

Strategies for Strengthening the Economic Resilience of Small Industries

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Article History: Received on 4 December 2024, Revised on 7 February 2025,
Published on 12 February 2025

Abstract: This research examines government strategies in strengthening the small industrial economy or MSMEs to enhance economic resilience. This research uses a literature study method. It uses the defense strategy theory introduced by Arthur F. Lykke, which includes the aspects of way, means, and end. The research results show that, from the 'way' aspect, the government, through the RPJMN 2020 - 2024, has committed to strengthening entrepreneurship and MSMEs through five priority areas: developing human resources (HR), increasing access to financial services, increasing the added value of MSME products in domestic and international markets, strengthening partnerships, and improving regulations and policies affecting MSME sustainability, some of which have not been fully implemented by the government. From the 'means' aspect, existing resources have not been optimally utilized by the government, such as the empowerment of human resources, which has not been optimal.

Keywords: Economic Resilience, Microeconomics, Small Industries, Strategies

A. Introduction

The aim of economic development in developing countries is generally to create national development whose benefits can be directly enjoyed by the people of those countries. In the Medium-Term Development Plan (RPJM) from 2020 to 2024, which includes the government's vision and mission, it is stated that economic development will be carried out through two approaches: the management of economic resources and the increase in economic value added. These two approaches serve as the basis for policy synergy and integration across various sectors, such as food and agriculture, marine and fisheries, manufacturing, tourism, creative economy, and digital economy (Hidayat et al., 2023).

One of the strategies implemented by the government to enhance economic growth, improve public welfare, and ensure equitable development across Indonesia is by developing micro, small, and medium enterprises (MSMEs). The Indonesian government has enacted various policies and programs aimed at empowering MSMEs, with the goal of increasing their role in maintaining the country's economic

resilience. This is achieved by providing them with access to financing sources, enhancing human resources skills and capabilities in technology use, and expanding marketing networks for the products they produce (Tim kebijakan Peningkatan Kapasitas Ekonomi Sekretariat (TNP2K) & Lembaga Demografi Fakultas Ekonomi dan Bisnis Universitas Indonesia, 2021).

The role of MSMEs in maintaining economic resilience is very important. Concrete evidence of the role of MSMEs in supporting the country's economy can be seen during the monetary crisis in 1998. It was the presence of MSMEs that saved Indonesia's economy during that crisis. This is because MSMEs are capable of creating jobs, producing a variety of goods and services, driving the economy of a country, and stimulating societal innovation to be competitive in both national and international markets. This demonstrates that MSMEs function as the backbone of the people's economy in minimizing poverty issues. MSMEs can also extend the reach of the country's economy and make significant contributions to improving local economies and national economic resilience (Wardani & Solikah, 2019).

Currently, the global economic situation is still full of uncertainty and can become more complex. Many factors cannot be controlled; therefore, uncertainty can stem from identified risks or from unforeseen events (Romarina, 2016). Furthermore, the challenges faced by MSMEs include global market competition, financial and economic crises, information and communication technology, the emergence of multinational and transnational companies, changes in consumer behavior and preferences, trade dumping, international terrorism, religious conflicts, and trade wars (Gamage et al., 2020). This poses a threat that must be anticipated to ensure that MSMEs can continue to play their role in supporting the country's economy under any future conditions that may arise. An example of an unforeseen risk is the emergence of COVID-19 in 2019.

The emergence of COVID-19 not only disrupted Indonesia's economy but also the global economy. The outbreak of COVID-19 limited people's movements to reduce the risk of widespread transmission. As a result, the economy was difficult to mobilize because layoffs occurred everywhere, and the tourism sector was also affected due to restricted mobility at that time. However, the presence of MSMEs once again helped to save the country's economy during that period.

One of the identifiable risks in enhancing economic resilience through MSMEs is technological advancement. Nowadays, technological advancements have permeated all aspects of society. The current presence of technology demands a change in the business world culture, including MSMEs. MSMEs must be able to keep up with technological developments if they want to sustain their existence. No one knows what future conditions will be like; the previously mentioned risks, both identified and unidentified, can arise at any time. Therefore, a proper strategy is required to ensure that small industries can continue to be relied upon to enhance national

economic resilience.

B. Methods

The data analysis in this research utilizes journals and books related to the topic discussed, which is about strategies to strengthen the microeconomic industry in enhancing economic resilience. The literature study method will be used in this research. This method does not require fieldwork or direct interaction with respondents. Instead, sources and data collection methods involve reading, recording, and processing previous research materials (Wahyuningsih & Purnomo, 2020). The limitation of this research is that it will only collect data from journals relevant to the chosen topic and will not conduct field research. The journals used are those related to the selected topic, specifically about strategies to strengthen the microeconomic industry in enhancing economic resilience.

C. Results and Discussion

Micro, Small, and Medium Enterprises (MSMEs) in the Indonesian Economy

Economy and defense are two distinct aspects; however, both are crucial components for the sustainability of a country. A country's defense is also closely linked to its economic condition. Simply put, a country with weak economic resilience will be more easily destroyed than a country with strong economic resilience.

The term 'Guns vs. Butter' is a phrase we often hear, meaning a country has the obligation to provide welfare for its citizens while also being able to ensure their security, whether from attacks by other countries or from within their own country. Therefore, a country with good economic resilience has more flexibility to use its budget to further strengthen its defense, so that when danger comes, they are more than ready to face it. In contrast, a country with weak economic resilience must prioritize 'butter' first, making their defense weak. As a result, when attacked by another country, such a country can be easily destroyed. This shows that the most important factor causing a country to fail in withstanding global economic pressures is weak economic resilience. Small and Medium Enterprises (SMEs) play a strategic role in enhancing a country's economic resilience.

This is in line with the research conducted by (Syafitri et al., 2022) which states that MSMEs are businesses run by individuals or groups on a small scale measured by the turnover generated by the business. MSMEs are businesses that successfully drive the country's economic wheels, with great development potential as they only require skilled resources and a strong determination to run. Therefore, a very important aspect of MSME development is the empowerment of its human resources.

In the 2019-2024 Economic Masterplan, it is stated that small and medium enterprises

(SMEs) contribute significantly to Indonesia's economy. The quality of life of the community has improved because their networks, which are spread across the country, can embrace and activate the potential of the wider community. Such enterprises contribute to the distribution of development benefits, in addition to supporting economic growth and job creation. The number of SMEs continues to increase each year, as shown in the figure below, (Perencanaan & Nasional, 2018).



Figure 1. Development of SMEs in Indonesia (Perencanaan & Nasional, 2018)

The data presented in the above figure shows the development of SMEs in Indonesia from 2012 to 2017. The conclusion that can be drawn from the figure is that the number of SMEs has been increasing every year. This increase in the number of SMEs is accompanied by an increase in employment absorption. From 2012 to 2017, SMEs have absorbed a significant amount of labor, according to data from (Perencanaan & Nasional, 2018) Micro enterprises have absorbed 89.17%, small enterprises 4.74%, while medium enterprises have absorbed 3.11% or 3.7 million workers. For more details, please refer to the graph below:

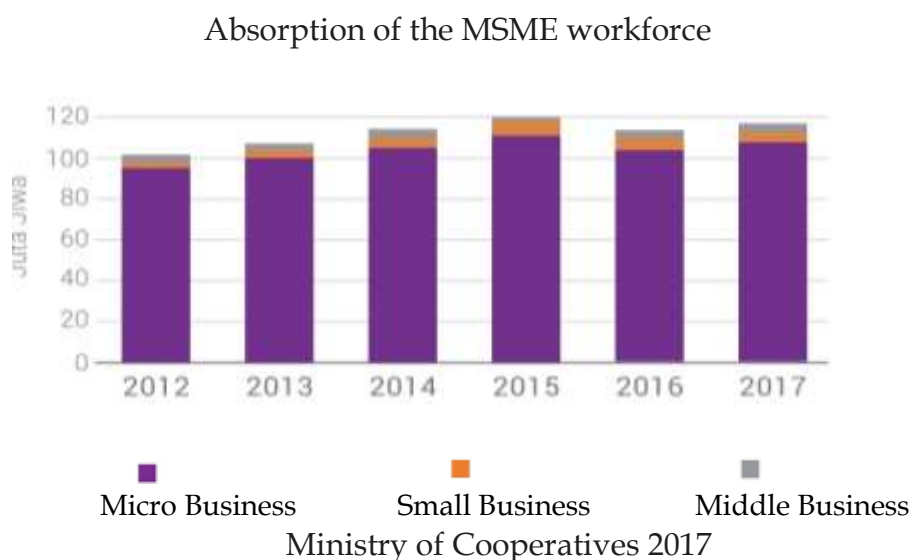


Figure 2. Development of SMEs in Indonesia (Perencanaan & Nasional, 2018)

Based on the two graphs previously presented, it can be concluded that SMEs have successfully driven the country's economy. This is evident from the impact SMEs have on employment in Indonesia, where job absorption by SMEs can be considered quite significant, with micro enterprises being the largest employers. This significant job absorption is, of course, accompanied by the number of SMEs in the country. According to data from the Ministry of Cooperatives and SMEs, the number of SMEs in Indonesia exceeds 65 million units as of this year. This also aligns with research conducted by (Herispon & Hendrayani, 2021) According to the research, SMEs dominate in terms of quantity, accounting for 99.99% of business units and absorbing 96.95% of the workforce.

In the research conducted by (Gamage et al., 2020) also states that SMEs play an important role in the industrial sector, whether in developed or developing countries, in the current global economic conditions. SMEs are considered the most active enterprises in the international economic sector and also play a significant role in improving human welfare in various countries. Recent studies show that SMEs comprise 90% of businesses and employ around 60% of the workforce worldwide. This proves that the presence of SMEs in driving a country's economy cannot be underestimated.

In the past three years, especially after the COVID19 disaster, the global economy has experienced shocks. Small and medium enterprises (SMEs), as one of the pillars supporting the national economy, have also felt the impact. This aligns with the research conducted by Thaha (2020) in (Farid Mohzatul & Abdussalam Moh. Ishaq, 2023) which states that at least 163,713 SMEs in the food and beverage sector were affected by the COVID-19 pandemic, which entered Indonesia in early 2020. As discussed earlier, the future is full of uncertainties. The COVID-19 pandemic is an example of such uncertainty and a challenge that SMEs must overcome to maintain their existence. In the future, there will certainly be more challenges that may disrupt the country's economic resilience.

Strategies for Small Industrial Economies to Enhance Economic Resilience

This research employs the military strategy theory introduced by Professor Arthur F. Lykke Jr. The strategy encompasses several aspects, including the Way (how), Means (resources), and End (final strategy) (Sriyanto, 2023). In the aspect of 'way,' the government, through the RPJMN 2020-2024, has committed to strengthening the entrepreneurship and SME sectors by optimizing five priority areas. These include developing human resources, improving access to financial services, increasing the added value of SME products in domestic and international markets, strengthening partnerships, and improving regulations and policies affecting the sustainability of SMEs, some of which have not yet been maximally implemented by the government (Tim kebijakan Peningkatan Kapasitas Ekonomi Sekretariat (TNP2K) & Lembaga Demografi Fakultas Ekonomi dan Bisnis Universitas Indonesia, 2021).

In terms of the 'ways' aspect, the government's efforts to support SMEs can be seen in the policy formulation provided. This policy formulation aims to help SMEs remain resilient and develop in line with the times, indicating that the strategies implemented by the government have been optimal in this regard. This is evident from the regulations issued by the government aimed at protecting SMEs. The issuance of these regulations is part of the government's efforts in regulating the Cooperative and SME sectors. The government issued Government Regulation Number 7 of 2021 concerning the Ease, Protection, and Empowerment of Cooperatives and SMEs (PP 7/2021), stating that to protect cooperatives, the central and regional governments can designate economic activity sectors that can only be operated by cooperatives. They can also designate regions and business sectors that should only be operated by cooperatives, preventing them from being managed by other companies (Hidayat et al., 2023).

However, the government's efforts will not be sufficient without strong determination from business owners to develop SMEs. However, these government efforts will not be sufficient without the strong determination of business owners in developing MSMEs. According to research conducted by (Sarwoko, 2017) there are two factors that influence the success of MSMEs: internal and external factors. The external factor is the government, while the internal factor is the unique characteristics or traits of the business owners. Therefore, business owners must also actively develop their businesses by understanding market conditions, consumer preferences, and keeping up with modern advancements and technology. Therefore, as leaders in small and medium enterprises, they are required to create effective strategies if they want to access and dominate the market, especially the international market. In this digital era, there have been many changes in all sectors of life, including the world of commerce. Technology has influenced trade practices in the business world. In the past, trade was conducted face-to-face, where sellers and buyers had to meet and conduct transactions. However, this is no longer the case. Nowadays, trade can be conducted online using technology, thus significantly expanding market reach.

Based on this, business owners must also be able to master technology, from production to online marketing. Whether they like it or not, SMEs are obliged to adopt at least some aspects of the advancements in information and technology. This is so that SMEs can increase their product reach, enabling them to accommodate and penetrate more layers of society worldwide. This aligns with the nature of humans, who have unlimited needs, allowing SMEs to continue innovating to meet every societal need. The resulting domino effect is that SMEs are required to have optimal resources, both in terms of funding and human resources. This is crucial for SMEs to adapt to advancements in information and technology (Kartika, 2019).

In terms of the 'way' aspect, the government's efforts to improve access to financial services are considered suboptimal. This is consistent with research conducted by

(Timur Ani, 2023) "...in his research, it is stated that 'the numerous requirements make it difficult for SMEs to access credit for capital. Therefore, it is important to establish a collaborative model between financial institutions and the Tangerang City Government to expand access and make credit requirements easier to meet by adding credit schemes as an impact of the COVID-19 pandemic to strengthen capital.' In the research conducted by (Latifah & Muradi, 2024) It is also mentioned that limited human and financial resources are the main issues for SMEs, causing them difficulties in running their businesses, which require a lot of time and money. According to another study, SMEs cannot freely interact with banks or certain institutions. Large-capital sectors do not face this phenomenon, but it is very difficult for SMEs (Herispon & Hendrayani, 2021).

Based on several studies mentioned above, it can be concluded that the development of SMEs is hindered by the limited funds available to business owners. This financial limitation is also accompanied by the difficulty for business owners to access loans from financial institutions, such as banks. The requirements set forth by these institutions tend to be difficult for business owners to meet, making the option to borrow capital from financial institutions to develop SMEs not optimally utilized.

Based on the research above, it also shows that in addition to being suboptimal in the 'way' aspect, the government is also not optimal in the 'means' aspect. This is evident from the limited access to capital for SMEs from financial services or financial institutions. Funds or capital are the main resources that business owners must have to start or develop their businesses. Without sufficient funds or capital, the business can easily go bankrupt. From the previous research conducted, it can be concluded that the government has not been optimal in providing capital to business owners.

Providing access to financial institutions is an indirect way that the government supports SMEs, while directly providing financial aid is another effort made by the government to support SMEs. In other research conducted in Bekasi, it was found that local government support in the form of capital assistance and incentives for SMEs plays a significant role in the sustainability of SMEs in the cafe and restaurant sector. In Bekasi City, food stalls, restaurants, and cafes each received a substantial number of capital loans and incentive aids. Food stalls received 29 capital loans and 119 incentive aids, restaurants received 14 capital loans and 56 incentive aids, while cafes received 24 capital loans and 26 incentive aids. In Bekasi Regency, the incentive aid for five coffee shops studied in this research were established before the COVID-19 pandemic (Firestu, 2024). Providing assistance in the form of capital and incentives is one of the strategies employed by the government from the aspect of means (resources).

In terms of the 'way' aspect, the government's efforts to add value to SME products in both the domestic and international markets are still suboptimal. This is evidenced by the low number of SME products exported abroad. SME products are mostly

marketed in the areas where the SMEs are established. Although SMEs in Indonesia have a lot of potential, they still struggle to improve the quality of their products to be more competitive in the global market. Some of the causes of these problems include difficulties in accessing funding, reliance on the domestic market, unreliable and incompetent human resources, low product quality and productivity, limited access to technological resources, and limited technological capabilities (Aji et al., 2023). One of the things that must be done for SME products to penetrate the global market is to enhance innovations that can create breakthroughs, thus improving the quality of SME products.

In terms of the 'way' aspect, the government has successfully collaborated with large enterprises to help SMEs improve the country's economic resilience. This is outlined in the mapping of SME empowerment programs created by TNP2K. This is in line with the research conducted by (Zia, 2020) which states that MSME partnerships are designed by the government as an effort to empower MSMEs. Larger-scale businesses can play a supportive role in accelerating the development process of smaller-scale businesses, in accordance with their capabilities, to enhance their role and potential in supporting their business partners towards becoming independent enterprises.

In terms of the 'means' aspect, the government has provided support in the form of empowerment to business actors. The effort to enhance the dignity and status of groups in society that are currently unable to escape the traps of poverty and backwardness is known as community empowerment. In other words, community empowerment means enabling and making the community self-reliant (Mendos et al., 2024). To support the role of women in the economy, the Indonesian government has implemented various programs, both independently and in collaboration with non-governmental organizations. For instance, the Ministry of Industry has undertaken several efforts to continually support women and increase the number of women joining the workforce. However, research conducted by (Hartati et al., 2024) shows that the empowerment efforts are not yet ideal. He states that 'In Kulon Progo Regency, the implementation of the home industry development through women's empowerment is still suboptimal. For each assessment variable, there are factors hindering implementation, such as environmental conditions, inter-organizational relationships, organizational resources, and the characteristics and capabilities of the implementing institutions.

Research conducted by (Mendos et al., 2024) also mentions that community empowerment in the Elok Mekar Sari Farmers Group is considered suboptimal because the number of members in this SME decreases each year. It was noted that the number of members dropped from 26 people in 2011 to 22 people in 2016, and only 12 members remained in 2023. Additionally, not all members actively participate in the organization. This is due to the mindset that SMEs cannot maximize their income. They do not know how to work in groups and instead choose to produce their own products. Moreover, because the government only provides seeds and facilities, this

group has made very slow progress. They even voluntarily repair the mushroom houses and fish ponds.

From the 'end' aspect, the final strategy that the government needs to implement for the small industrial economy to enhance economic resilience is the early introduction of technology. Since small and medium enterprises (SMEs) can more easily reach local or international target markets with the help of information technology, the introduction of this technology and information should be provided early by the government (Putra, 2023). "In another study, it is also mentioned that if small and medium enterprises (SMEs) and cooperatives want to compete in the global economic market, they must be better at mastering technology. For exports, the production system must meet international standards, be reliable in terms of price, quality, and quantity, and meet export standards (Aji et al., 2023). Research conducted by (Liu et al., 2022) also shows how important technological innovation is to maintain economic stability and increase the incomes of people affected by the pandemic.

The influence of technology also causes changes in the world of commerce, where nowadays people prefer shopping online rather than visiting physical stores. E-commerce serves as a platform that acts as an intermediary between sellers and buyers, eliminating the need for face-to-face transactions, thus broadening market access (Dharmalau et al., 2022). This is in line with the research conducted by (Hadi Kurniawanto et al., 2020) which states that the suitable marketing strategies to implement in the 5.0 era are social media marketing and online stores. Both options are deemed sufficient considering the current conditions, given Bontot Salminah's internal resources in terms of technology, human resources, and capital, as well as the financial adjustments made by the managers of Bontot Salminah.

The use of technology in SMEs not only helps to expand market networks but also increases competitiveness among existing SMEs, fostering innovation. Research conducted by (He et al., 2022) states that innovation is the main driving force in modern industrial systems, leading and supporting economic development, and enabling structural improvement and optimization (Cheng dan Jin, 2022) in (He et al., 2022). Regions that excel in innovation tend to create new technologies in modern industries. Technological advancements resulting from innovation can impact the optimization of resource use, which directly correlates with increased economic resilience, especially in the face of uncertain global economic conditions.

In addition to improving the digital economic sector, the development of the creative economy must also be carried out so that SMEs can always be relied upon to enhance economic resilience. Because the competitiveness of small and medium enterprises and cooperatives is currently very low in the global market, the government must pay attention to this crucial point. Dependence on the domestic market for SME products, difficulty obtaining capital, lack of competent and reliable human resources, low product quality and productivity, limited access to technological resources, and lack

of technological skills (Aji et al., 2023).

In the current era of the creative economy, innovation is highly relied upon to enhance the competitiveness of SMEs both nationally and internationally. As a result, stakeholders are required to commit to fostering innovation, whether by providing capital or collaborating with other stakeholders. In the current era of globalization and increasingly tight market competition, innovation is considered one of the key factors in enhancing economic competitiveness. Innovation plays a significant role in creating added value, improving efficiency, developing new products and services, and enhancing the quality of products and services offered by companies. In Indonesia, innovation is deemed crucial to addressing various challenges in economic development, particularly in achieving the vision of becoming a developed country by 2045 (Al Aidhi et al., 2023).

Another final strategy that can be employed to enhance the role of the small industrial economy in increasing economic resilience is to evaluate the programs that have been implemented by the government. This is because previous research has often highlighted that the government's role in supporting SMEs as a means to strengthen national economic resilience is still suboptimal. This aligns with one of the 'means' aspects, namely empowerment, which has not been optimally utilized by the government.

This is evidenced by one of the previous studies, which suggests in its recommendations that local governments can assist SMEs by providing training, access to technology, and policies that support their growth. Thus, the synergy between effective marketing strategies and government support can create a conducive ecosystem for SMEs to thrive and contribute more significantly to the local and national economy (Harianto & Manggu, 2024). In research conducted by (Wardani & Solikah, 2019) also mentioned that herbal SMEs in Sukoharjo Regency have expanded their market by changing product packaging, hiring employees from outside the area, and establishing new distribution channels. However, for export targets, export licenses are still an issue. Therefore, government policies regarding export licenses for herbal products are needed.

D. Conclusions

SMEs play an important role in enhancing national economic resilience, as evidenced by their impact on the country's economic growth. Given the significant contribution of SMEs to the national economy, appropriate strategies are needed to ensure that SMEs can continuously be relied upon to support the national economy. Through the discussion on strategy analysis proposed by Arthur F. Lykke, which includes the aspects of Way, Means, and End. It is evident that in terms of these aspects, the government has not yet optimally prepared SMEs as a means to enhance the country's economic resilience. In terms of the 'way' aspect, the government, through the RPJMN

2020 - 2024, has committed to strengthening the entrepreneurship and SME sectors by optimizing five priority areas. These include developing human resources (HR), increasing access to financial services, enhancing the added value of SME products in domestic and international markets, strengthening partnerships, and improving regulations and policies affecting the sustainability of SMEs, some of which have not been fully implemented by the government. From the 'means' aspect, existing resources have not been fully utilized by the government, such as the empowerment of human resources, which has not been optimal. Therefore, in the 'end' aspect, the government needs to reassess several elements that are crucial to supporting the presence of SMEs in enhancing national economic resilience.

E. Acknowledgement

We would like to express our gratitude to all parties who have facilitated the smooth progress of this research, enabling it to be completed successfully. Special thanks go to our supervisors, Mr. Guntur Eko Saputro and Mr. Suwito, for their invaluable assistance in ensuring the smooth conduct of this research. We also extend our heartfelt thanks to our fellow Defense Economics cohort 15 members, who have worked tirelessly alongside us to complete this research project. Finally, we express our deepest gratitude for the financial and moral support from our families, whose unwavering faith in our work has made this research possible.

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