COLLABORATION AND SOCIAL NETWORKS IN THE ENTREPRENEURIAL ECOSYSTEM: PILLARS TO SHAPE THE RESILIENCE MSME ACTORS IN THE POST-PANDEMIC ERA

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ABSTRACT

Objective: This study aims to investigate networking as a social capital of small business actors in Pangandaran to gain resilience after the COVID-19 pandemic.

Theoretical Framework: Data from Bank Indonesia shows that the Covid-19 pandemic has affected 87.5% of Indonesian MSMEs. MSMEs should make new strategies to survive. Difficult situations due to the COVID-19 pandemic are experienced by long-time entrepreneurs and new entrepreneurs who have just started their businesses. Therefore, an entrepreneur needs resilience skills to overcome difficult situations due to COVID-19, one of which is utilizing networks as social capital.

Method: This study employed a qualitative approach with a case study design. Data were collected using interview and questionnaire techniques. The key informants of this study were eight MSME business actors and 60 respondents to measure their resilience levels.

Results: This study has discovered that most MSMEs in Pangandaran consider collaboration and networking essential to their entrepreneurial ecosystem. Collaboration facilitates resource exchange, risk dissemination, and access to a broader market, while networking enables MSMEs to gain information, moral support, and new business opportunities. Obstacles in building collaboration, such as distrust and imbalance of benefits, become barriers for MSMEs. However, digital technology emerges as a potential solution, facilitating communication and interaction between MSMEs.

Conclusion: Strengthening collaboration and networking in the entrepreneurial ecosystem is essential so that MSMEs in Pangandaran can have resilience in the post-pandemic era.

Originality/Value: The unique value of this study lies in its investigation of the role of collaboration and networking as a social capital tool for MSMEs, specifically focusing on the Pangandaran region, in the aftermath of the COVID-19 pandemic. This study also highlights the challenges MSMEs face in collaboration and how digital technology can offer a potential solution.

Keywords: the Covid-19 pandemic, collaboration, social network, entrepreneurship, MSMEs.

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COLABORAÇÃO E REDES SOCIAIS NO ECOSISTEMA EMPREENDEDOR: PILARES PARA MOLDAR A RESILIÊNCIA DOS ATORES DE MPME NA ERA PÓS-PANDEMIA

RESUMO

Objetivo: Este estudo visa investigar o networking como capital social dos atores de pequenas empresas em Pangandaran para ganhar resiliência após a pandemia de COVID-19.

Enquadramento teórico: Dados do Banco Indonésia mostram que a pandemia de Covid-19 afetou 87,5% das MPME indonésias. As MPME devem criar novas estratégias para sobreviver. Situações difíceis devido à pandemia da COVID-19 são vividas por empreendedores de longa data e novos empreendedores que acabaram de iniciar os seus negócios. Portanto, um empreendedor necessita de competências de resiliência para superar situações difíceis devido à COVID-19, uma das quais é a utilização de redes como capital social.

Método: Este estudo utilizou abordagem qualitativa com desenho de estudo de caso. Os dados foram coletados por meio de técnicas de entrevista e questionário. Os principais informantes deste estudo foram oito intervenientes empresariais de MPME e 60 entrevistados para medir os seus níveis de resiliência.

Resultados: Este estudo descobriu que a maioria das MPMEs em Pangandaran consideram a colaboração e o networking essenciais para o seu ecossistema empreendedor. A colaboração facilita a troca de recursos, a disseminação de riscos e o acesso a um mercado mais amplo, enquanto o networking permite que as MPME obtenham informações, apoio moral e novas oportunidades de negócios. Obstáculos na construção da colaboração, como a desconfiança e o desequilíbrio de benefícios, tornam-se barreiras para as MPME. No entanto, a tecnologia digital surge como uma solução potencial, facilitando a comunicação e a interação entre as MPME.

Conclusão: Reforçar a colaboração e o networking no ecossistema empreendedor é essencial para que as MPME em Pangandaran possam ter resiliência na era pós-pandemia.

Originalidade/valor: O valor único deste estudo reside na investigação do papel da colaboração e do networking como ferramenta de capital social para MPMEs, concentrando-se especificamente na região de Pangandaran, no rescaldo da pandemia da COVID-19. Este estudo também destaca os desafios que as MPME enfrentam na colaboração e como a tecnologia digital pode oferecer uma solução potencial.


1 INTRODUCTION

One of the problematic situations businesses face is the COVID-19 pandemic, which hit Indonesia from early 2020 to 30 December 2022 (Rokom, 2022). The pandemic has considerably impacted Business actors, especially micro, small, and medium enterprises (MSMEs). Moreover, the pandemic impacted the income of many MSMEs because social restrictions, office closures, employee reductions, job cuts, and reduced...
working hours reduced production and demand (Rahman, 2022). MSME actors, especially those with small capital, certainly experienced a significant impact due to declining sales, raw material difficulties, distribution bottlenecks, capital difficulties, and hampered production. The implementation of the restrictions on community activities (PPKM) was another new problem for MSME actors. The buying and selling process, which was previously done face-to-face, switched to an online one during the pandemic. MSME actors had to look for new strategies to survive. Although the recovery rate from the COVID-19 pandemic has continued to increase, the recovery will take a long time, primarily if the pandemic affects the economic sector (Suryawati et al., 2023).

During the COVID-19 pandemic, MSME revenue significantly declined to 84.20%, and 62.21% of MSMEs faced financial constraints for employees and operations (Akmal & Arifa, 2023). There are four factors that diminish MSMEs’ income: 1) social restrictions, such as lockdowns in regions and cities, that affected MSME operations and customers’ access; 2) decreased purchasing power that decreased demand for MSME products; 3) distribution disorders; 4) changes in consumer preferences to find health-related products to other products.

To solve these problems, the government advised MSMEs to go digital. However, the “go digital” program requires sufficient digital literacy and competence; developing this program is quite complex because many MSME actors, especially micro ones, are less technologically literate (Sundah et al., 2021). The development of digital technology has put digital platforms as one of the main instruments to run a business. Therefore, MSME actors must adopt digital technology to improve business actors' competitiveness and build entrepreneurial resilience (Putra et al., 2022). Business actors' ability to find new things, new promotion methods, and new distribution methods is essential for long-term sustainability, especially in challenging environmental conditions. Every human being can also rise from adversity to success (Mariyati & Chomsyatun, 2020). An entrepreneur can experience bankruptcy, but resilience enables him to defeat the feeling of inferiority, overcome adversity, and achieve success. The role of entrepreneurs, especially MSME actors, in the local economy is significant (Sofyan, 2021). Moreover, large and medium-sized entrepreneurs' role was more significant during the COVID-19 pandemic when they were paralyzed, and a wave of layoffs occurred. MSMEs can drive the economy and function as a safety valve for labor absorption.
An entrepreneur is someone who can identify, evaluate, develop, and exploit opportunities, resources, and conditions to improve and create a more prosperous economy and continuously create innovation to adapt to situations and conditions (Sánchez, 2011). Someone who has an entrepreneurial spirit is a person who can identify opportunities, read the market, use these opportunities for economic purposes, manage stress to face market uncertainty, and overcome various obstacles (Manzano-García & Ayala Calvo, 2013).

An entrepreneurial activity is risky, so an entrepreneur must know when to face and avoid the risks (Pratama & Mardiawan, 2022). One of the obstacles in entrepreneurship is the fear and anxiety of failure that will later impact the bankruptcy of their business (Corner et al., 2017). In addition, environmental factors affect an entrepreneur's success in running his business, including the government, the social environment, and the natural environment (Renko et al., 2021). These three factors can make entrepreneurs pressured, stressed, and depressed if they do not support the business process. Factors affecting entrepreneurs are unsupportive policies or regulations, difficulties obtaining raw materials for products, difficulties getting loans, not determining market conditions, and limited purchasing power. An entrepreneur needs the ability to cope and adapt to such conditions; this ability is called entrepreneurial resilience (Ayala & Manzano, 2014). Entrepreneurial resilience is one of the important skills entrepreneurs require to deal with difficult situations in their environment (Ayala & Manzano, 2014; Manzano-García & Ayala-Calvo, 2020). Entrepreneurs' ability to face various obstacles and uncertainties and to quickly find solutions is advantageous (Markman & Baron, 2003). Resilient entrepreneurs explore and capitalize on opportunities because resilience enables them to change and take advantage of new situations when unfavorable events occur.

One of the potentials of MSMEs that can be optimally developed in Pangandaran is the ecology and tourism-based MSMEs. Tourism is a new type of industry that can generate rapid economic growth, provide jobs, increase income, improve living standards, and stimulate other productivity sectors (Susanty et al., 2015).

This study will specifically include in-depth research on the factors that influence the formation of partnerships and networks that impact the resilience of MSME entrepreneurs in Pangandaran. By analyzing the dynamic partnerships, limitations, and benefits of partnerships, this study is expected to provide more comprehensive
information on how to effectively build MSME business resilience in a rapidly changing environment.

The results of this study will provide practical guidance for economic actors, governments, and other stakeholders to design strategies to support cooperation and network formation and improve the recovery capacity of MSME entrepreneurs in Pangandaran. Furthermore, the study will contribute to improve theoretical understanding of the role of collaboration and connectivity in the context of the local startup ecosystem in the post-pandemic period.

2 THEORETICAL FRAMEWORK

Entrepreneurial resilience can be developed by increasing and forming social networks with other business actors, the government, and professionals (Davidson, 2000). Moreover, forming a social network can exchange information and experience on crises faced together and motivate business actors that the crisis is an inevitable phenomenon but can be overcome. Entrepreneurs’ entrepreneurial resilience can grow and develop well depending on their entrepreneurial ecosystem, which consists of a complex network of interrelated stakeholders, such as entrepreneurs, governments, investors, educational institutions, and other resources that support business continuity (Roundy et al., 2017). However, not all entrepreneurial ecosystems have the same resilience to deal with difficult situations, influenced by several factors: diversification, collaboration, the role of government, infrastructure, and business actors' adaptability. The resilience of the entrepreneurial ecosystem can form entrepreneurs with solid self-efficacy. Entrepreneurs' resilience is obtained through 1) engaging in entrepreneurial training to foster their confidence in starting a business, 2) building social networks with fellow entrepreneurs, successful entrepreneurs, and investors as their role models, and 3) willingly learning from failure and accepting advice from others (Bullough & Renko, 2013). Other opinions state that building and having social networks from various stakeholders can benefit business actors, such as the ease of obtaining necessary information, access to new opportunities and markets, moral and material support, and general improvement in business competitiveness (Santoro et al., 2020).

In addition, entrepreneurial resilience can be formed by a strong entrepreneurial culture in a family for generations (Hanson et al., 2019). The entrepreneurial culture instilled by parents in their children will enable the children to have a strong
entrepreneurial spirit, adapt and innovate in difficult times, and make decisions independently by considering all aspects that will affect the continuity of their business (Mahfud et al., 2020; Shepherd et al., 2020). This means that, in general, entrepreneurial culture can form an individual with a strong entrepreneurial resilience (Fernández-Salinero & de la Riva, 2014). Entrepreneurial culture has a vital role in developing and disseminating entrepreneurship. People with an entrepreneurial culture become very successful in entrepreneurship (Duman et al., 2015). Therefore, an entrepreneurial culture must be formed to create entrepreneurs with specific features in a country. One of the entrepreneurial cultures necessarily shaped is the creation of adaptive and fast-learning entrepreneurs who will adopt new technologies, create new business opportunities, and lead the market; this step is crucial because those who rely too much on old technologies will be left behind (Chakraborty et al., 2016).

In 2018, there were approximately 10,882 business actors in the Pangandaran Regency, while the population of this regency was 400,000. Thus, the ratio is 2.5%, and this percentage is still below the national entrepreneurship ratio. However, the BPUM (Productive Assistance for Micro Enterprises) assistance list shows more than 100,000 registrants from MSME actors. Meanwhile, 2.5% of these registrants are very small micro businesses, such as sellers of fried foods, lotek (Javanese vegetable salad), and bakso (meatball). In 2020, MSME actors in Pangandaran Regency significantly increased to 93.92% from that in 2018-2020.

<table>
<thead>
<tr>
<th>No.</th>
<th>District</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Cigugur</td>
<td>3,861</td>
</tr>
<tr>
<td>2</td>
<td>Cijulang</td>
<td>5,847</td>
</tr>
<tr>
<td>3</td>
<td>Cimerak</td>
<td>10,956</td>
</tr>
<tr>
<td>4</td>
<td>Kalipucang</td>
<td>11,054</td>
</tr>
<tr>
<td>5</td>
<td>Langkaplanca</td>
<td>9,838</td>
</tr>
<tr>
<td>6</td>
<td>Mangunjaya</td>
<td>6,073</td>
</tr>
<tr>
<td>7</td>
<td>Padaherang</td>
<td>15,512</td>
</tr>
<tr>
<td>8</td>
<td>Pangandaran</td>
<td>14,551</td>
</tr>
<tr>
<td>9</td>
<td>Parigi</td>
<td>10,447</td>
</tr>
<tr>
<td>10</td>
<td>Sidamulih</td>
<td>5,782</td>
</tr>
</tbody>
</table>

Source: Department of Trade Industry, Cooperatives, and MSMEs in 2023

The COVID-19 pandemic has severely impacted MSME business actors in Pangandaran, an area known for its tourism and developed MSME sectors. Limited development, changes in consumption patterns, and economic uncertainty caused by the pandemic have put great pressure on Pangandaran MSMEs.
Facing these challenges, cooperation and networking between economic actors are increasingly important to maintain MSMEs' resilience (Ika Effendi, 2021). Collaboration and networking can provide benefits, such as better access to resources, knowledge sharing, and support to face rapid changes (Halim et al., 2023). Therefore, research that focuses on how collaboration and networking contribute to build Pangandaran MSME businesses' resilience in the post-pandemic era is very relevant (Dudley, 2021). This study aims to deepen understanding of the role of collaboration and connectivity in improving the resilience of MSME entrepreneurs in Pangandaran after being impacted by the COVID-19 pandemic. By considering the dynamics of the local startup ecosystem, this study will examine the interaction between business actors, government agencies, educational institutions, and other parties that strengthen the position of MSMEs to face changes in an uncertain business environment.

3 METHODOLOGY

This study employed a qualitative approach with a case study design to investigate the role of collaboration and networking in shaping the resilience of MSME entrepreneurs in Pangandaran in the post-pandemic era. The qualitative approach was appropriate because it allowed researchers to deepen their understanding of complex and contextual phenomena, such as collaborative relationships in entrepreneurial ecosystems (Afifuddin & Saebani, 2012; Moleong, 2000).

The case studied was the ecosystem of MSME entrepreneurs in Pangandaran. Pangandaran was selected for the research because this region was relevant to the focus of this research, namely the impact of the COVID-19 pandemic on MSMEs in a tourism area. In qualitative research, researchers naturally examine research problems and involve themselves in the events and conditions that occur in the research context. Researchers directly attend the field of different sides of events to directly observe the phenomenon. Qualitative research demands a high level of naturalness, and researchers intensively go into different conditions to entirely picturize a situation or event (Bajari, 2015).

This study employed a purposive sampling technique with a specific purpose, not based on strata, random, or geography. This technique is usually employed due to several considerations, such as sampling based on certain features, criteria, and characteristics that mainly describe the population (Sugiyono, 2018). This sampling is based on the researcher's choice of what aspects and whom the researcher will focus on during a
particular and current situation and the whole research period. Purposive sampling depends on the purpose of the research focus.

The subjects of this research were determined based on certain features and characteristics: 1) indigenous micro and small business actors in the Pengandaran area, 2) non-indigenous micro and small business actors in the Pengandaran area, 3) indigenous and non-indigenous micro and small business actors who are members of the business actor community in the Pengandaran area, 4) Department of Trade, Cooperatives, and MSMEs of Pangandaran Regency, and 5) Department of Tourism and Culture of Pangandaran Regency. The researchers determined research subjects using the criteria mentioned above. This step was conducted to facilitate researchers to conduct the investigation.

Data collection techniques are the most strategic step in the study because the main purpose of the study is to obtain data (Djam’an, 2011). To collect data, this study employed two data collection techniques. First, in-depth interviews were conducted with MSME owners, representatives of government agencies, academics, and other relevant parties. Interviews discussed their experiences of collaboration and networking in the post-pandemic context. Second, direct observations were conducted in Pangandaran to more comprehensively understand the dynamics of the entrepreneurial ecosystem, the emerging collaborations, and interactions between various parties. Data were analyzed from various document sources, such as government reports, academic publications, and other relevant information sources.

The data analysis process began by reviewing all available data from various sources, such as interview and observation results written in field notes, personal documents, official documents, images, and photographs. Bogdan (Sugiyono, 2018) explains that data analysis is a process of systematically finding and structuring the obtained data by organizing them into categories and describing them into units to synthesize, arrange them into patterns, and select the important data. Data analysis of this research was conducted through four stages. The first was content analysis. Interview and document data were analyzed using content analysis to identify emerging themes of the role of collaboration and networks in shaping the resilience of MSME entrepreneurs. The second was cross-case analysis. Data from various sources and cases were compared and analyzed to identify common patterns and differences in collaborative relationships and their impact on MSME resilience. The third was verification and interpretation. Initial
findings from the analysis were verified by triangulating data from various sources. Afterward, the data were interpreted to formulate rich and comprehensive findings. The fourth was report preparation. Research findings were prepared in a research report, which included an introduction, methodology, findings, and conclusions. This report provided practical guidance and theoretical contributions about the role of collaboration and networking in the MSME entrepreneurial ecosystem. It is important to maintain the confidentiality of informants and involve participants ethically throughout the entire research process. In addition, the study has limitations in terms of generalization because it focused on a single case and employed a qualitative approach.

4 RESULT AND DISCUSSION

Social collaboration and networks play an important role in entrepreneurship because they consider that many parties working together is more effective in facing difficult times, especially post-pandemic. Collaboration is working with one or more parties to achieve a common goal (Thayaparan et al., 2014). In the MSME context, collaboration can mean working with other businesses, non-governmental organizations, governments, or entities to support each other and achieve desired goals.

It is undeniable that the COVID-19 pandemic severely impacted MSMEs in Pangandaran. Several informants stated that their economic conditions have not been entirely stable, and they still have more difficulty making a profit than during the social restriction periods. They utilize social networks and collaborate with fellow business actors to survive and recover from the economic downturn due to the COVID-19 pandemic. Most of the respondents are entrepreneurs due to the invitation of family and close friends. Business actors innovate and take advantage of various ways, for example, utilizing social networks and collaborating with fellow business actors. In the post-pandemic era, collaboration is no longer an option but a necessity to ensure the continuity and growth of MSMEs. Collaboration enables MSMEs to be more resilient to future changes and challenges.
Figure 1 shows that collaboration and openness to share resources frequently function as the key to survival and recovery in a crisis. By building social networks, MSME actors feel great benefits, such as sharing knowledge, getting experience, receiving moral support, and promoting each other. Social networks positively influence entrepreneurial intentions and motivations and play a key role in entrepreneurial growth and success (Fernández-Pérez et al., 2015). Entrepreneurship is full of uncertainty. Therefore, MSMEs should build social networks to reduce the risk of uncertainty, increase success in entrepreneurship, and provide more significant opportunities for future success (Leyden et al., 2014). Social networks provide many advantages for entrepreneurs because having many social networks with fellow entrepreneurs, the government, and entrepreneurship experts will provide benefits for business actors. Therefore, they can obtain valuable information used to predict and analyze changes and future developments based on current information and data, as well as to search for strategic planning in the future (Fuller & Warren, 2006).

The benefits of collaboration and social networks for MSMEs in Pangandaran are summarized in Table 2.

<table>
<thead>
<tr>
<th>Access to Information</th>
<th>MSME actors can quickly access the latest information about the market, industry trends, and innovations through social networks. This information can be a source of inspiration for MSME actors or help them make business decisions.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunities</td>
<td>Social networks enable MSME actors to meet and get acquainted with potential clients, investors, or business partners. Many business opportunities occur through recommendations from within social networks.</td>
</tr>
</tbody>
</table>

Table 2. Benefits of Collaboration and Social Networks
<table>
<thead>
<tr>
<th>Moral Support</th>
<th>Living in the same environment as other MSME actors enables an MSME actor to provide moral support and enthusiasm. They can understand the challenges they face and often offer advice or encouragement.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Learning</td>
<td>Through social networks, MSME actors can learn from others’ mistakes or successes to avoid pitfalls or accelerate their success.</td>
</tr>
<tr>
<td>Human Resources</td>
<td>Social networks can be a source to find experts, suppliers, or potential employees. Recommendations from the network enable MSME actors to get a resource with a good reputation.</td>
</tr>
<tr>
<td>Collaboration or Cooperation</td>
<td>Social networks allow MSME actors to meet people with complementary abilities or resources to build collaborations or business partnerships.</td>
</tr>
<tr>
<td>Promotion</td>
<td>Social networks can promote products or services. A recommendation from a friend in a social network is often more effective than traditional advertising (word of mouth).</td>
</tr>
<tr>
<td>Feedback and Criticism</td>
<td>MSME actors discuss their ideas or products on their social networks, which can provide other views and constructive criticism.</td>
</tr>
<tr>
<td>Market Expansion</td>
<td>Social networks can help MSMEs reach a wider market or market segments that were previously unreachable.</td>
</tr>
</tbody>
</table>

Source: The 2023 Research

Table 2 summarizes various benefits of collaboration and social networks to improve MSMEs' career opportunities, social welfare, and information exchange. A strong social network is a social capital for MSME actors to create entrepreneurial resilience after the pandemic. Social capital refers to the relationships, beliefs, and norms of individuals in a society that boost cooperation for the common good (Oprica, 2013). Strong and trust-based social networks facilitate economic interaction because trust is a vital capital to collaborate with entrepreneurs. Communities with high social capital tend to be more prosperous (Anderson & Miller, 2003). However, ongoing efforts are needed to build and maintain social capital (Mislihah & Silva, 2022), such as constantly interacting and establishing communication.

Collaboration and networking among MSME actors significantly shape entrepreneurial resilience after the pandemic (Chand & Ghorbani, 2011). To face the crisis, many MSMEs in Pangandaran chose to collaborate. For example, vegetable vendors join local farmers to provide fresh groceries, and souvenir vendors work with youth or residents who understand digital communication technology to sell the products online. This kind of collaboration allows MSMEs to share the load, maximize resources, and create more innovative products or services (Cherif et al., 2022).
Figure 2 shows that MSME actors get emotional and moral support from family and friends. This support is essential to maintain morale amidst uncertainty. The community plays a vital role in shaping the entrepreneurial resilience of MSMEs after the pandemic. Moreover, collective strength through collaboration and networking becomes essential for MSMEs to survive when resources are limited (Mai et al., 2023). Many MSMEs focus on personal gain, community well-being, and local economic recovery. As a result, MSME actors' resilience in Pangandaran is no longer determined by capital or individual expertise. Collaborating, building, and networking are keys to meeting new challenges and opportunities.

Collaboration and social networks are pivotal factors in entrepreneurship to develop and grow entrepreneurs (Greve, 1995). Building social networks and collaborating with fellow MSME business actors are preferable to form MSME entrepreneurial resilience in the post-pandemic period, but these efforts are complex. Some entrepreneurs are left behind other groups in terms of growth, revenue, or other business aspects due to their lack of strong social networks (Paul et al., 2014). In business, a good social network can provide access to resources, information, business opportunities, moral support, and emotional support. Many factors become obstacles when MSME actors want to build social networks and collaborate. These obstacles are summarized in Table 3.
Table 3. Obstacles in Building Social Networks and Collaboration

<table>
<thead>
<tr>
<th>Situations and Conditions of Pangandaran Tourism after the Pandemic</th>
<th>During the pandemic, Pangandaran experienced a decrease in tourist visits, resulting in a decreased income for MSME actors. This condition disabled them from collaborating because they did not have the initial capital.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competitors</td>
<td>Some MSME actors see other businesses as their competitors rather than their business partners; thus, this perception inhibits collaboration and business cooperation.</td>
</tr>
<tr>
<td>Lack of Awareness of the Benefits of Networking</td>
<td>Some MSME actors consider building a network disadvantageous; instead, they believe gathering in a community wastes their time.</td>
</tr>
<tr>
<td>Differences in Entrepreneurial Culture</td>
<td>Different ways of doing business, values, and ethics between MSME actors can hinder the formation of effective collaboration.</td>
</tr>
<tr>
<td>Trust Issues</td>
<td>In business, trust is an important aspect. A lack of trust among MSME actors can obstruct the formation of networks and collaboration.</td>
</tr>
<tr>
<td>Lack of Knowledge of Communication and Information Technology</td>
<td>In the post-pandemic era, digital technology has become pivotal to build networks and collaborations. However, not all MSME actors have the ability or resources to utilize this technology. The ability to do online transactions, communicate with customers through digital platforms, and utilize social media for marketing are the basic and mandatory skills (Azamat et al., 2023). Many MSMEs still rely on face-to-face interaction and conventional marketing strategies. When the pandemic forced many activities to move to online platforms, these MSMEs were left behind.</td>
</tr>
</tbody>
</table>

Source: The 2023 Research

Culture plays a vital role in shaping entrepreneurs' resilience (Doepke & Zilibotti, 2014). MSMEs with a culture that supports innovation, a high level of trust, and beliefs about the fairness of resource distribution have a greater chance to build entrepreneurial resilience. Conversely, the mismatch between culture and beliefs with institutional structures and norms can result in instability and less efficient economic cooperation.

In addition, the issue of trust among MSME actors is one of the factors that should be observed because, after the pandemic, trust between MSMEs and suppliers, distributors, or other business partners has become very crucial. This trust facilitates collaboration, renegotiation of terms, and joint problem-solving (Swanson & Devereaux, 2017). MSME actors who prioritize trust in their interactions with stakeholders will have a better chance of shaping their entrepreneurial resilience.

Moreover, mastering communication technology is crucial because post-pandemic conventional marketing techniques are no longer effective (Mahfud et al., 2020; Wang & Zhou, 2014). Without access to or comprehension of ICT, many MSMEs will return to conventional methods that may be irrelevant or inefficient in the current era. Moreover, without an online method, MSMEs in Pangandaran lose the opportunity to reach a wider audience, especially the young generation who actively engage with digital tools. Selian said that MSME actors find it difficult to adapt to rapid and dynamic changes in marketing, operations, and communication. Communication and information
technology are essential keys to MSME resilience in the post-pandemic era. To ensure that MSMEs in Pangandaran are not left behind, collaborative efforts from various parties are necessary, especially support from the government and the MSME community.

The discussion results conclude that entrepreneur resilience is not only about surviving when facing difficulties but also about constant evolution, innovation, and adaptation to stay ahead amidst changes and challenges. Entrepreneur resilience will occur by building networks and maximizing collaboration with MSME actors. Resilient entrepreneurs can quickly adjust to changes and unstable or uncertain situations.

5 CONCLUSION

MSME actors with strong social networks and active collaboration can more significantly navigate challenges and respond quickly to changes in the post-pandemic era. Collaboration and social networks help share resources and information and build a sense of community and psychological support among MSME actors. Collaboration and networking are critical in assisting Pangandaran MSMEs recover and grow in the post-pandemic era.

The proper support from local governments and other stakeholders and the use of technology, potential collaboration, and networking can be optimized to improve MSMEs’ resilience. Local governments can facilitate establishing and strengthening networks between MSMEs by providing platforms, training, and incentives. Moreover, education and training on how to build and utilize networks for MSMEs are essential to ensure the sustainability and resilience of businesses in the future.

This paper has several limitations. First, this research focuses on MSMEs in Pangandaran, so that the findings of this research may not reflect the characteristics of MSMEs in other regions. Moreover, the findings from this study may not be generally applicable to different geographic contexts. Second, although this study focuses on collaboration and social networks, other variables influencing MSMEs’ resilience, such as access to capital, government policies, and technology, have yet to be investigated. Third, this study was conducted in the post-pandemic era, which may have unique conditions and will not apply to the future or other conditions. Fourth, using surveys or interviews as a data collection method may have bias. Fifth, the responses of informants and respondents can be influenced by their desire to give a positive picture.
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