

Determinants Of Business Continuity Of Batik Smes In The Covid-19 Pandemic Conditions Through Marketing Performance As An Intervening: Case In Java Indonesia

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Abstract.

This study aims to analyze the effect of e-marketing, product innovation and HR competence (human resources) on the sustainability of Batik SMEs in Java, Indonesia through moderating variables of marketing performance. This research was conducted in Java as the center of Batik SMEs in Indonesia. The respondents of this research are the owners of Batik SMEs. The sampling technique used was purposive sampling with a total of 93 respondents. The data analysis technique uses a structural Equation Model (SEM) with Partial Least Squares (PLS). The results showed that product innovation and HR competence had an effect on marketing performance, while e-marketing had no significant effect, while the test results also showed that e-marketing and HR competence had an effect on business continuity, but product innovation had no effect on business continuity. The test results with moderating variables show that marketing performance mediates the effect of product innovation and HR competence on business continuity, while marketing performance does not mediate the effect of e-marketing on business sustainability.

Keywords: e-marketing, business continuity, SMEs, Batik, HR.

I. INTRODUCTION

The Covid-19 pandemic occurred in Indonesia and was determined by the government of the Republic of Indonesia to cause a health crisis and disrupt national economic activities.

However, in its development a number of indicators show the national economic recovery in the fourth quarter of 2020 and the first quarter of 2021. One of the national economic recovery efforts is to encourage the

SME sector (Small and Medium Enterprises) which has an important contribution to the national economy. The existence of SMEs in Indonesia has a dominant role in economic growth. The impact of the Covid-19 pandemic has not only been on the manufacturing sector, but also on the SME sector since April 2020. One of the national economic recovery efforts carried out by the government during the Covid-19 pandemic is to encourage the SME sector because of the large number of workers who are directly involved. Moreover, the number of SMEs in Indonesia reached 64.19 million. This group also feels the negative impact of the Covid-19 pandemic.

The results of the Katadata Insight Center (KIC) survey of 206 SME players stated that the majority of SMEs, 82.9%, felt the negative impact of the COVID-19 pandemic and only 5.9% experienced positive growth. In addition, the results of this study also state that the COVID-19 pandemic conditions caused 63.9% of SMEs to experience a decrease in turnover of more than 30% and only 3.8% of SMEs experienced an increase in turnover. The KIC survey also shows that SMEs make a number of efforts to maintain their business continuity, namely by reducing the production of goods or services, reducing working hours and the number of employees and marketing channels and adding marketing channels as part of their survival strategy (Katadata.co.id, 2020).

In the conditions of the COVID-19 pandemic, SMEs are required to be able to adapt to the new (new normal), therefore they need the ability to survive by making breakthroughs to make sales, one of which is by using a digital marketing approach. SMEs are required to be able to promote products intensively by doing marketing using digital marketing and utilizing social media to be able to reach consumers directly by reducing promotional costs. Digital marketing (e-marketing) helps SMEs in promoting and marketing their products and being able to expand new markets that were previously closed or limited due to limited time, distance and ways of communicating (Prabowo, 2018). According to Priyanto, Hery, Mukhamad and Stevia (2020), e-marketing can improve the marketing performance of SMEs, but these results are different from the research of Tiandra, Nanda, Denny, Nurasia, Nadhira (2013) which states that e-commerce has no role in increasing SME performance. According to Chistoper and Kristianti (2020), the application of e-commerce does not have a good impact on business continuity, but different research results stated that Tiandra et. al (2013) that e-commerce has a positive and insignificant effect on the performance of SMEs.

2. Literature Review

According to Widayanti, Damayanti and Marwanti (2017), business continuity is defined as a business

condition in which there are ways to maintain, develop and protect resources and meet the needs that exist in a business, the methods used are sourced from own experience. , other people, and based on economic conditions or conditions that are happening in the business world. According to Rosyad and Wiguna (2015) business continuity is a form of consistency of the condition of a business, where sustainability is a process of ongoing business both including growth, development, strategies to maintain business continuity and business development where all of this leads to the sustainability and existence of the business. Widayanti et al (2017) state that business continuity is supported by several factors, namely the compilation of a business plan (compilation of a business plan), regular updating of business plans, analyzing competitors (regular analysis of competitors), ease of entering new businesses. (easy of venturing into a new business), the ability to calculate or calculate risks (not a problem to take calculated risks). However, according to Sihombing and Meilani (2018), the factors that can determine business continuity are divided into external factors and internal factors External factors include finance, training, companion groups and family support, while internal factors consist of capital and motivation. The current dynamic competitive conditions make SMEs

sensitive to change, so SMEs must build a competitive advantage in order to have an advantage in competition and fighting continued in the market (Panggabean, et al, 2019).

According to Rodríguez and Gema (2016), marketing performance is part of determining business sustainability, besides that it aims to find out and meet consumer needs and tastes, while according to Ferdinand (2014), good marketing performance is expressed in three main values, namely sales value. , sales growth, and market share. According to Charles, Joel and Samwel (2012), marketing performance can be used to see the extent to which the company's achievements in the products produced, besides that marketing performance is also a measure used to assess the achievements of the marketing process activities carried out by a company. Marketing performance related to customer growth is an increase in customer arrivals by repurchasing the products produced (Pardi et al., 2014).

Marketing performance can be used to measure the market performance of a product. Every company has an interest in knowing the market performance of its products, as a reflection of the success of its business in the world of business competition. In addition, the company's performance can be done in two ways, namely internally and externally. Especially externally, the company's performance improvement

is carried out using a market-oriented cultural approach, namely how to understand market needs, wants and demands. In its application, these efforts become a necessity to be carried out in optimizing business performance. Market orientation has an equally important role and can contribute to improving company performance (Hurriyati, 2015). Marketing performance according to Tjiptono (2016) is an overspent and underdelivered point, because it is difficult to measure the effectiveness and efficiency of each marketing activity, decision or program, so that marketing performance is more objective and focused on profitability and productivity of marketing decisions. Furthermore, Tjiptono (2016) said that the measurement of marketing performance is based on the profitability and productivity of marketing decisions. Profitability analysis is based on an assessment to examine the effect of various marketing strategies and programs on the profit contribution of a product or service. Meanwhile, productivity is based on the consequences of sales or market share resulting from the implementation of certain marketing strategies. The success of the latest marketing performance can be seen from the growth of company profits. Sales growth and the obtained market will determine the company's sales growth. If the level of sales increases from year to year and its products dominate the market, the company's

profit growth will also increase and its performance will get better.

According to Chaffey and Chadwick (2016) digital marketing is defined as a form of application of the internet and related to digital technology which is related to traditional communication to achieve marketing goals with the aim of increasing consumer knowledge such as profits, behavior, values, and loyalty levels, then uniting targeted communication and online services according to each individual's needs. Digital marketing is not new, but rather a tool used to share information so that knowledge and technology continue to evolve, including social media which has become a phenomenon similar to gossip (Susanto and Rovelim, 2016). Wardhana (2015) defines digital marketing as marketing activities that use internet-based media. In digital marketing, the use of electronic data and applications to plan and implement concepts, distribute ideas, and price goods and services for exchanges that satisfy both individuals and organizations. Digital marketing makes it easier to develop a business brand and makes it easier to ensure business growth (Pradhan et al, 2018: 14).

To maintain continuity in business, product innovation is a step that can be taken. According to R. V. Nugraha (2019), product innovation is the process of using new technology in a product so that the product gets added value. Through innovation one

can add value from products, services, work processes, marketing and delivery systems not only for the company but also for shareholders and society. Product innovation is the result of developing new products in a company or industry. The company's product offerings are diverse and there are advantages of each product according to needs. As consumers, they will prefer and be selective in products that interest them, so entrepreneurs will compete to innovate the products produced so that consumers are interested in their products, and product innovation is carried out to retain consumers as regular customers.

One of the main keys to winning the competition is to create changes or product developments that are relied on to win market competition. Old products that have reached saturation point in the market, an innovation is needed to replace the old products. Implementing product innovation within the company is one of the impacts of rapid technological change and high product variety that will improve company performance. Creative innovation activities, whether product innovation, will increase the company's ability to create quality products, which are then expected to increase the company's competitive advantage which will have an impact on company performance (Ekawati Sanny, 2016). According to Arief and Rosiawan (2018), companies that are able to design their products according to consumer desires will be able to

survive the competition because their products are still in demand.

Within the company, HR is a factor to determine excellence so that business continuity can be maintained. HR competencies can be obtained by always honing their abilities and potential. According to Khalique et al (2013) HR competence is highly considered as an organization and human capital is a very crucial resource to innovate and develop the organization. HR competence is a very valuable asset and is a very important non-physical capital in the running of a business unit. Stewart et al (1998) say that HR competence is also known as human capital. HR competence is a very good future investment vehicle for a business unit. In contrast to physical investment, investment in human resources will increase day by day and will provide more benefits in the future. For an organization, business continuity in the future will be obtained if the formation of added value contributed by HR competencies (Malhotra, 2003 and Bontis, 2002)

3. Research Hypothesis

3.1. E-Marketing, Product Innovation, HR Competence and Marketing Performance

Technological developments that are increasingly developing make business actors have to start using e-commerce in their business activities. The digital era makes SMEs need to adapt to technological developments, especially

information technology. According to Mansur, Setianingrum and Muslikh (2020), marketing strategies and techniques in the resulting promotion cannot be separated from the role of information technology through social media. Digital marketing helps SMEs in promoting and marketing their products and expanding markets that were previously limited due to limited time, distance and ways of communicating (Prabowo, 2018). Priyanto, Najib and Septiani (2020) state that e-marketing has a role in the marketing performance of SMEs.

One of the main keys to winning the competition is to create changes or product developments that are most relied upon to win the market. Creating product innovation is one of the impacts of rapid technological change and high product variety so that it will improve company performance. Creative innovation activities, whether product innovation, will increase the company's ability to create quality products, which are then expected to increase the company's competitive advantage which will have an impact on company performance (Ekawati Sanny, 2016). Innovation is a company's adaptation process in creating ideas about new products that can be obtained from consumers, as well as competitors. According to Nugraha (2019), product innovation can have an impact on performance. The quality of innovation in producing products and innovation processes will provide excellent performance for a company.

Khalique et al (2013) suggest that HR competence is considered the main thing in an organization. HR competence is a very valuable asset and is a very important non-physical capital in the running of a business unit. HR competence can be interpreted as the economic value of HR related to abilities, knowledge, ideas, innovation, and commitment. Competence of human resources is one of the factors that influence the performance of SMEs. This is because a business unit is determined by how the individuals involved in it manage the business (Wahyudiati and Isroah, 2018). Research (Ardiana, Brahmayanti, & Subaedi, 2010) states that the quality of human resources is needed, especially in the field of human resource competencies such as knowledge, skills, and abilities in entrepreneurship. (Fibriyani & Mufidah, 2018) in their research found that human resource competence has a positive effect on the performance of SMEs. The better the competence of human resources, the higher the performance of these SMEs.

H1: There is a positive and significant influence between E-Marketing on marketing performance

H2: There is a positive and significant effect between Product Innovation on marketing performance

H3: There is a positive and significant influence between HR competency on marketing performance

3.2. E-Marketing, Product Innovation, HR Competence and Business Continuity

SMEs have an important role in economic development in Indonesia, especially in job creation and household empowerment that supports household income. The existence of SMEs is expected to be able to encourage the economy in the midst of economic conditions due to the impact of the COVID-19 pandemic. The use of digital technology-based marketing (digital marketing) gives hope for SMEs to develop into centers of economic power (Sulaksono and Zakaria, 2020). Social media is a digital marketing tool that is the easiest to use, this can be a stimulant for the development of the sustainability of SMEs. Chistoper and Kristianti (2020) state that e-commerce has an effect on business continuity.

Product innovation is a process of using new technology for a product so that the product gets added value (R. V. Nugraha, 2019). Product innovation is the result of new product development by a company or industry. Product innovation is carried out with the aim of maintaining the continuity of a company along with increasingly fierce competition. Creative innovation activities, whether product innovation, can increase the company's ability to create quality products, which are then expected to increase the company's competitive advantage which will have an impact on the company's overall

performance and improve business sustainability (Ekawati Sanny, 2016).

HR competence is something that exists in humans by honing their abilities and potential. HR competence is a very valuable asset and is a very important non-physical capital in the running of a business unit. According to Marlina (2011), that by increasing entrepreneurial competence and focusing on market orientation can improve and improve company performance. A similar study was conducted by Widiastuti and Sulistyandari (2016) with results showing that HR competencies (skills) affect company performance. The previous research only focused on the influence of HR competence on business performance. Research related to HR knowledge was carried out by Aribawa (2016) with results showing that Knowledge has a significant influence on HR performance and business continuity.

H4 : There is a positive and significant influence between E-Marketing on business sustainability

H5: There is a positive and significant influence between Product Innovation on business sustainability

H6: There is a positive and significant influence between HR competency on business sustainability

3.3 Marketing Performance and Business Continuity

SMEs are always required to maintain the sustainability of their business. The rapid development of SMEs is not matched by the ability to improve their marketing performance, so the right strategy is needed for marketing so that business sustainability is maintained (Harini and Yulianeu, 2019). Entrepreneurs in the SME sector who have good performance, business and financial decisions are made to move towards improved development from time to time, increase the ability of businesses to survive in the midst of a crisis and make the business have long-term business sustainability (Idawati and Pratama, 2003). 2020), the research results are supported by Pramudiati, Putri and Basri (2020) who state that business performance affects the sustainability of SMEs.

H7: There is a positive and significant effect between marketing performance on business continuity

3.4 E-Marketing, Product Innovation, HR Competence, Marketing Performance and Business Continuity

Digital marketing can make it easier to develop a business brand and make it easier to ensure business growth (Pradhan et al. 2018). Based on this, digital marketing can make it easier for SMEs to develop their products. Marketing performance provides an illustration of the extent to which the company's achievements in the products produced, besides that

marketing performance is also a measure used to assess the achievements of the marketing process activities carried out by a company (Charles, Joel and Samwel, 2012). A good marketing strategy is information that is well received by consumers and can attract consumer interest and marketing performance measurement needs to be done to determine the level of marketing success. The results of research by Sidi and Yogatama (2019), Priyanto, Najib, Septiani (2020), Widiatmoko, Wismantoro, Aryanto (2017) state that digital marketing has a positive effect on marketing performance.

H8: Marketing performance mediates the effect of E-Marketing on business continuity

H9: Marketing performance mediates the effect of Product Innovation on business continuity

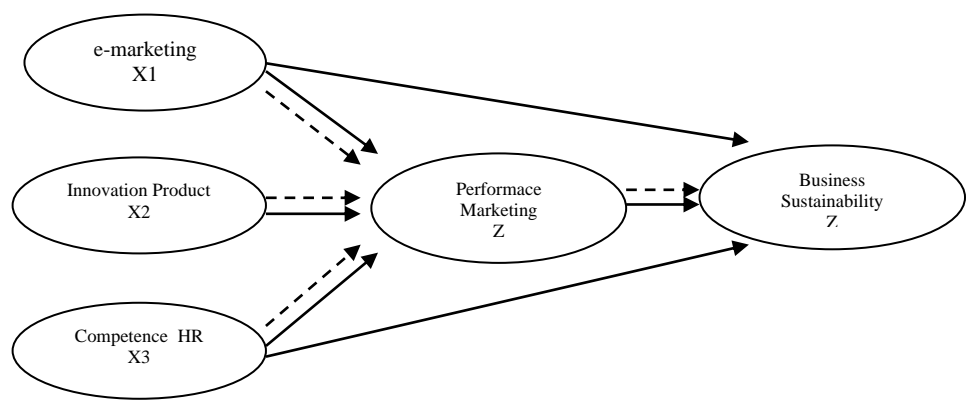
H10: Marketing performance mediates the effect of HR competence on business continuity

4. Research Method

This research is a survey research with SMEs that produce Batik products in Sragen which is the center of Batik crafts in Java. Java Island is one of the islands in Indonesia which is used as a business and government center. The sampling technique used purposive sampling with a total sample of 93 respondents of Batik UKM owners. This study uses three variables, namely endogenous, exogenous and mediating variables. The endogenous variables in

this study include e-marketing, product innovation and human resource competence, the exogenous variable is business sustainability and the intervening variable is marketing performance. The model used in the study is shown in Figure 1. This study uses PLS (partial least squares)

analysis. This method is one of the variant-based SEM (structural equation model) methods designed to solve multiple regression when specific problems occur in the data, such as the sample used is small (<100) and missing data.



Description:
Direct influence —————→
Indirect influence - - - - -→

Figure 1: Hypothesis Model

5. Result

To perform analysis with PLS, there are three criteria in the use of data analysis techniques with Smart PLS to assess the outer model, namely convergent validity, discriminant validity and composite reliability.

a. Convergent Validity
Convergent validity assessment is based on the correlation between the estimated item scores/component scores with PLS software. Based on table 1, that the value of the outer model has met convergent validity because it has a loading factor value of 0.50, meaning that all variables can be used to test hypotheses.

Table . Outer Loadings (Measurement Model)

Variabel	Indicator	Loading Factor
e-marketing	em1	0,655
	en2	0,663
	em3	0,782
	em4	0,770

	em5	0,709
Innovation Product	ip1	0,504
	ip2	0,871
	ip3	0,819
	ip4	0,660
	ip5	0,753
Competence HR	ks1	0,747
	ks2	0,876
	ks3	0,935
	ks4	0,826
	ks5	0,932
Performance	ks6	0,768
	ki1	0,736
	ki2	0,726
	ki3	0,740
	ki4	0,743
Sustainability Bussines	ki5	0,584
	ku1	0,802
	ku2	0,737
	ku3	0,878
	ku4	0,758
	ku5	0,681

b. Discriminant validity

The results of the analysis in table 2 state that the loading factor value for the indicator of the latent variable has a loading factor value that is greater than the loading factor value of other latent variables, so that the latent variable has good discriminant validity.

Table. 2. Value Discriminant Validity (Cross Loading)

construct	e- marketing	Innovation product	Sustainability Bussines	Performance	Competence HR
em1	0,655	0,245	0,305	0,238	0,313
em2	0,663	0,225	0,276	0,217	0,200
em3	0,782	0,273	0,330	0,265	0,306
em4	0,770	0,400	0,527	0,412	0,276
em5	0,709	0,405	0,483	0,408	0,285
ip1	0,135	0,504	0,224	0,149	0,169
ip2	0,387	0,871	0,495	0,506	0,332

ip3	0,311	0,819	0,411	0,442	0,246
ip4	0,092	0,660	0,206	0,220	0,182
ip5	0,530	0,753	0,468	0,452	0,388
ki1	0,328	0,407	0,397	0,736	0,351
ki2	0,404	0,517	0,539	0,726	0,340
ki3	0,285	0,470	0,488	0,740	0,457
ki4	0,346	0,251	0,505	0,743	0,452
ki5	0,237	0,185	0,412	0,584	0,400
ks1	0,299	0,235	0,483	0,425	0,747
ks2	0,296	0,261	0,467	0,461	0,876
ks3	0,399	0,375	0,521	0,536	0,935
ks4	0,259	0,341	0,436	0,458	0,826
ks5	0,364	0,368	0,455	0,510	0,932
ks6	0,327	0,349	0,517	0,469	0,768
ku1	0,499	0,448	0,802	0,545	0,440
ku2	0,466	0,407	0,737	0,544	0,546
ku3	0,469	0,520	0,878	0,540	0,485
ku4	0,377	0,378	0,758	0,489	0,362
ku5	0,361	0,259	0,681	0,448	0,321

- c. Evaluation Reliability and Average Variance Extracted (AVE)
- Table 3 shows that all constructs meet the reliable criteria, this is indicated by the composite reliability value 0.80 and AVE 0.50 according to the criteria

Table 3. Composite Reliability and Average Variance Extracted

Variable	Composite Reliability	Average Variance Extracted
e-marketing	0,842	0,518
Product Inovation	0,849	0,537
Competence HR	0,881	0,599
Marketing Performance	0,834	0,502
Sustainability Bussines	0,940	0,723

Table 4 shows that the marketing performance variable is 0.579 and the

business continuity variable is 0.455. This shows that 57.9% of marketing

performance variables are influenced by e-marketing, product innovation and HR competence, while 45.5% of business continuity variables are influenced by e-marketing, product innovation, HR competencies and marketing performance.

Table 4. R Squared Value

Variabel	R Squared
Marketing Performace	0,579
Sustainability Bussines	0,455

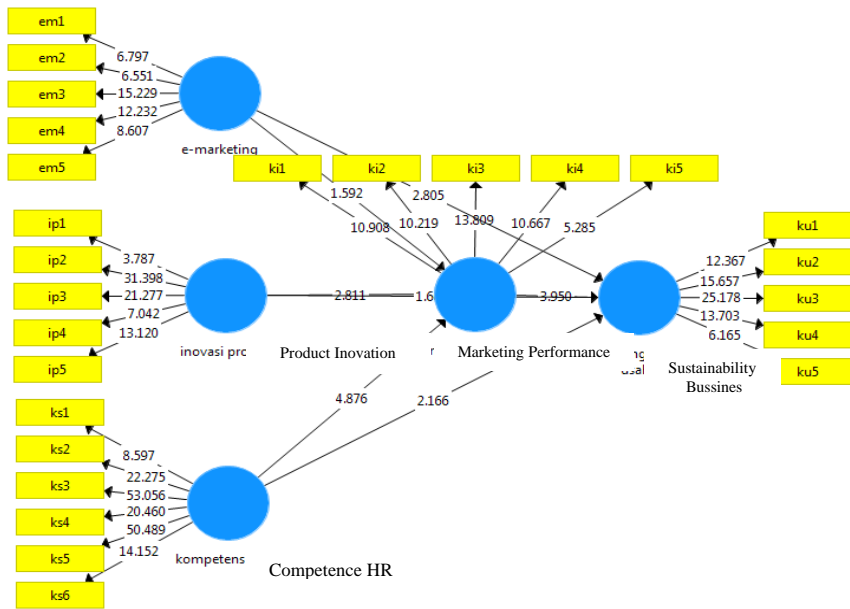


Figure 2. Output SmartPLS

Figure 2 SmartPLS shows statistical testing of each hypothesized relationship using simulation. The results of the bootstrapping test from the SmartPLS analysis are presented in table 5 below:

Table 5. Path Coefficient

Construct	Original Sample	Sample Mean	Standard Deviation	t Statistic	p value
e-marketing →	0,259	0,259	0,096	2,700	0,007

Sustainability Bussines					
e-marketing → Marketing Performance	0,169	0,189	0,113	1,497	0,135
Product Inovation → Sustainability Bussines	0,144	0,157	0,094	1,535	0,125
Product Inovation → Marketing Performance	0,308	0,303	0,105	2,922	0,004
Marketing Performance → Sustainability Bussines	0,351	0,340	0,093	3,767	0,000
Competence HR → Sustainability Bussines	0,214	0,208	0,104	2,066	0,039
Competence HR → Marketing Performance	0,381	0,372	0,076	4,994	0,000

The results of the analysis in table 5 that the original sample estimate value of e-marketing is 0.259 with a t-statistic value of 2.700 and a p value of $0.007 < 0.05$. The value of the original sample estimate is positive indicating that e-marketing has a significant effect on business continuity. In addition, the results of the analysis also show that the original sample estimate value of e-marketing is 0.169 with t-statistic value of 1.497 and a p value of $0.135 > 0.05$. The original sample estimate value is positive indicating that e-marketing has no significant effect on marketing performance. The results of the same test also show that the original sample estimate for product innovation is 0.144 with a t-statistic value of 1.535 and a p value of $0.125 > 0.05$. The value of the original sample estimate is positive indicating that product innovation has no significant effect on business continuity.

Further testing, table 5 shows the original sample estimate for product innovation of 0.308 with a t-statistic value of 2.922 and a p value of 0.004 < 0.05 . The original sample estimate value is positive indicating that product innovation has a significant effect on marketing performance, while the original sample estimate value for marketing performance is 0.351 with a t-statistic value of 3.767 and a p value of $0.000 < 0.05$. The value of the original sample estimate is positive indicating that marketing performance has a significant effect on business continuity. In addition, the original sample estimate of HR competency is 0.214 with a t-statistic value of 2.066 and a p value of $0.039 < 0.05$. The value of the original sample estimate with a positive sign indicates that HR competence has a significant effect on business continuity and the original sample estimate value of HR competence is 0.381 with a t-statistic

value of 4.994 and a p value of 0.000 < 0.05 . The value of the original sample estimate is positive indicating that HR competence has a significant effect on marketing performance.

Further analysis in table 5 shows that marketing performance does not mediate the effect of e-marketing on business continuity with a significance of $0.177 > 0.05$, while marketing performance mediates the effect of product innovation on business continuity with a significance of $0.014 < 0.05$. In addition, table 5 also states that marketing performance mediates the effect of HR competence on business continuity with a significance of $0.008 < 0.05$.

6. Discussion

The digital era makes SMEs actors have to try keep up with technological developments in an effort to market their products. Digital marketing helps culinary SMEs in promoting and marketing products and being able to expand markets that were previously closed or limited due to limited time, distance and ways of communicating (Prabowo, 2018).

Product innovation is carried out to maintain the continuity of a company along with increasingly fierce competition. Although the main key to winning the competition is to create changes or product developments that are most relied upon to win the market, product innovation in unstable market conditions has not yet had an impact on these changes. Creative innovation activities, whether product innovation,

will increase the company's ability to create quality products, which are then expected to increase the company's competitive advantage which will have an impact on company performance (Ekawati Sanny, 2016).

HR competence is a valuable asset and important non-physical capital in a business unit. Khalique et al (2013) suggest that HR competence is the main thing in the organization. HR competencies can affect the performance of SMEs, with the reason that a business unit is determined by how the individuals involved in it manage the business (Wahyudiati and Isroah, 2018). The quality of human resources is needed, especially in the field of competence such as knowledge, skills, and abilities in entrepreneurship (Ardiana, Brahmayanti, & Subaedi, 2010). HR competence has a positive impact on the performance of SMEs, the better the competence of human resources, the performance of these SMEs will also increase (Fibriyani & Mufidah, 2018).

The use of digital technology-based marketing provides hope for SMEs to develop into centers of economic power (Sulaksono and Zakaria, 2020). Social media as the easiest digital marketing tool to use, this can be a stimulant for the development of the sustainability of SMEs. Chistoper and Kristianti (2020) state that e-commerce has an effect on business continuity. The rapid development of SMEs is not matched by the ability to improve marketing

performance, so we need the right strategy for marketing so that business sustainability is maintained (Harini and Yulianeu, 2019). SMEs that have good performance, business and financial decisions are made for good development, increasing the ability of businesses to survive in the midst of the covid 19 pandemic and making the business have long-term business sustainability (Idawati and Pratama, 2020); (Pmudiati, Putri and Basri, 2020).

7. Conclusion

Business continuity for SMEs during the COVID-19 pandemic is a desire for all SMEs. In Indonesia, the existence of SMEs has an important role in promoting equitable distribution of people's welfare and becoming the backbone of the economy. There are many factors that can lead to business continuity, including e-marketing, product innovation, HR competence and marketing performance. The results of the analysis conclude that e-marketing, HR competence and marketing performance have an influence on the sustainability of batik SMEs in Java as batik production centers in Indonesia. Marketing factors and HR competencies as one of the factors that have a big role in increasing the sustainability of SMEs. The marketing factor during the COVID-19 pandemic was online marketing.

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