



THE DEVELOPMENT STRATEGY MICRO, SMALL, AND MEDIUM ENTERPRISE OF BANDUNG CITY REVIEWING FROM QUALITY MANAGEMENT

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Abstract: Micro, Small, and Medium Enterprises (MSMEs) are productive business entities that are the backbone of the country's economy. The Covid-19 pandemic has significantly affected the country's economic sector, based on these circumstances, Indonesia, especially Bandung, needs guidance so that the country's economy can survive this pandemic. MSMEs are implementing various strategies to survive this pandemic, thus this research aims to review these conditions purely due to the impact of the Covid-19 pandemic or related to the business development strategy implemented by MSMEs in the city of Bandung from a quality management perspective. This study used a quantitative research method to see measurable results by collecting data (survey method), with a population of 6,141 fostered MSMEs registered in the city of Bandung and a sample of 80 businesses, using a research instrument in the form of a questionnaire (questionnaire). This research took place in the city of Bandung. Related to this problem, researchers will examine the condition of MSME businesses in terms of quality management. Is the decline in the condition of MSMEs purely due to the impact of the Covid-19 pandemic, or is it related to inappropriate business management.

Keywords: Development; MSMEs; Quality Management; Strategy

INTRODUCTION

The prolonged impact of the Covid-19 pandemic has disrupted almost all aspects of life, including the economy, health, education, and other aspects. Problems related to the economy, including the disruption of Micro, Small, and Medium Enterprises (MSMEs). Most of these entrepreneurs experienced big losses because they could not do their business properly. Especially with the prolonged implementation of the "Enforce Restrictions on Community Activities" (PPKM) policy. This resulted in many MSMEs going out of business. This has a direct impact on layoffs (PHK) on a large scale. The large number of workers who were laid off resulted in an increase in the number of unemployment and poverty in Indonesia in general and in the city of Bandung in particular.

During the Corona Virus-19 pandemic, Micro, Small and Medium Enterprises (MSMEs) have an important role in the economic growth of both developing and developed countries. MSMEs have a formidable ability to survive, this can be seen from the growth rate of MSMEs in the city of Bandung which is constantly growing even during the Covid-19 pandemic.

Table 1. The Growth Rate of MSMEs in the City of Bandung

Year	Total	Growth rate (%)
2016	343,938	-
2017	365,218	6.1872
2018	387,815	6.1873
2019	411,810	6.1872
2020	437,290	6.1873
2021	464,346	6.1872

Source: Open Data Jabar (2021)

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Based on table 1 above, it can be seen that MSMEs in the city of Bandung both during the pandemic and before the pandemic experienced a steady growth rate of 6.18%. This shows that MSMEs are a strong sector supporting the country's economy. The number of MSMEs in the city of Bandung continues to grow, 75% or 348,259 of these MSMEs consist of micro business units.

MSMEs in the city of Bandung consist of various business units in the fields of accessories, embroidery, crafts or crafts, clothing, convection, food, beverages, animal husbandry, plantations, agriculture, building materials, logistics services, construction services, manufacturing, or furniture manufacturing. , photographer and videographer services, makeup services, graphic design services, promotional creation services (films, advertisements, posters, photos, slides, clichés, banners, pamphlets, billboards, and folders), transportation services, agency services, health, necessities, sofa production, mountain equipment rental, and so on. Along with the increasing number of MSMEs in the city of Bandung, competition between MSMEs in the city of Bandung is also growing. The competition that occurs triggers MSMEs to have an advantage in competing in the market have many and loyal consumers from other business units in similar fields. The competition is very tight, and the growth rate of MSMEs continues to increase, but Badan Pusat Statistik Bandung City (2021) notes that the average purchasing power of people, especially in the city of Bandung, is still limited, namely IDR 1,974,339 per month per capita in 2019. limited, competition for MSMEs triggers a diversity of business units run by MSMEs in the city of Bandung and a stable growth rate cannot guarantee the strength of MSMEs in dealing with "business failures" during the Covid-19 pandemic.

Head of the Micro Business Development and Empowerment and Facilitation Section of the KUMKM Office for the City of Bandung, Nuri Nuraeni said that lack of capital, inefficient financial management, lack of product innovation, not yet maximizing online marketing, and not having permission are common problems for micro-entrepreneurs. drop in turnover during the pandemic. The prolonged impact of the Covid-19 pandemic has disrupted almost all aspects of life, be it the economy, health, education, or other aspects. Problems related to the economy, including the disruption of Micro, Small, and Medium Enterprises (MSMEs). Most of these entrepreneurs experienced big losses because they could not do their business properly. Especially with the prolonged implementation of the "Enforce Restrictions on Community Activities" (PPKM) policy. This resulted in many MSMEs going out of business. This has a direct impact on layoffs (PHK) on a large scale. The large number of workers who were laid off resulted in an increase in the number of unemployment and poverty in Indonesia in general and in the city of Bandung in particular.

MSMEs in the city of Bandung according to the Head of Micro Business Empowerment and Development and Facilitation of the Bandung City KUMKM Service3, Nuri Nuraeni said, the number of micro-businesses based on Bandung City BPS data was 111,627 or 75% of the total number of MSME groups of 147,073. The number of assisted MSMEs registered with the KUMKM Service is 6,409. "Lack of Capital is a common problem for micro-entrepreneurs. Inefficient financial management is also one of the obstacles that make it difficult for micro-enterprises to develop. Lack of product innovation, not maximizing online marketing, not having a license, that's one of the reasons for the drop in turnover, especially during the current pandemic, "This research aims to review these conditions purely due to the impact of the Covid-19 pandemic or related to the business development strategy implemented by MSMEs in the city of Bandung from a quality management perspective.

The State of the Art in this research is the capture of the highest and maximum results from a development which is usually formed from tools, products, methods, media, research activities, etc. which are embraced at a certain time as the fruit of the



implementation of methodologies that existed at the time. State of the art is also often interpreted as a sophisticated word (leading edge or cutting edge), namely a science, technology, art, and research methods that are the latest and the best. The concept of business in the context of the State of the Art in this research study includes: according to Ekawarti (2019) knowing the level of technological readiness and its effect on profit levels; Arianto (2020) namely elaborates on the development of MSME during the co-19 pandemic; Raharja (2021), namely determining solutions to overcome the impact of declining sales during the co-19 pandemic; Mas'adah (2021), namely knowing the marketing management strategy implemented by MSME in the Islamic boarding school area during the co-19 pandemic; Kusumaningrum (2021), namely knowing the strategy for culinary SMEs in Jakarta during the co-19 pandemic; Siagian (2021) namely reviewing marketing strategies that are suitable for MSME in Blora during the pandemic.

METHODS

The research method used in this study is quantitative. Sugiyono (2017) said that the quantitative method is a traditional method that is referred to as the positivistic method because it is based on the philosophy of positivism. This scientific method is a method used to examine populations or certain samples by collecting data using research instruments and analyzing data that is quantitative or statistical which aims to describe and test the hypotheses that have been set.

This research was carried out in the city of Bandung using a research instrument in the form of a questionnaire distributed online to entrepreneurs in the city of Bandung who have a target market in the city of Bandung and outside the city of Bandung. Related to this problem, researchers will examine the condition of MSME businesses in terms of quality management. Is the decline in MSMEs purely due to the impact of the Covid-19 pandemic, or is it related to inaccurate business management, and the output of this research is a paper in a scientific journal.

The population in this study was 6,409. Sugiyono (2017) stated that the sample is part of the number and characteristics of the population. The sample representing this population is 80 people. Sugiyono (2017) said that the sampling technique is a sampling technique. The sampling technique used is simple random sampling, namely a sampling technique that provides equal opportunities for each element (member) of the population to be selected as a member of the sample regardless of the strata in the population. In this study, samples were taken of 80 people who run micro-enterprises in the city of Bandung with the target market in the city of Bandung and outside the city of Bandung.

Data collection techniques in this study consisted of: (1) Primary data, namely data/information obtained directly from entrepreneurs in the city of Bandung who have a target market in the city of Bandung and outside the city of Bandung, including in the form of (a) Questionnaire (questionnaire), providing various statements formulated with a Likert scale for entrepreneurs in the city of Bandung who have a target market in the city of Bandung and outside the city of Bandung in the form of a list of statements that can be selected according to the scale listed, (b) Documentation, namely by collecting data from various sources such as the Central Bureau of Statistics for the City of Bandung, as well as various archives that can be accessed by academics related to this research problem. Researchers position themselves as observers, researchers, and writers. The measurement scale of this study conveys that the Likert Scale is a scale used to measure attitudes, opinions, and perceptions of a person or group of people related to certain social phenomena (variables). The following is a table of this research instrument:



Table 2. Instruments Implemented in Research

Research variable	Indicator
MSME Development Strategy Budiarto (2015)	<ol style="list-style-type: none"> 1. Increase in Production Volume 2. Able to diversify products 3. Able to reduce failed products 4. Implement financial records and the flow of goods 5. Able to perform quality control 6. Able to carry out activities to increase the competence of the workforce 7. Improve fuel consumption efficiency 8. Carry out waste management 9. Experiencing an increase in assets, turnover, and workforce
Quality management Spanbauer (1992)	<ol style="list-style-type: none"> 1. Quality determination 2. Adopt quality philosophy 3. Focus on customers 4. Commitment to Quality 5. Continuously improve quality 6. Decisions based on data and facts 7. Tools and techniques for quality improvement 8. Preventive process improvement 9. Recognition and rewards 10. Improvement of inter-functional procedures 11. Structures that invite participation

Source: processed data (2021)

After the data is obtained, it is then analysed using quantitative analysis which is data processing with various mathematical rules for numbers or numbers. This analysis is carried out to understand the available data, classify it, and summarize it into something easy for readers to understand. This study uses simple regression analysis with the help of a statistical analysis tool called Statistical Package for the Social Sciences (SPSS) version 25. Simple linear regression analysis. Sugiyono (2017) said that simple linear regression analysis is an analysis that examines the nature of the causal relationship between the independent variable (X) and the dependent variable (Y), which is formulated as follows: $y = \alpha + \beta x$. Description:

y = subject in the predicted dependent variable

α = price Y when price X = 0 (constant price)

β = Directional number or regression coefficient indicating the number the line direction increases, and if (-) then the line direction goes down

x = subjects on independent variables that have independent values

Before the data were analyzed using simple linear regression analysis, they had to go through the classical assumption test requirements in terms of the output results of data processing using the SPSS 25 program.

RESULTS AND DISCUSSION

The description of a general description of the 80 respondents from this study who became the sample included the gender of the respondent.

Table 3. Characteristics of Respondents

Gender Category	Amount
Man	36
Woman	44

Source: Processed data (2021)



From the data collected, it can be seen that on average MSMEs in the city of Bandung have a target market within the city of Bandung, 78% or 62 of the 80 respondents stated that their main target market was in the city of Bandung and 18% or 18 respondents said that their target market not only from Bandung City, including Bandung Regency, West Java Province, until there was 1 respondent who stated that their target market had reached foreign countries.

The data obtained through a questionnaire that was distributed to 80 respondents online, shows that the 80 respondents have one main business unit sector that is run and there are recorded 24 various business unit fields, namely accessories, embroidery, craft, clothing, convection, food, beverage, animal husbandry, plantation, agriculture, building materials, logistics services, construction services, furniture manufacturing or crafts, photographer and videographer services, makeup services, graphic design services, services for making promotional materials (films, advertisements, posters, photos, slides, clichés, banners, pamphlets, billboards, and folders), transportation services, agency services, health, necessities, sofa production, and mountain equipment rental. Of the 24 business units, the majority of respondents run a business in the food sector.

15% of 80 respondents stated that during Covid 19, their business experienced a significant decline in production volume, 38% of 80 respondents experienced a modest decrease in production volume, 32% of 80 respondents were able to maintain stable production volume both before Covid-19 and after Covid-19, 16% of the 80 respondents who experienced an increase in production volume are business units in the food sector that run an online system in their business processes. 65% or 52 people out of 80 respondents applied the direct selling system. Unfortunately, this system cannot be applied online, so it can be seen that there has been a decrease in production volume experienced by 38% of the 80 respondents.

4% of 80 respondents said that they were very capable of diversifying products, 38% of 80 respondents said that they were able to diversify products, and 46% of 80 respondents said that they were quite capable of diversifying products to support business continuity due to the Covid-19 pandemic, these businesses experienced a decrease in the production of their main product. 12% of the 80 respondents stated that they were unable to diversify their products due to limited capital and creativity.

48% of the 80 respondents stated that the recording and flow of goods were quite representative of what happened in the field. Another 41% stated that reports and flow of goods were under what happened in the field. 1% of the 80 respondents said that the recording and flow of goods were very representative of what happened in the field. However, 10% of the 80 respondents said that the recording and flow of goods that they applied were still not representative of what was happening in the field because the employees in charge of this field were not sufficiently trained and the financial capacity of the business was not sufficient to recruit experts.

51% of the 80 respondents stated that they were able to control product quality because the business scale was not large enough and owners who were still involved in the production and trade process had qualified capabilities related to their business sector. 17% of the 80 respondents said that they were quite capable of controlling product quality, and 30% of the 80 respondents were confident by stating that they were very capable of controlling product quality because of the involvement of owners who were experts in their field of controlling from raw materials to ready for trade. 15% of 80 respondents said that they have not been able to control product quality because raw materials purchased online often experience damage on the road.



7% of 80 respondents said that they were very capable of increasing the competence of the existing workforce, 44% of 80 respondents stated that they were able to improve the competence of the workforce, and 35% of 80 respondents said that they were quite capable of increasing the competence of the existing workforce. with training and education purchased and offered to the workforce online. With online education and training costs, being able to reduce the cost of developing and maintaining human resources is also able to make more workers undergo education and training or take more education and training programs for available human resources. 15% of them stated that they were unable to improve the competence of the workforce due to limited capital and limited ability to provide their inadequate education and training programs.

42% of the 80 respondents said that their business had been quite efficient in increasing the efficiency of raw material consumption during the Covid-19 pandemic. 39% of the 80 respondents said that their business was able to increase the efficiency of raw material consumption. 10% of the 80 respondents can confidently state their ability to make raw material consumption efficient. 7% of 80 respondents have not been able to make efficient consumption of raw materials and 1% of 80 respondents have been very unable to carry out efficient consumption of raw materials during the Covid-19 pandemic.

16% of 80 confident respondents stated that they were very capable of managing waste, another 26% stated that they were able to manage waste, and 35% of 80 respondents said that they were quite capable of managing production waste due to their ability their business units in diversifying their products during this pandemic have encouraged them to reduce production costs and trading costs to survive by diversifying products from the same raw materials or leftover materials from the main product to be reprocessed into different products. 19% of 80 respondents stated that they were unable to manage waste and 4% of 80 respondents stated that they were very unable to carry out waste management due to limited ability and capital to diversify products from waste obtained from the main product.

Table 4. Average Turnover of MSMEs in Bandung City Before and After Covid-19

Average Annual Turnover Before Covid-19	Total
Rp 0,- - Rp 500,000,000,-	50
Rp. 500.000.000,- - Rp. 1,000,000,000,-	16
Rp. 1,000,000,000,- - Rp. 5,000,000,000,-	7
> Rp. 5,000,000,000,-	7
Average Annual Turnover after Covid-19	
Rp 0,- - Rp 500,000,000,-	57
Rp. 500.000.000,- - Rp. 1,000,000,000,-	12
Rp. 1,000,000,000,- - Rp. 5,000,000,000,-	7
> Rp. 5,000,000,000,-	5

Source: Processed data (2021)

42% of the 80 respondents said that the turnover they got had changed after Covid-19. Before Covid-19, 7 business units had a turnover of IDR 500,000,000 to IDR. 1,000,000,000.- per year has decreased so that the annual turnover obtained is below Rp. 500,000,000.- per year. 2 respondents stated that they experienced a decrease in annual turnover of more than Rp. 5,000,000,000.- per year to be under Rp. 5,000,000,000,- per year.



The competitive strategy implemented by 80 respondents consisted of implementing low prices, imposing pleasant service, and maintaining product quality. 1 in 80 respondents said they did not implement this competitive strategy.

58 out of 80 respondents stated that their effort in attracting customers was to prioritize customer satisfaction, and 39 out of 80 respondents said that they prioritized customer convenience. 6 out of 80 respondents said that they did not use any special method to attract customers.

The business principles that can be applied to various businesses consist of prioritizing only salable goods, as long as there is no loss, satisfying customers, and prioritizing continued business. 3 out of 80 respondents apply the business principle as long as goods are sold, 6 respondents prioritize business as long as there is no loss, 44 respondents apply the principle of prioritizing customer satisfaction, and 27 others apply the important principle that the business continues.

52% of the 80 respondents said that their business unit has provided services that match the needs of the target market. 3% of them said that they had not been able to provide services that matched the needs of the target market due to the complete online system and the limited use of existing online service media.

55% of the 80 respondents stated that they had implemented SOP or Standard Operational Production and Good Service. Another 6% stated that they had not been sufficiently able to properly implement the SOP for production and service processes due to various limitations in online service capabilities, as well as capital and knowledge related to good SOP for production and service processes. 1 respondent out of 80 respondents stated that in their business activities, they did not use any SOPs in the operational processes of both production and service.

54% of 80 respondents said that in their operations they carry out active customer relationship management online because of the ease of communication. 3% of 80 respondents said that they have not been able to manage customer relationships actively online, because they are either overwhelmed or customers tend to be impatient in communicating with this fast-paced online communication system.

There are 8 (eight) main efforts in maintaining customer loyalty, namely prioritizing customer health and safety, providing honest service, applying smiles, greetings, greetings, providing helpful services, distributing products that are neat and maintained, serious attention to customers, and handling complaints from customers. 55 out of 80 respondents said that they had provided honest service, 50 out of 80 respondents had distributed products neatly and securely, 49 out of 80 respondents stated that they had provided fast service, 48 out of 80 respondents had implemented a smile, greeting, and greetings, 41 out of 80 respondents stated that they had actively handled customer complaints, 36 out of 80 respondents had paid serious attention to customers, 22 out of 80 respondents had prioritized customer health and safety in the process of trading and product production for customers.

60% of the 80 respondents stated that they had made efforts to maintain employee work standards, another 20% had implemented efforts to maintain employee performance standards even though they were not optimal, and the other 5% had not implemented sufficient efforts to maintain employee performance standards.

54% of 80 respondents said that their business unit had made efforts to make quality improvements on an ongoing basis, another 25% were confident that they were implementing efforts for continuous quality improvement, 1% of 80 respondents said that they had not made enough efforts to improve quality business sustainably.



62% of the 80 respondents stated that they made decisions based on field data and facts, another 19% stated that they always made decisions based on data and facts in the field, and another 17% said that they had implemented decision-making based on data and facts in the field.

7% of 80 respondents stated that they had optimally used technical analysis tools in drawing quality management conclusions in their business activities, 33% of 80 respondents stated that they had used technical analysis tools in drawing quality management conclusions, 46% of 80 respondents stated that they quite agree with the statement that they have used technical analysis tools in drawing quality management conclusions in their business operations.

55% of the 80 respondents stated that they had carried out preventive processes in the business units they ran, and the other 1% had not carried out preventive processes at all in the business units they had run. 13% of the 80 respondents stated that they had been very active in implementing a recognition and reward system for exemplary employees, another 44% stated that they had been active in implementing a recognition and reward system for exemplary employees, the other 34% had sufficiently implemented a recognition and reward system. rewards for exemplary employees, 8% of 80 respondents have not implemented a recognition and reward system for exemplary employees actively, and 3% of 80 respondents have not implemented a recognition and reward system for exemplary employees at all.

11% of 80 respondents stated that they were always active in carrying out periodic inter-functional procedure improvements, 54% of 80 respondents stated that they had been active in enforcing periodic inter-functional procedure improvements, 33% of 80 respondents said that they were quite active in enforcing periodic inter-functional procedure improvements, 1% of 80 respondents said that they had not implemented periodic inter-functional procedure improvements, and the other 1% had not implemented periodic inter-functional procedure improvements at all.

16% or 13 respondents out of 80 respondents said that they always carry out periodic reviews regarding the quality of the business they run, 56% or 45 respondents out of 80 respondents said that they have carried out periodic reviews related to the quality of the business in the business units they run, 25% or 20 respondents out of 80 respondents said that they had sufficiently carried out periodic reviews regarding the quality of the business in the business units they were running, 3% or 2 respondents out of 80 respondents said that they had not carried out periodic reviews related to the quality of the business in the business units they were running.

To see how much influence the business development strategy implemented by SMEs in the city of Bandung has had on the quality management implemented by these SMEs using simple linear regression analysis. The results of the Simple Linear Regression Test can be seen in the following table:

Table 4. Simple Linear Regression

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	212.021	44.368	
MSMEs Development Strategy	.338	.143	.461

Source: Processed data (2021)



Based on the table 4, it can be seen that a constant of 212.021 means that the consistent value of the participation variable is 212.021, and the regression coefficient X is 0.338 indicating that for every 1% addition in the value of Business Development Strategy (X), the participation value increases by 0.338. The regression coefficient is positive, so it can be said that the direction of the influence of variable X on Y is positive.

Table 5. T-test results

T	Sig.
2.155	.036
3.733	.000

Source: Processed data (2021)

The decision-making in the simple regression test based on the significant value of the Coefficient table obtained a significance value of $0.000 < 0.005$, so it can be concluded that the Business Development Strategy variable (X) influences the Quality Management variable (Y). Based on the t value, it is known that the calculated t value is $3.733 > 1.995$, so it can be concluded that the Business Development Strategy variable (X) affects the Quality Management variable (Y).

Based on the t-test results above, it is known that the Business Development Strategy variable has a significant influence on Quality Management. So thus it can be partially stated that the Business Development Strategy variable implemented by MSMEs in Bandung City has a significant effect on Quality Management that has been implemented by MSMEs in Bandung City. The results of this study indicate that the need MSMEs to actively implement Business Development Strategies to provide good quality to maintain customer loyalty, both before Covid-19 and after Covid-19.

CONCLUSION

The prolonged Covid-19 pandemic has disrupted almost all aspects of life, including the economy, health, education, and other aspects. One of the problems related to the economy includes the disruption of Micro, Small, and Medium Enterprises (MSMEs) during Covid-19. However, the large number of people affected by layoffs has encouraged people to open business units, especially in the city of Bandung. This can be seen from the growth rate of the number of MSMEs in Bandung City from 2019 to 2021. Although the number of MSMEs in the City of Bandung continues to increase, the operations and income of MSMEs in the city of Bandung are decreasing. The decline in income and the increase in business competition have encouraged MSMEs in the city of Bandung to implement business development strategies for business continuity.

The right and competitive business development strategy carried out by MSME entrepreneurs in the city of Bandung is by diversifying products, controlling the quality of both goods and services, carrying out activities to increase workforce competence, reducing failed products, and managing waste. In the implementation process, MSMEs in the city of Bandung is experiencing problems in terms of capital, limited knowledge and expertise in operating various online trading activities, and are overwhelmed in dealing with the speed of information which during the Covid-19 pandemic became the main guideline. It can be concluded that the declining condition of MSMEs is caused by a combination of the prolonged impact of the Covid-19 pandemic and inaccurate business management.



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