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Towards Resilient MSMEs: The Role of Organizational Resilience and Entrepreneurial Resilience

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ABSTRACT

Resilient MSMEs can be influenced by strong entrepreneurial resilience and organizational resilience in facing the challenges of business competition dynamics. This study discussion aims to analyze the success of the seller's intelligent proactive ability in bridging entrepreneurial resilience and organizational resilience in resilient MSMEs, as well as the effect of moderation of environmental turbulence from the relationship of the smart proactive ability of sellers to resilient MSMEs. A total of 186 respondents were sampled to MSME businesses, data collection techniques in the form of questionnaires and interviews. SEM-PLS compound path analysis is used in this research, where the seller's intelligent proactive ability is used as mediation and environmental turbulence as a moderation function. The results of this study there is a positive correlation between entrepreneurial and organizational resilience to the proactive ability of smart sellers, positive relationships of the smart ability of sellers on resilient MSMEs, and the positive impact of the direct influence of entrepreneurial resilience to Tangguh MSMEs. However, there is a negative relationship of moderation of environmental turbulence as well as organizational resilience relationships in resilient MSMEs. The conceptual contribution of this study model provides positive stimulus in measuring resilience for MSMEs obtained from internal factors and external disturbances.

Keywords: *Entrepreneurship Resilience; Organizational Resilience; Seller's Intelligent Proactive Capability; Resilient MSMEs*

INTRODUCTION

Rapid global economic growth demands the ability of people to support their needs independently. Competition to get a job is increasingly difficult and requires skills to be able to compete with urban communities, this is felt, especially in the people in Semarang Regency. From the real sector, the high rate of economic growth and absorption of labor, the strategic role of Micro, Small, and Medium Enterprises (MSMEs) can be the driving force of the national economy for people working in urban and rural areas who have competitive abilities (Bustam, 2017; Jam'iyatuzzulfiyyah, 2021; Karsidi, 2007; Sedyastuti, 2018; Wihastuti and Rahmatullah, 2018). Competitive MSMEs have difficulty for entrepreneurs to stay afloat and for organizations in the face of internal and external disruptions. Therefore, these obstacles or problems encourage businesses to have the ability to proactively smart sellers towards resilient MSMEs. SME operations are by increasing the efficiency of business

processes. Increasing the efficiency of business processes is usually done by implementing systems or tools such as Information Technology (IT) to help their business processes. However, understanding the business processes of an organization becomes more important than directly implementing the system without knowing how it impacts the business process. Several MSMEs have implemented systems or tools to improve the efficiency of their business process.

Small and medium-sized organizations will actively contribute to economic growth (Henderson and Weiler, 2010). Micro small and medium enterprises (MSMEs) are also defined as sectors with crucial concerns and variables (Connelly et al., 2010). A wide range of phenomena, ranging from the corporate level, have been suggested to explain entrepreneurial theories, such as why small businesses exist or why certain businesses are more competitive or prosperous than others (McKelvie and Wiklund, 2010), why some people want to start a new business or why some people see and act on certain opportunities (Hoang and Gimeno, 2010). In the Indonesian economy, MSMEs play an important role and become a catalyst for the future of the global economy (Hadiyati, 2012). "In managing the "triple bottom line" (corporate profitability, potential ecological quality, as well as the potential benefits of society) by balancing economic health, social justice, and environmental resilience, entrepreneurial resilience is required to be sustainable (Nababan, 2014).

Entrepreneurial resilience is needed to generate creativity and innovation in people's lives. Some resilience should pay great attention to building capacity from uncertainty, generating and leveraging personal relationships, and enabling the ability to experiment and think creatively in response to crises. In line with research (Bernard and Barbosa, 2016) entrepreneurial resilience has defined a form of emotional and cognitive ability that is useful to entrepreneurs, especially when resurgent after failures connected to their entrepreneurial initiatives. Also, research Suartan et al., (2020) stimulus funds and business planning become business resilience models for Village-Oened Enterprise. However, despite the theoretical and practical significance of this topic, previous researchers paid very little attention to the literature (Bullough et al., 2014; Powell and Baker, 2011). The focus on theoretically and empirically exploring the role of entrepreneurial resilience in promoting SME resilience tends to be productive because the behavior and personality attributes of entrepreneurs have been found to have a strong direct impact on the structure, strategy, and performance of SMEs. Also, the focus on entrepreneurial resilience and resilience of previous SMEs has only examined resilience focused on large companies (Sullivan-Taylor and Wilson, 2009).

Therefore there are still gaps that need to be examined in previous research. Here are the statistics of the development of the number of industries spread in Semarang regency.

Organizational resilience as a place to run a business has potential resources owned. MSMEs must be energy in increasing the competitiveness of global competition. In Hunt and Morgan's Resource-Advantage of Competition Theory, (Hunt and Morgan, 1995) corporate resources are tangible and intangible entities that enable companies to effectively and or efficiently generate valuable market offerings for one or more market segments. If the company has a comparative advantage in resources then it will occupy a competitive advantage position in the market for a particular market segment. However, the competency aspect of talent becomes a tipping point for companies needed to face competition and difficulty in finding opportunities for optimal achievement as a potential long-term value and a potential source of competitive advantage of the company (Labola, 2019; Pendlt, 2012). Therefore, the gap that occurs is required the role of the proactive ability of smart sellers to bridge the way to resilient MSMEs.

Entrepreneurial Resilience

Entrepreneurial resilience can be interpreted as an intention to remain the best single predictor of human behavior reflecting changes in one or more critical antecedents or reflecting barriers to unmovable action (Krueger, 2011). Resilient MSMEs are strongly influenced by the resilience of business resilience or entrepreneurship, reflecting how the economic model can sustain and react to regional empowerment (Suartan et al., 2020). Therefore, the above relationship will be retested whether there is a positive influence of entrepreneurial resilience relationship with MSMEs resilience.

H_1: Entrepreneurial resilience affects MSMEs resilience

Organizational Resilience

The relationship between endurance capabilities, such as flexibility and adaptation, is interrogated concerning the size of the organization (Sullivan-Taylor and Branicki, 2011). So the strength of organizational resilience needs to be tested from indicators of social connection, innovation creativity, challenge optimism, fast-moving companies, service facilities, and uniqueness of system design. Besides according to Irawati (2007) the organization needs to function and function in a century of highly fragmented intelligence, with several potential conflicts arising from the effectiveness of the workforce. So the stronger the dynamics of changes from internal and external factors will certainly have

implications for resilient MSMEs. To test the correlation of organizational resilience relationships in resilient MSMEs will again be tested and provide conjecture, namely:

H_2: Organizational Resilience positively affects MSMEs resilience

Seller Smart Proactive Capabilities

A seller not only has tangible resources but intangible assets are also important assets as intangible assets. Some intangible assets, one of which is called intellectual capital, are assets that cannot be seen and touched. Intellectual capital is realized in the form of the seller's intelligent proactive ability as a basic resource that has the potential to increase the potential of individuals or groups. According to Wulandari (2007) a seller should be required to do smart, can sell thus so that the productivity of salespeople increases. Therefore, the hypotheses proposed are as follows:

H_3: Seller's intelligent proactive ability has a positive effect on resilient MSMEs resilience

Environmental Turbulence

The higher the turbulence of the business environment, the more important the dynamic and improvised capabilities of the company in the face of competition (Pavlou and El Sawy, 2013). But according to Turulja and Bajgoric, (2019) there is a negative influence of environmental turbulence on business performance. Another point stated by Baba et al., (2017) organizational learning and environmental turbulence have a positive effect on the resilience of MSMEs. Therefore the hypotheses proposed are as follows:

H_4: Environmental turbulence can moderate the relationship of the smart proactive ability of sellers on MSMEs resilience

Resilient MSMEs

The resilience of MSMEs is a priority for the sustainability of a business, especially in a state of crisis and market competition dynamics. Tough can be measured from the short and long-term efforts to get through difficult conditions. Difficult conditions are the finding according to Samantha, (2018) that micro-businesses and SMEs are vulnerable to flooding in four things such as capital, labor, logistics, and markets. However, the resilience of small-scale organizations has not been able to have resilience in the form of resources so it still has limitations to quickly act and find practical solutions for internal management of its organization. So MSMEs will be more resilient, of course, supported by the ability of entrepreneurs to find alternatives or emergency logistics support to operate businesses amid

difficult conditions due to the low purchasing power of the community, while the level of competition is getting stronger.

H_5: MSME resilience has a positive direct effect on resilient MSMEs

H_6: Organizational resilience negatively affects resilient MSMEs

RESEARCH METHOD

Research Design

Micro Small and Medium Enterprises (MSMEs) registered in the Semarang Regency MSME office in 2015 had a population in this sample, amounting to 7,576. The selection of respondents using meaningful sampling techniques, namely knowledge extraction strategies with limited resources and limited innovation priorities for MSME considerations, spread across several Semarang districts, so that 186 respondents were determined. The source of information comes from MSMEs, and through research respondents to respondents, data collection.

The design of this research begins with building a conceptual model which is then tested with empirical data and then distributed in the form of a questionnaire from a population of 220 MSMEs spread across Central Java with the characteristics of the type of business consisting of handicraft, culinary, trade and service businesses. This study uses quantitative methods using purposive sampling technique. Of the 220 questionnaires distributed, a total of 186 questionnaires were returned from November – December 2021. To produce strong statistical power, this study used at least 45 samples (15 indicators x 5 independent variables as suggested by Hair, (2014). the first contains questions about the demographic characteristics of respondents including age, gender, income, type of business, etc. The second part contains detailed statements about the type of business, education, business duration, and the average income of MSMEs. The data obtained is then processed using software Structural Equation Modeling-PLS.

Variable Operational Definitions

The variety of entrepreneurial resilience, measured using five indicators namely social connection, innovation creativity, optimism challenges, the desire of fast-moving companies, the flexibility of service, and uniqueness of system design. Organizational resilience variables, measured using four indicators, namely: resources, expertise, transparency of work, and job goal planning. The seller's proactive capability variables, measured by technology skills in product designing, technology-based media configuration skills, quick response to

market opportunities and response using technology, and having a unique sales system that competitors cannot replicate. Variable environmental turbulence has markers, namely: the influence of government policy pressures for business continuity, product innovation strategies (cost reduction, innovation and product development, creativity), large pressures on bargaining positions from suppliers, large position pressures from consumers, the level of creativity of marketing strategies (image differences, competitive prices, and market controls), pressures of changing political situations and the speed of technology change. While resilient MSME variables have indicators of renewal, out-of-bounds thinking, market challengers, market potential, and independence of sources of funds.

Validity and Reliability Test

Validity steps are taken to find out how well the concept is tested by the instrument and what can be measured. By assessing the performance of the input instrument, the construction validity test is determined by looking at the loading factor value of each query object. To have a loading factor of more than 0.5 valid survey instruments is desirable (Ghozali, 2018). Although reliability testing uses the Cronbach alpha method, where one questionnaire is a real effective exchange rate when alpha Cronbach > 0.6 (Ghozali, 2018).

Analytical Techniques

Using a questionnaire that first examined reliability and validity, the data was collected. Testing is designed to check the quality and accuracy of data collected through the use of the tool. The hypothesis is tested with PLS analysis so it is not based on some assumption, that the data should be a small number of samples with a certain scale measurement, useful for predicting carefully prized studies in case of high complexity and low source credibility. PLS parameters are as follows:

Assessing outer models and Measurement Models

Observed variable reflex indicators or outside models are extracted with measurement models and structural models of their indicators and composite reliability for indicator blocks. The decision to accept or reject the hypothesis is taken by the provision: the validity of the convergent is analyzed by looking at the outer loading of each indicator and its significance value based on the correlation between the component score and the build score determined by PLS. When correlated with more than 0.7 with computational construction, reflexive measures are said to be strong. At the 5 percent signatory, the suggested loading values are 0.5 (positive) and t-Statistic above 1.96.

Assessing the Inner Model or Structural

R-square value, the inside model requires to see the relationship between construction and the value of reason. The hypothesis is confirmed if, at a level of alpha significance of five percent, the value of the parameter path correlation relationship between the latent variable indicates a positive direction with a statistical value of t 1.96. The hypothesis may be rejected if the negative direction is expressed by the coefficient path parameter value of the relationship between latent variables.

RESULT AND DISCUSSION

Respondents' Demographic Profile

Through purposeful sampling techniques with qualifications as stakeholders, MSMEs were selected as respondents with as many as 220 MSMEs spread across several sub-districts throughout Semarang city. However, the number of questionnaires returned and reviewed was 186 out of 186 questionnaire surveys distributed to respondents. This is because some questionnaires were not submitted and reports from respondents were incomplete.

Table 1. Demographic Profile

Responden Characterisctic	Amount	Percentage
Business Type		
Creative Industry	47	25,2
Trading	59	31,7
Services	58	31,1
Manufacturing	14	7,52
Others	8	4,30
Total	**186**	**100**
Last Education		
Senior High School Graduate	75	40,3
Bachelor Degree	43	23,1
Post **G**raduate Degree	39	20,9
Others	29	15,5
Total	**186**	**100**
Long Running a Business		
<1 year	37	19,8
1-5 year	86	46,2
5-10 year	15	8,06
>10 year	48	25,8
Total	**186**	**100**
Average Income /month		
< Rp5.000.00**0.**-	155	83,3
Rp5.000.00**1.**- Rp25.000.000**.**-	21	11,2
Rp25.000.0**01.**- Rp50.000.000**.**-	6	3,22
>Rp50.000.000**.**-	4	2,15
Total	**186**	**100**

Source: Data Collected from Questionnaire (2021)

Based on Table 1, it is known that the majority of MSMEs are in the field of trade (31.7%). MSME actors were eliminated by respondents with the last high school education of 40.3%. Meanwhile, judging from the long-running of the business, many MSMEs only stand for about 1-5 years (46.2%), with the majority of small income MSMEs amounting to <Rp 5.000.000.000.- per month (83.3%)

Outer Model Analysis (Measurement Model)

To ensure that the measurements used are accurate and consistent to be used as variable parameters studied, External model analysis is performed. The connection between the observed variable and its indicators is determined by the outside model. Some metrics, namely convergent validity, discriminant validity, and descriptive analysis, can be seen from the observation of the external model.

Convergent Validity

The loading factor value of > the latent variable factor with its indicator is the subjective value of validity. The validity of the convergent can also be seen from the resulting average variance, in addition to the loading factor value (AVE) at table 2.

Discriminant Validity

The validity of the discriminant grows and is processed by looking at cross-loading. The number of comparisons between each construction and the size and other block build indicators is indicated by the cross-loading value.

Table 2. Average Variance Exctracted (AVE)

Construct	AVE
Seller's Intelligent Proactive Capability	0,765
Entrepreneurship Resilience	0,683
Organization Resilience	0,714
Envirinmental Turbulence	0,726
Resilient MSME's	0,708

Source: Processed Data (2021)

Table 3. Loading Cross

	Seller Smart Proactive Capabilities (Z)	Entrepreneurship Resilience (X_1)	Organization Resilience (X_2)	Environment Turbulence (Z_1)	Resilient MSME (Y)
X1.1	**0.625**	0,764	**0,498**	**0,583**	**0,617**
X1.2.	**0,691**	0,856	**0,489**	**0,703**	**0,711**
X1.3	**0.669**	0,858	**0,502**	**0,704**	**0,692**
X1.4	**0,634**	0,825	**0,395**	**0,754**	**0,641**
X2.1	**0,568**	**0,400**	0,880	**0,529**	**0,525**
X2.2	**0,499**	**0,428**	0,828	**0,454**	**0,457**
X2.3	**0,787**	**0,639**	0,834	**0,707**	**0,739**
X2.4	**0,537**	**0,476**	0,839	**0,517**	**0,517**
Y1.1	**0,825**	**0,784**	**0,671**	**0,809**	**0,860**
Y1.2	**0,631**	**0,666**	**0,455**	**0,602**	0,814
Y1.3	**0,746**	**0,619**	**0,547**	**0,677**	0,843
Y1.4	**0,827**	**0,636**	**0,611**	**0,715**	0,848
Z.1	0,802	**0,741**	**0,638**	0,890	**0,770**
Z.3	0,709	**0,684**	**0,620**	0,830	**0,723**
Z.4	0,677	**0,699**	**0,450**	0,835	**0,644**
Z1.1	**0,903**	**0,781**	**0,711**	**0,813**	**0,804**
Z1.3	**0,862**	**0,647**	**0,639**	**0,692**	**0,765**
Z1.4	**0,858**	**0,646**	**0,567**	**0.745**	**0,813**

Table 4. Structural Model Path Coefficient Testing

Endogeous Varible	R^2	Goodness of Fit
Seller Smart Proactive Capabilities	0,745	Good
Resilent MSME	0.850	Good

Referring to the table, the correlation between some instruments and their construction is reported to have a higher value compared to the correlation between some of these indicators and other constructions. Therefore the construction has a high discriminant validity.

The Table 4 explains that the seller's smart proactive capability has an R2 value of 0,745 meaning that the seller's smart proactive capability variable of 74,5 percent is influenced by entrepreneurial resilience and organizational resilience. While resilient MSMEs have a value of R2 of 0,850 it means that the Tangguh MSME variable of 85,0 percent is influenced by entrepreneurial resilience variables, organizational resilience and the proactive

ability of smart sellers.

Hypothesis Testing

By looking at including the range and number of t's, hypothesis testing has been conducted. If p-value < 0,05 or t-> t-table, then the hypothesis is confirmed if the evaluation system is accepted. Table 5 shows the standard path coefficients of the research model.

DISCUSSION

Based on the results of SEM-PLS analysis that has been done and presented in Table 8. The influence of entrepreneurial resilience on the seller's intelligent proactive ability has a path coefficient of 0,55 with p < 0,05, and an at-count value of 5,229 > t-table of 1,98, which means that entrepreneurial resilience has a positive and significant effect on the proactive ability of savvy sellers. This is reinforced by the opinions of Mahmudah and Handayani, (2017), and Athaya and Hasbi, (2019) that the resilience of an entrepreneur can be obtained from the level of education, and emotional intelligence and intelligence to provide motivation. But different according to Nugrahaningsih, (2018) entrepreneurial education has a positive but insignificant influence on interest in entrepreneurship. The higher the resilience of entrepreneurship, the more proactive intelligent ability of sellers to continue to innovate.

The effect of organizational resilience on seller's intelligent proactive capabilities has a path coefficient of 0,41 with a p < of 0,05, and a t-count value of 4,899 > t-table of 1,98, which means that the resilience of the organization has a positive and significant effect on the proactive capabilities of the seller's intelligent. In the face of the era of internal and external disruptions, the demands of intelligent work greatly impact the increase in the value of the company, this is supported by Wulandari, (2007) that the orientation of learning can make salespeople work smart, and have the ability to sell. The stronger the resilience of the organization consisting of resources, the higher the proactive ability of sellers to reach individual targets.

The influence of organizational resilience on resilient MSMEs has a track coefficient of 0,046 with p < 0,05, and at-count value of 0,981 < t-table of 1,98, which means that the

Table 5. Standard Path Coefficient

	Original Sample Estimate	Mean Of Subsamples	Standard Deviation	t- Statistic
X1 -> Z	0,556	0,531	0,106	5,229
X2 -> Z	0,416	0,438	0,085	4,899
X1 -> Y	0,146	0,142	0,071	2,040
X2 -> Y	0,046	0,053	0,047	0.981
Z -> Y	0,607	0,599	0,089	6,851
Efek Moderate -> Y	-0,032	-0,033	0,018	1,780

Source: Processed Data (2021)

resilience of the organization has a negative and significant effect on resilient MSMEs. Organizational resilience in the face of crisis challenges is very important in achieving resilient MSMEs. But organizational resilience can have a negative impact on MSME resilience, this is due to limited resource levels, poor skills, low transparency of work, and lack of a common vision for job planning. From research Linnenluecke et al., (2012) organizational adaptation and resilience to extreme changes are needed to overcome the effects of ecological cessation in organizational research and strategic decision making. Another negative impact beyond the organization's control from extreme weather such as heatwaves, typhoons, floods, and droughts will have a negative impact on organizations, industries, and the entire economy for the resilience of MSMEs (Winn et al., 2011). The influence of entrepreneurial resilience on resilient MSMEs has a coefficient of pathways 0,14 with $p < 0.05$, and t-count value of 2,040 > t-table 1,98, which means that entrepreneurial resilience has a positive and significant effect on resilient MSMEs. The resilience of an entrepreneur can provide the concept of violence and persistence (Fisher et al., 2016), according to (Williams and Vorley, 2014) entrepreneurial resilience is integral to promoting diversification and capacity building of the economy as a formidable economic characteristic. So, the stronger the resilience of entrepreneurship, the stronger the existence of resilient MSMEs.

The influence of smart proactive ability of sellers on resilient MSMEs has a line coefficient of 0,60 with $p < 0,05$, and a t-count value of 6,851 > t-table of 1,98, which means that the smart proactive ability of sellers has a positive and significant effect on Tangguh MSMEs. The proactive ability of smart sellers as an ability that is able to stimulate dynamic competition between businesses, the more proactive ability of sellers, the more able to engage strong MSMEs in the level of business competition. According to Tamunosiki-Amadi et al., (2019) entrepreneurs who are proactive in smart work can increase the resilience of a company in this case MSME actors.

The effect of moderation effect of environmental turbulence on resilient MSMEs has a path coefficient of -0.03 with $p < 0.05$, and a t-count value of 1,780 < t-table of 1.98, which means that environmental turbulence negatively and significantly affects resilient MSMEs. The role of environmental turbulence in inducing proactive attitudes, innovation, and risk-taking of a company, indicates that environmental turbulence if utilized wisely can play a positive role in the development of new products (Wong, 2014). But different from Pratono and Mahmood (2014) entrepreneurship negatively impacted the company's performance during high environmental turbulence. So the greater the level of environmental turbulence, it

will be able to weaken or negatively impact the resilience of MSMEs.

Direct and Indirect Influence

Impact analysis is shown and looks at how many variables directly or indirectly cause other variables. To provide a specific set of methods, the analysis of this report will have significant significance. Entrepreneur resilience and organizational resilience can have a direct or indirect effect on resilient MSMEs, following empirical studies and previous hypothetical testing findings.

The indirect impact of these variables is to first pass on the smart constructive potential of sellers, which therefore impacts on resilient MSMEs. The results of the direct and indirect domination tests are shown in Table 6. The following table summarizes direct and indirect influences.

Based on the results of direct and indirect impact measurement, entrepreneurial resilience, and organizational resilience to resilient MSMEs, the comparison shows that the better indirect influence of entrepreneurial resilience and important start-ups has a greater indirect effect on MSME output moving through proactive customers Similarly, relative to indirect relationships of 0,252, the longevity of organizations with direct relationships has a lower value of 0,046.

CONCLUSSION

The success of this study provides a theoretical and managerial concept where the objectives to be excavated from the relationship of entrepreneurial resilience and organizational resilience have positive implications on the proactive ability of savvy sellers. The stronger the organizational resilience and entrepreneurship resilience, the more able an entrepreneur is to proactively intelligently configure all the resources owned. However, organizational resilience at some business scales that have limited resources does not have a positive impact on resilient MSMEs. So important sources such as capital, knowledge, technological prowess, and human resource intelligence become important potentials to be able to survive to become resilient MSMEs. Therefore, the proactive ability of smart sellers as

Table 6. Direct and Indirect Influence

Variable	Direct Effect (a)	Indirect Effect (b)	Total (a) + (b)
Entrepreneur Resilience	0,146	0,337	0,483
Organization Resilience	0,046	0,252	0,298

Source: Processed Data (2021)

mediation, in fact successfully answered the gap in achieving resilient MSMEs. The smart proactive capabilities of sellers are rooted in resource theory and resource excellence competition theory. High environmental turbulence is not enough just to be proactively intelligent from sellers but there are other external sources that can weaken the toughness of an MSME. Limitations in this study have negative results on the effect of moderation of environmental turbulence and organizational resilience to resilient MSMEs. Further research advice on resilience can be further expanded from aspects of financial resilience, marketing communication resilience, sales strategy resilience, and technological resilience that can enrich knowledge in the field of management.

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