

Strategy Of Micro, Small And Medium Enterprises In Facing Inflation (Case at Warteg in Semarang City)

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Abstract—The purpose of this study is to identify the potential and characteristics of MSMEs in Warung Tegal and to analyze internal and external factors as a business strategy for dealing with inflation. The data was analyzed using the strengths, weaknesses, opportunities, and threats (SWOT) method. MSMEs of Warung Tegal has the same characteristics in production, marketing, human resources, finance, law, and support from related agencies. In addition, its production uses a manual process, Warung Tegal sells its products through offline stores directly with 2-10 employees. Capital is relatively low and some MSME units of Warung Tegal have legality and well-managed management. Local governments play an important role in developing MSMEs in the face of inflation. Its main strength is the local supply of raw materials and the strategic location of the business, and the main drawback is the limited labor ability due to lack of training. The main opportunity is the trend of high public demand and open business partnerships, but they also face fierce competition as the main threat. MSMEs strategies in dealing with inflation include increasing cooperation to maintain the continuity of raw materials between regions, developing MSMEs service innovations, and increasing the role of local governments.

Keywords: *strategy, MSMEs, SWOT, inflation, warung tegal*

INTRODUCTION

Indonesia faces its highest inflation in seven years in July 2022, but economists project inflation will get worse in 2023. Inflation this year is at 6% and is expected to worsen next year. Because the bearing subsidy is taken from the export income of the mainstay commodity which is expected to fall in price next year (Yanescha, 2022). In July 2022, the Central Statistics Agency recorded a year-on-year increase in prices by 4.94%. The figure was 6.25%, the highest since October 2015. Inflation in July 2022 was mainly due to rising food and beverage prices, according to BPS. Finance Minister Sri Mulyani said the figure was relatively small compared to countries at the Indonesian level such as Thailand (7.7%), India (7%) and the Philippines (6.1%) (Feranika & Haryati, 2020).

In Central Java itself, Adhi Wiriana, head of the Central Statistics Agency, said inflation in the province reached 0.51 percent in July 2022. He said the increase in the price of red pepper and red onion became one of the triggers of inflation, while the increase in the price of air tickets and chicken also contributed to the increase in prices. The Consumer Price Index survey was conducted in six major cities, Semarang and Tegal have the highest inflation rates, both higher than Central Java. The cities with the highest inflation rates are Tegal and Semarang, each at 0.59% (Marpaung et al., 2022).

The impact of this inflation also has an impact on small and medium enterprises (MSMEs). One of the MSMEs that is currently developing is in the culinary field, namely Warteg (Warung Tegal). Warteg itself is a simple food stall serving typical Indonesian food, and the owner usually comes from the district or city of Tegal in Central Java. Many Indonesians themselves prefer Tegal food because of its affordable price in addition to the delicacy of the food. Warteg has a wide variety of cuisines and consumers can choose

their own. Warteg always has visitors from various circles: students, middle class and even upper class who like warteg cuisine.

If the price of red pepper and red onion rises, this can be inflation and economic impact for Warteg entrepreneurs. This condition causes reduced income for warteg entrepreneurs and can even cause warteg stores to close. In Jakarta alone, less than half of Warteg traders choose to return home because income continues to decline due to limited demand. In addition, the chairman of the Warung Tegal Nusantara community himself reported that warteg traders' income continued to decline, there were even rumors that 20,000 warteg were out of business. The issue was disputed by Chief Kowantara Mukroni (Lutfi et al., 2020).

In addition to the rising prices of red taxis and shallots, Warung Tegal or Warteg entrepreneurs also lost the permanence of 3 kg of LPG due to the immigration of many users of 5.5 kg of diesel and 12 kg of LPG without subsidies. PT Pertamina again set the price of LPG Bright Gas around Rp 2,000 per kg. This regulation will set the selling price of LPG 5.5 kg without subsidy of Rp 11,000 per bottle and Rp 24,000 per bottle of LPG 12 kg. Kowantara Mukroni added, the scarcity of LPG 3 kg makes entrepreneurs have to spend more on operating costs along with rising prices of various commodities. This makes many successful entrepreneurs, choose to close temporarily while waiting for prices to return to normal (Widya Yudha et al., 2018).

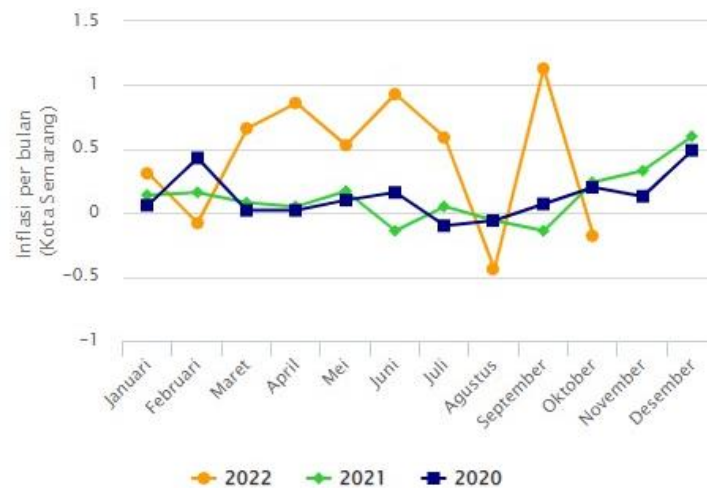


Figure 1. Inflation rate in Semarang City in 2019 s.d. 2021

Conditions in the city of Semarang itself, inflation is not so high, which ranged between 0.59% caused by rising prices of shallots, cayenne pepper and chicken egg price increases. And lately also followed by an increase in rice prices, the governor of Central Java himself has suggested for farmers to take advantage of existing compost fertilizers, and the governor also suggested that farmer groups can make their own fertilizers (Cahyanti & Fevriera, 2020). This, of course, more or less will be able to have an impact on MSMEs, one of whose sectors is in the culinary field, namely Warteg.

From the distribution of Warteg in the city of Semarang, based on calculations from researchers there are 121 Tegal stalls from 16 districts in the city of Semarang, which include Banyumanik District, Candisari District, Gajahmungkur District, Gayamsari District, Genuk District, Gunungpati District, Mijen District, Ngaliyan District, Pedurungan District, West Semarang District, South Semarang District, Central

Semarang District, East Semarang District, North Semarang District, Tembalang District, and Tugu District.

Based on the above conditions, it is necessary to identify the strategy of MSMEs engaged in the culinary field, with a focus on Warung Tegal in Semarang to deal with inflation. This study focuses on several subdistricts in Semarang city which is the location of Warung Tegal commodities and is expected to experience the highest inflation, or the central part of Semarang City. The purpose of this study is to: (1) to determine the impact of inflation on SMEs culinary sector Warung Tegal. (2) analysis of internal environmental factors (strengths and weaknesses) of Warung Tegal MSMEs and external (opportunities and threats) in the culinary sector, (3) Warung Tegal in the face of inflation to increase the scale of MSMEs in the culinary sector, an overview of the strategy.

Inflation

The Theory of inflation, Rios et al., posits inflation as an increase in the general price level, noting that inflation is a general increase in prices of goods/ commodities and services over a period of time. From the definition indicates a state of weakening purchasing power followed by a decline in the real (intrinsic) value of a country's currency (McConnell & Brue, 2020; Rosa, 2021).

Factors that affect inflation, namely: (1) inflation due to the pull of demand, inflation is inflation from the demand side caused by an increase in demand (consumer household spending, investment, government spending and foreign sector exports minus imports). (2) inflation due to supply impulse, this inflation is inflation from the supply side caused by production cost impulse and distribution distortion (Feranika & Haryati, 2020).

Inflation also has some effects on Business. Inflation can affect the company's operating costs in order to improve its products and increase the price of equipment and raw materials. Higher inflation further increases operating costs for businesses. Corporate profits are also higher during periods of high inflation, as many companies charge higher prices. Cost-driven inflation occurs when firms set higher prices (Alamsyah et al., 2021).

Micro, Small and Medium Enterprises (MSMEs)

Micro, Small and Medium Enterprises (MSMEs) the definition of Micro, Small and Medium Enterprises (MSMEs) is not always the same in all countries due to the concepts used. The definition of MSMEs according to Article 1 of Law No. 20 of 2008 is: (2) small business is a person or entity that is run by a person or entity that is not a subsidiary or branch of a company that is directly or indirectly owned, controlled, or part of a medium or large business: a clear productive economy. company. SME criteria within the meaning of this law. (3) a medium-sized company is a subsidiary or productive economic company that stands alone and is run by a natural person or a business unit that is not a branch, thus making the company a domestic company. The meaning of this law (Wijoyo & Akbar, 2021; Katon Nuraharto, 2021).

MSME criteria according to law No. 20 year 2008 measured by net worth and turnover: (1) micro enterprises have a maximum net worth of Rp50 million and a maximum turnover of Rp300 million. (2) SMEs have assets of Rp 50-500 million and turnover of Rp 300-25 billion. (3) medium enterprises with assets between Rp500 million to Rp10 billion and turnover between Rp2.5 billion to Rp50 billion. (4) MSME criteria can also be seen from the number of workers, such as micro enterprises with a workforce of less than 10 people, small enterprises with a workforce of less than 30 people, and

medium enterprises with a workforce of less than 30 people. Maximum of 300 employees (Katon Nuraharto, 2021).

Determining factors for increasing the scale of Micro, Small and Medium Enterprises

The determining factor for the expansion of the scale of Micro, Small and Medium Enterprises (MSMEs) the modernization of a company is related to the growth of the company itself, in this case the growth of small and medium production units, through the innovation process. Several references present different concepts to explain this in terms of company characteristics, corporate networks and business environment. In this study, the term upgrade refers to the growth of Micro, Small and medium enterprises (MSMEs) resulting from various types of innovation. In this context, innovation can be defined as the same approach but different in the processes and methods of non-entrepreneurial initiatives or direct competitors. (McWilliam et al., 2020).

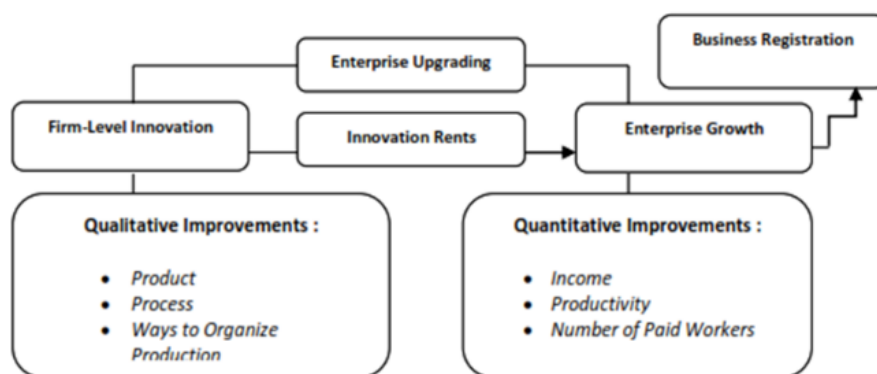


Figure 2. Enterprise Upgrading Concept

Simply put, business transformation better known as business improvement is the growth of a business through the innovation of various internal and external business factors such as revenue, business profitability, number of assets and employees, as well as government policies, and strategies to drive development. Basically, the term connects two important aspects in business development: qualitative and quantitative. Every business has the ability and opportunity to develop, so business transformation is required (expanding the market, increasing demand, competitive prices). However, business transformation focuses on business growth strategies through innovation that are directly under the control of entrepreneurs and are highly dependent on external factors (Ridwan Maksum et al., 2020).

One of the reasons to study the determinants of the growth of micro, medium and small enterprises (MSMEs) in Semarang in the culinary field is the result of empirical research conducted by previous researchers on the topic of this study. This research is based on the basic theory of the theory of corporate growth through production, production costs, and profit maximization. At the corporate level, in this case we assume that Micro, Small and Medium Enterprises (MSMEs) production units generally aim for the growth of the company in terms of assets, profits, labor and also quantitative factors. This study focused on the work of Cho et al., (2020); Flores et al., (2020); Ridwan Maksum et al., (2020) on 297 new small business units in Romania. The study explores why small businesses can grow to some extent. The answer is to reduce access limitations to banks, improve sales performance and improve employee skills. In addition, the

Romanian tax system can be an obstacle for small businesses to conduct business formally.

Hampel-Milagrosa conducted research on the model of increasing SME entrepreneurship in the Philippines using the approach of internal and external factors of MSMEs progress and innovation. There are three factors that boost SME businesses in the Philippines: the education level of business owners, the infrastructure that enables them, and government policies that drive MSMEs growth. The human capital factor is very influential in motivating MSMEs to cooperate with other companies to develop and maintain business networks that are open to innovation. Imbalances in government policies to support SMEs have also severely hampered Philippine companies from growing and producing on a large scale (Flores et al., 2020). Ridwan has done the same in Indonesia, with the support of the government, following the recommendations of the results to improve human resources, business networks and the stability of the business environment (Ridwan Maksum et al., 2020; Irhamni, M. R., & Rahardja, 2022).

METHODOLOGY

Design, Population and Research Sample

The strategy of MSMEs to face inflation requires more complete information on entrepreneurial characteristics, entrepreneurial characteristics, personal networks, professional networks, business environment and corporate formalization. Therefore, a more comprehensive study is needed, with an exploratory research approach to obtain empirical evidence based on literature reviews and statistical approaches with comparisons with reality in the field (Bougie & Sekaran, 2019). The design of this study was developed to identify strategies of Micro, Small and medium enterprises in the face of inflation in Semarang City Warteg. This is a key factor in translating company size into increased profits from manufacturing activities. get out. The population is determined based on the regulation of the Minister of Cooperatives and MSMEs of the Republic of Indonesia in 2010, which reflects the content of Law No. 20 of 2008 on small and Medium Enterprises and standards of the central authority of Indonesia. The location of this study is the city of Semarang, one of the cities in Central Java province consisting of 16 districts as the location of the center of Micro, Small and medium enterprises (MSMEs). has the greatest potential. The selection of samples was carried out in stages on a total of 40 samples from 121 Warung Tegal businesses using the multistep sampling procedure.

Data Analysis Techniques

the culinary sector such as Warung Tegal in Semarang city is carried out by adopting the input, matching and decision-making stages, the stages of strategy formulation by (AlQershi, 2021). Namely: (1) the Input stage, researchers make a matrix of intrinsic factor (EFI) and extrinsic factor evaluation (EFE). The EFI Matrix covers the strengths and weaknesses of MSMEs. Meanwhile, the company's opportunities and risks are described in the EFE Matrix. (2) matching stage, the SWOT matrix is made to make four strategies. Namely, strategies containing (a) strengths and opportunities (so strategy), (b) weaknesses and opportunities (wo strategy), (c) strengths and threats (St strategy) and (d) weaknesses and threats (WT strategy) (Yuanita et al., 2018; Benzaghta et al., 2021). The value is obtained from the multiplication of weights and the value of attraction (attraction score, or AS) ranging from 1 s/d 5 (score 1 = very unimportant, score 2 = not

important, score 3 = rather important, score 4 = important, and score 5 = very important) (Sayyid et al., 2022).

RESULT AND DISCUSSION

The impact of inflation on MSMEs in the culinary field Semarang City

The development of the number of restaurants/ restaurants by district/ city in Central Java province continues to grow every year. In 2019, the number of restaurants in Semarang according to data from the Central Statistics Agency of Central Java province was 160,000 or 27% of the development over the past three years from 2019-2021. In 2020, the number of restaurants in Semarang itself increased to 224,000 or 38% of the development over the past three years. Which means that from 2019 to 2020, the number of restaurants in Semarang increased by 11%. Meanwhile, in 2021, the number of restaurants in Semarang city decreased by 3% which became 35%, in this sense the number of restaurants in Semarang city in numbers became as many as 211,000. From this information, it can be concluded that the potential for increasing the scale of MSMEs restaurants and the like in Semarang city increased in 2020, and decreased in 2021. This is certainly due to the impact of Covid 19 which makes economic growth in any sector weaken, and after Covid-19 which occurred in 2022 also caused inflation in various sectors.

Based on the results of field research with the focus group discussion method, it was found that the number of MSMEs engaged in the culinary or Warung Tegal in Semarang city has the following characteristics: 2) job creation; (3) quality production by paying attention to hygiene and sanitation factors, good manufacturing processes or failure to apply Critical Control Points for Hazard Analysis; (4) marketing; local fixed coverage, (5) contribute to local revenue, (6) finance can be easily managed, (7) continuity of production can be maintained, and (8) elements of labor protection failed to be applied, (9) business partnerships between regions and between companies do not work well. established;

In addition, based on the field research, it was also found that Warung Tegal was affected by inflation in 2022, the impact of inflation was in the form of: (1) an increase in the price of non-subsidized Liquefied Petroleum Gas (LPG), (2) the price of basic necessities such as meat, chili and others increased, and (3) the cost of renting a place increased. This certainly makes Warung Tegal entrepreneurs become restless, because in this case the entrepreneur is in the corner on two conditions when it will increase the selling price of food it can potentially be abandoned by customers, while if it will continue to consistently maintain the selling price of food and maintain to get smaller profits, it will be at great risk to the Warung Tegal entrepreneurs to be unable to pay annual rent.

Internal and external factors of Warung Tegal SMEs in Semarang

Internal and external aspects of Warung Tegal MSMEs in Semarang City are the basis for increasing the scale of MSMEs in creating productivity and business profits in the future. Based on the results of field observations through the filling of questionnaires on 40 Tegal stalls as a sample, can be formulated internal conditions (strengths and weaknesses) and external conditions (opportunities and threats) Tegal stalls. The internal condition of Warung Tegal SMEs in Semarang is formulated based on aspects of strengths and weaknesses, namely:

Table 1. Matrix evaluation of internal factors (EFI) scale-up of MSMEs

Internal factors of increasing the scale of MSMEs	Weight	Rating	Score
<i>Strengths</i>	[a]	[b]	[a]x[b]
Locally based and readily available raw materials	0,098	4,9	0,479
Have a business brand	0,087	4,3	0,373
Good command in English both oral and written	0,088	4,4	0,386
Regional specialties	0,089	4,4	0,395
According to the taste of society	0,092	4,6	0,417
Affordable product prices	0,092	4,6	0,422
Gender majority female business owners	0,082	4,1	0,331
Significant business experience	0,088	4,4	0,381
The decision to take a business risk	0,098	4,9	0,474
Production costs are quite low	0,089	4,4	0,390
Easily accessible business location	0,098	4,9	0,479
<i>Weakness</i>	[a]	[b]	[a]x[b]
Production capacity is low	0,077	2,4	0,183
Technology adoption is low	0,083	2,6	0,210
Less attractive packaging	0,075	2,3	0,175
Product quality assurance system is still low	0,073	2,3	0,164
Limited business capital	0,087	2,7	0,236
Marketing is regional	0,108	3,4	0,363
Limited workforce training	0,112	3,5	0,385
Market share is still low	0,102	3,2	0,321
The level of education of business owners is still low	0,100	3,1	0,306
Knowledge of formalization and business taxes are still low	0,097	3,0	0,291
Turnover and business assets are still low	0,087	2,7	0,232
Total Internal factor Evaluation Matrix (EFI) score			7,392

Source: Authors

Based on Table 1, the assessment of internal factors including strengths and weaknesses based on FGD and questionnaire responses showed that the main strength of Warung Tegal MSMEs in the face of inflation with the highest score is the availability of raw materials available locally. It can be said that it shows that there is balanced with accessible business locations (0,479). This can be seen by the increase in raw materials from locally available well, then the entrepreneurs of Warung Tegal will be able to defend themselves from the threat of inflation, because the state does not need to depend on imported raw materials and can also improve the welfare of the people connected in the raw material providers (suppliers/ farmers). On the other hand, what can be a strength for Warung Tegal in facing the threat of inflation is an easily accessible business location, in this case the business location is one of the main strengths, especially for MSMEs in the culinary sector, in conditions of the threat of inflation, customer loyalty is less a main focus for MSMEs actors, especially Warung Tegal, because in this condition customers can be a lot of alternation and of course a strategic location is the main key to be easily reached by new customers. While the main weakness with the highest score (0.385) is the

limited training of the workforce. This is expected to be the main advice for MSMEs entrepreneurs in the culinary sector, especially Warung Tegal entrepreneurs, in this case the employees want to be given qualified workforce training so that the workforce can serve consumers well and can also provide customer satisfaction. In this case it is also recommended that entrepreneurs Tegal stalls began to pay attention to the ability of its employees, both in charge of serving customers directly, cashier and cook technician.

Table 2. External factor Evaluation Matrix (EFE) of MSMEs scale improvement

External factors increasing the scale of MSMEs	Weight	Rating	Score
<i>Opportunities</i>	[a]	[b]	[a]x[b]
Public demand Trend is quite high	0,132	4,7	0,619
Pemko/BUMN/BUMD assistance and construction	0,099	3,5	0,347
Support and facilitation of private parties (companies)	0,093	3,3	0,308
College support and mentoring	0,098	3,5	0,337
Potential products in culinary tourism	0,113	4,0	0,453
Business partnerships with retailers (outlets) open	0,132	4,7	0,619
Government assistance HAKI, POM, and PIRT	0,091	3,2	0,295
Pattern of business partnership with modern retail	0,115	4,1	0,470
Sales through online media	0,125	4,4	0,548
<i>Treath</i>	[a]	[b]	[a]x[b]
Sufficient substitution raw materials available	0,113	4,7	0,526
The number of MSME actors in the same sector	0,118	4,9	0,573
The number of foreign products such as Warteg and the like	0,102	4,2	0,429
Market competition with different business scales	0,108	4,4	0,477
Unbiased government regulation	0,098	4,0	0,394
Convolutud business permit management	0,098	4,0	0,394
Limited banking access (business credit)	0,097	4,0	0,390
Interest rates are too high	0,091	3,7	0,338
Regional inflation rate fluctuations	0,088	3,6	0,316
Rupiah exchange rate fluctuation	0,087	3,6	0,311
Total external factor Evaluation Matrix (EFE) score			7,392

Source: Authors

Based on Table 2 above, it can be determined the evaluation of external factors that include opportunities and threats based on Focus Group Discussion and questionnaire filling showed that the main potential factors for MSMEs Warung Tegal in the face of inflation with the highest score is the trend of public demand is high enough and business partnerships with retailers (outlets) open with the same score of 0.619. This of course can make opportunities for MSMEs actors to take advantage as much as possible by taking advantage of high community trends, for example when the Covid 19 virus is widespread in parts of the world, many Indonesian people are starting to pay attention to consuming herbal drinks such as herbs, this can be the main opportunity for MSMEs actors, especially Warung Tegal, to be able to provide these drinks. Furthermore, the other main opportunity is a business partnership with an open retailer, in this case it is expected to provide advice for the government so that the existing Warung Tegal businesses are still

allowed to operate and maintained security, because not a few Warung Tegal entrepreneurs still feel their security in trading is still not well maintained. The main threat is Warung Tegal with the highest score (0.188), but the number of businesses in the same sector. This resulted in the placement of MSMEs in culinary hubs that were not strategically aligned through government directives and plans related to corporate competition in the culinary field, where the products traded were the same, resulting in very high competition. Therefore, Warung Tegal MSMEs must strive to have different characteristics from other competitors. For example, Warung Tegal MSMEs can differentiate their services with buffets that give customers the opportunity to eat their favorite foods.

Warung Tegal MSMEs strategy in facing inflation in Semarang City

Generically, the scale of business according to MSMEs in the Warung Tegal cuisine sector will develop if they have the strength to use local standard ingredients, use products that pay attention to brands, halal certificates, local special characteristics, synchronous community preferences, affordable prices, experience, production & strategic locations. However, the development of MSMEs in the Warung Tegal food sector is constrained by the weaknesses of MSMEs themselves, especially in production capacity, technology adoption, packaging, quality systems, business capital, employment energy development, market share, and also their own business turnover. Another influencing factor is opportunities & threats. MSMEs in Warung Tegal's food sector have the opportunity to grow due to several external factors, namely the dominant expression of public demand, donations & training according to the government, support & facilities from other parties, the potential for their own culinary tourism, business partnerships using open retailers, HAKI donations to PIRT, the latest business partnership patterns & social media. On the other hand, MSMEs in the Warung Tegal food sector must be able to anticipate the threat of substitution ingredients, competition for the same product, fluctuating standard ingredient prices, & lack of implementation according to government regulations and the impact of unstable economic conditions (interest rates, inflation, & Rupiah exchange rate).

Based on the evaluation of the EFI and EFE matrices (Tables 1 and 2), Warung Tegal'S MSME strategy to combat inflation in Semarang can be formulated. Strategy development is done by seizing opportunities to strengthen strengths, reduce weaknesses, and overcome threats. The formulation of the strategy was made based on the results of the FGD targeting MSMEs in Warung Tegal Semarang. Strategy formulation is done in SWOT Matrix, combining the four combination strategies above (so, WO, ST, and WT strategies) to produce alternative strategies as follows: 1) The government provides locally-based raw materials to meet the growing community trend and also open safe business partnerships; 2) Warteg entrepreneurs are expected to review business locations to take advantage of the trend in the community and also open secure business partnerships; 3) Business actors are expected to improve workforce training to meet the growing trend of society and also open business partnerships; 4) The government is expected to provide locally based raw materials to meet the number of Warung Tegal MSMEs in the same sector; 5) Warteg entrepreneurs are expected to review their business locations in order to face competitors, namely MSMEs actors in the same sector; and 6) MSMEs business actors are expected to provide training for their workforce, in order to be more active and innovative in providing ideas and services to customers which to deal with the number of MSMEs actors in the same sector.

CONCLUSION

Conclusions and suggestions that can be given to MSMEs Warung Tegal from research conducted for MSMEs Warung Tegal on how to overcome inflation in the city of Semarang is the improvement of MSMEs management itself is related to: [a] initiation of the owners of Warung Tegal when raw materials are difficult to find, [B] review of business locations that are easily accessible and strategic, [c] training of the workforce, [d] fulfillment of customer demand trends, [e] opening hours of outlets that must be consistent, and [f] innovation in dealing with competitors in the same sector. Suggestions that can be given to the government, especially the city of Semarang are: [a] maintaining the availability of raw materials, especially locally based for MSMEs, [b] ensuring business security wherever entrepreneurs open their business fields, and [c] providing assistance and providing a strategic location for MSMEs actors.

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