

The Identification of Strategic Development of Small Business in Era Covid-19 Through The Improvement Rural Human Resources Program

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A b s t r a c t

This study succeeded in identifying 7 practical strategies encouraging small entrepreneurs in rural areas during the crisis period as a result of efforts to respond to the corona virus 2019 which is still a global pandemic. The success of helping these small entrepreneurs in these villages has to do with the practical strategies that have been provided in the program to improve human resources as the main key to the success of small business operations because honestly qualified human resources are able to advance business in the village, especially during difficult times Covid-19. The methods used in gathering data include literature studies as existing data. Whereas the second source is in-depth interviews with 7 small business activists in villages experienced with training improving the small business human resources. After data collection, further analysis was carried out using a phenomenological approach to find out whether the findings find validity and reliability as stated by the research question. So, finally we found 7 specific strategies that are often used by capacity building institutions in encouraging the enthusiasm of the human resources of business people in the target villages. The seven strategies include: 1) Promotion at community events, 2) Financial tightening, 3) Capacity building 4) Records of each transaction, 5) Logistics and management, 6) Open communication with employees, 7) Celebrate every success with teamwork. Therefore, similar research must be carried out in a larger scope to get more useful results that encourage businesses who are financially unstable due to various crises in the countryside after the outbreak of Covid-19.

Keywords:

Strategic Identification, Activator of Small Business, Covid-19 Era, Human Resource Improvement, and Village Economy

INTRODUCTION

Efforts to eradicate poverty due to the 2019 corona virus outbreak (Covid-19) continue to be carried out by many parties, especially building capacity to advance human resources as a driver of various small-scale economic businesses in villages to help the communities most affected by the

outbreak. Related to above statement Duressa et al., (2020) has successfully proved that the Covid-19 has strongly impacted not only on nation economic development but also created unemployment in some developing nations in Africa. Therefore, he came to conclusion that the economy progress can be made through implementation of strategic plans to help community economy such as small business people out of poverty in the village region. Similarly, what has been doing by many parties in Indonesia to help most vulnerable groups among communities with various strategic small business plans intending to reduce economical gap among villagers are good to be re-implemented during difficult pandemic time.

STUDY CONTEXT

This qualitative study is going to identify seven strategic business plans that are normally used in empowering human resource development agenda by most capacity builder forces in helping vulnerable community impacted by economic crisis such as pandemic outbreaks in most developing nations. Bong et al., (2020), finding suggested that the COVID-19 is a real disaster that has effected mostly on the low and middle income families in most developing nations. The study conducted by Viner et al., (2020) also suggested that since the national policy to start school closure and send teachers home to work remotely during Covid-19 pandemic through systematic online practice reviews, they also pay attention to the form of government care helps families who are more vulnerable to cope with best learning practices when the majority of disadvantaged families buy adequate means for students to learn by using the internet and other modern equipment that allows students not to lag behind school lessons while keeping close to the corona outbreak that frightens the world's population. They acknowledged what was done in empowering marginalized groups to receive equal treatment from schools during school closures in response to the Covid-19 outbreak. So, both international studies above have put a strong point on how important supporting the families to most needs during economic difficulty as the outbreaks do not only impacting the human health but also costing people economy and equal opportunity to gain better education from their own government in each nation impacted by novel corona virus 2019.

So far, it must be admitted that efforts towards increasing and strengthening the HR of SMEs in rural villages have often been carried out with various models from various government and non-government institutions with different forms of training. However, it is still the quality and capacity of human resources as mutual outcomes in a populist economy business environment still does not look promising.

Widyastuti & Nugroho, (2020) noted that the impact of Covid-19 on several domestic industries such as oil and natural gas was very pronounced and they recommended that the government could immediately issue a special policy regulating each MSME and cooperatives in order to get a part of strengthening resources that could help them get out of pasa economic and other difficult especially in the villages. Data from the 2018 National Statistics (BPS) shows that the number of workers hired reached an encouraging percentage 111,562,331 or 99.5 percent of the total the worker. While the input opposes GDP was around IDR 2,123.3 trillion, up to 53.6 percent from the previous total. But the 2015 SMEs data was capable. This has disrupted economic growth 2.4 percent. So small businesses in rural areas must get special attention especially in economic development during monetary crisis and other

disasters that bring a huge impact on national and regional economic development. (Ahmad Fathoni, 2020).

Returning to the background of the study, the empowerment activities in the form of strengthening the human resources of MSME actors in Covid-19 affected communities that spread in remote villages are deemed necessary to evaluate and assess what content has been provided. Indeed, if it is seen from the work documents of each provider and driver of assistance in training of SMEs people, this activity sparkles a devotion to the lower class and feel it is very useful and positive especially the increase in the outlook and entrepreneurial horizontal and marketing in difficult times will increase dramatically. This impact can be directly felt by the community because they certainly can see how the MSME business is practiced directly from the mentors who are certainly well trained both during their lectures and the immediate plunge in the community specifically village SME activists whose complexity of the problem will be different from the performance of MSMEs in normal times.

To make clear understanding on how these business personals got training in building their HR capacity, the writers are going to identification the typical content gained by business personals from the capacity building program in difficult time during pandemic of Covid-19 in rural villages.

METHOD AND MATERIALS

As mentioned above, this paper related to Covid-19 has successfully identified seven strong strategic business content that is often given to entrepreneurs and small businesses which was the subject of small entrepreneurs in training events on human resources during the 2019 corona virus outbreak. This content is intentionally shared with small entrepreneurs who suffered during the financial crisis in rural areas in Indonesia. While the method used to obtain data related to covid-19, has been done in two ways commonly used in descriptive papers. First, data collection is by using keywords to the online machine tool Google Gorelick et al., (2017) said that Google's engine as a scale analysis of data for researchers working remotely. The keywords such as "identification strategy" and others. The time of data collection and reporting in Covid-19 took place where researchers found it rather difficult to visit the local library and reach out to many stakeholders. So using online data is a very helpful and practical method.

Then after data collection, the analysis uses a phenomenological approach, social data analysis theory (Padilla-Díaz, 2015) in the majority of phenomenological and educational qualitative research. This is widely used in social studies where researchers want to understand certain phenomena that occur in social life or at Specific objects To complete the data, there are two ways: interviewing 7 small businesses employees and reviewing the existing data literature from previous studies. Finally, after a simple analysis, writing a draft report begins with minor edits and revisions to see whether the findings of this study meet validity and the reliability of the research questions mentioned in the previous chapter. Finally, the authors who managed to find seven strategies were learned by the majority of business people in rural areas. Seven items can be read in the discussion and results section.

Result and Discussion

This part is going to explain about the 7 business strategies that have successfully identified as the main purpose of this related economic Covid-19 descriptive study in financial crisis era as the global community is responding the international policy to fight the virus of corona through various safety approaches.

a. Promotion in community event

Marketing as well as promotion for any product may be done at any time and in anywhere. This promotion among community is a strategic approach where the owner can take advantage of crowded people at village events where more people gather and socialize there. Marketing does not need to be heavy or large when marketing business products and services that will be done especially in rural areas where competition is not too crowded. Fiore et al., (2013) claimed that every entrepreneur who wants to market their products can validate them in small ways and independent approaches such as being in and supporting the community. This marketing strategy can be developed with low competitiveness in rural community especially in the low income community based.

As marketing may potentially done among community that can be in such collaborative ways and brings the community with more outcomes than the marketing purpose itself. Through this collaborative events, actually the community do not see this collaborative way as a marketing and promotion purposes. However, they see it as a partnership solution to support their project. This collaborative marketing method is a strategy that invites many people together with the small business marketing organizer to promote merchandise in an economical and effective way to increase service and sales. Collaborative marketing usually adds to service and goods exposure by coexisting with many companies and business rivals in the community. Porter & Heppelmann, (2015) noted that collaborative marketing is a smart way where all companies are connected their products and services transformed among competitors especially the business that a new startup during the crisis time where come the costumers may easily change their behaviors when the service and care are gradually less received. (Mahoney & Thelen, 2009).

Sarwar et al., (2019) suggested that using social media is a new trend in marketing of small business product. This is really great opportunities for promotion as well as marketing can also be done to community or social events. Lets say how more big companies have done promotions using online social media. Similarly for small business products can also do the same using links to promote and sale. It also falls into the category of collaborative promotion where all companies and businesses may have similar chances to know each other online. Such as this collaboration occurs when a company can pay more agencies and influencers to promote the products and services into their work links. One of interviewees said:

“Those content on promoting and marketing small business using social link were successfully given to almost all small business players as we were taking training in our local community capacity building” (participant #1).

b. Financial Tightening

Buera et al., (2020) noticed that tight financial policy is not only the financial situation of large companies or banks when entering difficult times such as the financial crisis and post-crisis monetary. Tight money policies can also be applied in the small business world especially when credit money with financial institutions occurs. The current real conditions in Indonesia is in the lock-down policy together with national restrictions on movement, so the difficult times for the economy occur. Although this phenomenon rarely occurs in the small business economy, it is still relevant when applied considering the difficulty of financial circulation when all people are in a difficult financial period due to physical distancing and closing many industries and economic centers such as ports and airport airports plus city borders to the country. Money tightening is actually good to do so that small businesses can save and monitor all expenses and there is no worry about inflation even though tight money itself can impact on the economic downturn of rural and urban communities such as the impact on large purchases of goods and small businesses.

It has become a reality that on average, small business startups in the villages of rarely receive financial support from the banking system, so there is a surefire solution to save money through tight money. Because, on average, banks always hold on to their own priorities, that is, they only want to give loans to the age units that are considered capable of returning their loans later. However, their thoughts on banking will change when the financial condition of small businesses in the village experiences an improvement from the current crisis. So once again the strategy of tightening money absolutely has to be accustomed to in every small business unit and keep in mind especially in the difficult era of the impact of covid that no one knows when it ends. (Goodell, 2020).

c. Capacity building program

Basically, all organizations have programs called strengthening personnel capacity or strengthening the capacity of their employees' resources. Carnevale & Hatak, (2020) finding revealed that every employee has be adjusted and evaluated their capacity regularly so that they will get well in working in the crisis of COVID-19 so that their capacity and working performance will bring implications in all human resource improvement. This is a work process in which every employee or office requires a work skills strengthening program whose use is so that every employee of the company has a value more than just work in order to regulate existing human resources which will one day be needed in the process of regulation in a professional and high level of competence. So this self-improvement program is required in every organization if they want to continue to be sustainable and patterned in turn.

If it is associated with a capacity building effort in a work unit of a company or small business, then this capacity development is used to prepare human resources for the improvement of its managerial tasks. So each Small Business Business program is required to form an employee skills development activity designed to help every small business business in helping itself to get out of problems both in governance and financial matters in a difficult era such as the Covid-19 crisis where every time all small businesses are always plagued by problems which is very complex and never finished.

Cooper, (2020) suggested that urban poor families after Covid-19 impacted, they need to strengthen human resources in small businesses activities in the target village. Then the answer is that the application of capacity building efforts in order to be successful it must involve a lot of training and coaching so that they will complete a series of concrete actions and next steps and application development, and evaluation can really support the running of small business in rural villages in times of economic hardship resulting by the Covid-19 and its national policy to keep distancing among community. One of interviewee who was working for internet provider said:

... It is very clear that the conditions in my village are not anything that can be used as an economic grip that can survive. Especially now that the difficult times due to the Covid outbreak, village development funds began to pour out but only a few of which can be part of. So I and other friends try to join the company As an unskilled and thankful laborer, I received the attention of companies and the government, that is, some work capacity training has been condemned so that the progress and welfare of our community and entrepreneurs engaged in the village economy..(Participant#3)

d. Record of each transaction

When the trainee asks, why should every business transaction, even the smallest number be recorded correctly? Then the answer is the reason for the benefits and benefits of the business itself, which is to help each MSME employee for business transactions, including matters of money in or income and money out. Then what about the payment of salaries for each worker, stock of goods and business assets. So here it is clear that the principle of efficiency is prioritized because MSMEs in ordinary villages are not good at bookkeeping, but once SMEs want to become stronger the slightest good strategy must be followed and implemented so that efficiency through recording can be maintained and such transactions can be continued forever.

Narula & Santangelo, (2012) says the government in this difficult time must make more policies to take advantage of opportunities and address the challenges affected by the Covid-19 crisis and the pandemic for economic development with a large informal sector. So, this situation in informal economic activities must also be protected with more strategic business plans and regulations such as increased human resources that will handle good business practices in uncertain situations, especially the economy of rural communities which must spearhead the national economy. The following is what the interviewee said about his experience taking HR training:

... I have been working on recording business at my place of work for about 5 years in Telkomsel's credit sales business. I did know that because my employer told me to have all the necessary business documents when he needed them. At that time I did not understand that the record was important and that it had to be accurately recorded was more related to the financial condition and accountability of the business assets where I worked. On the other hand, I also do not really understand the correct and valid documentation if I have the intention to open my own business after a long time I have worked with my employer. Now I realize how important it is to take notes in all businesses... (participant#4).

e. Logistics management

One of the important experiences when participating in various building capacities is to provide logistics management in small business activity. Why is it important because I have the opportunity to come to understand how to manage logistics, especially the affairs of the supply chain of goods in a place of business so that small businesses can continue to run. Here are some ways that I remember to manage logistical activities so that the business can be effective and productive during a crisis or normal. The first is that as much time as possible to take care of and new plans to take care of logistics let alone in era completely online. Secondly besides during normal time, the busy atmosphere also must always have a good arrangement. Thirdly, logistical affairs really need strong inventory management and disability skills. The four logistical matters are always alert and automated and always learn from every new experience from senior people. (Hazlett, 2019).

When asked one of the small companies staffs that has logistical experience, does he really like working as a logistics manager? Here was what he answered:

... Quite few staff who started their logistics career. Adding experience can quickly adapt to the world of logistics because they are asked to be able to exchange ideas with logistics people in other countries during international transactions. This is really a new skill and very interesting. Now I can learn and add vocabulary. new word in a number of terms that have been in my particular world even though in the logistics department. So I also use this opportunity as a way to communicate with little English... (participant#5).

f. Open communication with employees

There are quite lot of studies about the importance of open communication in the workplace in large companies. However, very little known of this communication has happened in the small business world such as MSMEs, what else is the study of open communication among MSME movers during the difficult times of Covid-19. This reason is called important is that when a business leader who wants to succeed, then the most important business he does is to build a fabric of communication in a transparent manner. Another reason is that the open communication network is able to create a business environment with an open communication and trust climate. Thus this will allow all the employees he supervises will feel full involvement and they will understand everything they do is important to the greatness and success of the business in which they work. (Walden et al., 2017).

The following is an excerpt from an interview with one of the trainees:

...I am indeed a type of person who likes to talk with many people. More with fellow work teams in the company within my work. I did this after seeing many previous company bosses doing the same thing with their subordinates. I noticed how the bosses deal with the personalities of their subordinates who sometimes work in closed communication ways, and there are many consumers who are very diverse in their minds after years of service to quiet-type customers. However, I consider this to be an individual difference and will be a professional challenge... (participant#6).

g. Celebrate every success with teamwork

Many experts in the business world contribute their thoughts about strategies and tips for running a successful business, both small and large businesses. One of their tricks is that they always say that there are successful corporate leaders who always celebrate the success of working with their work teams or subordinates. The reason is that most employees feel very comfortable and happy with their duties and responsibilities even though it is very heavy. For example, an example of happiness is that employees always come to work in high spirits with full performance. Because of its good performance, the company's success is not in doubt. They argue that by celebrating business success with employees as a team not a subordinate. So the model and method applied by many successful entrepreneurs is very suitable for small businesses to emulate even if they are in the village in a difficult season due to Covid-19.

Following is the confession of an interview about his experience. Successfully win business with a winning boss.

...Our boss is indeed a royal type with his subordinates where he always understands success in his team. He did something very simple but friendly to his men. For example all the employees he works hard always eat dinner or given by or invited to local coffee. He can also print certificate for best motivation staffs. That's a simple example that my boss did for his subordinates when he announced his business success... ” (participant#7).

DISCUSSION

As this related Covid-19 qualitative study intended to identify the strategic development program in improving the quality of human resources of the small business management in rural area suffering from economic difficulty as impact of the Covid-19 pandemic. Looking at the result section of this paper, it proved that the 7 strategic development activities identified have answered the research question formulated in this study.

The first finding is the owner of small business is expected to do promotion their business products in community event in village. Wates, (2014) studied how the community has to plan their places to be a better place and easy for shopping the supply than going to cities that is so far villagers. This marketing is so potential as such this activities is rarely conducted in the village if they want to train their staff as capacity building in improving better human resources as mostly done by many larger companies in the city. This strategic events are so potential promotion directly into community in rural areas as what Fiore et al., (2013) claimed that every entrepreneur who wants to market their products can validate them in small ways and independent approaches such as being in and supporting the community. This marketing strategy can be developed with low competitiveness in rural community especially in the low income community based.

The second finding of this study is the managerial policy of small businesses to familiarize tight financial management as suggested by Barua, (2020) that a tight financial policy is not only the financial situation of large companies or banks when entering difficult times such as financial and monetary crises post crisis. Tight money policies can also be applied in the small business world, especially when

credit money with financial institutions is increasingly unable to compromise. The current real conditions in Indonesia are in a policy of locking together with national restrictions on movement, so hard times for the economy to occur.

The next finding is a small capacity employee self-development program in an effort to strengthen the capacity of personnel or strengthen the capacity of resources. This program is very compatible with everything done by Carnevale & Hatak, (2020). They found that every employee had adjusted and evaluated their capacity regularly so that they could adapt well in the COVID-19 crisis so that their work capacity and performance would have an impact on all improvements in human resources. Feher, (2014) suggested that the way to empower small businesses with better human resources is to develop more opportunities for village business personnel through active participation in many training activities. this is an empowerment process where every employee or office needs work with a skills strengthening program used by every employee of the company is more valuable than just working to manage human resources as they are so that businesses are difficult to develop.

Other finding of this study is each transaction must be carried out on the grounds of the benefits of the business itself, namely to assist each small business employee for business transactions, including the problem of money in or income and money out. So here it is clear that the principle of efficiency is prioritized because small business in ordinary villages are not good at bookkeeping, but once SMEs want to be stronger, even the smallest strategy must be followed and implemented so that efficiency through recording can be maintained and such transactions can make small businesses become bigger is marked by the better affairs of all transaction processes and other administrative matters.

When the writer asked one of the interviewees about the objectives of the logistics management logistic knowledge, then he spontaneously replied that logistics is very necessary for me. The he gave an example if he I want to move goods or products to a place in the right way, I will be able to do it in a timely and timely manner short. So the writer is aware of the great importance of the logistics management scientist himself. Without logistics management skills, how could I possibly try try to predict what would happen to the goods I send to the right address. So through this meeting the authors amay sure that small business personnel really need to understand and apply the science of logistics and experience itself, especially when new start-up businesses. The finding of this study is so relevant with the one done by Duan et al., (2012) where they evaluated the critical programs for small business to adopt themselves with modern logistics system that working with electronic approach in most enterprises.

Turner & Endres, (2017) researched the strategic program for improving small business drivers success and was successfully published in one of international publications in management supporting technology. Their study was very encouraging of all the efforts of managers to protect and reward their subordinates if they want to advance the business. So celebrating every success with teamwork is what many experts in the business world think of contributing their thoughts about strategies and tips for running a successful business, both small and large businesses. One of their tricks is that they always say that there are successful company leaders who always celebrate the success of working with their

work team or subordinates. The reason is that most employees feel very comfortable and happy with their duties and responsibilities even though it is very heavy.

CONCLUSION

Now this study is ready to take some important finding of the identification the 7 potential strategies applied to support village micro business and entrepreneurs who are impacted by the crisis period due to responding to the 2019 corona virus outbreak, which is still becoming the human health issue and its impact to other human life such as health, economy, education and human business activities on the global scale. The seven results are 1) Promotion in community event, 2) Financial tightening, 3) Capacity building 4) Record of each transaction, 5) Logistics and management, 6) Open communication with employees, 7) Celebrate for every success with team work. These seven strategies are based on what participants voices as well as literature review results that mostly used by small business management in empowering their human resources in capacity building programs.

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