

# Efek

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# COVID-19 Pandemic: SME Entrepreneurs Culture, Community Social Culture and Business Existence

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Abstract :

The purpose of this study is to explore (a) How entrepreneurs survive, adapt and change business models in the face of change during the COVID-19 pandemic; (b) Indicators of entrepreneur culture and its relation to business existence; (c) The role of kinship in maintaining the existence of SMEs and (d) The role of the social environment in contributing to the existence of SME entrepreneurs. The research method uses grounded research. The research proposition is the effect of the pandemic on the culture of entrepreneurs as seen from how to survive in the field of marketing, how to survive in the field of production, social culture of the community as well as on business existence. One indicator of how to survive in the field of marketing is done by selling online. one indicator of survival in the field of production with production cost efficiency and production rescheduling. The involvement of family and community in maintaining the business is very meaningful for the existence of the business.

Keywords: covid 19, SME entrepreneur culture, community social culture, business existence.

The pandemic has lasted two years, many challenges and opportunities have changed the behavior and culture of SME entrepreneurs. [1].[2][3][4]. The changing situation and conditions during the COVID-19 pandemic led to many layoffs starting in mid-2020. This wave of homecoming to the village from former employees caused many changes in lifestyle, social, cultural and economic changes in the village. On the one hand they must maintain their health but on the other hand they must be able to meet their daily economic needs. Although the government provides a lot of various health facilities and various assistance programs, the movement from the city to the village of origin or the change from work habits to unemployment is a psychological problem for the community.

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Entrepreneurship is a key driver of economic growth and a generator of job opportunities in all modern economies around the world. Small and medium enterprises (SMEs) are the modern engine of entrepreneurship. SMEs are indispensable for increasing employment and economic growth. Many economic activities have slowed down due to the covid19 pandemic, even some economic activities have stopped.[5]. SMEs are challenged to be flexible in running their business. Readiness to face a crisis during the COVID-19 pandemic is also a challenge for all sectors of life. [6]. [7] The most crucial problem is the sudden need to change business and entrepreneurial activities. In order for their businesses to survive these situations and

conditions, many companies are forced to adjust the supply of goods to market demand, introduce business information, lower the prices of products and services, and change investment patterns. [8].

The concept of work from home (wfh) has become a rule during the pandemic. People are asked to stay at home to slow down the pandemic [9]. . Businesses are vulnerable to buying and selling directly. The workplace operations of most businesses are becoming virtual. The digital transformation of productivity and corporate culture has been painstakingly studied. [10] found the impact of covid on decreasing population mobility. [11] found racial and gender inequalities in employment to be increasing. [12] stated that the pandemic caused a global crisis around the world. [13] found that people in some countries avoid situations of uncertainty and fear of change, ignorance, and difficulty accepting the introduction of new products. The cessation of production from several companies affects the survival of SMEs and many employees who work in SMEs experience layoffs (PHK). However [14] stated that wfh had a turning point in the emergence of an efficient way of working from home. Meanwhile, [15] stated that the COVID-19 pandemic has triggered the acceleration of structural changes in consumption and digital transformation.

The results of the study [16] found that clothing entrepreneurs could carry out several strategies such as; make operational changes, cut costs, add new product lines, and hold various promotions and strengthen partners. [17] found entrepreneurial stability over time that was able to adapt to any changes in leadership taking into account the local culture.

[18]. stated, in the business context, entrepreneurial culture can be described as the attitudes, values, skills, and strengths of a group or individual working in an organization characterized by risk. There is a significant direct relationship between openness to change and self-efficacy having a positive impact on entrepreneurial culture, as well as the presence of creativity as a mediator. [19] innovation and entrepreneurship are at the core of the modern economy. the central role of culture in entrepreneurial and innovative practice. Entrepreneurial Culture contributes to the development of exciting innovation and entrepreneurship. Further researchers can focus on longitudinal studies and use qualitative methods for in-depth knowledge along with other variables to measure entrepreneurial culture more broadly.

Based on the results of the study and initial observations mentioned above, this research wants to know: (1.) How entrepreneurs survive, adapt and change business models in the face of change during the COVID-19 pandemic; (2). How are the indicators related to entrepreneur culture and business existence?; (3). What is the role of the family in helping the existence of SME businesses.; (4). What is the role of the social environment in contributing to the existence of SME businesses.

## LITERATURE REVIEW

### Entrepreneurial Culture

As an entrepreneur according to [20] it is very important to have an understanding of the aspects of uncertainty and its interrelationships with the culture associated with various organizations. According to him, culture is an active construction that is understood, experienced, and also influenced by entrepreneurs; second, the variation in the results of entrepreneurs is based on their subjective and personal understanding that shapes the way contextualization. Third, variations in understanding and experience capture the different ways entrepreneurs use their social skills to achieve economic integration and value.

[21] defines an entrepreneurial culture with economic growth within a region. Entrepreneurial culture is defined as economic behavior such as earning a living as an entrepreneur and being made a career by the community, creating jobs so that they can absorb labor. Entrepreneurial behavior includes developing new SME products, fear of failure, fear of taking risks, less pro-active in existing businesses, reducing ambition in the business being run. [22]. Stating that entrepreneurial culture is influenced by relationship ethics and family financial records that can be changed across generations. A more balanced financial record represents a higher level of resilience as a protective factor to open access to using family capital such as financial, human, and family social relationship capital. This study is based on the theory of Sustainable Family Business and Contextual Family Therapy. Relational ethics, fairness, and fairness in family relationships are used to interpret family behavior.

[23] Entrepreneurship is associated with uncertainty stemming from inter-organizational relationships. The concept of uncertainty, however, has been largely analyzed as a univariate variable addressing perceived environmental uncertainty. the concept of uncertainty derived from inter-organizational relationships in the context of entrepreneurship as a multivariate concept, utilizing the Milliken framework, which examines uncertainty by distinguishing between state, effect and response uncertainties. Cultural influences are critical in determining how entrepreneurs perceive, analyze, and deal with uncertainty in inter-organizational situations.

[24] found that financial and numerical skills can play an important role in fostering an entrepreneurial culture, overcoming silence and increasing awareness of business opportunities, especially when women are motivated to increase their autonomy and income. [25] findings indicate that Asian collectivism culture and family support significantly influence the success of women entrepreneurs, although gender inequality is not considered a serious constraint in entrepreneurial activity. The role of women entrepreneurs is considered

important for overall economic development and growth. Entrepreneurship is embedded in the cultural norms and values of society, and it influences the way individuals define their behavior, activities in terms of proactive risk-taking.

[26] stated Entrepreneurship is embedded in cultural norms and values of society, and it influences the way individuals define their behavior, activities in terms of proactive risk-taking. Finding local culture in the context of Masculinity and Individualism has a significant inversely proportional effect on the business performance of women entrepreneurs.[27] found a direct relationship between national cultural practices and entrepreneurial activity based on an analysis of 44 countries. Datasets from the 2012 and 2013 Global Entrepreneurship Monitor (GEM) reports were used to characterize three types of entrepreneurship: early-stage entrepreneurial activity; Need-Based Entrepreneurship and Opportunity-Based Entrepreneurship. National cultural values are used to analyze the five dimensions of Hofstede's work on cultural values (power distance, individualism/collectivism, masculinity/femininity, long/short-term orientation, and uncertainty avoidance).

[28]. Stating that an entrepreneur's behavior and perceptions are fundamentally shaped by national culture, little is known about how cultural values influence effective behavior among entrepreneurs. [29] found cultural differences between the United States and Vietnam in doing business using Hofstede's six dimensions. Hofstede's six dimensions allow us to have a general idea of a country's culture. Power distance shows the disparity of power inequalities in a particular culture. [30] found the important role of entrepreneurial attitudes in mediating the relationship between entrepreneurial culture, entrepreneurial education, and intention to become an entrepreneur.

[31] stated that entrepreneurial involvement has a very large influence on innovative behavior. [19] explores the impact of culture, using individualism, power distance and uncertainty avoidance on entrepreneurial risk-taking behavior that leads to opportunity exploitation decisions. In addition, it also uses entrepreneurial risk-taking behavior as a mediating variable between culture and the decision to exploit opportunities.

[32]. The authors find that the effect of innovation on growth expectations depends on the degree of economic freedom in the country in which the firm operates. [33]. Finding that Chinese entrepreneurs in private companies with high social status tend to engage in socially responsible efforts.

### **Business Existence**

[34] identified that entrepreneurs not only measure their success in financial terms, but that various subjective indicators are often important to them. entrepreneurial performance by studying how entrepreneurs assess the success they achieve. 'Entrepreneurs' achieving success'

is conceptualized as a multi-faceted construct that includes self-reported corporate performance achievements by entrepreneurs, relationships at work, personal fulfillment, community impact, and personal financial rewards. The relationship between 'entrepreneurs' achieving success', a quasi-objective indicator of firm performance, and financial satisfaction, creativity, and entrepreneur health. A new conceptual framework for studying performance in an entrepreneurial context. This framework recognizes the success criteria that entrepreneurs seek to achieve and what they actually achieve, and broadens our understanding of enterprise performance.

[35] found that socio-cultural diversity such as entrepreneurial orientation and natural resources, especially Indonesian culture, can inspire creative industries to continue to innovate and after that can lead them to improve their performance, especially in the tourism sector. , innovation does not have a significant effect on performance and does not mediate the effect between entrepreneurial orientation and organizational performance. [36] The results show that social capital has a positive effect on the business performance of women entrepreneurs in Bali, Indonesia. Knowledge-sharing variable can be a mediator in the relationship between social capital and performance, and social capital has a significant positive effect on innovation, but innovation does not have a positive effect on marketing performance and knowledge sharing.

[19] Business consistency can be interpreted as an opportunity for companies to increase their competitive advantage through the implementation of sustainable practices. development of new ideas about company opportunities to increase competitive advantage by adopting sustainable practices. Switching to a sustainable business model is not only a way to be ethical and sustainable, but also a way to create value.

#### **RESEARCH METHODOLOGY.**

This study uses the grounded method to rebuild the theory of entrepreneur culture based on real events after the pandemic. In accordance with the focus and purpose of the study, namely examining interactions between individuals. [37] The research subjects are SME entrepreneurs in several cities in East Java and Bali, Indonesia. Data collection was carried out in mid-2021 until now as many as 324 SME entrepreneurs, which is the time when the vaccine has been carried out and conditions have started to become conducive. The initial data collection used a survey followed by open, relational and variational sampling as well as discriminatory samples. Data is collected using Google Forms through several SME communities connected to the marketplace, Instagram and Facebook. Follow-up interviews were conducted with video calls and zoom to ensure the validity of the data, on several selected informants. Process Data analysis using the Strauss and Corbin model [38] went through three stages, namely open coding, axial coding and selective coding. The open coding stage is used to find

the initial concept, determine categories and sub categories. Axial coding stage to reveal the relationship between categories. The selective coding stage is used to find the core categories.

After conducting observations and interviews, to get a comprehensive overview of the social situation under study. To maintain the validity of the data, researchers triangulated between sources, between time and between methods; discussions with research assistants, and expert friends. The credibility standard is carried out by extending the research time, conducting continuous and earnest observations. This study also uses transferability standards, namely standards that require researchers to try wholeheartedly to use sentences that avoid biased meanings; Standard Dependability, meaning that researchers must check in making data concepts consistently; Confirmability Standards are standards that require researchers to examine data objectively. The process of analyzing data from Strauss and Corbin is described as follows:

**Phases of Strauss & Corbin's Grounded Theory Analytical Process**

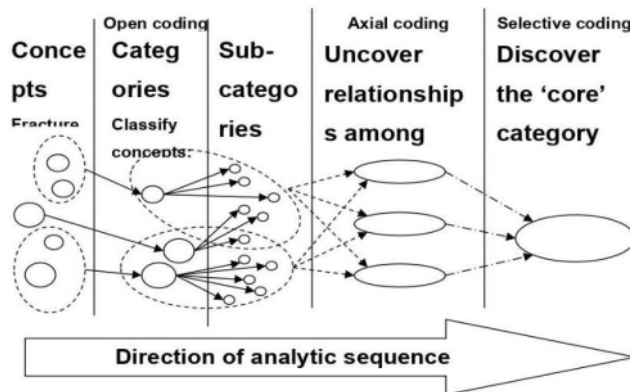


Figure 1: The Grounded Theory Analysis Process of Strauss and Corbin

**RESULTS**

The entrepreneurs most affected by the pandemic 19 are hotel and tourism entrepreneurs, so many have laid off their jobs (layoffs) with employees. The employee who was laid off finally returned to his hometown and switched professions to become SME players. This study also observed and interviewed SME entrepreneurs who had been in business for a long time. The age range of the business that has been carried out is between 1 year to 25 years. The results of this study reveal several types of SME businesses during the COVID-19 pandemic, as shown in Figure 1 below:

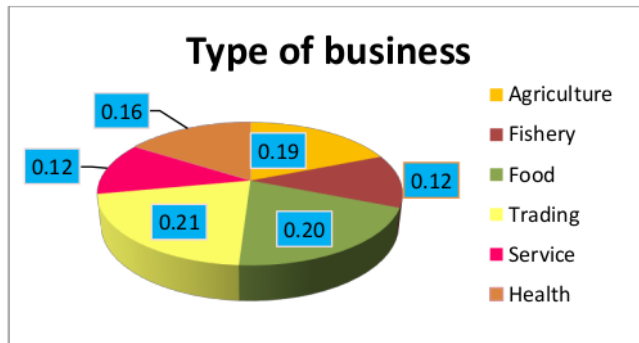


Figure 2: Types of SMEs Studied

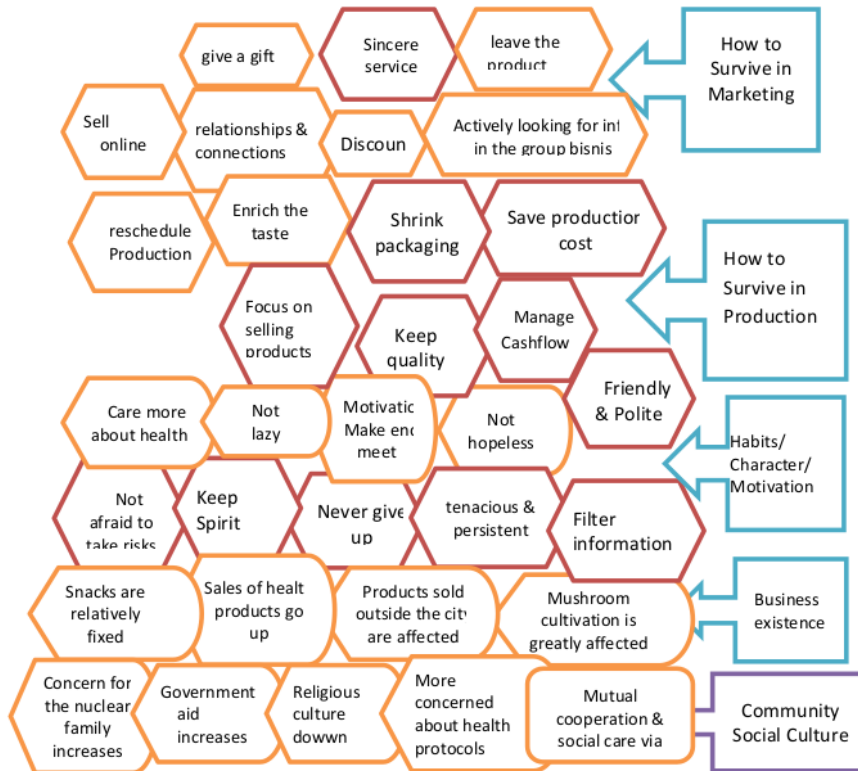
In the agricultural sector, the types of businesses occupied by SMEs are mushroom cultivation, ornamental plant cultivation, star fruit cultivation and other fruits as much as 19%. In the field of fisheries, the type of business that is occupied is the cultivation of catfish, gouramy and including the cultivation of animal feed as much as 12%. In the food sector, the types of business carried out are snacks (snacks), food and beverage stalls, street food vendors as much as 20%. In the trading sector, the types of business carried out are clothing stores, retail stores and other types of shops as much as 21%. In the service sector, the type of business carried out is motorbike servicing, haircuts and other services as much as 12%. In the health sector, the type of business carried out is the manufacture of masks, hand sanitizers, and herbal preparations as much as 16%.

### Open coding results

The results of this open coding are obtained from observations both online and offline through communication with various business groups on WhattApp, Facebook, marketplace and Instagram. The initial data that came in was 83 chats and communication results in business groups. Based on this initial data, the researcher determined several concepts, categories and sub categories. To ensure that the concept has been established, some time after the first observation, the researcher continued to communicate and chat in stage 2, which was obtained by new informants from other regions as many as 92 informants. These informants come from several regions in Java and Bali who are members of the SME business group. The initial results of this researcher set the following categories and sub categories. The remaining 91 informants were carried out in the third stage, namely when reconfirming the informants' answers at the time of selective coding analysis. Figure 3 below is the result of the data after open coding analysis.



Figure 3. Open Coding Results



Several concepts and indicators in the open coding analysis process were obtained as follows: The concept of “How to survive in the marketing field” which consists of indicators: making online sales; give price discounts; improve relationships and connections; give a gift on a certain turnover; leave the product at the nearest store; and serve sincerely. The concept of “How to survive in the field of production” with indicators Reschedule production; focus on products that consumers are interested in; making smaller packages so that prices are easily affordable; innovation by enriching taste; maintain product quality; regulate cash inflow and cash outflow so that there is no deficit. The concept of “habits/character” was also found, with indicators: Work diligently; tenacious and patient; Keep the spirit and never give up; Not lazy and desperate; care more about health; meet the needs of life and do not believe in information that is not clear.

Based on the results of the categories obtained when the researchers conducted an open coding analysis, the researchers traced back by conducting in-depth interviews through video calls or zoom. At the time of the axial coding analysis, the relationship between categories was found as follows.

1. The results of interviews from 266 entrepreneurs studied were 82% selling online, the remaining 18% selling offline while still marketing conventionally. This can be done because the location of these SME actors is in a relatively deserted village and the products sold are all fresh food and drinks.
2. SMEs survive, adapt and change business models in the field of marketing by giving gifts; improve relationships and connections; serve customers sincerely; entrust the product to the nearest store and there is also a discounted price.
3. Meanwhile, for the production sector, SME players survive by (a). reschedule production, this is mainly for mushroom cultivation; (b). Focus on products of interest, especially for SMEs that make several types of snacks; (c). enrich the taste, by adding salty, sweet and spicy taste, balado taste and others; (d) shrink the packaging in order to make the price more affordable for consumers; (e) regulate cash flow, (f) especially production cost savings that can be found alternatively, such as the use of gas fuel instead of wood branches to process products; (f) maintain product quality
4. In the category of culture/customs/character of entrepreneurs, this study found the following categories: (a) more concerned about health; (b). Not lazy and desperate; (c) Keep the spirit and never give up; (d) Work diligently, tenaciously, patiently; (e) meet the necessities of life; (f) filter information, do not believe in information that is not clear and care more about health
5. In the Business Existence category, the following sub categories are obtained: (a) snacks are relatively stable, only take longer to sell; (b) oyster mushroom cultivation is severely affected; (c) the main difficulty of mushroom cultivation is in its production; (d) Affected snacks are those whose sales are outside the region; (e) the angkringan business can still survive; (f) family cares more, (g) motivation to fulfill basic needs; (g) A lot of assistance from the government;
6. The emergence of a new concept of "social culture of society" which is a accompanying concept as a result of the variation in the data obtained, with indicators: more care about health protocols, increased government concern, more care for nuclear families, decreased religious culture such as face-to-face tahlilan.

### **Axial Coding Results**

At this stage the researcher looks for links and relationships between the categories "how to survive in the field of marketing", "How to survive in the field of production, "Habits / Character / Personal Motivation", and the categories "Business existence" and "social culture of society". The following is a picture of the interrelationships of each category

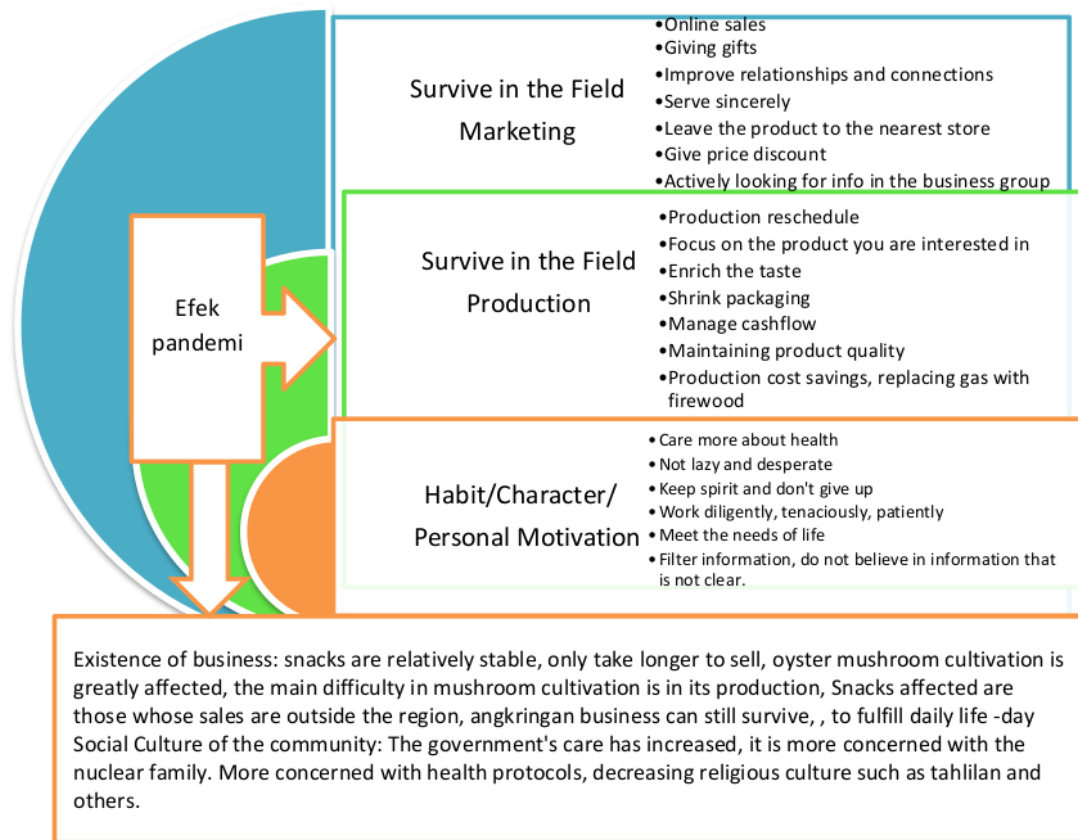


Figure 4 : Axial Coding Ewsult

The relationship between categories found that entrepreneurs who chose ways to survive in the marketing and production fields such as those in the sub-category above, their business is still running until now. The category of how to survive is actually the result of the entrepreneur culture in marketing and production. This is strongly supported by the habits (culture) as described in the sub-category above. Based on the culture of marketing, production and elements of personal habits, the SMEs studied still exist today. Existence here is interpreted to mean that these SMEs are still operating at the time of this report, even though their sales have decreased, but there are also those whose sales continue and even new businesses emerge as a result of the pandemic.

Several variations of data from the impact of the pandemic recorded from interviews are (1) the nature of mutual cooperation and concern from neighbors when someone is sick with COVID by providing food for isolated families resulting in orders for daily food consumption to increase; (2) For health products such as sales of masks, traditional herbs such as turmeric tamarind, kencur rice and supplements for body resistance such as ginger, cardamom and

others, the demand is increasing. (3) Community social concern on environmental health and cleanliness, especially for the provision of hand washing facilities by SME entrepreneurs, has also increased to prevent consumer doubts and prevent contracting the virus, which is a new culture that everyone does, although this kind of hygiene culture has existed before, but since the existence of this covid 19 pandemic, the culture of this community has finally become the culture of SMEs; (4) Old cultures such as angjangan, friendship between friends and recreation with family during the pandemic are decreasing (5) family/relative care is getting higher when entrepreneurs' business ventures experience obstacles due to the lockdown

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**Entrepreneur Culture**

**Culture in the field of marketing with indicators: Online sales, giving gifts, increasing relationships and connections, serving sincerely, entrusting products to the nearest store, Giving price discounts**

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**Production Sector Culture with indicators of production re-schedule, focusing on products of interest, enriching taste, shrinking packaging, managing cashflow, maintaining product quality production cost savings, replacing gas with firewood**

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**Personal Habits/Characters/Motivation with indicators that care more about health, Not lazy and hopeless, Stay enthusiastic and never give up, Work diligently, be tenacious, patient, fulfill life's needs, filter information, don't believe in unclear information, Not afraid to take risks, Friendly and Polite**

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**Business Existence**

**Existence here is interpreted to mean that these SMEs are still operating as of the time of this report, even though their sales have decreased, but there are also those whose sales continue and even new businesses emerge as a result of the pandemic.**

**Down: All types of SMEs whose sales before the pandemic were carried out outside the city (region)**

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**Still, tends to rise: food and beverage SMEs, especially those related to body resistance**

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**A new business emerges: SMEs in the field of health and body resistance**

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## Community Social Culture

the nature of mutual cooperation and concern from neighbors when someone is sick with covid by providing food for isolated families has resulted in orders for daily food consumption to increase

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Community social concern for health and environmental hygiene, especially for the provision of hand washing facilities by SME entrepreneurs, has also increased to prevent consumer doubts and prevent contracting the virus, which is a new culture that everyone does, although this kind of hygiene culture has existed before, but since the covid pandemic In this case, the culture of this community has finally become the culture of the perpetrators

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Old culture such as angjansana, friendship between friends and recreation with family, religious culture during the pandemic is decreasing

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Figure 5. Relationships between categories found.

### Selective coding

Based on the results of selective coding above, the propositions generated in this study are

1. The effect of the Pandemic on "entrepreneurial culture" can be seen from how to survive in the marketing sector, how to survive in the production sector and the character/habits and motivation of entrepreneurs.
2. The effect of the Pandemic on "business existence" has decreased, namely all types of SMEs whose sales before the pandemic were carried out outside the city (region); there are those that tend to increase, namely food and beverage SMEs, especially those related to body resistance and new businesses emerge in the health and body resistance sector.
3. The effect of the pandemic on "Community Social Culture" was found to increase Gotong royong & social care via WhatsApp, Concern for hygiene and health protocols increased, Culture of friendship and religion decreased, increased government assistance.
4. The effect of the pandemic on the family is the closer and caring the nuclear family kinship.
5. The concept of "entrepreneur culture and the concept of business existence" is the initial concept to be researched. However, at the time of data collection there was a concept of social culture and the concept of a pandemic effect on the core family culture often appeared in the answers of the informants.
6. The final proposition of this research is that there are variables of entrepreneur culture, business existence, social culture of the community and nuclear family ties that are affected by the COVID-19 pandemic.
7. The relationship between each variable and the indicators found can be directly or

indirectly related. This needs to be investigated further using a quantitative approach  
 The following are the effects of the COVID-19 pandemic generated in this study.

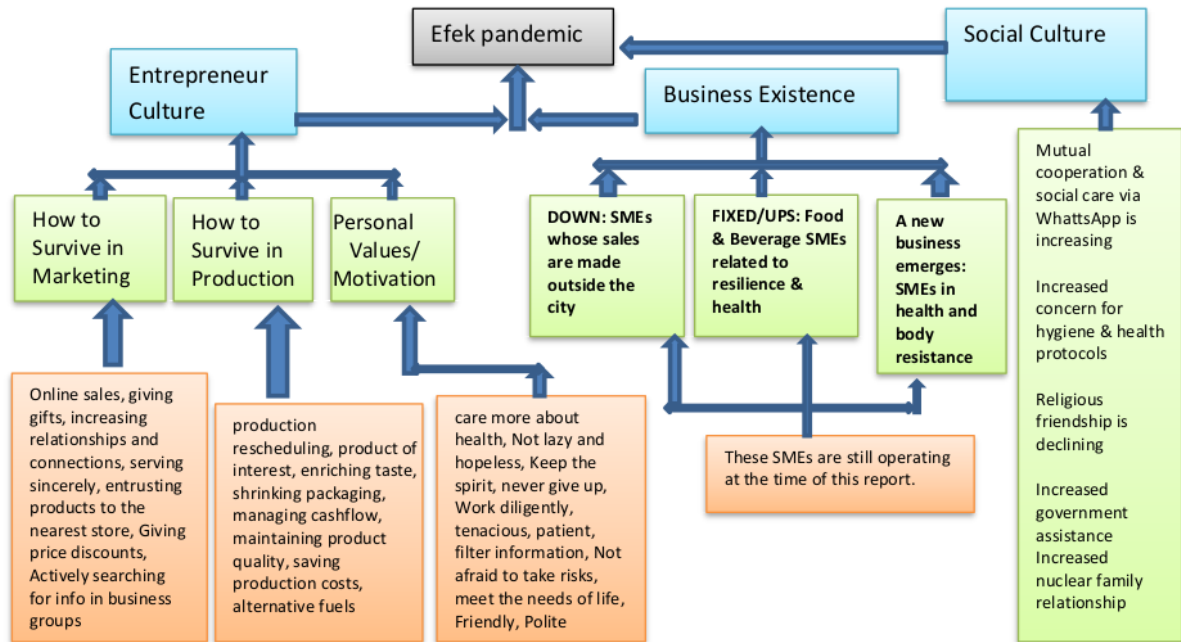


Figure 6 : Selective Coding Result

## DISCUSSION

This study found a new category related to social culture, and the proposition in this study is "The Pandemic Effect on entrepreneurial culture, community social culture and business existence", but the entrepreneurial culture variable is further divided into sub-variables or can be used as a new variable, namely how to survive. in the field of marketing, how to survive in the field of production and values of character/personality/motivation. The final proposition of this research can also develop into "The effect of a pandemic on how to survive in the marketing field, how to survive in the field of production, social culture and business existence. This proposition can be taken into consideration for future research related to the theme of pandemic effects research. The impact of the COVID-19 pandemic on the business world will change and the development challenge of finding new solutions will be an interesting topic for future research.

In line with the results of this proposition, related to the concept of entrepreneurial culture/behavior found in this study, several previous studies that have supported the results of this study are [39] finding the concept of entrepreneurial behavior from the dynamic nature and multi-level influence of entrepreneurial identity. His findings divide entrepreneurial behavior based on the questions of when, how and with what consequences entrepreneurial identity is relevant to new ventures. [40] Company system is influenced by cultural values, the development of the theory of cultural alignment of the Enterprise System. This finding illustrates Hofstede's cultural values framework resulting in the modeling of two contrasting archetypal cultural profiles. Models are needed to develop implementation strategies that take into account the cultural context. Meanwhile, Danis' research results state that there are many other factors and determinants that influence entrepreneurial culture. [41]. Likewise [42] identify social values, civil society, innovation, economic activities and social impacts as social characters in predictors of sociopreneur motivation and identify personal values in the creation of social enterprises. [43]

The new invention, will be tested in the market which is likely to fail in initial trials and succeed on an adapted version or in a different context. Business actors must continue to maintain the resources for entrepreneurship and must cooperate with other economic resources, to obtain new opportunities, in order to continue to exist. Entrepreneurial success is difficult to predict, after the pandemic period, it is very important to continue to update perceptions, attitudes, entrepreneurship habits after the pandemic. .

Research findings related to online sales indicators indicate that the increasing role of information and information technology has led to a new stage in the development of society during a pandemic. . The global information space provides effective interaction between people and the fulfillment of goods and services needs through online shopping. Global informatization and modern events are changing the way consumers think and understand information. All of these provide relevance to changes in online marketing strategies that SMEs must consider. At the current stage, online marketing must be improved and transformed according to changes in consumer thinking. This must continue to be done because Medium, Small and Micro Enterprises (MSMEs) are the sectors that have been hardest hit because SMEs do not have the financial strength to support them like large companies. Niels Bosma 2021 [44]. This study also found indicators of increasing government assistance to entrepreneurs and the community. This is also found in several countries responding to the pandemic by providing various aid packages.

One of the categories of this research is "how to survive in the field of production" and one of the indicators is "saving production costs by replacing gas with firewood". This is certainly a new behavior from entrepreneurs to survive during the pandemic. What needs

further attention is that if this habit is continued, it will become a habit that is detrimental to the environment.

The existence of an online sales culture is a new habit that before the pandemic, not all SMEs were used to selling online. It was found that the social culture of the community, namely mutual cooperation & social care through WhatsApp was increasing. Increased awareness of hygiene & health protocols is a habit that must be done in the face of a pandemic. Religious customs such as tahlil, yasinan decreased. Increased government assistance. Improve nuclear family relationship

The results of this study that are different from this research are the results of research [45] which found the impact of a pandemic on the implementation of CSR in fashion companies, which were originally very active in CSR activities, but since the pandemic there have been identified new trends regarding sustainability and CSR. This research review offers a proposition of how the threat of COVID-19 can be an opportunity to rebuild the fashion industry. While [46] describes the effect to date that the pandemic is a challenge for entrepreneurs and entrepreneurs. This will have to wait to see the actual impact on the development of entrepreneurship around the world. Keeping track of entrepreneurship over time will help provide answers to many relevant research questions.

The next question in this research is how is the sustainability of the existence of SMEs in the post-pandemic period? will it be able to rise again, grow and develop as before? How is government policy on COVID-19 to reduce the adverse effects on entrepreneurship, especially in the most endangered sectors, such as culture, hospitality or tourism (Betzler et al., 2020) or how individuals view crises as opportunities and discover new business ideas (Giones et al., 2020). What countries have facilitated with a more functional entrepreneurial ecosystem to support more efficient entrepreneurs (Mason and Hruskova, 2021)? How is the model for empowering entrepreneurs by the government in the post-pandemic [47]

The existence of this pandemic has triggered us to look back at established theories, and use them to understand the new culture of entrepreneurs. Future research should explore how SME entrepreneurs bounce back from adversity due to the pandemic. We still need to learn about how entrepreneurs are coping with crises and how their well-being is changing. In line with the results of this study is a study from [48] conducted in Malaysia.

The results of this study contribute to the literature related to entrepreneurial culture, strategies or ways to survive for business survival and recovery in micro-enterprises. The results of this research proposition can be used as initial hypotheses for research on entrepreneur culture, community social culture and business existence.



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