



UKM Recovery Business Strategy Through the Expectancy Model in the Covid-19 Pandemic

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Abstract

This study aims to determine the recovery business strategy of SMEs actors in the city of Jakarta during the Covid-19 pandemic by referring to the questions posed by Victor Vroom in Sagung, et al (2017) namely Expectancy, Instrumentality, and Valence. This type of research is descriptive qualitative, data collection method using structured and gradual interviews. The data analysis technique used descriptive qualitative. The results of the study explain that the recovery business strategy in the city of Jakarta during the Covid-19 pandemic for SMEs actors can provide improvement and development of good business sustainability by implementing strengthening management in the fields of marketing, human resources, finance, and operations as a strategic step to create an efficient business existence. and effective. This study concludes that SMEs actors are required to have good knowledge management and absorptive capacity to improve their business performance. Furthermore, future research is expected to examine more sources and references, namely by adding variables and more in-depth analysis to obtain more complete research results using mixed methods, namely quantitative and qualitative methods.

Keywords: *Strategy; Recovery Business; SMEs; Expectancy Model; Covid-19 Pandemic*

Introduction

The spread of the Covid-19 virus is still a concern for various countries, especially those that have confirmed positive cases of infection in their countries. According to the real-time website Coronavirus COVID-19 Global Cases, the number of these cases continues to rise. As of April 4, 2021, there were 129 million cases of the Covid-19 virus spreading in more than 221 countries in the world. The highest number of cases is still in the USA, followed by Brazil, India, France, and Russia (worldometers.info, April 4, 2021). Indonesia is currently ranked 20th in the world with a record number of confirmed cases of positive infected patients as many as 1,501,093. According to the government's official website, covid19.go.id, as of today, there are an additional 5,008 cases. (Google News, April 1, 2021).

Although the Covid-19 recovery rate continues to increase, the emergence of cases of the spread of Covid-19 has also increased so that uncertainty continues to affect the pace of the global economy. Moody's Investor Service predicts that Indonesia's economic growth in 2020 will experience a slowdown at 4.8% of Gross Domestic Product (GDP). This value is below the growth in 2019 which was at 5.02%.

This economic slowdown is expected to continue in 2021, although accompanied by a slight strengthening of only 4.9% growth (tirto.id, 25 June 2020). In 2021 Moody's in its report said that to restore the economy, the Indonesian government believes it can get out of the economic and public health crisis by vaccinating. "However, the government has been slow to roll out vaccinations, only being able to target vaccination of 66% of the population by 2022. The road to recovery for Indonesia will be challenging and protracted." (cnbcindonesia.com, April 1, 2021)

Based on data from the Investment Agency and One-Stop Integrated Services (DPMPTSP) from 2018 to March 2019, DKI Jakarta has issued 40,464 permits for micro, small and medium enterprises (MSMEs). And from January to March 18, 2019, as many as 3,015 micro and small businesses have obtained micro and small business permits (IUMK). The Investment Coordinating Board (BKPM) recorded that the number of applications for Business Identification Numbers (NIB) through the Online Single Submission (OSS) system throughout 2020 reached 1,519,551 NIBs. Where the type of application for the Micro Small NIB dominates at 81% or 1,229,417 NIB (national.kontan.co.id, April 1, 2021). Based on these data, Micro, Small, and Medium Enterprises (MSMEs) are the largest investors in Indonesia.

In a crisis like this, the SME sector needs special attention from the government because it is the largest contributor to GDP and can be a mainstay in absorbing labor, substituting the production of consumer or semi-finished goods, besides that SMEs are also facing uncertainty due to the Covid-19 pandemic. Therefore, every business organization must always anticipate changes in the uncertain business environment to remain competitive. Not surprisingly, Thompson (1967) stated that the most important task of organizations is managing uncertainty. Therefore, uncertainty has been recognized as a major cause of organizational failure (Small and Downey, 1996). In contrast, a more positive view of Drucker (1968) states that change is not a threat, but an opportunity for organizations to exploit a turbulent environment to provide benefits or welfare for the organization (Almahamid, 2008; Sharifi and Zhang, 2001; Taghizadeh, 2015).

Finding creative ways to respond to environmental changes and generate success requires new methods and approaches (Fahami et al., 2017). The new paradigm that perceives change as an opportunity to respond, exploit, and obtain benefits is known as agility (Sharifi and Zhang, 2001; Taghizadeh, 2015). So organizations need to have the capability to respond and take advantage of these uncertain environmental changes. According to Zhang and Sharifi (2000), these capabilities are responsiveness, competency, flexibility, and speed. So, agility in the 21st century is no longer an option, but a necessity for organizations (Harrar et al., 2015), manufacturing, and services (Fahami et al., 2017). The perfect recipe does not exist in developing organizational agility (Harrar et al., 2015). Continuous and unpatterned environmental changes cause organizational agility to be dynamic, must follow a turbulent business environment. That is, agility is an ongoing process, is a "matter of becoming" rather than "being" (Alzoubi et al., 2011). Consequently, the organization will have the "right" agility if every member of the organization has a code of conduct to always be agile. So agility is more than just a business process, it must be a core characteristic that must be possessed by organizational members, teams, and the entire organizational culture (Harrar et al., 2015). It can be concluded that to achieve successful SME performance and business recovery, not only organizational agility is needed as a solid foundation. However, there are other factors, namely internal factors that influence such as motivation, while external factors that can affect performance such as environmental uncertainty. Motivation, organizational agility, and environmental uncertainty can be conditional factors that affect the dynamics of business recovery (HARSANTI, 2018).

To overcome the problems above, a strategy is needed to restore the existence of businesspeople in the SME sector during the Covid-19 pandemic. One strategy is to use the concept of the strategy proposed by Victor Vroom in Sagung, et al. (2017) which defines that individuals will be motivated to do certain things to achieve goals if they believe that their actions lead to the achievement of these goals

(Suartana, 2010:181). The key variables in this expectancy theory are effort, income, and expectancy. From the picture, several important elements form the basis for an individual or employee to take any action, namely Expectancy, namely a person's belief in his efforts that will affect his performance. Instrumentality is the belief that a person will get a reward for his performance. Valence is the awareness of each individual that the award gives value to the desired expectation. In expectancy theory, it is stated that it is important to survey things that are of value to employees (Wantika, 2017). Companies can identify the needs desired by employees so that employees will feel that the needs provided by the company provide a strong motivation to act or work. In addition to the expected value (Valence), companies must also pay attention to the importance of employee expectations. Perhaps the employee will judge that the reward he receives has only a small impact on behavior if the employee does not feel, Personal ability in a determined way, there is a clear relationship between the desired behavior and the assessed results. Therefore, in Expectancy Theory, before providing motivation, several steps are needed, as follows: (Grenberg, 2003)

Knowing the true expectations of employees, which can encourage employees' efforts to improve their performance. For example, to improve performance for employees in the finance department, is it appropriate to provide monetary rewards, when what is desired is to increase job mastery, possibly accounting training, tax training, it will be more appropriate to improve performance. Determination of the right reward, which can provide positive value for employees. Rewards to be given must be identified, salary increases, bonuses, training, are some examples of rewards that must be identified (Lathifah, 2016). Linking the value of rewards with employee performance. Almost the same as the third step, giving rewards must be able to give a good influence on the performance of employees. For example, giving salary increases, giving bonuses, providing facilities, must be able to provide a clear measure of employee performance improvement. Often the provision of these rewards has not been positively correlated with employee performance (Kusniati, 2020).

With this step, it is expected that the motivation provided by the company will be correlated with increasing employee performance. Furthermore, theoretically, this research is expected to be able to examine Expectancy Theory (expectancy theory) related to business recovery and business uncertainty. This study aims to confirm the SME business recovery strategy through Victor Vroom's Expectancy Theory through a list of questions that have been provided. These questions can guide respondents as business people to bounce back from the crisis so that SME players can take the right steps to save their business due to the Covid-19 pandemic and help provide solutions to the government in strengthening SMEs to reduce the impact of the Covid-19 virus economic slowdown. -19.

Literature Review

Strategy

In the book *Technical SWOT Analysis Dissecting Business Cases*, Rangkuti in Aisyah (Aisyah, 2019) cites the opinions of several experts regarding strategy, including (1) Chandler: Strategy is a tool to achieve company goals about long-term goals, follow-up programs, as well as priority allocation of resources; (2) Learned, Christensen, Andrews, and Guth: Strategy is a tool to create competitive advantage. Thus one of the strategic focuses is to decide whether the business should exist or not; (3) Argyris, Mintzberg, Steiner, and Miner: Strategy is a continuous and adaptive response to external opportunities and threats as well as internal strengths and weaknesses that can affect the organization; (4) Porter: Strategy is a very important tool to achieve competitive advantage; (5) Andrews, Chaffe: Strategy is a motivating force for stakeholders, such as stakeholders, debtholders, managers, employees, consumers, communities, governments, and so on, who either directly or indirectly receive benefits or costs incurred by all actions taken. by the company; (6) Hamel and Prahalad: Strategy is an incremental action (constantly increasing) and continuous and is carried out based on the point of view of what

customers expect in the future. Thus, strategic planning almost always starts from “what can happen”, not from “what happens”. The speed of new market innovation and changes in consumer patterns requires core competencies. Companies need to look for core competencies in the business they do.

Environmental Uncertainty Theory

Is a condition of the business environment outside the company, which can affect managers in determining business strategies. Following Arieftiara (2017) using 3 components as a proxy for environmental uncertainty, namely: (1) Market uncertainty (CVSALES) indicates a change in consumer tastes, measured by the standard deviation of sales (Ghosh & Olsen, 2009); (2) Competitive intensity (COMPINT), is the level of competition faced by companies in certain markets (Jaworski & Kohli, 1993); (3) Technological uncertainty (TECH), is the level of technological change faced by the company according to the type of industry (Yusuf, 2002). Technological uncertainty (TECH) can be measured using a proxy for the intensity of innovation carried out by the 3 largest competitors in the same type of industry over the last 3 years. The use of the 3 biggest competitors in one type of industry has previously been used by Hambrick (1983) and its validity has been tested. The period of 3-5 years is sufficient time to assess the implementation of strategies and evaluate the achievements of the actions or changes made by the company (Ittner, Larcker, Rajan, 1997; Hambrick, 1983). Innovations made by the company can be in the form of launching / introducing new products, opening / establishing new branches/factories, or establishing departments that support the company's the production and distribution system (Ittner, Larcker, Rajan, 1997; Geroski, Mata, & Portugal, 2007).

Organizational Agility

According to Schnackenberg in Purnomo (Purnomo & Padjadjaran, 2017). The definition of organizational agility continues to evolve. Starting from speed in decision making, it changed to flexibility, then changed again to strategic flexibility, and finally organizational agility. The definition of agility according to Sambamurthy et al (2003) is "the ability to detect opportunities for innovation and seize those competitive market opportunities by assembling requisite assets, knowledge, and relationships with speed and surprise". Based on this definition, according to Sambamurthy et al (2003), there are three dimensions involved in the agility construct, namely customer agility, partnering agility, and operational agility. Furthermore, Sull (2009) defines agility practically as “the capacity to identify, capture, and exploit opportunities more quickly than rivals do”. In contrast to the definition proposed by Sambamurthy et al. (2003) which views agility as an organizational capability, Sull's (2009) definition further explains agility as an organizational capacity. This has implications for the dimensions involved, namely the range to feel (range of sense) and range to respond (range of response), not the scale to feel and respond as in the initial definition.

Micro, Small, And Medium Enterprises (SME)

Micro, Small, and Medium Enterprises (MSMEs) have different definitions in each literature according to several agencies or institutions and even laws. Following Law number 20 of 2008 in Rahmat (Rahmat et al., 2008) regarding Micro, Small, and Medium Enterprises, MSMEs are defined as follows: Micro-enterprises are productive businesses owned by individuals and/or individual business entities that meet the criteria Micro Enterprises as regulated in this Law. Small Business is a productive economic business that stands alone, which is carried out by individuals or business entities that are not subsidiaries or not branches of companies that are owned, controlled, or become part either directly or indirectly of Medium Enterprises or Large Businesses that meet the Business criteria. Small as referred to in this Law. Medium Enterprises are productive economic businesses that stand-alone, which are carried out by individuals or business entities that are not subsidiaries or branches of companies that are owned, controlled, or become a part either directly or indirectly with Small Businesses or Large Businesses with total net assets or annual sales proceeds as regulated in this Law.

Expectancy Model

According to Stephen & Judge in Tremtari (Tremtari, 2013) motivation is the result of the interaction between the individual and the situation. Motivation is a process that describes the intensity, direction, and persistence of an individual to achieve his goals. So expectancy theory is one of the theories of motivation, the definition of expectancy theory is that the strength of the tendency to act in a certain way depends on the strength of the expectation that the action will be followed by a certain output and depends on the attractiveness of that output to the individual.

The most widely accepted explanation of motivation is Victor Vroom's expectancy theory, in more practical terms, expectancy theory says that employees will try better and harder if the employee believes that effort results in good performance appraisals. A good performance appraisal will encourage organizational rewards such as bonuses, raises, or promotions. And the rewards will meet the employee's personal goals. Therefore, the theory focuses on three relationships (Robbins and Judge, 2017): The effort-performance relationship. The probability that an individual who expends a certain amount of effort will result in performance; Performance-reward relationship. The degree to which the individual believes that working at a certain level will lead to the achievement of the desired performance; Personal reward-goal relationship. The degree to which organizational rewards satisfy personal goals or personal needs and the attractiveness of potential rewards to the individual.

Research Method

This type of research is included in the type of field research using a qualitative approach. Methods of data collection using interviews, observation, and documentation. Then, the data analysis technique used descriptive qualitative. The study began by conducting structured and gradual interviews with SME players about the current conditions during the COVID-19 pandemic with the method of determining the sample of respondents using non-probability sampling. The non-probability technique (Probability Infinite) used is accidental sampling (Convenience Sampling). The selection of the research location was done intentionally (purposive sampling).

Result and Discussion

UKM Life in DKI Jakarta

1. Description of SMEs in DKI Jakarta

The study used a descriptive method which was carried out through in-depth interviews, FGDs, and observations on small and medium business actors registered as small and medium enterprises (SMEs) at the DKI Jakarta Provincial Industry and Trade Office. The type of business carried out by the research subjects, namely opening a food or beverage business in the form of a cafe or restaurant, only selling food and only selling packaged drinks. Furthermore, the working period or period of time to pursue SME entrepreneurship ranges from 2 years to > 10 years.

2. Description of the Condition of SMEs during the Covid-19 Pandemic

- **Observation**

From the results of the research conducted, it is known that the percentage decrease in turnover in the period, namely during the first PSBB in April 2020, the second PSBB in December 2020, and PPKM in July 2021, so that it experienced a very drastic decline due to the Covid 19 pandemic. Through

interviews with 10 business actors, it can be seen the level of decline in sales turnover as shown in the following table 1.

Tabel 1: Decrease in Turnover

Name of Culinary Sector SME	Decrease in Turnover
Bebek Kaleyo	± 80%
Cerita Cafe	± 90%
Chatime	± 80%
Hakuna Matata	± 80%
Imperial Dimsum	± 80%
Locale	± 80%
Martabak Seno	± 80%
Richess Factory	± 80%
Roti'O	± 80%
Rotisbak Ghifari	± 80%

The data in Table 1 shows the level of decline in sales turnover between 80% to 90% for variations in the types of SME business and trade products in DKI Jakarta in the period between March 2020 to June 2021.

- Business Actor Action Orientation

Orientation or consideration of business actors in dealing with decreased turnover due to the Covid 19 pandemic. Business actors stated that the reason for the decline in turnover was due to the rules for store opening hours specified in the security protocol and health protocol, distance restrictions in public places that were seen as reducing consumer comfort, the existence of a ban leaving the house or implementing PPKM (Enforcement of Restrictions on Community Activities) accompanied by criminal sanctions and fines.

As many as 60% of the 10 business actors continue to open their merchandise, especially for shops at stand malls, cafes, and restaurants while still following the health protocol rules and pandemic security policies.

In Figure 4.6, it is known that the plans developed by business actors after the pandemic period have passed, 40% of business actors choose to rearrange the way of marketing their business products, but also continue to see how the market situation will be after the pandemic, and 40% of business actors choose to continue their existing business. he is engaged now and feels that the consumer market has not changed in terms of purchasing decisions. Then 20% of business actors will observe the market situation and community needs after the pandemic ends, as well as create backup businesses during the pandemic to survive or transfer capital temporarily.

- Business Actor's Decision

Concerning this situation, several things that business actors do concerning marketing or selling their products are known to be 60% of business actors who do marketing or offer their wares through online marketing promotions, namely paid promotions available online, and 20% of business actors use social media as a marketing tool. However, there are 20% of business people who try to find other opportunities by collaborating with external parties who they believe can

collaborate in marketing their products as well as food bloggers. For details of online marketing promotions, and marketing through offline social media can be seen from the following hierarchical (figure 1)



Figure 1. TreeMap Graphics, marketing strategy through social media during the pandemic

- Actions to Maintain Business

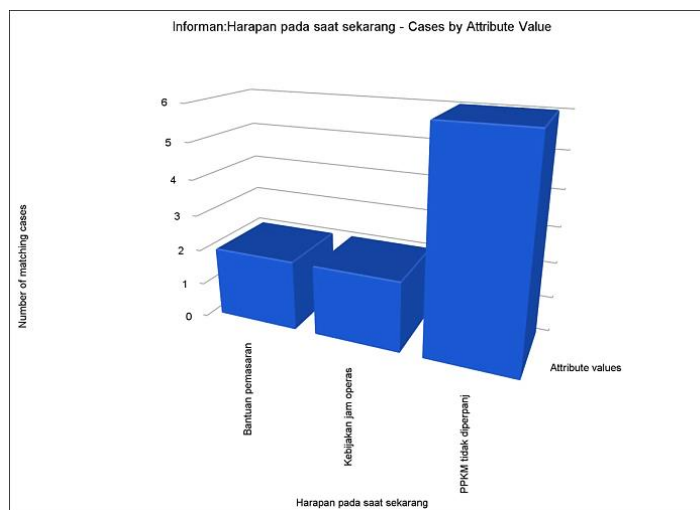


Figure 2. Graph of hope in the present moment

It can be seen that 60% of business actors have hopes that PPKM will not be extended, then 20% of business actors need a policy of operating hours that does not harm SMEs, causing businesses to close early and 20% of business actors expect the government to assist with marketing.

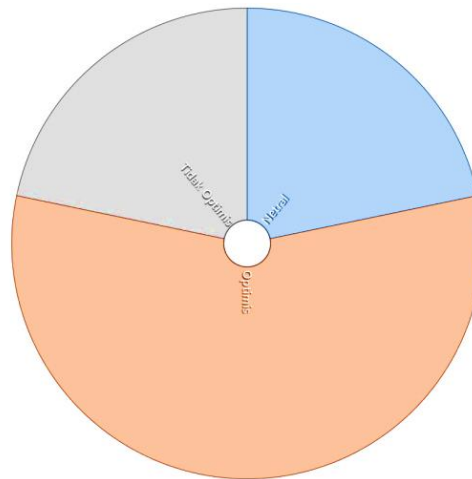


Figure 3. Graph of confidence/optimism of economic recovery for SMEs after the pandemic

Then for the level of confidence of business actors in their ability to survive during the Covid 19 pandemic. 60% of business actors stated that they were still very confident in their business being able to survive and develop after going through the pandemic period. Then, 20% of business actors feel pessimistic, and 20% of business actors are neutral or have not thought about how to maintain their business during the current pandemic and the impact after the pandemic ends.

Through the results of interviews and data recording from research questionnaires, it can be seen that the efforts or tactical steps taken by SME business actors as a decision to maintain their business can be seen from the following figure 4.

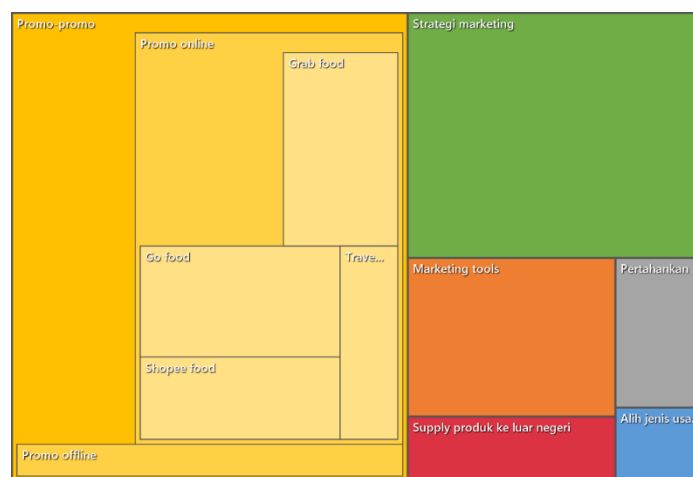


Figure 4. TreeMap of tactical steps by UKM

Figure 4 shows that the tactical steps taken by most SME business actors are holding promotions through online media (Grab food, Go food, Shopee food, and Traveloka). Then, there is a marketing strategy (determination of value propositions, target market, inviting food bloggers, collaborating with external parties). Maximizing marketing tools (Whatsapp, Facebook, Instagram, Youtube, and Twitter). Trying to supply products abroad, maintaining product quality until the last step, namely changing the type of business.

Analisis Pemulihan Bisnis Melalui Model Expectancy di Masa Pandemi Covid-19

1. Consumer Analysis by Business Actor

In this case, consumer behavior according to the observations of business actors, which is known from interviews with business actors can be seen as follows:

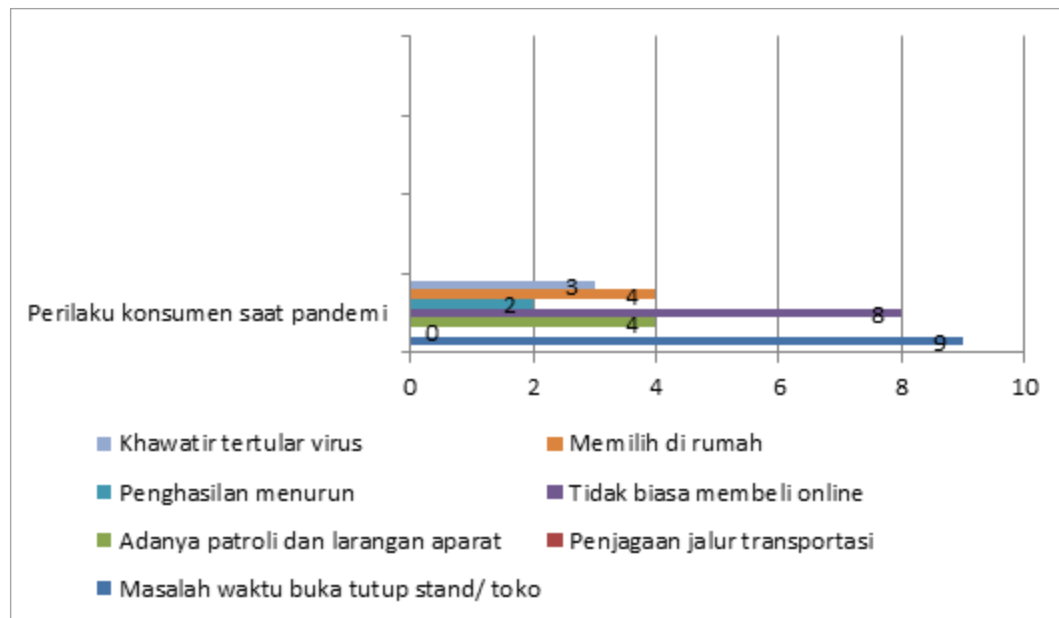


Figure 5. Analysis of consumer behavior during the Pandemic

- a. Business actors know that their consumers are lazy to come to the stand/store due to the limited operating hours of the stand/store.
- b. Business actors know that consumers are less accustomed to buying online, even though consumers have online buying and selling applications and can use them, but consumers are more accustomed and happy to buy direct business products owned by business actors or dine-in.
- c. Then business actors believe that consumers choose to stay at home because they comply with government rules and recommendations.
- d. In addition, consumers have a habit of coming to stands or shops, but due to security and health protocols, there are frequent patrols and strict supervision from the authorities.

Furthermore, it can be seen consumer decisions in terms of purchases during the Covid 19 pandemic according to the responses and analysis of business actors as follows:

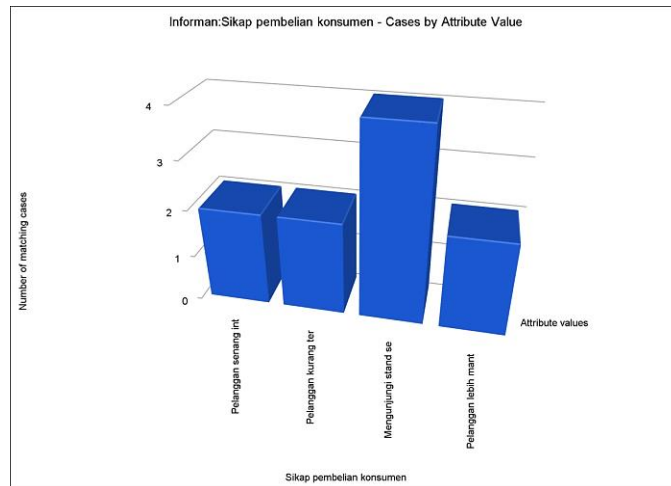


Figure 6. Consumer buying attitude during the Pandemic

Figure 6 above shows the responses of business actors who assess consumer attitudes during the pandemic, of which 40% of business actors assess consumer attitudes in terms of making a purchase preferring to visit a stand or store rather than making an online purchase because consumers consider going to a store to choose a product is an entertainment. Then 20% of business actors consider consumers in making purchases to interact more directly because of habit, 20% of business actors feel that their consumers feel more comfortable to come and sit at the stand/store enjoying merchandise or the crowd atmosphere at the stand or shop and 20% of business actors assess consumers not used to buying online.

2. Business Recovery Strategy Management Analysis

- Expectancy Strategy Management

Referring to research data and views of SME business actors in DKI Jakarta, the Expectancy cycle pattern can be described to maintain business through the pandemic period as shown in figure 7.

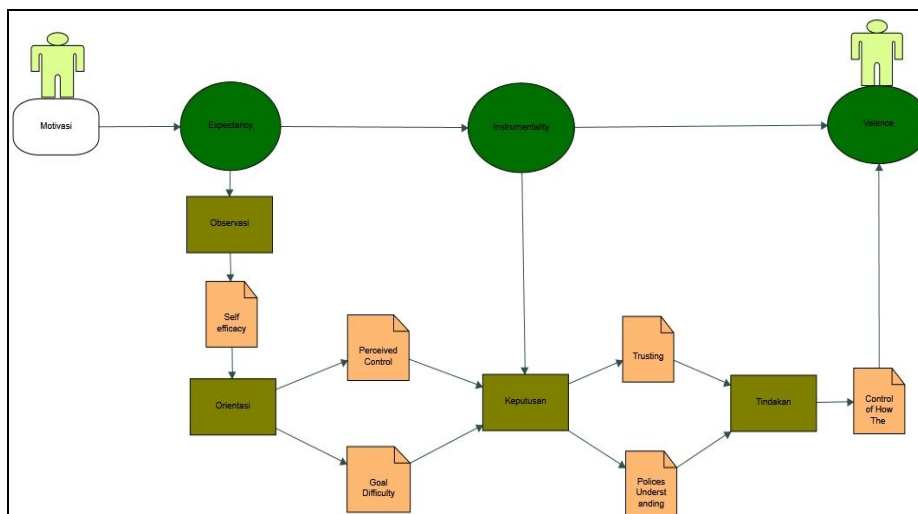


Figure 7. Hypothetical Model of SME Business Recovery Strategy Through the Expectancy Model during the Covid-19 Pandemic (Sumber: Data Penelitian Anindha Tyas (2021))

This theory emphasizes the need for organizations to link rewards directly to performance and to ensure that the rewards given are the rewards that the recipients deserve and want. In expectancy analysis, three concepts need to be analyzed, namely the concept of expectancy, the concept of instrumentality, and the concept of valence. A more detailed explanation can be described as follows:

a. Expectancy

Steps to determine the concept of expectancy can be seen from observations (observations) and orientation. Observation activities are the first step of a process to identify or form a thinking orientation, then find several alternative solutions as material for decision making that will be used as the basis for action. From observation activities, we can review the dimensions of self-efficacy (Self Efficacy).

(1) Self Efficacy

Self-efficacy is an assessment of self-ability. Self-efficacy relates to the belief that one can perform the expected actions, such as whether one can perform good or bad actions, right or wrong, can or cannot do as required. Indicators of self-efficacy include (a) Rating on business brand; (b) Willingness to accept challenges; and (c) Assertiveness of task completion. The next step of the observation process is orientation. Orientation can be viewed from the dimensions of goal difficulty and perceived control.

(2) Goal Difficulty

- (a) External factor
- (b) Internal factor

(3) Perceived Control

- (a) Respond when the target cannot be achieved
- (b) Optimism level for economic recovery

b. Instrumentality

For a review of the concept of instrumentality, it can be seen from the decision and action steps. From decision activities, we can analyze the dimensions of trust (Trusting), understanding, and policies (Policies Understanding), and for action steps, it can be seen from the control of how decisions are made (Control of How the Decision is Made).

(1) Trusting

- (a) SME side
- (b) Employees

(2) Policies Understanding

- (a) PERMENKUKM no 6 the year 2020
- (b) PERGUB Prov. DKI Jakarta No. 2 the year 2020
- (c) Peraturan OJK No. 11 the year 2020

(d) In addition, there are several other references such as Bapenda's letter, analysis of program suitability analysis with the needs of SMEs, analysis of program strengths and weaknesses, SOPs, and decisions from the highest leadership.

(3) Control of How the Decision is Made

- (a) Participation of the programming party for SMEs
- (b) There is a team of supervisors or evaluators related to the implementation of the SME program
- (c) Reports related to program implementation for SMEs

c. Valence

A person's values, needs, goals, preferences, and resources reinforce their motivation for a particular outcome. Valence is characterized by the extent to which a person evaluates the results or rewards given. This is not the actual level of satisfaction, but rather the satisfaction expected from a particular outcome. Indicators of valence consist of two things, namely the response to the rewards received and the usefulness of the program.

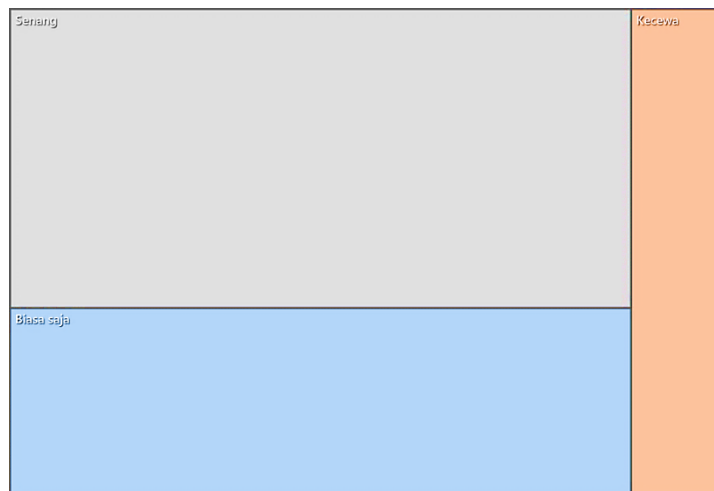


Figure 8. TreeMap response to the rewards received

Based on the picture, the average response shows that they are happy with the rewards received by visualizing the purple area. While some of them show a normal response to the rewards received by visualizing the blue area. And the orange area shows a disappointing response. As for the usefulness of the program, some of the informants agreed that the value of usefulness depends on the individual itself and cannot be generalized.

The implementation of the expectancy model concept in a business organization will be successful if it is supported by two success factors, namely: Strategy and Climate or Organizational Culture. The explanation is as follows:

a. Strategy

Expected business strategy:

(1) Take an intrinsic/emotional approach, including:

- (a) Align the organization's efforts to achieve the "future state" described in the Vision and/Mission.
- (b) Encourage initiative, futuristic and creative mindset.
- (c) Trying to be grateful, persistent, consistent and optimistic in the midst of a pandemic.
- (d) Maximizing business tools: business proposals, business exposure for investors, collaboration tools (Miro and Trello), finance and digital marketing tools.

- (e) Improving individual knowledge and skills.
 - (f) Enable fast switching between the various options available.
 - (g) Controlling and evaluating every business activity carried out.
- (2) Take an extrinsic approach, including:
- (a) Maintain customer focus while keeping abreast of changing environments and opportunities in uncertain situations amid the pandemic.
 - (b) Provide options on an ongoing basis to other SME business actors and their supporting aspects, such as supporting business partners.
 - (c) Predict the trend of the target market or market segmentation post-pandemic.
 - (d) Try joining a community or collaborating with external parties.
 - (e) Explore online sales technology as well as collect customer data to see what graphs consumers need.

The key to this concept is to find out what customers want (customers' needs). In principle, a business actor in the SME sector maintains a competitive advantage by maintaining good relations with customers. Thus, the existing business units will form or create their market and will succeed in achieving the expected profit that continues to grow.

b. Climate/Organizational Culture

An organization will be able to succeed if it is at a high level of "mutual trust". The level of trust between elements in the organization will also accelerate the expectancy model. In addition, trust will also drive away fear, increase ethical behavior, and create a strong climate of togetherness.

A conducive organizational climate and culture will encourage the elements involved to learn from each other and share knowledge without any distance between their functions or formal positions.

The distribution of knowledge within the organization and an acceptable direction of Vision and Mission will encourage all elements of the organization to work hard to achieve their goals quickly. They don't stop there, but they also make maps as the next direction to achieve goals effectively and efficiently.

c. Sustainable Business Plan

Before compiling a Business Recovery Plan, SME business actors pay enough attention to the scope that may be affected by the Covid 19 Pandemic crisis. The scopes are:

(1) Human Resources (HR)

In this case, it is employees. In the case of the Covid-19 pandemic, how to protect business actors trying to maintain the safety and health of employees who are employed and how to manage and distribute employee work. SME managers also think about employee welfare such as salaries and health incentives.

(2) Process

In this case, it is a business process. When experiencing a crisis due to the Covid-19 Pandemic, it is certain that the business processes of SMEs will also experience an impact and will

change. In the case of Covid-19, there are recommendations for physical distancing to be applied so that consumer behavior also changes.

(3) Location

The location includes the place of business processes such as the workplace during a crisis, whether it is necessary to work from home, the location of supply, the location of data storage, and also the location of the target market.

(4) Technology

Technology includes processes and tools used to support business performance and security. For example, customer relationship management technology, HR management, supply chain management, to accounting software.

Conclusion

Based on the research results that have been described through qualitative descriptive analysis methods and discussions in it, the results of this study can be concluded as follows: (1) 2020 will be the toughest year in the entrepreneurial world due to the Covid-19 pandemic. Small and medium enterprises (SMEs) are the sectors most vulnerable to the coronavirus pandemic. This sector is said by economists to be no longer able to support the economy as during the economic and financial crises of 1998 and 2008. The uncertainty of this situation forced every business actor to change the direction of strategy so that it had an impact on the instability of the company's condition. Several companies have laid off their employees to the point of termination of employment (PHK) to reduce the financing burden. In addition, the SME sector was also affected due to problems with declining sales, insufficient capital, hampered distribution, scarce raw materials, decreased production and profit as well as social restrictions. In this case, business experts suggest for companies to apply the Expectancy Model; (2) The study took data sources on social situations in 5 administrative cities in the DKI Jakarta province. Determination of data sources is done by taking non-probability samples. The non-probability technique (Probability Infinite) used is accidental sampling (Convenience Sampling), all of which are SME sector business actors who are still operating during the Covid 19 pandemic crisis. The data collection process is carried out through observation, interviews, and documentation studies. which explicitly inquired about matters related to survival issues and business recovery efforts during a pandemic; (3) Almost all business actors in the SME culinary sector experienced a very drastic decline in sales turnover, approximately 80-90%. This is because most cafes or restaurants have a dine-in concept and they now only rely on takeaway which only has a profit of 20-10%. On the one hand, business actors continue to hope and motivate themselves to continue to survive while finding marketing and sales alternatives, securing capital and assets, temporarily diverting them to other businesses, and having to learn technologies that are considered effective for promotion and sales.

Based on the results of the research and discussion that have been stated, it can be recommended as follows: (1) For SME entrepreneurs, the expectancy model concept is a concept that emphasizes the need for organizations to link rewards directly to performance and to ensure that the rewards given are the rewards that are deserved and desired by the recipients. In this concept, all processes are repeated until the decisions taken are effective and able to have a significant impact in dealing with problems. For this reason, it is recommended that every business actor can try this method as a solution to the problem of facing the economic crisis due to the Covid 19 pandemic; (2) For Government, as interview data about expectations conveyed by SME business actors, namely: First, SME activities are closely related to community activities and deal directly with the

community, such as the culinary sector. So it will have a massive impact if restrictions are made. (Enforcement of restaurant/cafe operating hours, PSBB policy, and extension of PPKM) Second, the inability of many SMEs to adapt to online buying and selling technology. Thus, physical meetings become an important and mainstay factor. It is hoped that the government can assist SMEs to survive the pandemic period, especially emergency PPKM. Then, the government also needs to increase people's purchasing power so that they can buy these SME products, both in terms of product distribution and marketing; (3) For the next researcher, as the results of the analysis and discussion that have been described regarding the tools of the Business Recovery Plan as one of the strategic management used by some business actors to secure and maintain their business during the Covid 19 pandemic, it is recommended that in future research they can study Mixed Methods Research for recovery. and culinary business development through the Expectancy method.

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