cost	Rp. 720.000
Total		Rp. 10.320.000

Storage costs are costs incurred by Mr. H. Muhammad Rahim in storing soybean raw materials. The storage cost incurred by Mr. H. Muhammad Rahim in one year is Rp. 10,320,000 which includes electricity costs and security costs.

e. Calculation of Raw Material Inventory Using the Economic Order Quantity (EOQ) Method in 2020

Based on the data obtained at the production house of Mr. H. Muhammad Rahim, the calculation of the EOQ method is shown in table 5.

Table 5. Soybean Usage, Ordering Cost and Storage Cost

Soybean Raw Material Use (Kg)	One Year Ordering Cost	One Year Storage Cost
73.750	Rp. 10.000	Rp. 139,93

Based on the data in the table above, the results of calculations using the EOQ method on soybean orders show that the optimal result is **3,246.68** kg each time an order with a frequency of ordering is **23 times**. So the total cost of inventory spent at Mr. H. Muhammad Rahim's production house using the EOQ method in 2020 is **Rp. 454,309.091**.

2. Mabrur Production House

Inventory management of soybean raw materials in the production house of Mr. Mabrur must be carried out to monitor the production of tahu and tempeh starting from the amount of soybean raw material to be used, how many times it is purchased to the amount spent in providing raw soybeans.

a. Soybean Ordering

Table 6. Soybean Purchase Data

No.	Purchase Month	Soybean Purchase (Kg)
1.	January	8000
2.	February	4500
3.	March	6000
4.	April	6000
5.	May	4500
6.	June	6000
7.	July	8000
8.	August	4500
9.	September	6000
10.	October	6000
11.	November	6000
12.	December	6000
Purchase Total		71.500

The table above is data on the purchase of soybean raw materials for the production house of Mr. Mabrur in 2020 with a total of 71,500 kg. Purchases made every month decreased and increased due to the absence of calculations made in the inventory of soybean raw materials.

b. Soybean Order Frequency

Table 7. Soybean Order Frequency

Soybean Purchase	Soybean Order Frequency
1 Month	2 Times
1 Year	24 Times

Order frequency is the time each time an order is placed in the purchase of soybean raw materials. The production house of Mr. Mabrur made the frequency of ordering twice a month, so that in one year the frequency of ordering is 24 times.

c. Soybean Ordering Cost

Table 8. Soybean Oerding Cost

No.	Type of Ordering Cost	Total (Rp)
1.	Telephone Cost	Rp. 144.000
Total		Rp. 144.000

Ordering costs incurred are costs associated with ordering raw materials from the beginning until the soybeans are received. The cost of ordering based on table 8 is Rp. 144,000 which is issued at the production house of Mr. Mabur in one year.

d. Soybean Storage Cost

Table 9. Soybean Storage Cost

No.	Type of Storage Cost	Total (Rp)
1.	Electricity Cost	Rp. 3.600.000
2.	Security Cost	Rp. 720.000
Total		Rp. 4.320.000

Storage costs are costs incurred by Mr. Mabur in storing soybean raw materials. The storage cost incurred by Mr. Mabur in one year is Rp. 4,320,000 which includes electricity costs and security costs.

e. Calculation of Raw Material Inventory Using the Economic Order Quantity (EOQ) Method in 2020

Based on the data obtained at the production house of Mr. Mabur, the calculation of the EOQ method is shown in table 10.

Table 10. Soybean Usage, Ordering Cost and Storage Cost

Soybean Raw Material Use (Kg)	One Year Ordering Cost	One Yeay Storage Cost
71.500	Rp. 6.000	Rp. 60,42

Based on the data in the table above, the calculation results obtained using the EOQ method on soybean orders show that the optimal result is **3,768.37 kg** for each order with an ordering frequency of **19 times**. So the total cost of inventory spent at Mr. Mabur's production house using the EOQ method in 2021 is **Rp. 227,684,778**.

3. Before and After Comparison Using the EOQ Method

The comparison of the frequency of purchasing soybean raw materials before using the EOQ method and after using the EOQ method at the production houses of Mr. H. Muhammad Rahim and Mr. Mabur is as follows:

Tabel 11. Before and After Comparison Using the EOQ Method

No.	Production House	Frequency of Soybean Purchase Before Using the EOQ Method	Frequency of Soybean Purchase After Using the EOQ Method
1.	Mr. H. Muhammad Rahim	24 Times	23 Times
2.	Mr. Mabur	24 Times	19 Times

CONCLUSION

The conclusions obtained from this research are:

1. Inventory control of raw materials at the production house of Mr. H. Muhammad Rahim and Mr. Mabur using the Ergonomic Order Quantity (EOQ) method, showing an economical order quantity of 3,246.68 kg at the production house of Mr. H. Muhammad Rahim, while at the production house of Mr. Mabur shows the number of economical orders as much as 3,768.37 kg. This resulted in the cost of ordering and storage costs decreased, so as to minimize the costs incurred by Mr. H. Muhammad Rahim and Mr. Mabur in order to maximize the profits.

2. The frequency of orders made at the production house of Mr. H. Muhammad Rahim using the EOQ method was 23 times the purchase of soybean raw materials in one year previously made by Mr. H. Muhammad Rahim was 24 times in one year so that the total cost of soybean raw material inventory was issued is higher than using the EOQ method with a total cost of soybean raw material inventory of Rp 454,309.091 . Then the frequency of orders made at Mr. Mabur's production house using the EOQ method was 19 times the purchase of soybean raw materials in one year which was previously carried out by Mr. Mabur as many as 24 times in one year so that the total cost of inventory of soybean raw materials issued was higher than using the EOQ method with a total cost of soybean raw material inventory of Rp. 227,684,778.

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Analysis of Tahu and Tempeh Production Process Using The Just In Time Method at UPTD Sentra Industri Kecil Somber, Balikpapan

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Abstract— UPTD Sentra Industri kecil Somber is a government-owned business entity that oversees the tahu and tempeh business actors in the city of Balikpapan. The production process that occurs in the existing tahu and tempeh production houses has several problems that cause the results obtained to be less effective and efficient. Business actors still apply the traditional system in determining the possible quantities to be produced so that production results are inconsistent and do not take into account the needs of consumers. This makes the production process less than optimal in its application. A lot of waste that occurs in the existing production system. The method that can help optimize the production process is Just in Time. From the research results, there are still many processes that occur that are less effective in their application so that production capacity is not optimal. In the process of making tahu there is over processing, one of which is during the soaking of soybeans. Therefore, the application of the Just in Time (JIT) method in the production process of tahu and tempeh needs to be considered such as too long delay time, allocation of space in the production process, and modification of existing tools to speed up the production process time and pay attention to the amount of production with storage capacity, so that there is no overproduction.

Keywords— *Industri kecil Somber, Just in Time (JIT), tahu, tempeh*

I. INTRODUCTION

UPTD Sentra Industri kecil Somber is an area that houses the tahu and tempeh business actors in the city of Balikpapan. This UPTD has 1 main office, 1 cooperative building, 1 storage warehouse for raw materials and equipment for tahu and tempeh production, as well as 100 production houses with 27 tahu and tempeh industries, 22 tahu industrial production houses, 17 tempeh and tempeh production houses. 14 houses are empty or not occupied by business actors

The production process that occurs in the tahu and tempeh production house has several problems that cause the results to be less effective and efficient. The problem that arises is that production houses still apply the traditional system. the traditional system in question is that business actors are still implementing a system with an estimate in which approximately the amount that is possible for production on that day without applying accurate calculations and looking at the needs of consumers in the market. This makes the production process less than optimal in its application. There is a lot of waste that occurs in the existing production system. The method that can help to optimize the production process is Just in Time. so that the existing production process is more effective and efficient so that it can meet consumer needs. The main purpose of this study is to determine the application of the Just in Time method to the production process at UPTD Sentra Industri Kecil Somber.

Therefore, a research was carried out with the title “**Analysis of Tahu and Tempeh Production Process Using The Just In Time Method at UPTD Sentra Industri Kecil Somber, Balikpapan**”

II. METHODS AND PROCEDURES

According to [1] JIT (Just in Time) is a business philosophy that aims to discuss how to reduce production time in both manufacturing and non-manufacturing processes. There is a re-explanation from his book Hamming [2], which states that the JIT (Just in Time) production system is an inventory management strategy by applying the concept of increasing the amount of return on investment (ROI / Return on Investment) from business ventures by reducing inventory and costs associated with inventory. Inventories include raw material inventory, work in process, and finished goods inventory. [1]

The waste that exists in Just in Time according to Sofyan in 2013. There are several types of waste that do not at all provide added value to production, namely: [3]

- 1 Over Production
- 2 Waiting time

- 3 Transportation
- 4 Processing
- 5 Inventory
- 6 Motion
- 7 Product Defect
- 8 Unused employee creativity.

The targets to be achieved from the application of the Just in Time method from Edward in his book *Hamming* in 2012 stated that the goals or objectives of implementing Just in Time are as follows: [2]

1. Zero defect
2. Zero Inventories
3. Zero setup time and lot size of one
4. Zero lead time
5. Zero Part Headling

III. RESULT

A. Tahu Production Process

The following are the results of the application of Just in Time in the tahu production process. The production process of tahu in Mr. Mabur's production house is a process that is still less effective and efficient in the process, so to find out these problems an analysis is carried out using the Just in Time method in the production process.

TABLES I
JUST IN TIME TAHU PRODUCTION PROCESS

No	Activity	<i>Just In Time</i>
1	Soybean soaking	The application of JIT that can be done at the immersion stage is where from the results of research at Mr. Mabur's house too much delay time occurs. The delay time in question is where soybeans that have been soaked should be enough for 3 hours but can be up to 4 - 4.5 hours so that the process of making tahu starts to slow down.
2	Soybean washing	The washing process for soybean seeds at Mr Mabur's production house has not done very well where there are still other things in the tub such as corn kernels that have not been separated. Corn seeds are still present or mixed with soybean seeds because sometimes they are still included in the sack, so to separate corn seeds from piles of soybean seeds it is necessary to be careful in washing soybean seeds so that the quality of the product can be maintained and better
3	Soybean milling	The soybean seed milling process has been carried out using a soybean so that in the process there is no inhibiting machine found. In this process, the production house has implemented a good system in making the work more effective because workers do not need to add air when milling because at the top of the machine, a faucet is provided to circulate the air. Workers only need to adjust the air that comes out of the tap so that the soy bean pulp will have the appropriate thickness.
4	Boiling Soybeans	Boiling soybeans at Pak Mabur's production house uses a stove to boil water on a fireplace, where the steam from the boiling will flow through the kettle into a stainless steel tub containing the slurry. The application of JIT required in this process is when the fireplace requires a consistent fire to boil water continuously so that the tahu porridge can be cooked properly. Mr Mabur's production house is often constrained and spends a lot of time adjusting the fire conditions which affects the cooking time of the available tahu porridge. In this process, the application of JIT can be done by allocating the position of the furnace so that workers do not make many movements which can take a lot of time, thus slowing down the production process.
5	Tahu dregs screening	The tahu dregs screening process is carried out after the soybean porridge has been cooked in the tub. This process has been going well where when the soybean porridge is cooked further from the porridge tub it is directly flowed into the filtering place by simply opening the tap of the porridge tub and then it will flow directly into the filter which is right under the tub used for cooking. The application of JIT in this process is good, where workers do not need to do many additional movements or transportation to filter the tahu dregs with tahu water.

No	Activity	<i>Just In Time</i>
6	Mixing additional ingredients	The process of mixing additional ingredients in the tahu process is to add vinegar to the soybean juice so that it does not occur in the production of tahu juice. In this process the application of JIT is good where the placement of the material is close to the location of the soybean juice, thereby reducing unnecessary movements and shortening time.
7	Tahu printing	The process of tahu printing at the production house uses a mold made of wood which is then covered with a thin cloth, after which the mold is placed on top of a large stone. This printing process is less efficient in terms of time, it is necessary to implement JIT by changing the weight slightly with a press made of springs made near the mold so that workers do not have to go back and forth in taking stones to overlap the tahu molds. This is done so that the production process is more efficient in terms of time because it can reduce the workload on workers.
8	Cutting the tahu	Cutting the tahu at the production house uses a knife that is sharp enough so that the cutting process goes very well and does not experience many problems. The tahu cutting site is also not too far from the printing location so that the inner work is done faster.
9	Packaging the tahu	After that, the tahu goes straight into the packaging process where the tahu that has been cut is then put into a bucket filled with water so that the tahu is not damaged which will then be put into a plastic bag and ready to be marketed.

From table 1, it is found that the tahu production process still needs to apply the JIT method to optimize the existing production process. The application of the required JIT method is as follows:

- A. By paying attention to the excessive process when soaking soybeans in Mr. Mabur's production house.
- B. The washing process is still not good because the washing process is only done by rinsing the soybean seeds in the basket so that there is still dirt that is incorporated in the pile of soybean seeds. This will affect the quality of the product which is not good because it contains other ingredients in it.
- C. The milling process is good where the production house has allocated the position of the faucet directly above the grinding machine and the milling process is carried out using a machine to shorten processing time and get the appropriate tahu slurry.
- D. The boiling process needs to be applied JIT to regulate the fireplace so that it can continue to boil and produce steam. In this fireplace process, by locating the position of the fireplace that is easier for workers to reach so that workers do not need to make too many movements so that the soybean porridge can cook well.
- E. The process of filtering tahu dregs and providing additional materials has been well done in the production house where from the position and facilities that have been made it has been effective in the process, the application of JIT in this process has been carried out and implemented very well
- F. In the process of cutting tahu, it is still necessary to apply JIT to the tahu pressing section. At the production house, Mr. Mabur still uses a stone large enough to rest on top of the white tahu's filtrate. Pressing should be done by adding a simple tool made motorcycle tire's spring so that the workload will be lighter and processing time will be more efficient.

It is these activities that need to be carried out to optimize the existing process of making tahu so that processing time can be better and the quality of tahu is maintained in accordance with consumer desires.

B. Tempeh Production Process

The tempeh production process that occurs in Mr. Mabur's production house from the results of the study proves that the time it takes is longer than other production houses. The tempeh production process that occurs in Mr. Mabur's production house is 4 days until the tempeh product is ready to be marketed to another production house. It takes 3 days to produce tempeh.

TABLES II
JUST IN TIME TEMPEH PRODUCTION PROCESS

No	Activity	<i>Just In Time</i>
1	Soaking soybeans 1	Soaking soybeans 1 Unlike the previous production house, in producing tempeh, the first process carried out at Mr. Mabur's production house was soaking. This process will prolonged the production process time that occurs, because it is necessary to carry out an additional soaking process to produce soybean seeds that are suitable for making tempeh. There was a redundant process and it took additional time in the production process that took place at Mr. Mabur's production house. The application of JIT in this process is to

No	Activity	<i>Just In Time</i>
		replace the initial process stages into boiling soybeans first so that production time can be more effective and efficient.
2	Soybean milling	The milling process in making tempeh that occurs in Mr. Maburr's production house is not effective, this is because the results of the study show that the tahu production workers is the people in charge who grinds the soybeans, and it causes the tahu workers have to do the work that they shouldn't do and when the tahu workers have to do the milling process, tempeh production will stopped so that the resulting product is not optimal in number.
3	Soaking soybeans 2	This process takes a lot of time because this soaking will take one night for the soybean seeds to produce mucus. When soybean seeds can produce mucus from the soaking results, the new soybean seeds will be ready to go into the next process. However, this process makes the production time increase by one day so that the production process takes a longer time. This process should be eliminated by pre-soaking at the beginning of making tempeh so that later the time in the production process becomes more effective and efficient.
4	Soybean washing	In this process there are no problems in the application and there is also no long delay in carrying out this process and the wash basin is close to the soaking and milling site does not make any additional movement that occurs during the washing process.
5	Boiling soybeans	Boiling soybeans is done to produce soybeans that have the appropriate level of softness. Boiling soybeans takes 1-2 hours for soybean seeds to cook properly. The boiling process in Mr. Maburr's production house has been going well, this is because in the process the washed soybeans do not need to be moved far to the boiling area because the boiling place is directly in front of the washing place so this will streamline the tempeh production process. at Mr Maburr's production house.
6	Soybean fermentation	The fermentation process here is carried out after the previous process has been completed. The soybean seeds will be cooled first before the yeast is finally mixed into the soy bean pile. In this process in both production houses there are no activities that hinder the production process so that the production process continues to run well.
7	Packaging of soybeans	The packaging process at Mr. Maburr's production house, packaging of soybeans is not well defined, so that each time when the workers do the production process, the results of packaging for each type can be different, this will affect the profit from sales. There is still excessive production where the packaged soybean seeds are not properly regulated so that when they enter the storage there are still several packages of tempeh packaging that must be transferred to another place for the fermentation process before they are ready to be marketed.
8	Soybean storage	Soybean Storage Where soybeans are stored in Mr. Maburr's production house, there are still products that cannot enter the warehouse to be stored so that the tempeh can ferment properly. So that tempeh that is not fermented properly will take longer to ripen and increase the time in the production process before it is finally ready to be marketed.

Based on table 2 above, there needs to be a significant change in the production process at Mr. Maburr's production house. From the results of the analysis carried out by the JIT method where the production process must run well by optimizing the available time. In the application of the tempeh production process, Mr. Maburr's production house experienced an excessive production process so that the production time became longer than usual and the amount produced did not match the existing storage. The application of JIT in Mr. Maburr's production house is carried out to reduce the time delay that occurs in the production process. excessive production and too many processes that make the production process not optimal and not effective and efficient.

IV. CONCLUSION

The application of the JIT method in the production process of tahu and tempeh at Mr. Maburr's home production can be started by paying attention to the delay time that exists in each production process, then paying attention to the allocation of places in production so that the production process does not require a lot of additional movements that add time and work, modifying tools that exist to speed up the production process so that the available time can be used more optimally, change the stages in the production process to be more effective and efficient so that products can be produced in fast time, pay attention to the amount of production with storage capacity so that there is no overproduction.

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Increasing Indonesia's Young Entrepreneurs: The Role of Business Incubators

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Abstract— Business incubators have been proven simultaneously for creating jobs and engaging the vibes of new business. This paper tries to describe and identify the successful way to enhance young entrepreneur in Indonesia. Moreover, the business incubator can be an alternative for delivering and managing basic concept of entrepreneurship in the era after pandemic of Covid-19. However, the basic concept of business incubation remains until today, there have been several enhancements to the capability of business incubators as a creating entrepreneur and economic driver. Moreover, the institutional theory said that business incubators had generated positive results for small businesses to succeed in growing and now exist. The methodology that used in this study is based on a mixed-methods approach, identifying as case study and qualitative (literature review) and then examine with Indonesia case studies. Some data was retrieved through references from journals, articles, and business incubator reports. The rapid expansion of business incubators in Indonesia is one of the most important phenomena affecting economic growth especially when the slowdown economy happened in the mid-2020. This study finds that the experiences and characteristics of the incubation industry in Indonesia show that the intervention and support from local and central government will provide pour strong drive to the incubation industry. On the other hand, partnerships and sharing among incubates is crucial component to make incubators more successful. The finding of this research can help government and policymakers for successful implementation. Also, add and expand new knowledge for academic literature about incubators, entrepreneurs, and economic development.

Keywords—Business Incubator, Economic Development, Entrepreneur, Indonesia, and Young Entrepreneur.

I. INTRODUCTION

The global economy has marked during the situation of a pandemic of Covid-19, and growth projections have been slowed down for several months. The economist brings important issue about the global economy is just hitting another about turbulence for becoming slow and recover or whether the current lessen progress for lasting components – aggregate indicators like, economic activity and unemployment reflect increasing and broad-based economic listlessness year by year both in Asia and beyond [1]. Young people around the world may not see their situation recover soon [2]. As the second year of the pandemic of Covid-19, continue the impact of a global economic slowdown from South East Asia to Latin America, from Europe to Australia. Major developing countries nowadays face the reality of a high unemployment rate after having suffered from the most significant increase at the beginning of the pandemic, but principally because discouraged young people are withdrawing from the labour market [3]. Furthermore, the young unemployed both in developing and developed share 15 per cent of the world total and by then, the rate is expected to continue after the pandemic next year [4].

World Bank estimations indicate that there will be three billion people in the world under 25 by the year 2020. While the youth population grew by 13.2 per cent between 1995 and 2019, employment among young people grew by only 3.8 per cent to reach 548 million. According to an ILO study (ILO/06/48), of the 1.1 billion young people

aged 15 to 24 worldwide, one out of three is either seeking but unable to find work, has given up the job search entirely or is working but living on less than US\$2 a day. Statistics also indicate substantial differences between regions and cultures. Youth unemployment is lowest in East Asia with below 10 per cent and highest in the Middle East and North Africa with 25 per cent [3].

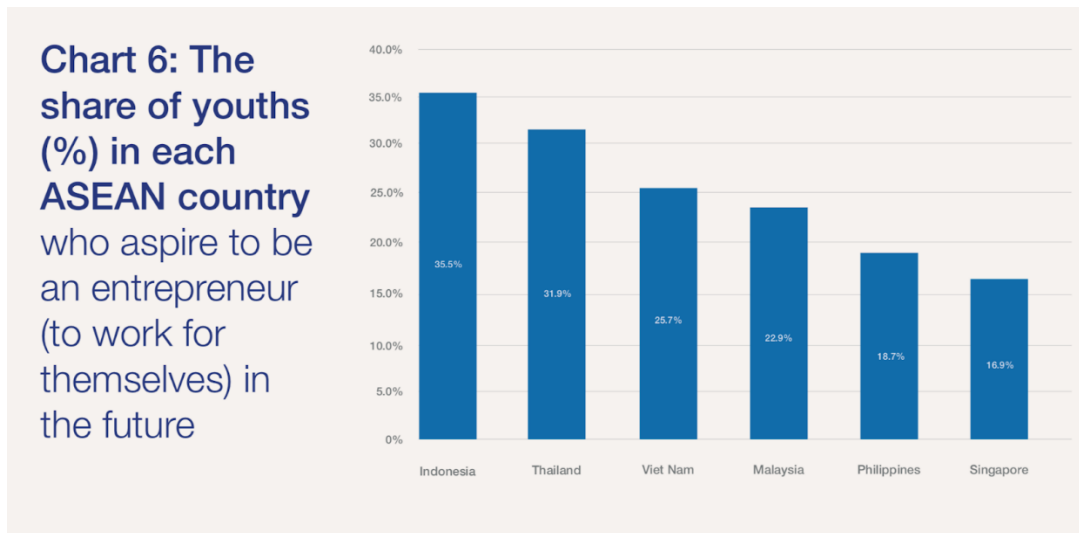


Figure 1. The Share of Youths in ASEAN Countries (Source: ADB, 2022).

The COVID-19 pandemic has taken an enormous toll on the global economy. Youth entrepreneurship was the solution put forth to tackle the global economic crisis. Indonesia alone has a youth population of 190 million people. Known as the Golden Generation, these young people have better health and have had a better education than their parents and grandparents. They also have incredible drive and ambition when it comes to entrepreneurship [5].

Becoming self-employed is, for many young people, not as much, a question of opportunity as it is a question of necessity. Many researchers and academia conclude that youth in low-income and developing countries tends to become engaged in business driven by necessities, such as lack of other employment opportunities and the need to contribute to the household income [6]. Globally improving education along with technological opportunities such as ICT, governments around the world increasingly understand the potentials their youth offers for innovation and economic development. This paper aims to raise the importance of creating entrepreneurs, especially for young people. Indonesia, as the future of Southeast Asia's largest economy, lies in the hands of its young entrepreneurs. Entrepreneurship development is a strategic way to harness Indonesia's demographic bonus amid persistently high youth unemployment rates. A range of relevant works of literature and secondary data are explored to propose and discuss the conceptual model in this study. The result will become useful literature for the future research of knowledge to strengthen impactful policy for creating young entrepreneurs in Indonesia.

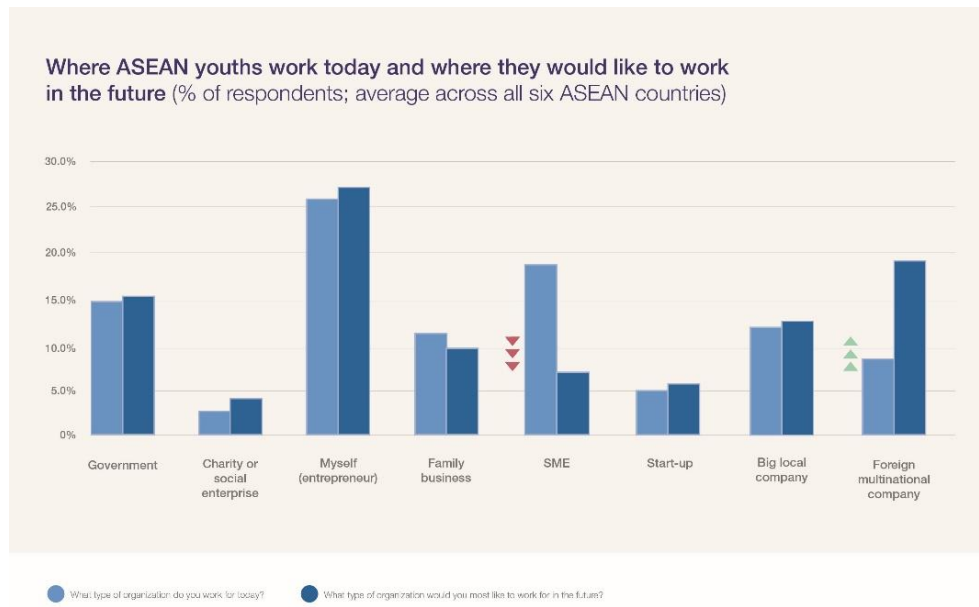


Figure 2. The ASEAN Youths Intended to Work Now and Tomorrow (Source: WEF, 2022).

The development of business incubators in the context of strengthening young entrepreneurs must also really pay attention to the main needs of tenants. The thing that is often an obstacle in the development of business incubators is that the services provided by incubators are still not match with the needs of tenants. This result in the absorption of information in the incubation process are not optimal. For this reason, in the development of the business incubator itself, specifications must be made for tenants. The information that provided is more specific, directed and able to implement directly.

Many young entrepreneurs would need the same sort of incubation services but with much more guidance and mentoring. In preparing a coherent package of business development services, and not just one-time trainings or grants. This can be achieved by connecting competitive elements such as business plan competitions with capacity building in for example finance or marketing, and on top of that mentoring and coaching as well as loans and incubation space.

In the effort to reduce unemployment, it is important to ensure that the types of jobs created in an economy match the skills and expectations of the unemployed. As an example, business incubator, which helps start-up businesses, all the necessary resources or support that the start-up needs to evolve and grow as a mature business. Business incubator is a broad umbrella term referring to any organization or young entrepreneur that provides physical workspace, management assistance, access to financing and technical and other supporting services to young firms and helps them survive and grow during start up stage [7].

The concept of business incubation, which emerged during the 1970's in the US and Europe is exploding in popularity all over the world as a modern business model. According to the National Business Incubation Association (NBIA) estimates, there were approximately 15 incubators in North America as of 1980, but today 600 incubators are located in North America alone. Business incubators help entrepreneurs translate their ideas into workable and sustainable businesses by guiding them from the beginning to being able to achieve a growing and thriving business. Business incubation provides entrepreneurs with expertise, networks, and tools that they need to make their business successful. In line with the proliferation of the establishment of business incubators, numerous studies have also been conducted to assess the effectiveness incubation programs [8] [9].

Nowadays, we can easily find this concept and business incubator activity in developing economies and non-western countries. In the case of Indonesia as country who develop business incubators since 1992, the basic concept of incubator is an institution that provides 7S namely: 1. Shared office facilities which are the provision of office facilities that can be used together, like fax, telephone, photocopy, meeting rooms, computers, and secretariat; 2. Support which means help to support and access the use of technology; 3. Skill Development related to training, preparation business plan, management training, and so on; 4. Synergy refers to creation of business networks among businesses both locally and internationally; 5. Space refers to office space; 6. Seed Capital is the fund start-up as well as efforts to gain access of capital to financial institution; 7. Service refers to the guidance and management consulting, marketing, finance, production, and technology.

Despite the increasing number of business incubators, many problems in the operation and organization of those incubators have surfaced due to the lack of training of capable incubation managers and staff, poorly structured incubator post-management and networking, and failure to adapt to the local business environments. This paper presents the condition of incubators globally, proposes factor, and find the situation that makes business incubator can be a catalyst to creating and promoting entrepreneur.

II. METHODS AND PROCEDURES

A business incubator typically manages potential resources and provides a wide range of business assistance services aimed at assisting and benefiting its clients. Incubators have been considered as a remedy for the disadvantages that small and new firms encounter by providing numerous business support services, and they are useful in fostering technological innovation, entrepreneurship, commercialization and industrial renewal. For those reasons, most countries have increasingly been engaged in establishing incubators [10]. In order to assess the magnitude of the problem and have an idea of potential future research, the first step is to understand some facts about the management system of business incubators and services as a way to strengthen the ability of the incubates to create, survive, and prosper. By taking all these cases, incubator enables to start-up and creative entrepreneur. The framework proposed for this research, then, is summarized in the following diagram.

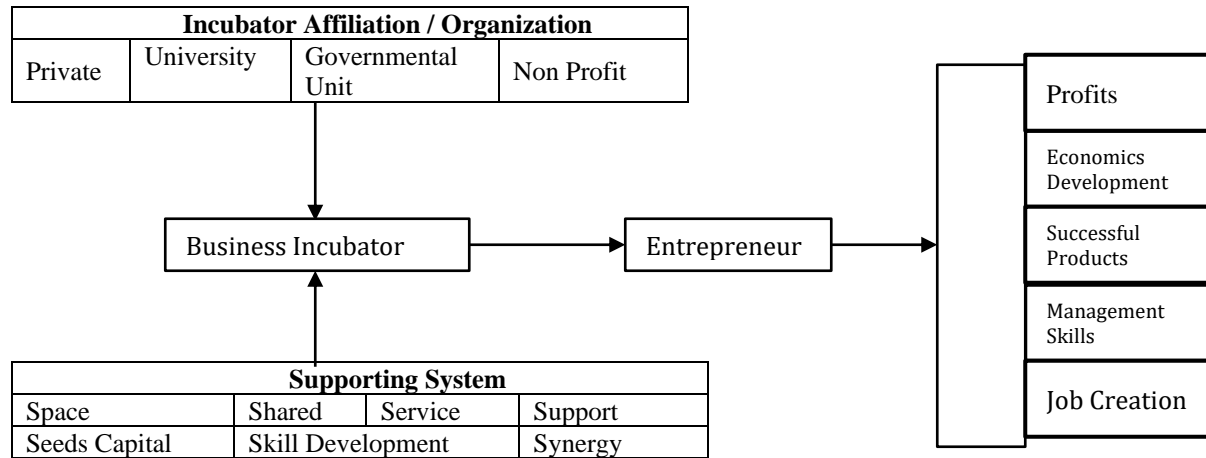


Figure 3. Conceptual Frameworks (Source: [11]; author’s modification)

Based on the background and conceptual framework mentioned above, this study sets to main research objectives as follows:

- a. Discuss and study the conceptualization of a business incubator which was specifically from existing concept and practice.
- b. To investigate some factors and find out a situation where the incubator can be a catalyst to create and promote entrepreneurs by performance lesson.

The research methodology that has been used in this research study is compromised of desk research and literature review. This paper is a product of a study carried out on the literature concerning the development of business incubators from the published materials, textbooks, conference presentations, articles, and journals. Extensive desk research was conducted to review and assess existing studies relevant to the business incubator and the phenomena about the issue.

While searching for published material on the business incubator, articles were selected using the following search terms: incubator impact, incubator assessment; incubator effectiveness; incubator efficiency, and model. To avoid comparing research results aimed at different phenomena, an Overview of incubator services was adopted for paper selection in case of the literature review method. Further articles were identified on the basis of the literature lists [12].

III. RESULTS

Incubators are commonly linked to business support networks and technological innovation programs. Scholars of the concept have agreed that small business incubation is a dynamic process where young firms are nurtured to help them to survive and grow during periods of uncertainty, particularly during the start-up phase. Incubators are designed to address inherent market failures such as inequitable access to information and capital as well as a lack of focused business advice for new small businesses [13]. A business incubator is generally described as a facility providing favourable controlled conditions to aid in the growth of new ventures [14]. They are also referred to as innovation centres, enterprise centres, and business enterprise centres or technology centres [14].

As an introduction, the first incubator, a privately owned for-profit centre, was founded in 1959 in Batavia, New York (Brown *et al.*, 2000). The incubator concept spread internationally afterwards. One of the first incubators in Europe was established at Cambridge Science Park and Sophia Antipolis in France in the late 1960s [15]. The consensus reached by the researcher was that the major contribution of incubators was in their ability to increase the survival rates of new businesses. That is, the author of these studies suggested that business incubations was (and is) an effective business development tool. The framework mentioned below; Figure 4. summarizes that the key elements in the success of a new entrepreneur located in an incubator appear to be the sponsoring institution, the incubator services, and the entrepreneur.

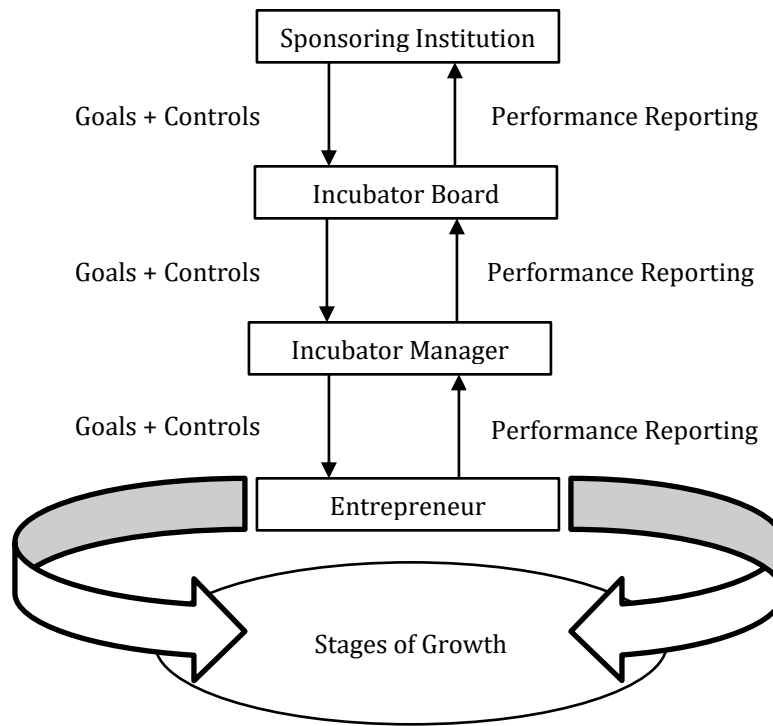


Figure 4. Growth Frameworks in Business Incubator
(Source: [16])

Business incubators accelerate the successful development of entrepreneurial companies through an array of business support resources and services, developed or orchestrated by incubator management and offered both in the incubator and through its networks of contacts. Among the first generation of incubators, the majority focused on relatively low technological businesses, typically in the service and manufacturing sectors. Gradually, the incubation industry expanded in size and sophistication of businesses represented among client companies.

Entrepreneurial activity is not the same in all countries, regions, and cities. Entrepreneurship is conditioned by various factors settled in the behaviour, motivation, and knowledge of the individual. However, it is dependent on opportunities and available resources and on the conditions of the surrounding environment [17]. As seen above, countless business incubation models were developed and used extensively in business incubation centres, university business incubators, independent private incubators, corporate, private incubators, high-technology business incubators, and technology parks. Clearly, the ideal environment for entrepreneurship is where firms can take advantage of the agglomeration and proximity of sources of information, qualified labour, technology, and capital.

Classical incubation models thrive in those environments. According to [18], this type of business idea incubator is very innovative as it provides a hands-on approach to training prospective entrepreneurs. This action-oriented methodology supports prospective entrepreneurs before the actual creation of the new business.

1) *Business Incubator Factors and Performances: Asia Example*

In the following section, the main goal of incubation systems in Asia was to promote continuous regional and national industrial economic growth through increasing employment general business development and stimulating specific economic objectives such as industrial restructuring as well as wealth generation and utilization of national resources. China, Japan, India, Korea, Indonesia, Malaysia and other members of the Asia and Pacific region embraced business incubation. Asia leads in the establishment of the business incubator. Mostly, the status of the managing incubators is mixed, which include the universities or academic institutions, the government, the non-government organizations, and the private sectors.

There are over 1.500 incubators in operation in Asia alone. China alone has over 600 incubators compared to just over 50 incubators in India (16 of which are technology business incubators) and 100 incubators in the planning stage by the government of India. Japan, Taiwan, South Korea, and Indonesia are also following as the country that has a large number of incubators [19]. Incubator has become an important carrier to build an innovation-oriented country and the cradle to cultivate technology enterprises and entrepreneurs. The trend in Asia is more companies are getting incubated as more incubators are established and the total number of employees increases.

Table 1. shows the analysis of the case studies, including country names with the main objective of incubator programs with the services provided by the incubators and the number of incubators in each country.

Table 1. Analysis of Business Incubator in Asia Countries

No	Country	Number of Business Incubator in each country	Goals	Services
1	Australia	23	<ol style="list-style-type: none"> 1. Job Creation 2. Profitable Enterprises 3. Research Commercialization 4. Entrepreneurship Awareness 5. Export Revenues 6. Policy Impact 7. Income Generation 	<ol style="list-style-type: none"> 1. Management that develops and orchestrates business, marketing, and management resources and relationships tailored to the needs of the business clients. 2. Shared office services, training, technology, support, and equipment. 3. Selection of clients and an acceleration process. 4. Assistance in obtaining the financing necessary for business growth.
2	Bangladesh	15		
3	China	600		
4	India	57		
5	Indonesia	84		
6	Japan	136		
7	Malaysia	40		
8	Mongolia	9		
9	Pakistan	22		
10	Singapore	61		
11	Taiwan	18		
12	Thailand	29		
13	Vietnam	17		

Source: [20]

The experiences and characteristics of the incubation industry in Asia show that; much attention and great support from the central government pour a solid drive for the incubation industry. Good policies on small and medium businesses by the government can have a significant impact to develop national innovation systems. Government policies and cooperation of each country in Asia to support the establishment and development of business incubators is a crucial step to realize the business incubator as a catalyst for creating a young entrepreneur. As an example, in Korea, 95 per cent of the incubators are located in universities or research centres and most start-up businesses. 71.1 per cent are mainly in engineering or science fields.

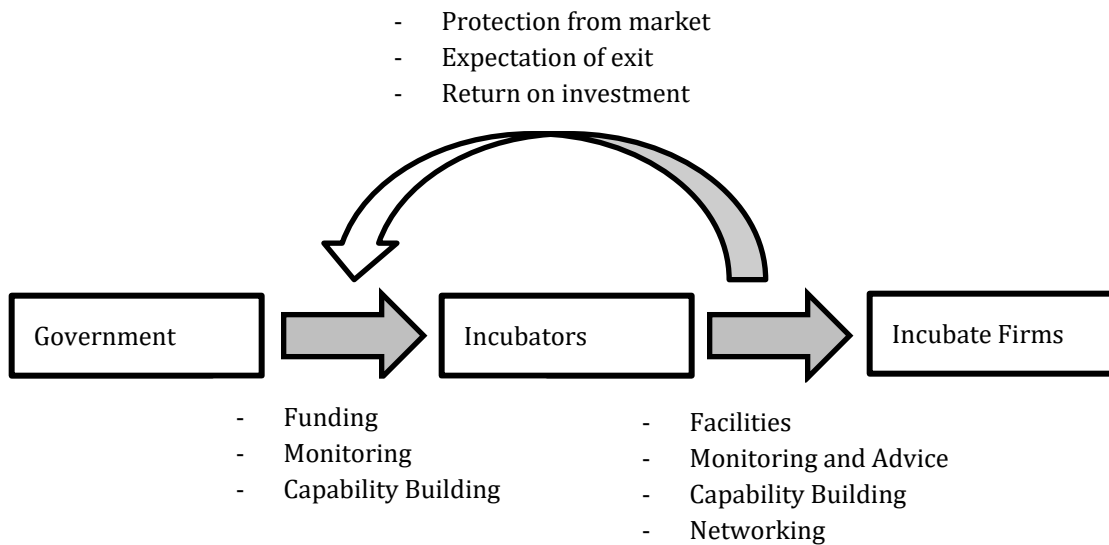


Figure 5. Indonesia’s Policy Model – Incubating Incubator (Source: [21])

Business incubator, nowadays, is becoming more and more popular amongst entrepreneurs and the array of benefits and services offered by incubators manager for start-up companies over the world, especially in Asia. In addition, a business incubator offers a range of potential economic development benefits. Their actual impacts on economic development have generally been measured in terms of the number of jobs created, firm graduation rates, and tax receipts [22]. Establishing incubators in the region continue to innovate, gripping with challenges internationalizing their successful domestic companies, addressing early-stage finance gaps, leveraging Diasporas, and developing favorable technology enterprises. Incubators in Asia, mainly, have been publicly funded to “enhance the success of early-stage entrepreneurial companies and speed the establishment of self-sustaining companies”, which aligns that “productive entrepreneurship is central to economic growth, employment creation, and innovation”.

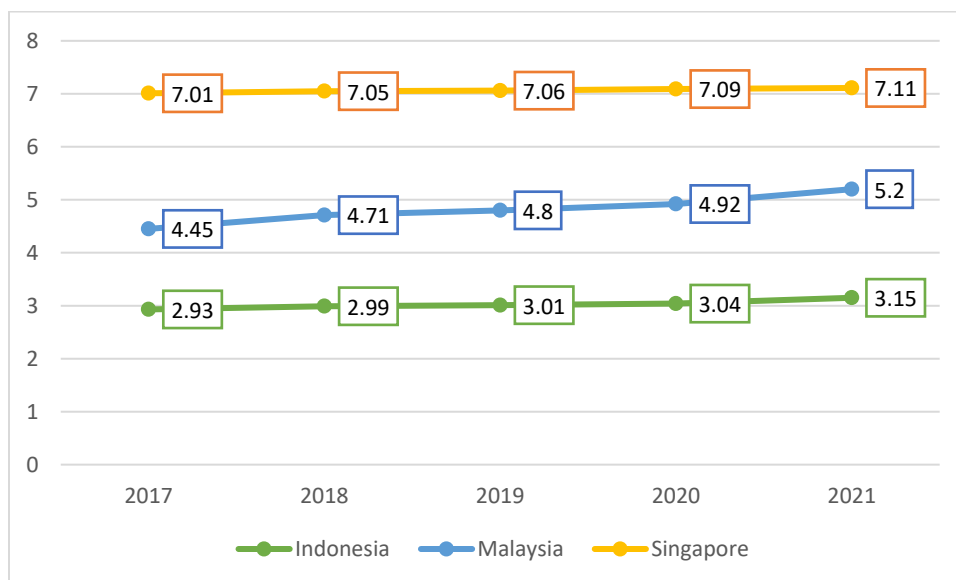


Figure 6. Percentage of Entrepreneurship Level in Countries (Source: ADB, 2021)

Looking at the role of incubators in the entrepreneurial process, By establishing business incubators and linking them to cluster initiatives, it will stimulate networking among firms, especially with firms located close to each other. It will also enhance business incubator and affiliation (firms) to make collaboration together through knowledge and technology. Therefore, the promotion of incubation as the essential tool in cluster development makes sense, as cluster development strategies can consider the adequacy of available facilities for the development of identified clusters. The availability of work premises and business support services for potential entrepreneurs and the expansion of existing businesses is a crucial component of maintaining the long-term success of a cluster.

In another study, the ability to facilitate networking emerges as a critical differentiating factor. Hansen and their colleagues argue that one type of incubator, called a networked incubator, represents a new organizational model successfully suited to growing high-tech businesses. It shares standard features with other incubators in the sense that it provides incubates with physical, workspace, equipment, and administrative and managerial support. However, its critical distinguishable feature is its ability to encourage networking among incubates and helps start-ups to meet with potential business allies. Networking among start-ups includes a wide variety of activities, from informal interaction such as having daily casual conversations and idea-sharing to more formal activities such as forming technology partnerships and sharing interlocking directories. Hansen *et al.* stress that partnerships and sharing among incubates is crucial component to make incubators more successful. The author agrees that encouraging networking among incubates is an important success factor for incubators. Hence, business incubators can contribute to stimulating more entrepreneurs to pursue their dreams of creating their own company.

IV. CONCLUSION

Please include a brief summary of the possible clinical implications of your work in the conclusion section. There are many factors that contribute to the business incubator. In order to develop the comprehensive performance of a business incubator as a catalyst, the performance of incubates or new firms entering and graduating from incubator must be tracked. Specifically, we find that incubators become more productive when they provide a wide variety of technical, managerial, and administrative support for better quality. In addition, I believe that better-networked incubators perform better. According to previous research and literature, active internal and external networking is one of the key sources of successful incubation programs. Successful incubators should be able to promote internal networking among incubates and develop external networking with various actors such as graduates, venture capitals, local governments, and research institutions.

On the other hand, the experiences and characteristics of the incubation industry in Asia show that; much attention and great support from the central government pour strong drive to incubation industry. Good policies on small and medium businesses by the government can have a significant impact to develop national innovation systems. Government policies and cooperation of each country in Asia to support the establishment and development of business incubators is an important step to realize the business incubator as a catalyst for creating a young entrepreneur.

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INFLUENCING FACTORS OF ENTREPRENEUR ACTIVITY, CASE STUDY ON HOTEL EMPLOYEE DURING PANDEMIC COVID-19

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ABSTRACT

Entrepreneurial activities is a person's activities to create new and innovative business activities through their abilities based on interviews with 4 hotel employees in South Kuta District who were laid off during the Covid-19 pandemic , among others, two of them developed business activities , while the remain have no business idea , because of they dont have experiences to run a business ventures. Data lengthier from 186 employees which is lay off during pandemic crisis. Result indicated that attitude towards entrepreneur profesion, subjective norms and perceived behavior control have a positive and significant effect on respondents ' entrepreneurial intentions. The effect of perceived control behavior is the strongest among the three factors. Implication of research findings is recommendation to overcome finansial limitation in developing new business ventures and empowerment need to involve individual spouse.

Keywords : *Attitude Towards Entrepreneur profesion; Subjective Norms ; Perceived Behavioral Controls ; Entrepreneurial activities.*

Introduction .

The Covid -19 pandemic caused tourism activity to collapse, accommodation and beverages providers experienced a decreasing income by 92.23 percent. In April 2020 , the hotel closed its operational activities because there were no tourist visits to Bali. Hotels shut down have also had an impact on hotel employees being laid off(PHK of the Badung Regency Industry and Manpower Office, reports 9,226 employees have been laid off since the pandemic.

Maritz et al (2020) stated that entrepreneurship is a solution to improve the economy during the Covid-19 pandemic. Interviews with hotel employees in South Kuta District revealed that AIM, EP, and AS respondents were not interested in entrepreneurship , while KDM respondents chose to sell food online. Linan and Chen (2009) measure entrepreneurial intentions through readiness to carry out business activities and interest in becoming an entrepreneur, trying as much as possible to start and run a business, determined to make a business in the future, seriously thinking about starting a business, and having a strong intention to start a business. . Cruz et al (2015) , Debarliev et al . , (2015) , Anjum et al . , (2018) , Ma'sumah & Pujiati (2018) , Santoso & Handoyo (2019) , and Ruiz -Rosa et al . , (2020) states that entrepreneurial intentions are influenced by attitude towards entrepreneurship , subjective norm , and perceived behavior . Linan & Chen (2009) define attitude towards entrepreneurship as an individual assessment of the profession of being an entrepreneur/entrepreneur. Ajzen (1991) defines subjective norm as an individual's perception of the support or encouragement of the closest people to become entrepreneurs. The closest people include family, friends, individual colleagues (Linan and Chen, 2009). Entrepreneurial intention is also influenced by perceived behavior control , namely the individual's perception of the ability to carry out entrepreneurial activities based on knowledge about business and experience related to carrying out business functions . Ajzen (1991), measures individual readiness to start a business based on aspects of resource ownership, belief in starting and running a business. Cruz et al (2015) , Debarliev et al . , (2015) , Anjum et al . , (2018) , Ma'sumah & Pujiati (2018) , Santoso & Handoyo (2019) , and Ruiz -Rosa et al . , (2020) reported that attitude towards entrepreneurship , subjective norm , and perceived behavior control jointly have a positive and significant effect on entrepreneurial intentions.

Theory of Planned Behavior (TPB) which was developed by Ajzen (1991) explains the specific behavior of individuals carrying out entrepreneurial activities is a behavior that is planned and based on three factors :

attitude towards behavior , subjective norms and perceived behavior control . Dewi Astuti & Martdianty (2012) , Rueda et al . , (2015) , and Gorgievski et al . , (2018) predicts entrepreneurial intentions based on the theory perspective of Planned Behavior as the basis for formulating research problems and formulating research hypotheses as follows:

- H₁ : Attitude towards entrepreneurship has positive and significant effect on the entrepreneurial intention of hotel employees in South Kuta District with the status of being laid off during the Covid-19 pandemic
- H₂ : Subjective norm has positive and significant effect on the entrepreneurial intention of hotel employees in South Kuta District with the status of being laid off during the Covid-19 pandemic
- H₃ : Perceived behavior control has positive and significant effect on the entrepreneurial intention of hotel employees in South Kuta District with the status of being laid off during the Covid-19 pandemic

RESEARCH METHODS

The population in this study were all hotel employees in South Kuta District, the exact number is unknown. The selection of the sample unit is done by using the snowballing sampling technique. The total indicator of the measurement of the research variable data is 26 used as an approach to calculating the number of research samples, which is a minimum of 130 sample units. The quality of the research instrument is carried out by testing the validity and reliability tests , while hypothesis testing is carried out using multiple linear regression analysis methods with multiple linear equations as follows.

$$Y = a + {}_1X_1 + {}_2X_2 + {}_3X_3 + e.....(1)$$

Classical test assumptions are done to ensure that there is consistent with the assumptions related to normality , multicollinearity ,and heteroscedasticity. The model validity is indicated by the value of the F parameter. The prediction power of the variables in the model reflected on R2 value and Partial effect of every single independent variable has on dependent variable is tested based on Beta value, p value as well as t - test.

RESULTS AND DISCUSSION

Respondents who are involved in the present study were hotel employees in South Kuta District who were laid off during the Covid-19 pandemic who worked at the Camakila hotel (1.5%), Club Med (9%), Conrad (11.3%), DenBukit (3%), Grand Whiz (3.8%), Ibis Styles Benoa (3.8%), Infinity8 (14.3%), Jumeirah (3%), La Joya (1.5%), Movenpick (6%), Novotel (8.3%), Radisson Blu (8.3%), Raffles Bali (1.5%), Sadara (4.5%), Sakala (1.5%), Sofitel (3%), Tijili Benoa (6.8%), Zuri Express (6.8%), and Bali Garden hotels (2.4%). The gender of the respondents in this study was 61.7% male and 38.3% female. 34.6% of respondents aged between 26 - 31 years and aged 20-25 years were 31.6%. Respondents while working were placed in various departments, including the Food and Beverage is 35.3%, Marketing is 38.7%, Human Resource is 20% and Engineering is 6%. Length of service of Respondents between 1 and 15 years. Percentage those who have length of service between 1 - 5 years, is 35%, those who have been working in hotel between 6 and 10 years is 40% and the rest have been working for the hotel for more than 10 years. Distribution of respondent education are ; Diploma 3 (D3) is 36.1%, undergraduate program in tourism is 33.1) and undergraduate program in management is 24.8%.

Data Analysis.

The results of the validity test indicated that all research variables show the value of KMO < 0.5; MSA = 0.5 and indicators' loading factor < 0.4. Total cumulative Explained Variance < 0.57 for factors which its

Eigen value < 1.0. The result indicated that research instruments are valid and feasible to measure variables of the model. Research instrument is reliable based on value of Cronbach's Alpha < 0,60.

Distribution scores of attitude on entrepreneurship indicators are presented on table 1.

Table 1. Scores Distribution Attitude Towards Entrepreneurship Variable

No	Statement	Answer Frequency					Average	Note:
		1	2	3	4	5		
1	Entrepreneurship helps me to earn extra income	0	0	6	89	38	4.24	High
2	Entrepreneurship makes me popular and respected by others	0	24	65	33	11	3.23	Medium
3	Entrepreneurship allows me to create jobs for other people	0	15	51	51	15	3.49	High
4	I prefer to be an entrepreneur than an employee of an organization	1	21	61	40	10	3.28	Medium
5	Entrepreneurship generates an uncertain amount of income	0	3	19	82	29	4.03	High
6	Entrepreneurship takes up a lot of my time for myself and my family	7	52	38	32	4	2.80	Medium
7	Entrepreneurship gives me irregular working hours	0	16	37	74	6	3.52	High
8	Vulnerable to loss of capital and even personal assets when starting a new business	0	2	38	21		3.84	High
Average Attitude Variable Towards Entrepreneurship (X1)							3.55	High

Source: primary data, 2021

Information presented on table 1 reveals positive perceptions of o entrepreneur activity and profession with an average value of 3.55. The highest score is on indikator which stated that "Entrepreneurship helps me find additional income" with an average score of 4.24. The most negative indicators about entrepreneurship for statements "Entrepreneurship generates an uncertain amount of income" with average score is 4.03 . Generally respondent has positive attitude toward entrepreneurship because the activity provide more income even in the same time bring them income uncertainty.

Scores distribution of Subjective Norm Variable Indicators are presented on table 2.

Table 2. Scores Distribution Subjective Norm Variable

No	Statement	Answer Frequency					Average	Note:
		1	2	3	4	5		
1	Father gives me support to start a business	0	0	6	89	38	3.64	High

2	Mom gives me support to start a business	0	24	65	33	11	3.64	High
3	Husband/Wife/Spouse support me to start a business	0	15	51	51	15	4.02	High
3	Husband/Wife/Spouse support me to start a business	0	15	51	51	15	4.02	High
4	Brother gives me support to start a business	1	21	61	40	10	3.76	High
5	My sister gives me support to start a business	0	3	19	82	29	3.66	High
6	Uncle gives me support to start a business	7	52	38	32	4	3.50	High
7	Aunt gives me support to start a business	0	16	37	74	6	3.48	High
8	Friends give me support to start a business	0	2	38	21	72	3.56	High
Subjective Variable Average Norms (X2)							3.65	High

Source: primary data, 2021

Information on table 2 uncovers that generally, respondents were supported by important others. The average subjective variable norm score is 3.65. It reveals that they got strong/high support from the family and spouse for carrying out entrepreneurial activities. The highest average score is on the statement that "Husband/Wife/Spouse supports me to start a business" with an average score of 4.02. It shows the important role of partners in carrying out entrepreneurial activities.

Data presented on Table 3 reveals that the average score of the perceived variable behavior control 3.40 is quite high. Respondents feel quite confident about their ability to carry out entrepreneurial activities. The highest average score on the statement about "I am able to organize myself and others" is 3.88. Shows respondents have perceived behavior high control. The lowest average score is 3.18 on the statement "I have enough money as capital to start a business" which shows limited financial capital to start a business.

Table 4. Scores Distribution of Entrepreneur Intention Variable Indicators

Source: Primary Data, 2022

No	Statement	Answer Frequency					Average	Note:
		1	2	3	4	5		
1	I have enough money to start a business	25	36	40	54	3	3.18	Medium
2	I have experience in marketing goods/services	2	20	42	48	21	3.50	High
3	I am able to make basic financial reports for a business	1	37	52	6	7	3.19	Medium
4	I am able to organize myself and others	28	3	36	68	26	3.88	High
5	I am able to organize business activities	1	16	50	58	8	3.42	High
6	I am ready to face the risk of financial loss in starting a business	0	25	59	41	8	3.24	Medium
Average Variable Perceived Behavioral Control (X2)							3.40	Medium

Source: primary data processed, 2021.

No	Statement	Answer Frequency					Average	Note:
		1	2	3	4	5		
1	I attended an entrepreneurship training seminar	2	36	41	49	5	3.14	Medium
2	I have the intention to start a new business	0	4	44	74	14	3.69	High
3	I want to find a partner to start a business with	0	29	56	37	11	3.23	Medium
4	I choose entrepreneurship over being an employee of an organization	0	14	98	16	5	3.09	Medium
Entrepreneurial Intention Variable Average (Y)							3.28	Medium

Respondents have a fairly high entrepreneurial activity intention. The highest average score is on statement "I have the intention to start a new business" is 3.69. Table 4. reveals that the average entrepreneurial intention is 3.28, which is quite high. The lowest average score is 3.09 on the statement "I choose entrepreneurship over being an employee of an organization". They also need to find business partner, as indicated on score 3,24.

Hypothesis testing

Testing the normality of the residual distribution of the regression model using the Kolmogorov-Smirnov test. The results indicated that the residuals of the regression equation model are normally distributed, indicated by the value of the Asymp value Sig. (2-tailed) is greater than the alpha value = 0.05. Multicollinearity test also reported that tolerance value or Variance inflation Factor (VIF) is greater than 10% (0.10) and a VIF value less than 10, 0 It means that the regression equation model is free from multicollinearity. Heteroscedasticity Test confirmed that there is an inequality of variance from the residual of one observation to another observation. Heteroscedasticity test showed that a significant value for the attitude variable towards entrepreneurship is 0.053, subjective norm is 0.361 and perceived behavior control is equal to and 0.722, they are indicated that there is no correlation between the independent variables on absolute residuals. Regression Equation Model is presented on table.5.

Table 5. Results of Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std.Error	Beta		
1	(Constant)	-2.533	1,652		-1.534	0.128
	Attitude towards Entrepreneurship	0.163	0.060	0.166	2,725	0.007
	Subjective Norm	0.173	0.038	0.287	4,581	0.000
	Perceived Behavioral Control	0.328	0.037	0.553	8,932	0.000

Source: Research Data, 2021

Data analysis resulting the regression Equation Model:

$$Y = -2.533 + 0.163X_1 + 0.173X_2 + 0.328X_3 + e$$

The results indicated the calculated F value of 51.185 with a sig value . 0.000 < 0.05. It showed that multiple linear regression model is feasible to be used to predict entrepreneurial intention, the coefficient of determination (R^2) = 0.543 means 54.3 percent of the variation of entrepreneurial intention variable can be explained by the attitude variable. towards entrepreneurship, subjective norm and perceived behavior control.

Partial regression analysis reported that the coefficient value $\beta_1 = 0.163$ with a significance of 0.007 indicated that attitude towards entrepreneurship has a positive and significant effect on the entrepreneurial intentions of hotel employees in South Kuta District who were laid off during the Covid-19 pandemic. The finding consistent with Wijaya et al (2015) which was conducted in Yogyakarta students, in Jember (Islami, 2015), in Spain and in China (Shahab et al. al., 2019) and Ruiz -Rosa et al., (2020). They found that students tend to be driven by internal aspects, namely attitudes or views towards entrepreneurship activities. Positive attitudes towards entrepreneurship activities tend to arouse student entrepreneurship interest. It is also experienced by hotel employees who were laid off during the Covid-19 pandemic. The attitude toward entrepreneurship of the hotel employees has a positive and significant effect on entrepreneurial intentions. Hotel employees tend to want to be entrepreneurs because there is an opportunity to get additional income while they are unable to work during this

Covid-19 pandemic. Despite they experiencing problems in the limited ownership of financial capital. The effect of hotel employee attitude is relatively weak compared to subjective norms and perceived control behavior variables. This result is supported by Theory of Planned Behavior (TPB) by Ajzen (1991) that one of the factors that influence respondents to have entrepreneurial intentions is attitude towards entrepreneurship. The value of the coefficient Beta of Subjective Norm = 0.173 with a significance of 0.000 means that subjective norm has positive and significant effect on the entrepreneurial activities of hotel employees in South Kuta District who were laid off during the Covid-19 pandemic, coefficient value of subjective is greater than attitude value. It is indicated that Subjective norm has greater impact than attitude on toward entrepreneurial activities on entrepreneurial intentions. In communalistic society individual decision is usually affected by others to maintain social harmony. Ruiz -Rosa et al . , (2020) revealed that students in Spain feel the greatest support for entrepreneurship comes from the family, the research is subjective level norm has the weakest influence on entrepreneurial intentions. Debarliev et al , (2015) found high family support for starting a new business, for students in Macedonia as well but had the lowest effect on entrepreneurial intentions because according to Debarliev et al . , (2015) young people tend to choose an entrepreneurial career based on their attitudes and abilities rather than social support. Subjective Norms the entrepreneurial intentions of hotel employees have a positive and significant effect on entrepreneurial intentions, especially the support of a partner who has the strongest influence on hotel employees in the South Kuta District who were laid off during the Covid-19 pandemic .

The coefficient Beta value of Perceived Behavioral Control = 0.328 with a significance of 0.000 indicated that perceived behavior control has a positive and significant effect on the entrepreneurial activities of hotel employees in South Kuta District who were laid off during the Covid-19 pandemic. Based on the Beta coefficient value, perceived behavior control is the strongest variable that influences entrepreneurial activities. The finding is supported by Doanh & Bernat (2019) based on Vietnamese students data. Students who work in companies feel confident that they will be successful when starting a business. Ruiz -Rosa et al . , (2020) based on data from students in Spain reported that feelings of being able to realize creative ideas as solutions to social and environmental problems by starting a business. Debarliev et al . , (2015) also confirmed that the findings of his research in Macedonia similar to that of Naia et al . , (2017) that students in Portugal as well as Al- shamari (2018) with student data in Bahrain, reveal that belief in the ability to create new businesses has a strong impact on entrepreneurial activity.

Entrepreneurial activities Hotel employees in South Kuta District who were laid off during the Covid-19 pandemic mostly felt they had confidence in the skills needed to create and develop a business, namely through the ability to organize themselves and others (average score of 3.88). Respondents also feel that they have experience in marketing goods/services (mean score 3.50), and are able to organize business activities (mean score 3.42). This level of confidence in the abilities needed for entrepreneurship indicates a high level of entrepreneurial intention among hotel employees in the South Kuta District who were laid off during the Covid-19 pandemic .

CONCLUSIONS AND SUGGESTIONS

It can be concluded that Attitude towards entrepreneurship has a positive and significant effect on the entrepreneurial intentions of hotel employees in South Kuta District who were laid off during the Covid-19

pandemic but the effect is the weakest compared to that of subjective norm. Perceived behavior control is the strongest predictor compared to subjective norms and attitudes towards the entrepreneurial profession.

Perceived Behavioral behavior is the most powerful factor encouraging entrepreneurial activity, which is shaped by experience while working at a previous hotel. Spouse's support is also an important factor in encouraging respondents to engage in entrepreneurial activities. Business activities are considered to provide positive benefits in increasing income, although it is realized that limited ownership of financial capital is an obstacle to carrying out entrepreneurial activities.

The recommendation for the government is the provision of soft loans for business capital in the form of People's Business Credit (KUR) through Government-Owned Banks to overcome obstacles in realizing independent productive businesses. The government in empowering individuals to involve target group partners to form positive support for individual target groups in expanding the number of entrepreneurs among tourism sector employees who are still facing the impact of the COVID- 19 pandemic. Further research is to examine in more detail the relationship between educational background as a complement to work experience and the environment family that can influence entrepreneurship intentions.

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Ergonomic Hand-truck Trolly Redesign with Ergonomics Approach and Reverse Engineering Method

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Abstract— One of the brick micro industries is located in Sleman, Yogyakarta. Preliminary research was conducted on work posture problems due to manual lifting work on 600 bricks every day. The activities have a high possibility to cause musculoskeletal disorders. The purpose of this study is to analyze problems that occur in the production workflow and provide redesign hand-truck trolley with ergonomic aspects for improvements. Subjective assessment using Quick ExposureCheck (QEC) shows that manual lifting has the highest score of 70,45% (needs investigation and modification immediately). Therefore, the level of work posture score using REBA is 8 (high-risk level). The repetitive motion of lifting weight might cause this activity with the highest score than others. The recommendation is proposed to re-design hand-truck trolley and identify user needs. The product attributes are firm material, simple, durable, ergonomic, adjustable and affordable.

Keywords— ergonomics, REBA, reverse engineering, QEC.

I. INTRODUCTION

The growth of micro-industry is one of the Indonesian economic development factors. According to the law of micro, small and middle enterprises, micro-industry aims to grow and develop enterprise in order to raise national economics based on economic democracy. The micro- industry has a big role in raising Indonesia's economic rate of growth [1].

Data from Indonesia's Minister for Cooperatives, Small, Medium, Enterprise (2018) evidence the increase of micro- industry from 2017 to 2018. In 2017 there are 62.922.617 units of micro-industries while in 2018 there are 64.194.057 units. There is a 2% or 1.271.529 units of increasing rate in the micro industry. The total micro-industry in Sleman is counted as 31.224 based on Cooperatives and Micro, Small, and Middle Enterprise Office of Sleman Regency (2017). There is 531 units of micro-industry engaged in building material sectors. And there are 306 industries engaged in concrete brick according to the Industry and Trade Office of Sleman Regency. Concrete brick is an alternative building material to substitute red brick made from a solid pressed compound of cement, sand, and water. A concrete brick has a larger dimension than red brick thus it can reduce the number of used. Thus the use of concrete brick as a substitute for red brick is increasingly in demand. Research conducted about concrete brick as the alternative substitute of red bricks by [4] finds that the use of concrete brick contributes to cost efficiency with savings of 4,98%.

The making process of concrete bricks consists of several steps. The process begins with a mixture of materials such as cement, sand, and water. The mixture of material is pressed by machine then transported to the drying area. Concrete bricks will be dried in 3 days. Then dried concrete bricks are transported to the storage area. This transportation of concrete bricks is done manually in the brick micro industry Sleman, Yogyakarta. Operators repeatedly lift concrete bricks as many as the number of the mold concrete bricks. The activity of lifting weight that relies on physical repetition can cause musculoskeletal disorders [5]. This condition happens when the muscle accepts a static load repeatedly for a long time [6]. The risk of musculoskeletal disorders can be reduced by improving work facilities. [7].

In most cases, manual material handling is still commonly applied in industry, despite lifting heavy loads. The activities include manual material handling such as lifting, lowering, pushing, and pulling weights [8]. From an ergonomics perspective transporting high-risk materials manually can cause spinal cord injury [9]. Research about manual material handling conducted by [10] states that lifting a sack of rice manually is in the level of very

high-risk obtained from REBA score of 12 which is classified in action level 4. The research is conducted to assess the risk of musculoskeletal disorder using QEC, in this research, it is found that design improvement by ergonomics implementation can reduce the risk of musculoskeletal disorders [11]. The design of an ergonomic trolley can be an alternative to manual material handling to reduce the risk of MSDS [12]. Reverse engineering is a design method based on user needs. This method is used in the re-design of wood carrier tool, research conducted by [13]. Tool redesign using reverse engineering is also carried out by [14] in the re-design of the rice grower tool. A study on the use of trolleys as a tool for lifting brick was conducted by Setiadi et al., (2013) which stated that the activity of lifting brick using trolleys and pallets was classified as a safe condition with a lifting index value of $0.85(LI < 1)$.

The field study of this research conducted in the brick micro industry Sleman, Yogyakarta found that the transporting process of concrete brick is carried out manually and repeatedly. To find out the risk caused by manual material handling, operators were interviewed and work posture assessments using REBA were conducted. The interview result is a user-need reference in tool re-design using the reverse engineering method. A support tool of material handling redesigned in this study is a hand truck trolley that can be used by operators as a tool for lifting concrete bricks.

II. RESEARCH METHODOLOGY

This study is participated by 3 male operators in the brick micro industry Sleman, Yogyakarta. The mixture process of concrete brick is carried out by all operators. Operator 1, 55 years old, works in the mold of concrete brick with 7 hours duration of work. Operator 2, 36 years old, works in concrete brick lifting with a duration of 7 hours work. And operators 3, 45 years old, work in concrete brick lifting with uncertain work duration. The methods used in this study are explained as follows:

A. Quick Exposure Check (QEC)

Quick Exposure Check is an assessment that focuses on risk factors found in the workplace and contributes to an increase of work-related musculoskeletal disorders such as repetitive motion, effort pressure, uncomfortable posture, and duration of work. This assessment has two sections, in which the first section is assessed by the researcher, and the second section is assessed by operators [16].

B. Rapid Entire Body Assessment (REBA)

Rapid Entire Body Assessment is an assessment of work posture rapidly on workers supported by coupling factors, external loads, and activity [17]. Method assessment in REBA includes:

1) Gathering the data of operator's work-posture using video or photo.

The parts of the body taken in the photo or video are the neck, trunk, arm, wrist, and leg.

2) Determining the angle of work-posture

After taking the photo, the next step is determining the angle of work posture. Body segment is divided into group A and group B. Group A includes trunk, neck, and leg. Group B includes the upper arm, lower arm, and wrist. Then every group is given a score.

C. Reverse Engineering

Reverse engineering is a method that significantly reduces the cycle of model formation and drastically saves the cost of prototyping by starting the stages of existing models to develop new models [18]. There are three stages of reverse engineering such as user needs analysis, functional prediction, and product specification

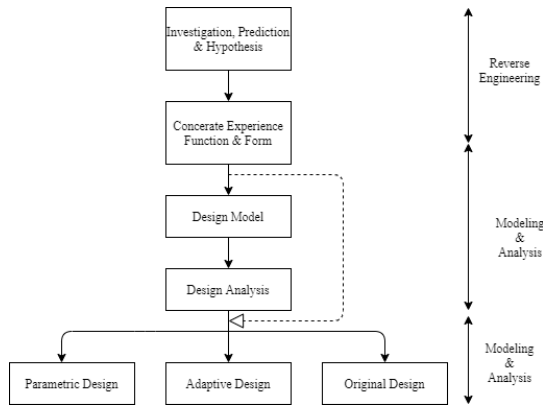


Fig. 1. Reverse engineering framework

III. RESULT

A. Interview and Quick Exposure Level

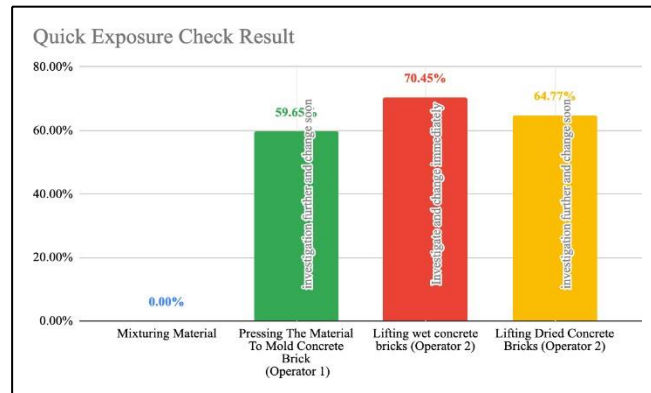


Fig. 2. Result of QEC

TABLE I. . RESULT OF INTERVIEW AND QEC SCORE

No	Process	Result of Interview	QEC Score	Classification
1	Mixing Material	<ul style="list-style-type: none"> - Being done by all operators - Material: sand and water. - Being done in the morning and afternoon, - Operator 1 complained that hisbreath little bit short when putting thematerials into concrete mixer 	-	-
2	Pressing The Material To Mold Concrete Brick (Operator 1)	<ul style="list-style-type: none"> - Mold at most 400 concrete bricks in 2 hours - Complaints: pain in back and shoulders, exhausted or short of breath when puttingthe sand in concrete mixer 	59,65 %	Further investigation further and immediate modification

3	Lifting wet concrete bricks (Operator2)	<ul style="list-style-type: none"> - Wet concrete-brick were heavier than the dried one - The wet concrete- bricks is are approximately 1 kg heavier than the dried concrete-brick 	70,45 %	<i>Investigate and immediate modification</i>
4	Lifting Dried Concrete Bricks	<p>Operator 2</p> <ul style="list-style-type: none"> - Operator 2 lifts at most 600 bricks from 8 am to 3 pm and lifts at least 300 bricks - Mass of the concrete brick is between 7.5 kg to 10 kg - He also lifts/arranges the dried concrete bricks - Operator 2 also lifts the concrete bricks onto a truck for delivery - Complaints: His hands are scuffed when lifting many concrete bricks, frequently feels pain - in the hands and back 	64,77 %	<i>Further investigation and immediate modification</i>
		<p>Operator 3</p> <ul style="list-style-type: none"> - He has ever lifted, upto 1000 concrete bricks a day - Repetitively lifts concrete bricks, namely after the concrete bricks are molded and rearranging the dried concrete-bricks - Manually Lifts the concrete bricks onto the truck for delivery - The operator feels pain in the waist - Operator 3 was not assessed by QEC due to uncertain work time. 	-	-

B. REBA

REBA as the work posture assessment applied in this research to examine the work posture in lifting fresh concrete bricks. Lifting the fresh concrete bricks gets the highest score in QEC. Therefore, posture assessment using REBA needs to find out the risk of musculoskeletal that might be suffered by the operator. REBA is examined by taking picture of posture in lifting fresh concrete bricks. This assessment uses CorelDraw software to illustrate the angles formed by work posture. Then the formed angles are assessed using ergofellow software to obtain REBA score.

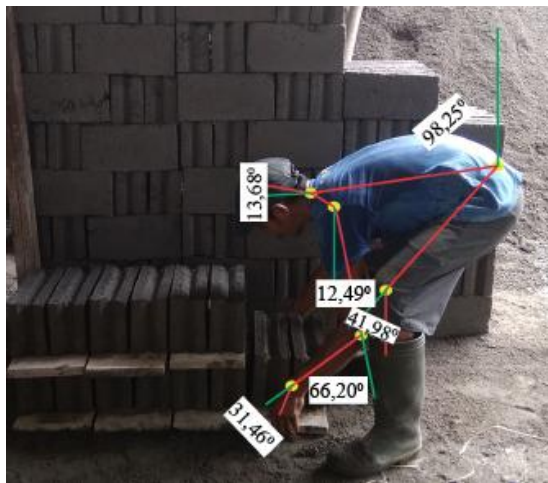


Fig. 3 Work posture while lifting fresh concrete brick

From the REBA score which is calculated using ergofellow, the process of lifting fresh concrete bricks gets 8 scores that include action level 3. Risk level in action level 3 is classified as high level that needs immediate improvement. The high score of REBA is obtained as the body posture of the operator bent in 98.25°. Furthermore, the operator lifts a weight of 11 kg and lifts the number of concrete bricks at most 600. This means operator lifts

the load manually and works in a bent position repeatedly. Working in an unnatural position can cause disorders in the musculoskeletal system. If this disorder increases gradually due to repetitive work, it will lead to cumulative trauma disorders.

C. Reserve Engineering

Reverse Engineering is a design method based on existing products. In this study the design of a trolley as an alternative tool for lifting manual material handling. This following figure describes an existing trolley :



Fig. 4 Existing hand-truck trolley

The hand-truck trolley given in Fig. 3 is usually used for lifting a gallon of water. The maximum capacity of a hand- truck trolley is 250 kg in which the material of the body is iron and pneumatic rubber in wheels. The dimension of this trolley is 148x57x48 cm. The weakness of this product is that the height can not be adjusted thus it cannot adjust appropriately in the stacked product. In order to apply a hand-truck trolley in lifting concrete bricks, it needs re-design of the hand-truck trolley. Following are the stages in the redesigning the hand-truck trolley :

1) User Needs Analysis

User Needs analysis aims to find out operator needs regarding to utilization of trolleys as an alternative tool in lifting concrete bricks. There are several user needs following bellow :

- The trolley is firm for carrying concrete bricks
- The trolley is easy to use and convenient
- The trolley can be used repeatedly in lifting concrete bricks
- Workers do not need to bend while lifting using the trolley.
- The price of the trolley is affordable

Based on the result of user needs above, those are converted to product attributes. The table below describes the attributes of the product needed :

TABLE II. PRODUCT ATTRIBUTES

User Needs	Product Attributes
The trolley is firm for carrying concrete bricks	Firm material
The trolley is easy to use and convenient	Simple
The trolley can be used repeatedly	Durable
Workers do not need to bent while working	Ergonomics and adjustable
The price of the trolley is affordable	Affordable

2) *Functional Prediction*

Functional prediction regards the technical characteristic of tool design after determining the product attributes based on user needs. The functional prediction described as follows:

TABLE III TABLE OF FUNCTIONAL PREDICTION

Product Attributes	Functional Prediction
Firm material	The capacity of the trolley can lift concrete brick with weight of $\pm 11\text{kg}$
Simple	The trolley is easy used by operator
Durable	The trolley can be used repeatedly agreed with the number of concrete brick
Ergonomics and adjustable	The operator is comfortable while using the trolley and the work position is not bent
Affordable	The price of the trolley is affordable for the micro-industry

3) *Product Specification*

The purpose of the development of this trolley design is to avoid repetitive bending for the operator while doing his work, as well as to prevent repetitive lifting for heavy loads during work. Hence, to reduce the risk of musculoskeletal disorders the tool needs to be adapted to the workflow of lifting concrete bricks. In the existing product, the height of place to put loads could not be adjusted and the length and width of the trolley don't appropriate with the length and width of concrete brick.



Fig. 5 Suggestion Design

Description of every part in this trolley re-design is following:

- a) *Part A*: Part A is the body of the trolley which has a height of 124.7 cm. The height of the trolley is based on anthropometry and secondary data based on research from [19]. The material used for the trolley body is iron similar to the existing product.
- b) *Part B*: This part is designated as a place to put fresh concrete bricks, which is considered as innovation. The innovation given in Part B can be elevated or raised thus it can be adjusted to the height of the concrete brick pile. Dimension if this part (length and width) is adapted to the buffer of concrete bricks which is 40 x 20 cm.

The material used for the trolley body is iron similar to the existing product.

c) *Part C*: At the front of the trolley, small wheels are given thus the position of the trolley is stable considering this tool is used to lift fresh concrete brick.

d) *Part D* : Part D is the handle of the trolley which will be accommodated with foam support thus the operator could use it comfortably.

4) Tool Re-design Analysis

Based on the result of two assessments, subjective and objective assessment examined to find out the risk of musculoskeletal disorders above, it can be seen that improvement of workflow is needed, especially in the manual lifting of concrete bricks. A suggested improvement in this study is redesigning of the hand-truck trolley as a lifting tool. By using a trolley when lifting and putting bricks, the operator doesn't need to bend in doing the work. Consequently, the risk of musculoskeletal disorders can be reduced because the operator works in a normal posture. This statement is also affirmed by the previous research which states that trolleys can reduce the lifting index so that the work of lifting and transporting load is classified as safe activity [15].

IV. CONCLUSION

In this study, problem identification related to work posture is conducted by performing the interview and subjective assessment using QEC on each workflow. QEC assessment result shows that the process of lifting fresh concrete brick has the highest score of 70.45%, this means that further investigation is needed and immediate modification should be applied. Likewise, according to the operator's complaint during the interview, the process of lifting concrete bricks was greater when they were still wet and the operator repeatedly does this work. To find out the risk level of musculoskeletal disorders, the assessment on work posture by using REBA is conducted. And the score of this workflow obtains 8 scores, which includes action level 3. This score is classified as high and needs immediate improvement.

Based on the results of interviews, QEC, and REBA the researcher recommended to redesign the hand-truck trolley as an alternative tool in lifting concrete bricks. The method design used in this study is reverse engineering. The design is based on user needs including durable, comfortable, affordable, and facilitating operator work.

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