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Strategies to Increase Organizational Resilience through Strengthening Entrepreneurial Spirit, Communication Effectiveness and Visionary Leadership

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Abstract: This study aims to analyze the factors that influence the success of micro, small and medium enterprises (MSMEs) in Bogor City, focusing on the role of venture capital and the quality of human resources (HR). The research also identifies the main constraints of MSMEs and develops strategic recommendations for sustainable development. Using a quantitative approach and SITOREM analysis, the study involved 197 respondents selected through multi-stage random sampling. Primary data were collected through questionnaires, while secondary data were obtained from online sources. Path analysis revealed that entrepreneurial spirit has a positive significant influence on visionary leadership, while communication effectiveness has no significant direct influence. Furthermore, entrepreneurial spirit and communication effectiveness significantly influence organizational resilience, both directly and through the mediation of visionary leadership. The SITOREM analysis identified priority indicators for improvement, such as entrepreneurship training and more effective communication. The study concludes that risk capital, quality of human capital and visionary leadership play an important role in strengthening the resilience of MSMEs. Recommendations include developing human resource training, increasing access to capital, and improving the effectiveness of internal communication. The findings of this study contribute significantly to the development of strategies to improve the competitiveness and sustainability of MSMEs in the face of modern economic challenges.

Keywords: MSMEs, Venture Capital, Human Capital Quality, SITOREM Analysis.

INTRODUCTION

Micro, Small and Medium Enterprises (MSMEs) have an important role in improving the regional economy and the economy of a country. According to Abbas et al. (2020) In Indonesia, MSMEs have proven to have an important role in overcoming the consequences and impacts of the economic crisis that occurred in 1997 where many large companies went bankrupt, while MSMEs were able to survive the crisis conditions. In addition, this sector is

able to increase the per capita income or Gross Domestic Product (GDP) of the community because it is able to absorb quite a lot of labor.

According to Tazkia et al. (2020) Community empowerment through Micro, Small and Medium Enterprises (MSMEs) is one of the indicators that play an important role in Indonesia's economic sector. In addition to helping more than 75 percent in employment, MSMEs also play a role in helping Indonesia's Gross Domestic Product (GDP). The contribution of MSMEs in helping GDP is expected to reduce the income disparity rate, especially for the lower middle class (Mutrofin & Muhammad, 2021; Janah & Tampubolon, 2024; Yolanda, 2024). According to Law No. 20/2008, Micro, Small, and Medium Enterprises (MSMEs) are productive economic businesses that stand alone, carried out by individuals or business entities that are not subsidiaries or branches of companies that are owned, controlled, or are part of either directly or indirectly from Medium Enterprises or Large Enterprises that meet the criteria of Small Enterprises as referred to in the Law.

The government pays great attention to the development of MSMEs so that they can survive the global crisis. Various initiatives are always endeavored by the government through the State Ministry of Cooperatives and Small and Medium Enterprises so that more and more individuals want to pursue entrepreneurship in the form of establishing MSMEs. The government's huge attention to MSMEs is the right strategic step needed by the Indonesian people. The seriousness of the government's concern for MSMEs with programs to grow MSMEs in Indonesia. Although the Indonesian government's support is very large to make MSMEs succeed and develop, it does not mean that it is without obstacles. According to Handianto (2023) Factors that can affect business success are the quality of human resources, including the behavior of business actors and business capital.

According to Aprilia & Melati (2021), The quality of human resources, including the behavior of business actors, can affect business success. Sofyan (2019) A business can be said to be successful if business actors have honest, creative and innovative personality characteristics to build trust with consumers, the more motivation and good behavior a business actor has, the more likely an MSME can develop. To develop an MSME so that the business is successful, business actors must be able to think creatively and innovatively to further develop their business.

According to Utari & Yusrik (2021), The strength of capital can affect the success of a business. Business capital is absolutely necessary to carry out business activities. Therefore, a certain amount of funds is needed as a basis for the financial size of the business being carried out. Sources of business capital can be obtained from own capital, government assistance, financial institutions both banks and non-bank institutions. Capital is a business factor that must be available before carrying out activities. The size of the capital will affect the development of the business in achieving income (Khairinal et al., 2022; Wijaya et al., 2023; Lestari et al., 2022).

Based on data from the Office of Cooperatives, MSMEs, Trade and Industry of Bogor City, the number of MSMEs in 2023 in Bogor City reached 73,336 MSMEs. MSMEs in Bogor City are engaged in product trade, services to food and beverages. Based on the results of observations made, not all MSMEs in Bogor City can last long and it is even difficult to develop so that the MSME business is not successful. There are several businesses that last only a short time, even though if business actors are good at finding and utilizing business opportunities, the business will develop more.

The possibility of businesses ceasing operations due to lack of capital and the vulnerable position of capital in financial management is a constant threat to MSME actors. Limited access to non-loan capital as a form of support for MSMEs is also a problem and a consideration for the government. Limited human resources in running businesses make the

MSME development process occur in a relatively long time due to the lack of competent human resource support, one of which is influenced by capital constraints (Al Ismiarif et al., 2023).

Business capital is one of the important things for the success of a business and is one of the challenges that must be faced by MSME business actors. The greater the business capital owned, the greater the possibility that the business can succeed, however, it still cannot guarantee success or success, on the other hand, apart from capital, there are also important factors determining the success of MSMEs, namely the lack of quality human resources.

This study aims to analyze the factors that influence the success of micro, small and medium enterprises (MSMEs), focusing on the role of business capital and the quality of human resources (HR). It also aims to identify the main constraints faced by MSMEs, particularly in Bogor City, and provide strategic recommendations to support the development of MSMEs to be more sustainable and able to face economic challenges.

METHOD

This research uses Modeling and Optimization of Strengthening Resource Management or known as POP-SDM is a research approach that starts with qualitative exploratory research, which is then combined with a quantitative descriptive research approach or a quantitative causal approach (Yochanan et al., 2023). Next Yochanan & Wibowo (2024) suggests that the basic idea of POP-SDM is to develop modeling and optimization of the strengthening of management resources which is the theme of the research, namely by exploring other variables that have a positive and dominant influence on the variables that are the theme of the research. This research uses quantitative data obtained from the results of a questionnaire survey as well as qualitative data that has been quantified through SITOREM analysis. Primary data was collected through questionnaires filled out by MSME leaders in Bogor City, while secondary data was obtained from online sources such as https://solusi.kotabogor.go.id/umkm/data-umkm and https://dkumkmdagin.kotabogor.go.id/. This research was designed in two main stages. The first stage was quantitative research using a survey to test hypotheses through path analysis. The second stage was verification of the results with SITOREM analysis, which aimed to identify indicators that require improvement. The research constellation is based on an integrative model of organizational behavior by Colquitt (2001), which connects Organizational Resilience variables with entrepreneurial spirit, communication effectiveness, and visionary leadership.

The population in this study were MSME leaders in Bogor City. The sampling technique used multistage random sampling, resulting in 197 respondents determined based on the Slovin formula. The unit of analysis was divided proportionally into micro, small, and medium categories with the main focus on MSMEs in various sectors. Data was collected using a questionnaire that was structured based on indicators of the research variables. Respondents provided an assessment of their perceptions of these indicators. Data analysis techniques were conducted quantitatively with two main approaches. First, descriptive statistics were used to describe data distribution through mean, median, mode, standard deviation, and histogram graphs. Second, inferential statistics were applied through prerequisite tests (normality, homogeneity, linearity) and path analysis to identify direct and indirect effects between variables. The results of this path analysis were then reinforced with SITOREM analysis, which aims to determine priority indicators for improvement and development (Susanti et al., 2024). This step became the basis for developing an Action Plan relevant to the research findings.

RESULTS AND DISCUSSION

In accordance with the research objectives, namely to examine “The Effect of Entrepreneurial Spirit and Communication Effectiveness mediated by Visionary Leadership on Organizational Resilience”, then a quantitative analysis is carried out that is relevant to the

research objectives, namely by using path analysis. In sub structure 1, it explains the effect of Entrepreneurial Spirit and Communication Effectiveness on Visionary Leadership.

Table 1. Estimation Results of Sub Structure 1

Hypothesis	Influence	Path Coefficient	Strength	Sig	Conclusion
1	X1 → X3	0,992	Weak	0,000	Significant
2	X2 → X3	0,010	Strong	0,294	Not Significant

Based on the estimation results in sub-stucture 1 shown in the figure and table above, the results of hypothesis testing can be found as follows:

1. Entrepreneurial Spirit has a significant effect on Visionary Leadership with a sig value of 0.000 less than the 5% significance level (0.05). The path coefficient of 0.992 with a strong positive influence strength indicates that when there is an increase in the Entrepreneurial Spirit, it will be followed by an increase in Visionary Leadership and vice versa. Based on this, it can be concluded that H1 is accepted, which means that the Entrepreneurial Spirit positively and directly has a significant effect on Visionary Leadership.
2. Communication Effectiveness has no significant effect on Visionary Leadership with a sig value of 0.294 more than the 5% significance level (0.05). The path coefficient of 0.010 with a weak positive effect strength indicates that when there is an increase in Communication Effectiveness, it will be followed by an increase in Visionary Leadership and vice versa. Based on this, it can be concluded that H2 is rejected, which means that Communication Effectiveness positively and directly has no significant effect on Visionary Leadership.

Sub structure 2 explains the effect of Entrepreneurial Spirit, Communication Effectiveness, and Visionary Leadership on Organizational Resilience.

Table 2. Estimation Results of Sub Structure 2

Hypothesis	Influence	Path Coefficient	Strength	Sig	Conclusion
3	X1 → Y	-0,288	Medium	0,000	Significant
4	X2 → Y	0,994	Strong	0,000	Significant
5	X3 → Y	0,286	Medium	0,000	Significant

Based on the estimation results in sub-stucture 2 shown in the figure and table above, the results of hypothesis testing can be found as follows:

1. Entrepreneurial Spirit has a significant effect on Organizational Resilience with a sig value of 0.000 less than the 5% significance level (0.05). The path coefficient of -0.288 with a moderate strength of influence with a negative sign indicates that when there is an increase in the Entrepreneurial Spirit it will be followed by a decrease in Organizational Resilience and vice versa. Based on this, it can be concluded that H3 is rejected, which means that the Entrepreneurial Spirit negatively and directly has a significant effect on Organizational Resilience.
2. Communication Effectiveness has a significant effect on Organizational Resilience with a sig value of 0.000 less than the 5% significance level (0.05). The path coefficient of 0.994 with a strong positive influence strength indicates that when there is an increase in Communication Effectiveness it will be followed by an increase in Organizational Resilience and vice versa. Based on this, it can be concluded that H4 is accepted, which means that Communication Effectiveness positively and directly has a significant effect on Organizational Resilience.
3. Visionary Leadership has a significant effect on Organizational Resilience with a sig value of 0.000 less than the 5% significance level (0.05). The path coefficient of 0.286 with a moderate strength of influence with a positive sign indicates that when there is an increase

in Visionary Leadership it will be followed by an increase in Organizational Resilience and vice versa. Based on this, it can be concluded that H5 is accepted, which means that Visionary Leadership positively and directly has a significant effect on Organizational Resilience.

After calculating the results of the effect estimation on sub structure 1 and sub structure 2, then the decomposition of the influence of sub structure 1 and sub structure 2 is carried out. The purpose of decomposing the influence of sub structure 1 and sub structure 2 is to determine the indirect effect or mediating effect of Entrepreneurial Spirit and Communication Effectiveness on Organizational Resilience through Visionary Leadership. To find out the estimation results of the decomposition of sub structure 1 and sub structure 2, data processing was carried out using the help of the SPSS program and Calculation for the Sobel Test (http://quantpsy.org/sobel/sobel.htm) with the following results:

Table 3. Decomposition Estimation Results of Sub Structure 1 and Sub Structure 2

Hypothesis	Influence	Path Coefficient	Strength	Sig.	Conclusion
6	X1 → X3 → Y	0,992x0,286=0,284	Medium	0,000	Significant
7	X2 → X3 → Y	0,010x0,286=0,003	Weak	0,270	Significant

Based on the estimation results of the decomposition of sub structure 1 and sub structure 2 displayed in the figure and table above, the results of hypothesis testing are as follows:

1. Entrepreneurial Spirit has a significant effect on Organizational Resilience through Visionary Leadership with a sig value of 0.000 less than the 5% significance level (0.05). The path coefficient of 0.284 with a moderate strength of influence with a positive sign indicates that when there is an increase in the Entrepreneurial Spirit, it will be followed by an increase in Organizational Resilience through Visionary Leadership and vice versa. Based on this, it can be concluded that H6 is accepted, which means that the Entrepreneurial Spirit positively and indirectly has a significant effect on Organizational Resilience through Visionary Leadership.
2. Communication Effectiveness has no significant effect on Organizational Resilience through Visionary Leadership with a sig value of 0.270 more than the 5% significance level (0.05). The path coefficient of 0.003 with a weak positive influence strength indicates that when there is an increase in Communication Effectiveness, it will be followed by an increase in Organizational Resilience through Visionary Leadership and vice versa. Based on this, it can be concluded that H7 is rejected, which means that Communication Effectiveness positively and indirectly has no significant effect on Organizational Resilience through Visionary Leadership.

In the context of this study, in addition to using Path Analysis, it also uses system analysis. Scientific Identification Theory to Conduct Operation Research in Education Management (sitorem), is a scientific method used to identify variables (theory) to carry out "Operation Research" in the field of Management (Hardhienata, 2017; Hidayat et al., 2020; Djami et al., 2019). SITOREM analysis is carried out by identifying and analyzing three things, namely: a) Identification of the strength of the influence between the independent variable and the dependent variable; b) Analysis of the value of the research results for each indicator of the research variable, and c) Analysis of the weight of each indicator of each research variable based on the criteria of "Cost, Benefit, Urgency and Importance" (Setyaningsih, 2020). In summary, the final results of SITOREM can be made into the following table:

Table 4. Determination of SITOREM Organizational Resilience Analysis Results

Initial Indicators	ENTREPRENEURIAL SPIRIT (βy1 = -0,288), Ranking 2 Indicators after Expert Assessment	Indicator Value
1. Self-confidence	1st Self-Confidence (21.41%)	4,05
2. Initiative	2nd Opportunity Utilization (21.41%)	4,02
3. Leadership Style	3rd Initiative (20%)	4,02
4. Courage to Take Risks	4th Leadership Style (18.59%)	4,07

5. Opportunity Utilization	5th Courage to Take Risks (18.59%)	4,07
COMMUNICATION EFFECTIVENESS (βy2 = 0,994), Ranking 1		
Initial Indicators	Indicators after Expert Assessment	Indicator Value
1. Understanding of the Situation	1st Understanding of the situation (23.29%)	4,02
2. Understanding how to deliver	2nd Knowledge of media used (20.29%)	3,89
3. Understanding the content of ideas	3rd Understanding how to deliver (18.84%)	3,99
4. Knowledge of media used	4th Understanding the content of ideas (18.84%)	4,01
5. Understanding the Communicator Wisely	5th Understanding the Communicator Wisely (18.84%)	3,88
VISIONARY LEADERSHIP (βy3 = 0,286), Ranking 3		
Initial Indicators	Indicators after Expert Assessment	Indicator Value
1. Creativity and Openness to Opportunities	1st Communication Skills (17.65%)	4,07
2. Formulation of future vision	2nd Courage to Act in Achieving Goals (17.65%)	4,07
3. Communication Skills	3rd Creativity and Openness to Opportunities (16.47%)	4,07
4. Courage to Act in Achieving Goals	4th Broad and Far-Sighted Insight (16.47%)	4,01
5. Broad and Far-Sighted Insight	5th Proactive Behavior in every Process (16.47%)	4,05
6. Proactive Behavior in every Process	6th Formulation of Future Vision (15.29%)	4,02
ORGANIZATIONAL RESILIENCE		
Initial Indicators	Indicators after Expert Assessment	Indicator Value
1. Organizational Capability	1st Organizational Skills (23.18%)	4,01
2. Overcoming Difficult Circumstances with the Right Things	2nd Overcoming Difficult Circumstances with the Right Things (21.73%)	4,03
3. Reformulating Positive Things	3rd Reformulate Positive Things (18.85%)	3,95
4. Finding People and Assets	4th Monitoring and Evaluation Acting according to SOP (18.84%)	3,93
5. Monitoring and Evaluation Act according to SOP	5th Finding People and Assets (17.40%)	3,85

Based on the results of the SITOREM analysis, a series of optimal solutions can be arranged to improve the organizational resilience of micro, small and medium enterprises (MSMEs) starting with the variable that has the highest path coefficient as a variable that is prioritized for improvement and the improved indicators are indicators that have an average score <4.0 with the order of improvement starting from the highest weight on the variable. The following is a table of optimal solutions to improve the resilience of MSME organizations, in the form of a priority order of indicators that are improved and maintained.

Table 5. Priority Order of Indicator Improvement

Priority Order of Indicators to be Improved	Order of Retained/Developed Indicators
1st Knowledge of Media Used	1. Understanding of the Situation
2nd Understanding how to deliver	2. Understanding the content of the idea
3rd Understanding the Communicator Wisely	3. Self-confidence
4th Reformulate Positive Things	4. Opportunity utilization
5th Monitoring and Evaluation Act according to SO	5. Initiative
6th Finding People and Assets	6. Leadership Style
	7. Courage to Take Risks
	8. Communication Skills
	9. Courage to Act in Achieving Goals
	10. Creativity and Openness to Opportunities
	11. Broad and Far-Sighted
	12. Proactive Behavior in every Process
	13. Forward-looking Vision Formulation
	14. Organizational Capability
	15 Overcoming Difficult Circumstances with the Right Things

Table 5 above shows that there are 6 indicators that need to be improved and 15 indicators that are maintained and can be developed to improve the resilience of MSME organizations. The main priorities for improving indicators on the Communication

Effectiveness variable are: 1) Knowledge of the media used, 2) Understanding how to deliver, 3) Understanding Communicants Wisely, on the Organizational Resilience variable, namely indicators: 1) Reformulate Positive Things, 2) Monitoring and Evaluation Acting according to SOP, 3) Finding People and Assets.

While the indicators that are maintained and can be developed are 1) Understanding of the Situation, 2) Understanding the Content of Ideas, 3) Self-Confidence, 4) Opportunity Utilization, 5) Initiative, 6) Leadership Style, 7) Courage to Take Risks, 8) Communication Skills, 9) Courage to Act in Achieving Goals, 10) Creativity and Openness to Opportunities, 11) Broad and Far-Sighted Insight, 12) Proactive Behavior in every process, 13) Formulation of Future Vision, 14) Organizational Ability, 15) Overcoming Difficult Circumstances with the Right Things.

Discussion

From the results of the evaluation of indicators using SITOREM, optimization can be carried out to increase the resilience of MSME organizations in the form of formulating strategies and ways to increase resilience based on the priority of handling the improvement of weak indicators. Prioritization of handling indicators of each variable is carried out based on the weight of the indicators that have been assessed by experts. The indicator weight values are sorted from highest to lowest for each variable. Furthermore, based on the average score of respondents on each indicator, it is sorted into two categories, namely (1) indicators that are still weak and need to be improved for indicators that have a score value> 4.0. Then the order of improvement or priority handling of weak indicators starts from the indicator that has the highest expert assessment weight and has a score value < 4.0. A high expert weight value indicates that the indicator has an important level of urgency (main) to be repaired immediately. The following is part of the SITOREM analysis results.

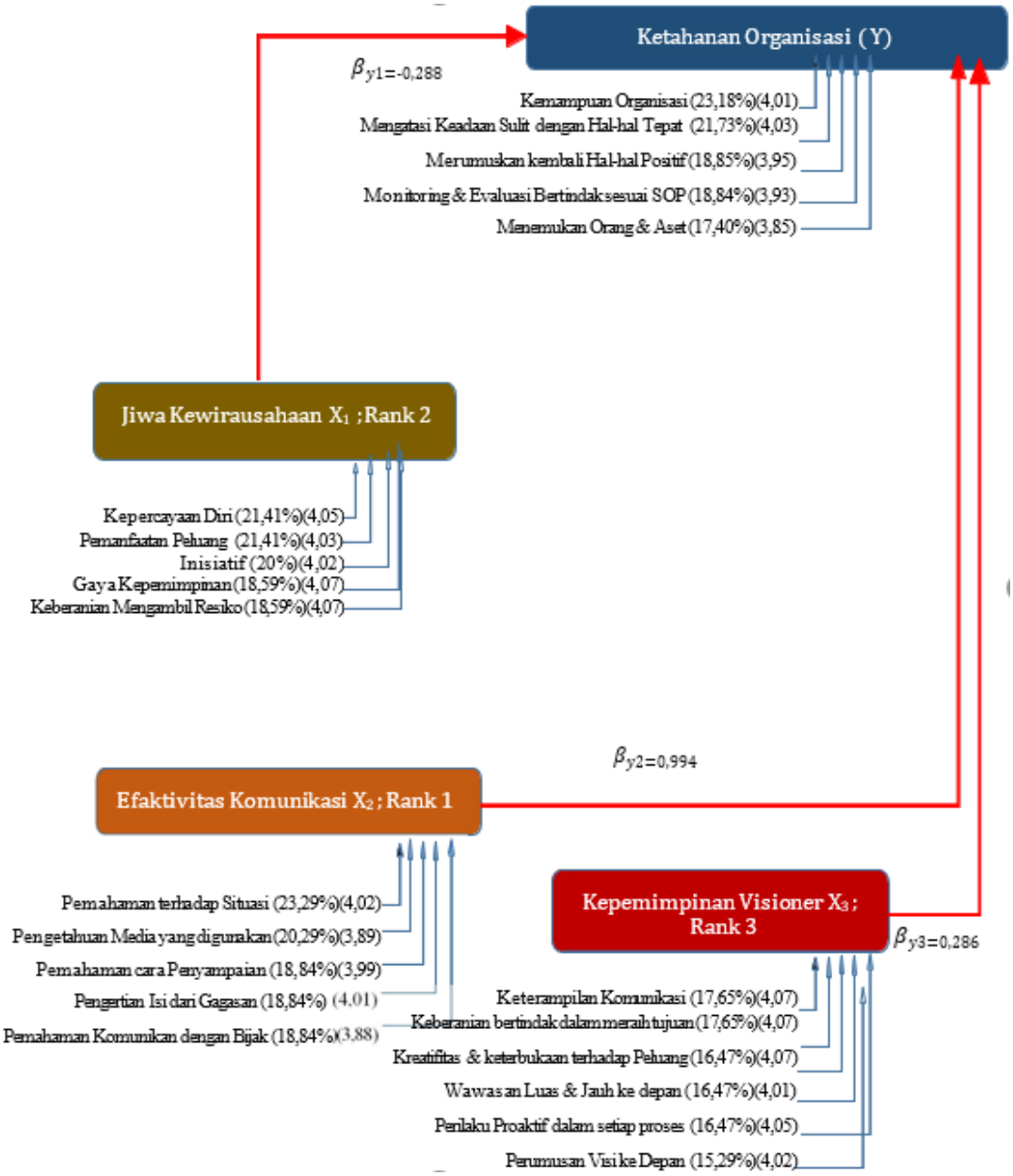


Figure 1. SITOREM Analysis Results

Figure 1 above shows the magnitude of the path coefficient (β), indicator weights and average indicator values of each exogenous and endogenous variable. The path coefficient value of the highest exogenous variable is the first priority to be handled or corrected if there are weak indicators (average value <4). The priority order of handling variables based on the path coefficient value is: 1) Finding People & Assets, 2) Knowledge of Media used, 3) Understanding Wise Communicators, 4) Monitoring and Evaluation acting in accordance with the SOP, 5) Reformulating Positive Things, 6) Understanding the way of Delivery.

CONCLUSION

Based on the results of the discussion, this study successfully analyzed the influence between variables in increasing the Organizational Resilience of MSMEs in Bogor City. This study found that Entrepreneurial Spirit positively and directly has a significant effect on Visionary Leadership, while Communication Effectiveness does not show a significant effect directly on Visionary Leadership. In addition, Entrepreneurial Spirit has a negative and significant influence on Organizational Resilience, while Communication Effectiveness and

Visionary Leadership exert a positive and significant influence on Organizational Resilience. Further analysis shows that Entrepreneurial Spirit has an insignificant indirect effect through Visionary Leadership, as does Communication Effectiveness.

This research also successfully formulated strategies to improve the Organizational Resilience of MSMEs by strengthening the variables of Entrepreneurial Spirit, Communication Effectiveness, and Visionary Leadership. Through SITOREM analysis, weak indicators are identified for improvement, while good indicators are recommended to be maintained or developed. In the Entrepreneurial Spirit variable, all indicators are good so focus on further development. For Communication Effectiveness, improvement is needed in the indicators of Knowledge of Media used, Understanding the Way of Delivery, and Understanding Communicants Wisely. Visionary Leadership is maintained or developed because all indicators are already in good condition. In Organizational Resilience, improvements are suggested for indicators such as Formulating Positive Things, Monitoring and Evaluation according to SOPs, and Finding the necessary People and Assets.

As an implication, strengthening MSME Organizational Resilience requires strengthening Entrepreneurial Spirit, Communication Effectiveness, and Visionary Leadership. For MSME owners and leaders, it is important to strengthen the communication system, develop key indicators, and ensure planning and evaluation according to SOPs. The Bogor City MSME Office is advised to develop training programs that support the strengthening of these variables and provide strategic assistance, such as facilitation of digital marketing and promotion. For future research, it is suggested that the research model be expanded with additional variables such as Organizational Culture, Competence, or Work Motivation, as well as expanding the scope of areas or types of organizations to test the generalizability of these findings. These strategies are expected to support increased resilience and competitiveness of MSMEs in various contexts.

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