ANALYSIS OF RESILIENCE PRIORITIES FOR MICRO, SMALL AND MEDIUM ENTERPRISES (MSMEs) IN DELI SERDANG DISTRICT

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Abstract: The COVID-19 virus pandemic during 2020 has become the material for research & investigation in building a priority model for the resilience of Micro, Small and Medium Enterprises (MSMEs). The purpose of this study is to provide empirical evidence on the resilience of MSMEs in coastal, urban and Plateau agricultural areas in Deli Serdang Regency, North Sumatra Province (PSU). Data collection techniques in this study are secondary data collection (the income and production aspects of one-quarter of MSME during the COVID-19 pandemic which is calculated by averages and regional positions), observation and interviews. The analysis technique used is the Analysis Hierarchy Process. The results show the trend of MSME resilience in the aspects of income and production, researchers who get production value always experience a general decline, so that prioritization in decision making in MSME resilience becomes a solution for decision-makers, product packaging, distribution networks and the need for agricultural and food products are priorities major for the community. Dissemination and guidance on awareness using a marketing model through social media for MSME actors has an impact on changing thinking and income, and the role of all decision-makers in obtaining information as an effective workflow and policy to build sustainable small and medium industries amid the COVID-19 pandemic.

Keywords: agribusiness, analysis hierarchy process, North Sumatera, resilience of small and medium enterprise

Abstrak: Pandemik Virus COVID-19 selama tahun 2020 menjadi bahan penelitian & investigasi dalam membangun model prioritas ketahanan Usaha Mikro Kecil Menengah (UMKM) karena UMKM menjadi penopang utama perekonomian masyarakat di Kabupaten Deli Serdang. Tujuan Penelitian ini untuk memberikan bukti empiris tentang ketahanan UMKM pada wilayah pesisir pantai, perkotaan dan pertanian dataran tinggi di Kabupaten Deli Serdang, Provinsi Sumatera Utara (PSU). Teknik pengumpulan data dalam penelitian ini dengan data sekunder (aspek pendapatan dan produksi UMKM satu kuartal dalam masa pandemik COVID-19 yang dihitung dengan rata-rata wilayah), observasi dan wawancara. Teknik analisis yang akan digunakan adalah Analysis Hierarchy Process. Ketahanan UMKM dalam aspek pendapatan dan nilai produksi senantiasa mengalami penurunan secara umum, sehingga prioritas dalam pengambilan keputusan ketahanan UMKM menjadi solusi untuk stakeholder, sebagai berikut: pemangku keputusan, pengemasan produk, jaringan distribusi dan kebutuhan hasil pertanian dan makanan menjadi prioritas utama bagi masyarakat. Sosialisasi dan bimbingan terhadap kesadaran menggunakan model pemasaran melalui sosial media terhadap pelaku UMKM memberikan dampak perubahan pemikiran dan pendapatan, dan peran seluruh pihak pemangku keputusan mendapatkan informasi sebagai alur kerja dan kebijakan yang efektif untuk membangun industri kecil dan menengah yang berkelanjutan ditengah pandemi COVID-19.

Kata kunci: agribisnis, analysis hierarchy process, Sumatera Utara, ketahanan umkm

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INTRODUCTION

Based on Deli Serdang Regency in Figures (2019), that the potential and geographical conditions of Deli Serdang Regency consist of coastal areas, lowlands and mountainous highlands with an area of ± 2,497.72 Ha, consisting of 22 sub-districts, 380 villages and 14 urban villages. The coastal plain consists of 4 sub-districts, namely Hamparan Perak, Labuhan Deli, Percut Sei Tuan, and Pantai Labu, with a total of 64 villages. Hutabarat, S and Stewart (1985), mentions that there are three patterns of community life in the region, namely the highlands, lowlands and coastal areas. The activities of the inhabitants are as follows: First, people who live in the highlands have a distinctive style of life. The relatively small supply of water makes the concentration of population settlements in low places such as river channels. This happens because residents are trying to get supplies of water sources that are easily available in the area. Farms cultivated by residents are usually located in mountainous valleys. Second, the lowland area is a coastal area up to an altitude of about 700 meters above sea level is an area of population concentration, this is due to the facilities and infrastructure that support life can be maximized to be developed in lowland areas. The relatively flat shape of the area is also possible to develop transportation facilities in the form of roads and railways, inter-regional highways within regencies and provinces. The population's livelihood/work activities are relatively normal. Third, the coastal area is an area that has large wave and current activity. Coastal areas that have big waves have caused traditional fishermen to depend their activities on the agricultural and plantation utilization sectors as well as side businesses. On the other hand, in coastal areas where the seawater and waves are relatively calm, the activities of the population are fishing as their main job. However, the COVID-19 pandemic during 2020 had a significant influence on the world economic order which then had an impact on the economy in Indonesia, especially on the regional economy in Deli Serdang Regency, North Sumatra Province (PSU). Small and Medium Industries (MSMEs) and marketing of agricultural products are among those affected by this pandemic. This causes business activities to be disrupted which results in termination of employment, and even the threat of bankruptcy.

Micro-enterprises are productive businesses owned by individuals or individual business entities that meet the criteria for micro-enterprises as regulated in Law Number 20 of 2008 concerning MSMEs and according to the Ministry of Cooperatives and Small and Medium Enterprises of the Republic of Indonesia are micro-enterprises with maximum assets of 50 million Rupiah and a maximum turnover of 300 million Rupiah. The criteria for small businesses are to have assets in the range of 50-500 million Rupiah and a turnover of 300 million-2.5 billion Rupiah. Meanwhile, medium-sized businesses have assets of between 500 million Rupiah and a turnover of 2.5 billion-50 billion Rupiah. 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 a part either directly or indirectly of a medium or large business that meets 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 part either directly or indirectly with small businesses or large businesses with total net assets or annual sales proceeds as stipulated in the law.

Urgency and Bargaining Position of MSMEs, especially during the monetary crisis in 1998, Micro, Small and Medium Enterprises (MSMEs) in Indonesia became one of the boosters of the national economy. Studies by Kusbiantono, et al. (2005), Tambunan (2006), and Agustina (2010) reveal that one of the advantages of MSMEs is the very large absorption of labour to work in this sector because in general MSMEs do not require certain educational qualifications in carrying out their activities. his efforts. According to Euis Saedah (2013) the total MSMEs in Indonesia currently have 3.9 million units with a workforce absorption capacity of 9.14 million people, but 75% of MSME growth is concentrated in Java, and 25% is outside Java. In eastern Indonesia, MSME growth is still below 5%. The development of MSMEs in Indonesia, especially on the island of Java, is indeed quite large compared to outside Java. Clusters or Industrial Centers as a concentration of a group of small companies of the same type (in the sense of the same business or sub-sector) the same) (Tambunan, 2005). According to Richard in Tambunan 1998 that industrial centers are companies that are concentrated by sector or geographically. Furthermore, said that there is a clear trend towards industrial clustering in manufacturing in Indonesia (Hal, 2001). Grouping of companies also provides a basis for establishing industrial institutionalization

that is capable of supporting the industry. An industrial network like this, contributes its own value and culture in one location, and creates economic value externally and creates joint action, which results in joint efficiency and makes companies in the cluster competitive. in some cases even on international markets (Mitsuhashi, 1999). The benefits of industrial centers are that they can create economic benefits for groups of companies. This benefit can be realized if the industrial center already has an internal network (internal networks) and external networks (external networks). Internal networks that can be realized are promotion, distribution, production, raw material inventory, and training. While external networks (external networks) are cooperative relationships with companies in the cluster with companies outside the industrial center (cluster), such as suppliers, banks, universities, large companies, and so on (Tambunan, 1995). An explanation of the internal and external networks in industrial centers can be seen in Figure 1.

The realization of industrial centers and good management of industrial centers, so that in the long term they will contribute to the regional economy. If the industrial center creates a productive economy that has competitiveness in the resilience of MSMEs in Deli Serdang Regency. Competitiveness (ability/strategy to compete) is not only seen from the production side (ability to produce cheap products) but is a combination of the end result (goal/mission) with efforts (policy) to achieve it. Porter developed five forces in the analysis of industry structure, namely: the intensity of competition in the industry, the challenge of new entrants, the pressure of substitute products, the bargaining power of buyers and the bargaining power of suppliers. Of these five strengths, there are three basic strategies for success, namely: low-cost leadership (cost leadership),

differentiation (differentiation) and focus (focus). As quoted by Tamba, revealed that the key players in the global market are groups of people who have intangible assets of 3 C's, namely (1) concept, (2) competence and (3) connection. Often MSME actors do not own these 3C intangible assets, which causes no justice if in the same market domain the owners of 3C intangible assets are pitted against competing with small industries that only capitalize on the spirit of life. The organization is perceived as an internal and external entity that negotiates with a set of boundaries, goals and information. Highly competitive MSMEs are characterized by: an increasing trend of the growth rate of production volume, the share of the domestic market and or export market which is always increasing, for the domestic market, not only serving the local but also national markets, and for the export market, not only serving the domestic market. in one country but also in many countries. In measuring the competitiveness of SMEs, a distinction must be made between product competitiveness and company competitiveness. So that MSME entrepreneurs and workers can play an optimal role, there are at least five main indicators, namely that they fully have: education, capital, technology, information, and crucial inputs such as trained human resources. The fulfilment of the five main indicators must be dynamic, in the sense that it must follow: market changes (consumer tastes and competitive pressures), changes in the national and global economy, technological advances, and the discovery of new materials for production. Koch & Gerstenberger (2014) stated that individual factors (HR) that affect organizational performance include price, quality, innovation, concern, delivery time, employees and material costs. Thus, MSMEs can overcome various challenges that provide opportunities to go to a greater level of business.
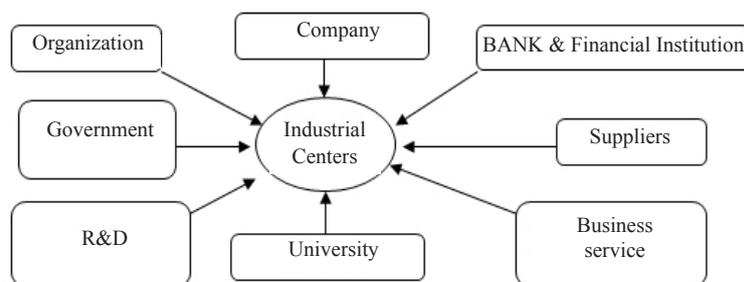

Figure 1. Internal and external networks of industrial centers

The position of this study has specifications that focus on analyzing each factor with a priority approach, in contrast to previous studies related to aspects of food access analysis (Adiguno et al. 2012), then aspects of food security analysis with panel data regression (Silalahi et al. 2014). The focus of the research succeeded in finding different and interesting facts about competitiveness of SMEs, a distinction must be made between product competitiveness and company competitiveness. So that MSME entrepreneurs and workers can play an optimal role, there are at least five main indicators, namely that they fully have: education, capital, technology, information, and crucial inputs such as trained human resources. The fulfilment of the five main indicators must be dynamic, in the sense that it must follow: market changes (consumer tastes and competitive pressures), changes in the national and global economy, technological advances, and the discovery of new materials for production.

The solution approach to solving the problem in this research is with analysis hierarchy, on the factors that become the research indicators, it is obtained Purchasing power, Subsidy (PEN), MSME legality, Institutional Effectiveness, Distribution Flow & Network, Government Role, Number of SMEs, Information Technology, Product & Service Quality, MSME Endurance, Trained HR and MSME Development. as part of the guidelines for building analysis and taking a solution to get the optimal value and being a comparison of descriptive data for strategic decisions of all stakeholders.

This study aims to build analysis and investigation of the impact of the COVID-19 pandemic on the development of MSMEs in Deli Serdang Regency, then provide MSME management strategies to make decision priorities for dealing with pandemic situations and recommendations for the Deli Serdang Regency government strategy for MSMEs in making policies to face the life order in new normal phase after pandemic COVID-19 in 2020.

METHODS

Field research will be carried out in several villages in Deli Serdang Regency, North Sumatra Province. With three regional clusters, namely: Plateau Agriculture, Urban Trade and Coastal Fisheries. The research was conducted from May 2019 until the completion of the research draft preparation in September 2020.

Determination of research respondents using the method of taking research samples by means of purposive sampling as many as six respondents who meet certain criteria, there are: experienced, have the capacity and mastery of industry-related problems and understand social society. Respondent representation can be seen from the track record of involvement in food security in a village or sub-district. Taken with due observance of the track record related to MSMEs. Respondents were taken from every village and sub-district in Deli Serdang.

From the results of observations and literature, this study finds indicators that are given a notation as a sign according to the numbering of each variable. Research indicator has a scale of interval and ratio measurement. And food security becomes an independent variable that is built through twelve dependent variables, Purchasing power, Subsidy (PEN), MSMEs legality, Institutional Effectiveness, Distribution Flow & Network, Government Role, Number of SMEs, Information Technology, Product & Service Quality, MSME Endurance, Trained HR and MSME Development.

In testing the proposed hypothesis, the data obtained will then be processed according to the needs of the analysis. For discussion, the data is processed and presented based on the principles of descriptive statistics, while for analysis and hypothesis testing, inferential statistics are used. To answer research questions and assess the model compiled, the analysis technique used is Analysis Hierarchy Process. AHP is basically designed to rationally capture the perceptions of people who are closely related to a particular problem through a procedure designed to arrive at a preference scale among various sets of alternatives. This analysis is intended to create a problem model that does not have a structure, usually set to solve a measurable (quantitative) problem. Problems that require an opinion (judgment) or in complex or unframed situations. So where statistical data and information are minimal or nonexistent and only qualitatively based on perception, experience or intuition, this analysis can be used. AHP is widely used in decisions for many criteria, planning, resource allocation and prioritization of strategies in conflict situations. AHP is an analysis used in decision making with a systems approach, where decision makers try to understand a system condition and help make predictions in making decisions. Some of the advantages of using the AHP method include, first, presenting a system that can

explain how changes at a higher level have an effect on elements at a lower level. Second, facilitate analysis in order to solve complex and unstructured problems by providing a clear measurement scale in order to get priority. Third, the results of logical consideration in determining priorities by not imposing linear thinking. Fourth, comprehensively measure the effect of elements that have a correlation with the problem and objective, by providing a clear measurement scale. Saaty (1990) states that the rationale for the AHP method is the process of forming a numerical score to compile a ranking. Each decision alternative is based on how best the alternative is to match the criteria for the decision-maker. The steps in the AHP method are systematic and sequential as follows:

1. Determining the types of criteria;
2. Arrange these criteria in the form of matrix pairs;
3. Number of column matrices.;
4. Calculating the value of the criteria column elements with the formula for each column element divided by the number of column matrices;
5. Calculating the priority value of the criteria by the formula for adding the matrix of rows from the results of step 4 (four) and the result is 5 (five) divided by the number of criteria;
6. Determining the alternatives that will be options;
7. Arrange the alternatives that have been determined in the form of matrix pairs for each criterion. So that there will be n matrix pieces between alternatives;
8. Each matrix in pairs between alternatives totals n matrices, each of which is added per column;
9. Calculating the alternative priority value of each matrix in pairs between alternatives with formulas such as step 4 (four) and step 5 (five);
10. Test the consistency of each matrix in pairs between alternatives with the formula for each paired matrix element in step 2 (two) multiplied by the priority value of the criteria. The result of each row is added up, then the results are divided by each criterion priority value of $\alpha 1, \alpha 2, \alpha 3, \ldots, \alpha n$.;
11. Calculating Lamda max with the formula: $\alpha max = \sum \alpha / n$;
12. Calculating CI with the formula: $CI = (\alpha max - n)/(n-1)$;
13. Calculating RC with the formula : $CR = CR - CI/RC$; where RC is the value that comes from a random table like the Table 1.

If CR < 0,1 then the pairwise comparison value on the given criteria matrix is consistent. If CR > 0,1, then the pairwise comparison value on the given criteria matrix is inconsistent. So that if it is not consistent, then the values in the paired matrix on the criteria and alternative elements must be repeated. First, compiling a row matrix between alternatives versus criteria containing the results of the calculation of the process of step 7, step 8 and step 9. Second, the end result is a global priority as the score used by decision-makers is based on the highest score. Basically, AHP can be used to data process from one expert respondent, but the application of criteria and alternative assessments is carried out by several multidisciplinary experts. Consequently, the opinions of several experts need to be checked for consistency one by one. Consistent opinions are then combined using geometric mean. $\bar{X}_G = \sqrt[n]{\prod_{i=1}^{n} X_i}$ with the following description X_G sebagai rata-rata geometric; N is the number of respondents; X_i is the assessment by the ith respondent to-i; Π as multiplication. The results of this combined assessment are then processed using the AHP procedure. An example of combining the scores of 4 respondents for consideration of the criteria through their alternative assessments is in Table 2.

The assessments of the four experts will be combined into a single value with a geometric mean. Combined framework of the four matrices with cell value gn1.................. gn3. Analysis of the Hierarchy Process (APH) or Analytical Hierarchy Process (AHP) can be used to rationally capture people's perceptions which are closely related to the existence of household-based creative industries in North Sumatra Province, North Sumatra Province. These perceptions will be structured through a procedure designed with a preference scale between various sets of criteria and alternatives. With AHP, the problem model is responsiveness of stakeholders which is usually unstructured and can be solved quantitatively. The AHP hierarchical structure in this study consists:

1. The goals are the development of agricultural enterprises and GRDP;
2. Criteria for realizing these goals are a. Intensification, b. Extensification, c. Farm Production, d. Farming business and e. PDRB;
3. Program alternatives that can achieve the three criteria above, namely a. Human Resource Development for Farmers, b. Investment Fund, c. Physical Development, d. Land area, seeds and fertilizers, e. People's Economic Empowerment, f. Public purchasing power, g. SDAT exploration, h. Regional regulations, i. Farm subsidies and j. Local taxes/levies.

Tabel 1. Random Criteria

N	1	2	3	4	5	6	7	8	9	10	11
RC	0,00	0,00	0.58	0,90	1,12	1,24	1,32	1,41	1,45	1,49	1,51

Source : Saaty (1990)

Table 2 Assessment of the n-th expert

	Aspect A	Aspect B	Aspect C
Aspect A	a_{11}	a_{12}	a_{13}
Aspect B	a_{21}	a_{22}	a_{23}
Aspect C	a_{n1}	a_{n2}	a_{n3}

Saaty (1990) states that basically, the AHP method is to focus a complex, unstructured situation into its component parts. Arranging the parts or variables into a hierarchical arrangement, assigning numerical values to subjective judgments about the relative importance of each variable, and synthesizing those considerations to determine which variable has the highest priority and act to influence the outcome in the situation.

In line with that, according to Mulyono (1999), in solving problems with AHP (decomposition), the principle of comparative judgment (comparative judgment), the principle of priority synthesis (synthesis of priority) and the principle of logical consistency:

1. Decomposition, namely the complete breakdown into its elements. If you want to get a more accurate result, solving the elements is also carried out until it is impossible to do further solutions so that several levels (hierarchies) of the problem are obtained;

2. Comparative Judgment. This principle means making judgments about the relative importance of two elements at a certain level in relation to the level above it. This assessment is the essence of AHP because it will affect the priority of the elements. The results of the assessment are presented in the form of a matrix called a pairwise comparison matrix;

3. Synthesis of Priority. In each "pairwise comparison" matrix there is a local priority. Because there is a "pairwise comparison" at each level, to get a global priority a synthesis must be carried out among the local priorities. The ordering of these elements according to their relative importance through a synthesis procedure called priority setting;

4. Logical consistency. Consistency in this case has two meanings. The first is that similar objects can be grouped according to their uniformity of relevance. Second, that the level of relationship between objects

is based on certain criteria, for example, equally important, slightly more important, obviously more important, absolutely more important. The most important stage in AHP is an assessment using pairwise comparison techniques of actors at a hierarchical level. The assessment is done by giving numerical weights and comparing one element to another. The next step is to synthesize the results of the assessment to determine which element has the highest priority from the lowest. The comparison scale used is 1 (one) to 9 (nine) which is the best. This has been proven by Saaty based on the consideration of the high accuracy indicated by the Root Means Square (RMS) and Median Absolute Deviation (MAD) values for various problems. The intended comparison scale values are presented in Table 3.

Developed together with analysis that provides additional information in the form of an overview of data patterns, structures and mechanisms. Typology classification analysis is used to see an overview of the growth patterns and structures of each agricultural subsector. This description of the pattern and structure of regional growth can be used to estimate the prospects for future regional economic growth. In addition, this can also be used as a material for consideration in determining regional development policies (Munandar & Wardoyo, 2015; Supriyadi et al. 2016).

In social science research, the research design is generally divided into 3 (three) forms, namely explorative research, descriptive research and explanatory research (Umar, 1999). Exploratory research is a type of research that seeks to find new ideas or relationships. Meanwhile, descriptive research is research that aims to describe the characteristics or characteristics of a particular phenomenon. Finally,

explanatory research is research that aims to analyze the relationships between one variable and another or how a variable affects other variables. This dissertation research is more accurately described as mixed research, namely research that combines qualitative and quantitative methods simultaneously (Bazeley, 2002). Quantitative methods are used to assess the resilience of MSMEs. Meanwhile, qualitative methods are used to obtain creative programs according to the interests and needs of local stakeholders. Determination of research respondents using the method of calculating the number of samples carried out using the Krejcie-Morgan formula with a confidence level of 90%. Based on this formula, the number of respondents to be studied was 80 MSME entrepreneurs in each region. So, the number of samples taken in this study was 240 SMEs. Purposive sampling method with six respondents who meet certain criteria, namely: experienced, have the

capacity and mastery of industry-related problems and understand the social community to obtain hierarchical analysis results based on priority solutions for the development of MSMEs in 2021. The framework of this research in Figure 2.

The research framework was built on the background of the Deli Serdang is an area that has experienced problems in MSMEs over the last ten years. Based on observations and literature, it provides knowledge to build research hypotheses to obtain data using the respondent retrieval method in accordance with the research objectives because it has obtained a list of villages and sub-districts. Analysis Hierarchy Process provides answers to data characteristics that produce indicators of a certain value as a basis for data visualization and provides inferential information in concluding.

Table 3. Pairwise comparison scale value

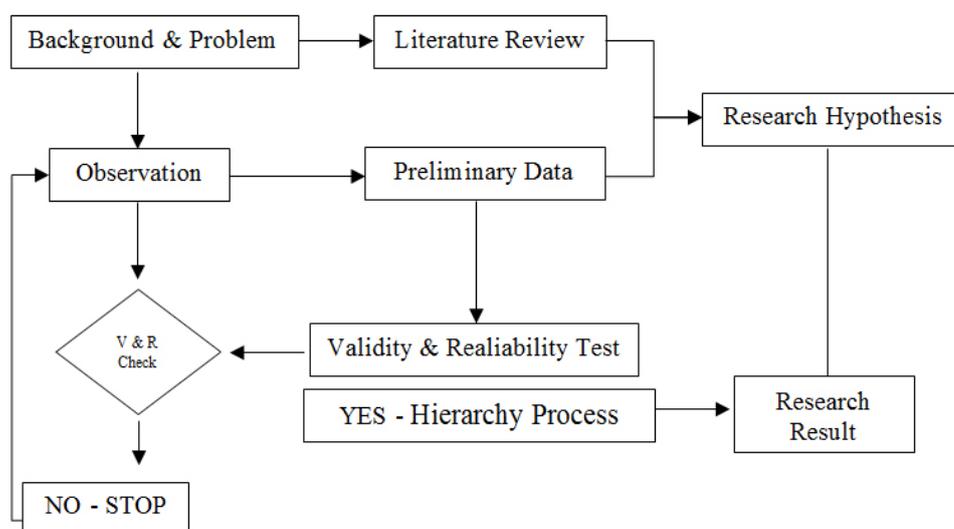| Level of Importance	Explanation
1	Important
3	A little bit more important
5	Obviously more important
7	Very Important
9	Vital
	2, 4, 6, 8 When in doubt between two adjacent values
	1 / (1 − 9) Goodness value the importance level of the scale 1 − 9

Source : Saaty (1990)

Figure 2. Research framework

Based on the background of the problem, the research objectives that have been formulated, the research hypothesis is proposed as follows:

1. The MSME Resilience Program affects the development of MSMEs in terms of economic indicators from internal and external aspects.
2. Indicators of trained human resources, quality of products or services and distribution network channels affect the resilience of MSMEs in three areas, namely Plateau agriculture, urban trade and coastal fisheries.

RESULTS

Descriptive Statistics

Descriptions of respondents' answers from the research results can be seen in descriptive analysis in the form of a frequency table for each research variable from the MSME Profile in Deli Serdang Regency based on a zone divided into 3 (three zones), namely the Coastal Fisheries Zone (PPP), the Urban Trade Zone (PDP), and the Plateau Agricultural (PDT) zone. The coastal zone, consisting of Percut Sei.Tuan and Pantai Labu. The urban zone consists of Lubuk Pakam, Tanjung Morawa and Batang Kuis, while the mountainous zone consists of Sibolangit, Pancur Batu, and Namorambe. The profile of MSMEs by sector is as described in Table 4.

The clustering of coastal fisheries zones consists of 66 entrepreneurs in the food sector, 40 entrepreneurs in semi-finished goods and 38 entrepreneurs in finished goods. In the urban trade cluster, there are 49 food entrepreneurs, 14 intermediate goods entrepreneurs, 20 entrepreneurs in finished goods. In highland or mountainous agricultural areas, there are 31 food entrepreneurs, 10 semi-finished goods entrepreneurs, 17 finished goods entrepreneurs. The distribution of the potential of MSMEs in the coastal zone is the area with the highest number of MSMEs in each type of UMKM. This makes it a potential and strategic position for stakeholders to see these opportunities, in addition to trade in urban areas and Plateau agriculture which still has development and has even become a common activity in Deli Serdang Regency which is directly adjacent to Medan City as the center of government and industry in North Sumatra Province. However, the COVID-19 pandemic has had a significant impact on activities in this zone. The influence of COVID-19 is felt by most MSMEs in Deli Serdang Regency as the support area for Medan City, in Table 4 explaining that overall there has been a decrease in the number of entrepreneurs in the types of MSMEs or in regional zones. In fact, MSMEs go bankrupt and have debts due to business operating costs. The largest decreasing number of MSMEs was in the PDP zone by 18%, then the PDT zone by 16% and the PPP zone by 11%. From the results of quantitative and qualitative data from media product marketing facilities, 91% of people are offline and only 9% of people are selling and marketing products offline and online. With traditional marketing media causing income to decrease between 30% -60% from before the COVID-19 pandemic. In the aspect of production, the impact on MSMEs is 67% of the number of MSMEs, experiencing an increase in the price of raw materials, seeds or fertilizers throughout 2020. The implication is that the selling price is getting higher but the people's purchasing power has not increased in the New Normal condition. Based on the results of research from the competent authorities, several things have been reported as follows: First, the impact on sales turnover. The results of BI research report that the rate of decline that occurs in the average sale of MSME products is 50%. The cause of this decline was conveyed by LIPI as being influenced by the decision of 58.8% of MSMEs to reduce prices for their products and services for the purpose of maintaining their business so that profits fell by more than 75%. The same release as LIPI was delivered by the JNE Research Team, which reported that 75% of MSMEs experienced a significant decline in sales. Second, the impact on capital. According to the explanation of the Minister of Cooperatives and SMEs delivered in mid-August 2020, that 40% of MSMEs have gone out of business as a result of the difficulty of getting capital back due to the Covid-19 Pandemic. This figure appears to be influenced by 2 factors, namely: a) closed because they could not distribute goods or services, and b) closed for reasons of complying with PSBB orders and social distancing. The research results also reported that as many as 19.93% of the total existing SMEs are trying to survive amidst the hit of the Covid-19 Pandemic despite experiencing capital difficulties. For efficiency purposes, they are forced to lay off their employees so that the amount of production also decreases. Third, the impact on distribution. Research from the Ministry of Cooperatives and Small and Medium Enterprises reports that as many as 20.01% of MSMEs admit to experiencing distribution problems due to the PSBB policy. The niche for decline due to this PSBB also

occurred in product demand and was experienced by a total of 22.90% of MSMEs. As a result, based on this latest research, a total of approximately 62.84% of MSMEs are hampered by the pandemic, with indications of complaints occurring in the distribution sector, decreased sales profits and capital difficulties. The remaining 40% (37.16%), is a figure that was reported as having gone out of business. There are several reasons for the possibility of that out of business. The most dominant cause is the lack of demand from the market. This is the data on the influence of MSMEs during the Covid-19 pandemic in Indonesia, which the authors have successfully summarized from various sources of related agencies. Uniquely, of the umpteenth impacted MSME sector, agricultural sector MSMEs are actually the most surviving with a record of having an impact on the pandemic of 41.5%.

Synthesis Results of Hierarchy Process Analysis

Based on the results of the assessment in determining program priorities to realize the priority of resilience of micro, small and medium enterprises (MSMEs), a synthesis process of the final results of the hierarchical and SWOT process analysis is carried out to obtain priority decisions to improve and develop MSMEs so that they can make resilience in the future. The results of the AHP synthesis on a macro scale with three regional zones, namely coastal fisheries, urban goods and services trade and Plateau agriculture, in determining the priority of the multi-criteria shows that the program that occupies the first priority with a priority weight of 0.098 is purchasing power, then the priority weight is equal to 0.095 is the priority of the National Economic Recovery Subsidy (PEN), the priority weight of 0.093 is the legality of MSMEs. The results of twelve indicators in decision making through priorities in building MSME resilience in Deli Serdang Regency. AHP results show the order of priority in Table 5.

Table 4. MSME Profile (Based on three regional zones)

MSMEs/Zone	PPP		PDP		PDT		Total	
	2019	2020	2019	2020	2019	2020	2019	2020
Food	66	61	49	38	31	27	146	126
Semi-finished	40	34	14	12	10	9	64	55
Finished	38	33	20	18	17	14	75	65
Summary	144	128	83	68	58	50	285	246

Table 5. The priority order of the MSME Resilience Program

Types / Forms of Resilience Programs	Score	Types / Forms of Resilience Programs	Score
Purchasing power	0,098	Number of MSMEs	0,081
Subsidy (PEN)	0,095	Technology Information	0,081
Legality of MSMEs	0,093	Quality Products & Services	0,077
Institutional Effectiveness	0,089	MSMEs Endurance	0,075
Flow & Distribution Network	0,084	Skilled Human Resource	0,075
Role of Government	0,081	MSMEs Development	0,070

In Table 5 there are three major groups of synthesis results for priority from alternative MSME resilience programs in Deli Serdang Regency. The main priority synthesis groups consist of increasing purchasing power, subsidies (PEN) and legality of MSMEs. The research of Wadołowska et al. (2008) on the model of food selection (food) and its relationship to food preferences and frequency of consumption of the Polish population. Factors in food selection include advertising, functional, health, price, sensory, and sociocultural. Most of the turnover of people's consumption activities is in food or food commodities, even during the pandemic during 2020 the need for food has increased, so that the purchasing power of MSMEs with food or food products remains the main need and commodity for MSMEs in the three regional zones. This increases people's purchasing power, which is a priority for consumers' decisions to choose to fulfil their daily needs. MSMEs as a business entity, in the process of producing goods and services, require capital and assets to continue to maintain the availability of stock of goods or services. The National Economic Recovery subsidy is one approach to increase the productivity of micro, small and medium enterprises, especially in urban trading areas, using the SWOT approach and managerial organizations to provide effectiveness and business optimization. MSMEs as a form of business are run by four general functional aspects, namely marketing, human resources, production and finance. The four functional aspects are integrated in the strategy to realize the vision and mission. Marketing strategy will base its strategic formulation on the marketing function, coupled with an analysis of external or competitive factors. The production function will base the formulation of production strategies on decisions/ policies in production management. There are several other functional aspects within the company, which can differ from one another, such as research and development functions, management information systems and other functions that are deemed necessary to support smooth operation. Functional strategy is a strategy within the framework of management functions (traditionally consisting of research and development, finance, production and operations, marketing, personnel/human resources) that can support improving the business unit level strategy. The competitive strategy is built on the functional aspects of the company. UMKM's competitive advantage in primary / main activities and secondary/supporting activities. The two basic steps of value chain analysis, namely the identification of building blocks (or activities

that are technologically and strategically different) in a series of business operations, and assessing the value-added at each stage, are linked to the analysis of competitive advantage. The main activities are inbound logistics (raw material inventory), operations, outbound logistics (product distribution), marketing and sales, and services. Meanwhile, supporting activities include:

1. Material Management is activities that control the procurement of physical materials in the value chain.
2. Technological Development (R&D) are activities related to the function of product development and the process of transforming inputs into outputs.
3. Human Resources Management is activities related to the company's efforts to organize, prepare, and maintain human resources so that the company always has highly competent human resources.
4. Infrastructure is the company's activities related to efforts to build an organizational structure, control system and corporate culture.

The performance of MSME businesses as a solution to the decision chain for alternative programs is a priority from the synthesis of analysis in the main priority groups, namely purchasing power, PEN subsidies and legality. Then in the second priority group, the number of MSMEs, institutional effectiveness, distribution channels and networks and the role of the government concludes that MSMEs have resilience during pandemic conditions by internal recovery and maintaining product distribution networks. In the external aspect, the role of the government has had a very positive impact by providing facilities and infrastructure to support MSME activities, which are most important in providing subsidies and inviting the public to buy at the nearest MSME. This is related to the synthesis of the third priority group, namely information technology, trained human resources, development of MSMEs, quality of products and services and durability of MSMEs as an approach with a new breakthrough, namely online marketing patterns through social media channels using mobile devices as a form of control. Social media is an online medium that makes it possible for users to participate, share and create content. Social media is known as an area where users share information, ideas and personal interests including online tools and websites. The term social media also means a concept that combines technology and social entrepreneurship with image, video and audio files. In another opinion, social media is like a new connection among people around the world using

an account and internet connection such as Facebook and YouTube. Social media is a development of existing communication technology on the internet. Social media is an application that makes our connection with other people that can be used anywhere and anytime using technology devices such as smartphones and other gadgets that have internet access. Social media is defined as a series of activities that integrate the use of technology and social interactions to share conversations, sounds, images and videos. In simple terms, social media is a new form of social interaction using internet-based multimedia technology or high-speed digital data telecommunication networks. In essence, someone can only interact and communicate on social media if they have a set of communication tools such as computers, cellphones, laptops, tablets. Many people use social media technology several times a day and spend one to two hours per session or up to 20 hours per week communicating or interacting socially for the purpose of interacting with each other, as well as for information sharing, entertainment, convenience factors, and identity formation. Micro, Small and Medium Enterprises (MSMEs) as elements that play an important role in the Indonesian economy (Yuni & Venti, 2013) must be encouraged to adopt this technology so that they are not left behind with other competitors (Rita & John, 2015). Seeing these conditions, MSMEs have considerable potential to do marketing in cyberspace or via the internet. Based on data from Bank Indonesia, in 2014, online buying and selling transactions were valued at Rp34.9 trillion (Muhammad, 2015). This data does not include the perpetrators of online buying and selling of social media users such as Facebook, Twitter, Instagram, YouTube who cannot be detailed. This is increasingly important to study considering the government's massive effort in encouraging people to become entrepreneurs, especially in the growth of MSMEs, where according to Dahnil et al. (2014), MSMEs are recognized as one of the main contributors to the economy, development and job growth. In addition, social media tools do not only work at the marketing level for MSMEs but gather together commercial, political and public interest in new arenas (Stevens et al. 2016). So that the government needs to take advantage of social media for the economic growth of each region through the growth of MSMEs as well as creating brands and added value for each region in the national arena. The important role in marketing by social media according to Grove (201) makes nearly one in five small businesses integrate social media into their business. This is because

social media is able to create two-way communication through dialogue (Botha & Mills, 2012) which allows customers and potential violations to communicate directly with regard to products to be sold online so that these products are increasingly known to many people (Simona et al. 2013) through conversations and disseminated between other social media users (Jaroslav, 2016). This method is considered to be an effective and efficient way of marketing products and services for MSMEs because in addition to not having high costs, social media has also provided data from various types of segmentation of potential customers. In the technical realm, the implementation of social media in marketing provides benefits as a product gallery, research on target consumers, research on consumer needs, registering data on distributors and suppliers, and monitoring ongoing trends. Of course, the benefits are not only felt by the UMKM but for the community in obtaining new information and making consumers no longer an object but a marketing subject (Bambang and Ayu, 2011). These benefits are the main attraction for MSMEs to use social media as a modern marketing tool. For example, Hari et al. (2016) stated that the use of social media in SMEs helps increase sales volume for SMEs by 10-50%. This is in line with the research of Heru and Kastaman (2014) regarding the use of social media in increasing sales.

Managerial Implications

The managerial implications research is to make the MSME resilience method with the AHP formula as a comparison material for each policy for stakeholders in determining priorities for ease of capital and business development. In making efforts to increase the resilience of MSMEs, this approach can be a solution for regions to have a security network, especially during the COVID-19 pandemic. MSME managerial has a positive effect on increasing people's income and the micro-economic chain. MSME resilience has managerial implications for meeting community needs to meet MSMEs in micro-economy.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The conclusion that can be drawn from this research is that the resilience of MSMEs really needs a priority strategy from the results of the synthesis of each region

based on the MSME center with the division of three main areas, the sustainability of MSMEs in the midst of the COVID-19 pandemic provides a solution model to increase the role of MSMEs in building awareness and the economy. Public. The performance of MSME businesses as a solution to the decision chain for alternative programs is a priority from the synthesis of analysis in the main priority groups, namely purchasing power, PEN subsidies and legality. Then in the second priority group, the number of MSMEs, institutional effectiveness, distribution channels and networks and the role of the government concludes that MSMEs have resilience during pandemic conditions by internal recovery and maintaining product distribution networks. synthesis in the third priority group, namely information technology, trained human resources, development of MSMEs, quality of products and services and durability of MSMEs as an approach with a new breakthrough, namely online marketing patterns through social media channels using mobile devices as a form of control. In the external aspect, the role of the government has had a very positive impact by providing facilities and infrastructure to support MSME activities, which are most important in providing subsidies and inviting the public to buy at the nearest MSME. The government plays a strategic role in economic growth both locally and nationally through policies and programs.

Recommendations

The government's priority policies have a significant effect on maintaining the existence of MSMEs, especially in determining capital for business development. The MSME ecosystem is the resilience of small industries on a community scale and a solution for decreasing purchasing power. Then, this research is always used as a guideline to test the resilience at any given time cyclically and periodic research is carried out on a wide scale.

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