

# The identification of the superior human resources in managing profitable entrepreneurs' activities during Covid-19 pandemic in Indonesia

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## Abstract

**Purpose:** This project aimed to acknowledge the entrepreneurship program in managing human resources in the pandemic era in Indonesia. The essay to understand the entrepreneurship activities in managing human resources in the pandemic era is assumed to have a close connection with acknowledging the entrepreneurship programs in the outbreak of coronavirus 2019 in Indonesia.

**Methodology:** A serial of online information searching and literature review sessions was conducted. After data was gathered, the analysis processing using a qualitative phenomenological approach and profound interpretations were done to see if the research question's reliability and validity were met.

**Findings:** The existing literature on understanding the entrepreneurship program in managing human resources in the pandemic and crisis era of the Covid-19 showed that there are five entrepreneurship activities that were shown relatively significant business program in managing human resources since outbreaks 2020. Finally, we successfully outlined the five related programs as follows: 1) Creating a business crisis plan, 2) More care and services, 3) be among the community, 4) Community relations, 5) Creative thinking endure, 6) Be adjustable.

**Originality:** Direct insights into the entrepreneurship practices, policy-making, and academic business development are beneficial in creating the next entrepreneurship program plan, especially the strategy to manage human resources with an entrepreneurial role in the pandemic crisis.

**Research implication:** Further project is needed to anticipate the next economic crisis and social-political changes that impacted economic development in Indonesia.

**Keywords:** Acknowledge entrepreneurs, superior resources, and managing profitable business in COVID-19 crisis.

## Introduction

Many studies reveal the need to understand entrepreneurs how to arrange programs to strengthen human resources in running a business and profitable entrepreneur in a challenging era to deal with due to COVID and other natural disasters that end in many citizens' distress. There are no human activities and businesses, including entrepreneurs, that have no drastic implications after the

outbreak (Koonin, 2020; Harari, 2020; Fernandes, 2020). Since the pandemic struck, all human life sectors, including health, education, and the economy, have been very surprised and aware of how the outbreak's impact followed by anxiety and panic of the world community, which until now no one knows when this pandemic will end. Because all parties, especially business people, are very aware that the pandemic is very alarming for billions of the world's populations, both developed and developing countries. The virus, which is medically proven to attack the world population's pneumonia system, has benefited several businesses in the health, logistics, telecommunications, and shipping services sectors.

However, most other business activities suffer losses such as tourism, government, banking, accommodation, entertainment, hospitality, food and beverage, and various small business activities such as industry and economic activities that are most affected during the outbreak in Indonesia and other countries. According to Sohrabi et al. (2020) and Rafi (2020), COVID-19 increases fear and xenophobia for the global community. However, like other developing nations, Indonesia feels it as an epidemic that implies its million inhabitants' panic. It is the most challenging time for public health and even the most challenging period to follow the global economic trends, wherewith the epidemic, and all third countries are indeed feeling doubts between having to pursue improvements in economic conditions or ensuring citizens avoid the infectious which is a problem in each country. However, the coronavirus has put the world's population in the initial phase in managing both commitments that must be healthy and increase the economy and prosperity. This condition is crucial for developing countries like Indonesia, the issue has not disappeared, and economic problems are waiting. We are all empowered, which is the right strategy to be adopted by Indonesia like other developing countries, rejecting the impact and disruption, which is very difficult to adapt given the country's heavy dependence on economic growth.

Responding to the real global economic conditions above due to multiple crises, mainly the Covid-19 responses of the government policy to stay at home and maintain the distance, have resulted in impacts. Baker et al. (2020) also revealed that many economists and business experts argued that very few people understand that the real economic driver is a way of entrepreneurship when a country is in a difficult condition due to a crisis or disaster. Besides that, many studies have empirically tested the risks and impacts of various crises that have existed; thus, a well-tested solution is entrepreneurial self-efficacy. The soul survives from entrepreneurial intentions in crisis conditions with standard times that will be very different.

These people are supported by experience and studies from various war-torn countries as an example. It is truly valid to exemplify in the Covid-19 era of this crisis. Finally, they concluded that the risk still exists due to the entrepreneur's desire to lose or have profit for every decision implementation. However, few people understand that many entrepreneurs endure hard times. Their research findings also showed that even in conditions of the war crisis, many citizens still intend to become entrepreneurs to get out of economic difficulties and believed in the reliability and entrepreneurial power they run. Lessons and practical implications as role models and entrepreneurial support must be prioritized, as expressed by Kuckertz et al. (2020), who found that running a business or entrepreneurship that can be started in a crisis will have an immediate effect. Many studies have proven that success in managing entrepreneurship begins with creating superior human resources. With superior human resources, it will continue to support entrepreneurs' success that is very challenging even in the economic crisis conditions due to Covid-19.

Considering that HR is a big challenge to entrepreneurship, it requires much seriousness, and especially the government must be proactive in creating a conducive business climate that needs endeavor. Hayton (2005) suggested that promoting successful entrepreneurship by empowering human capacity and other resources is essential in managing business and profitable economic practices both in everyday life or in the economic era. Therefore, now the question is how to empower HR management in an era of crisis. Studies have proven that entrepreneurs can survive while looking for ways to improve human resources in an era of increasing crisis like Covid-19. In most countries such as in Africa, Indonesia, and other developing countries, they are attending entrepreneurship as an economic pioneer with ideas and thoughts and initiating businesses that can help citizens from difficulties, mainly vulnerable groups suffering from the outbreaks. Therefore,

as the evidence that has proven to be one of the better solutions to help solve the economic problem during the Covid-19 time in developing nations is empowering entrepreneurship capacity through many strategic ways.

Maybe with a kind of entrepreneurial idea with the drone's sophistication in the effort to deliver drugs to rural locations without infrastructure; start a solar electricity business to remote villages in the village community, and introduce mobile phone ideas and technology used to empower small businesses to make them more viable and make their businesses more profitable. These are examples that can be implemented into the crisis's entrepreneurship ideas as the community responded to the outbreaks. Its economy is also inseparable from other significant problems, especially when Covid-19 first appeared earlier this year. Many economic experts believed that if Indonesia can manage the impact of this pandemic completely, economic development and growth will undoubtedly help overcome other more significant problems. Many researchers estimated that the financial challenges of developing countries such as Indonesia today are enormous, where the political climate and economic balance are on full alert in making all decisions. Public economic drivers will be cautious in every effort to limit themselves to all expenditures of money, such as expenses for dinner and other leisure time. It will undoubtedly impact all rounds of the economy and payments, especially for medium economic businesses such as restaurants, modern markets, production centers, air transportation, apart from people's economic ventures.

Another study on entrepreneurship is that if an entrepreneurship program runs outside the university, there will be efforts to improve entrepreneurial skills. Because this kind of program will impact entrepreneurship that is more weighted and the productivity of small and large businesses that are currently running with some success, and some are not. Many people need to empower entrepreneurship skills, but these programs' climate is not promising in most developing nations. However, it is supposed that a high mentality of business enthusiasm does not support business people. It has their entrepreneurial abilities that will also be significantly reduced so that the entrepreneurial programs that have received from life experience will be of no use. It has become an obstacle to stop the entrepreneurial world. Therefore, this paper will analyze and identify the human resources superior in managing profitable entrepreneurs in multiple crises after Indonesia struck by the novel coronavirus in 2019.

## Literature Review

These six potential and robust human resources plan found in the research was done on the profitable managing business in a crisis of COVID-19. This study is relevant to the research questions asked where the owner of entrepreneurs shall learn to understand and apply this strategic approach in managing the business in a difficult time since the outbreak emerged globally in Indonesia. Ideally, more and more business people are striving harder to manage the business whose profits are in the form of money and in value that has a high impact on consumers and the wider community. This study's six findings adapted to previous findings, namely strategic business planning in the critical era of pandemic and national lockdown. Finally, business people tend to act harder to become business managers, sometimes unable to differentiate between service and consumer care, which ultimately results in a more profitable real. However, business people consider business and managing their business marketing more urgent than developing goods business in terms of norms (Hevia & Neumeyer, 2020).

Open communication and ongoing flexibility in revising each company's marketing strategy is very strategic in facing the difficult times caused by COVID-19. For this reason, companies can do several ways to make consumers revisit the company, even in times of crisis, such as the pandemic period. Under uncertain conditions, this can cause customers and buyers to suddenly move to another place with demand for goods and services that demand attention and protection of services plus much higher care (Einav et al., 2016).

Besides, for business people, COVID-19 is a severe threat where business development will freeze, affecting the business community and investment countries worldwide. Threats from the Covid-19 are increasingly globalized and contributed to the current business and economic climate, which is at serious risk, including disruptions to each income source, resulting in a drastic

loss of income and deteriorating state economies, even the world economy.

Consumers say that in the current crisis, the opportunity to get discounts is beneficial. For business owners, giving a discounted price to a subscription is the right choice if it is still costly at this time of the COVID-19 (Gupta et al., 2020). It can be learned that another way to change consumer behavior is to improve the quality of goods or add more value to the product sold. Dev & Sengupta (2020) added that providing goods can also help and increase consumers' attention to slowly change the minds and consumers of the goods and services offered. Baker et al. (2020) proved that business and economic development could not guarantee circumstances where there is no uncertainty because it can be carried out at an abnormal time. So, every business, either small or large, has a core value attached to it in certain situations with strong core business values. This value supports their business's vision and mission to shape the way and culture and reflects every business and company's importance, such as upper-middle-class businesses. Large companies, for example, have the essence and identity of their company with principles, philosophical statements of important values follow the truth of getting customers.

Jones (2020) said that more business players are now just waiting for the situation to improve and then start again doing what is best after COVID-19. However, good business players learn and understand how to manage a business in various crises due to pandemic. Since the emergence of the outbreak followed by government policies with physical, social, consumers, and the wider community are more focused on primary than before, spending a lot of their money on desire matters. During the critical period, residents spent more time working and studying at home rather than leaving home. Home policies and home-based learning are applied to all citizens to reduce business activity, the economic cycle of society at the state level, and global trends until this makes the homeland's business climate increasingly worse as COVID-19.

Long-term goals refer to comprehensive business planning and marketing strategies that continue to provide long-term business plan protocols to its profitable end goals. Preparing long-term business goals, especially planning and marketing, requires the board team to regularly monitor and test all long-term plans and adapt them to short-term business activities. In other words, short-term business goals are covered while the long-term business goals themselves must refer to the overall vision and mission so that businesses have time to set their long-term business goals (Baker et al., 2020). Furthermore, businesspersons responded to the development of the outbreak in different ways; some argue that many companies adopted measurable business planning strategies to protect employee members and manage the risk of loss due to the difficult times of the COVID crisis due to restrictions and physical distance.

Nevertheless, it is uncommon to surrender to the situation while waiting for natural changes and travel, social distance, job reduction, and school at home. Companies and countries continue to assess the situation well so that the impact of damage to the economy and other sectors does not increase, especially in difficult times due to shared deployment. Making a strategic business plan is indeed not as easy as it says. Usually, before starting a business plan, the most fundamental thing to do is reflect on the year's development conditions before entering the hard times of COVID-19. So what was achieved in 2017 certainly had a significant impact in 2018 (Dahlström, 2020)? Not all business people are accustomed to the action plan that they have to take in their business. The action plan is part of a business plan where every business person must include business operations that have not yet been listed in the sales and marketing plan agenda. The marketing and sales plan will later explain the stages carried out by the entrepreneur to achieve the profit target from the sale (Alvarez et al., 2020).

## Methods

The purpose of this paper was to identify people entrepreneurs in developing better human resources in managing a profitable business in a difficult time because the world is affected by severe corona-virus 2019. This qualitative project used phenomenological methods to handle online textual data analysis. Stuckey et al. (2015) suggested using online data search in conducting social studies in most qualitative approaches. This research has succeeded in analyzing data by copying and managing the data sought as recommended by most social studies (Mack, 2005). All data

collection aimed at recognizing entrepreneurs in managing substantial human resources to support profitable business and marketing. Online data search is then analyzed using keywords such as "profitable business," "managing superior human resources," and then analyzed using recommended methods to understand the impact of a pandemic resulting from state policies on social distance and self-isolation analyzed critically. The voices of profitable business people are also analyzed because their ideas and perspectives are different from each other; this study's objectives are qualitative research (Sutton & Austin, 2015). First, the data was collected then analyzed using the method of description and interpretation to find these six findings meets the research problem's validity and reliability. This research framework will be much easier to manage the data and easily read by the intended reader and communicated as a final draft as recommended by the RSD framework concept in most social studies (Willison et al., 2018).

## Result and Discussion

This finding section will be about the descriptive results answering the study objective about acknowledging entrepreneurs' people plan and strategy in strong human resources capacity in difficult times due to each national policy to stay home and individual isolation. So far, the Indonesia COVID-19 update showed an increasing trend of 50.029 cases (Post, 2020). Realizing this fact, more business owners may also be unsure of the nation's full readiness to recover from the pandemic. In the following, there will be seven business marketing plans that were successfully reviewed by this research:

There is quite a lot of research evidence that had been discussed at length related to the outbreak where the loss is not only felt by the people's economic sectors, which have become the major domestic countries, but the effects can also occur in the financial and government sectors where more people cannot see the activity as usual. With the government's policy of staying and working from home, it has slowed down the economic movement that most residents feel but cannot disclose due to each citizen's limitations. So aware of this consequence, all actors in government entrepreneurial activities often hope without adequate power to solve it.

Many parties' hard work in tackling the impact of a pandemic will not bring results as desired when the underlying problem variables are not well understood and comprehension. The core problem of this study is that the writer wants to identify superior entrepreneurs. They possess outstanding human resources in managing business units or businesses profitable despite the world economic crisis caused by the COVID disaster or coronavirus 2019. All understandings of today's society resulted from government policy, namely to impose national isolation and lockdown. Many people suffered and had no sustenance in various sectors that they usually do before an economic crisis.

Business studies should understand the economic devastation caused by COVID-19 in other parts of the world. Still, studies can be the simple need to be done at the local level because of this issue. More extensive information and results of this study are read and can be taken advantage of for economic improvement and shared prosperity. In this case, the effort to share knowledge and useful information has become the top job for every scientific study in the pandemic, and the new average era in Indonesia, which has unconsciously had an impact on Indonesian people's daily life patterns from the way citizens work and learn and worship. It is the new world that is often echoed by scientists to spread information that contributes. As the COVID-19 crisis impacted some businesses and experienced difficulty since the outbreak struck the Indonesian, they demanded to change ways of making a living and any business activities so that the new life due to crisis brought lessons learned in other conditions. Because these changes include changes in serving business consumers, empowering HR is very necessary so that automatically every entrepreneur will quickly adjust to new conditions even though they never thought long before. So, finally, all business people are expected to understand already and continue to apply any critical information they need when they want to get out of the problems of other economic and social crises.

The COVID-19 issue here is essential to be underlined not as a national problem of every country. However, it has become part of every nation's problems, so empowering entrepreneurial

human resources will later be no longer for just economic problems. It is often encountered in countries hit by conflicts and economic difficulties that seem very complicated if the handling is not immediately carried out, especially by activists of entrepreneurs and any business who wants to survive in a brutal era. So, it can be underlined that entrepreneurs in the crisis-era must understand and study how to manage their human resources in the Covid-19 era so that business people share ways and strategies from business planning, how to manage human resources, and adopt business safety principles in the future. Difficult COVID and other economic crises can end soon so that loyal customers can continue to sustain easily. Thus, it can continue business and transactions to care HR, protect customer rights in the future.

As a result of economic slowness, it has automatically changed the pattern of people's daily lives, both the way they work and socialize with others who have been mutually benefiting others. As a result, many entrepreneurs running the business must be ready to change to adjust to the new life due to disruption. Because these changes include changes in consumers' demands automatically, entrepreneurs must also come to think of ways to no longer live in difficulties by Covid-19 and other internal states. The COVID-19 issue is no longer a national problem but has become a part of the country's remote areas, so this can be a very complex problem if the handling is not immediately solved, especially by entrepreneurs and any business. Many entrepreneurs manage their human resources in the various era, starting from various strategies and plans, mostly how to work and adaptable ways suggested by the government and private organizations so that the COVID-19 impact can immediately end and consumers will quickly return later—doing business and transactions to protect the rights of their workers and loyal customers. Baker et al., (2020) finding suggested that when the COVID-19 struck the world economy is the time the buyers are in an uncertain time because they are in economic trouble. That is a crucial time of understanding human business strategies to improve life and economy by improving human resources to win life productive in crisis.

Similarly, what Laupacis (2020) finding suggested that he was promoted to work hand in hand to manage COVID-19 crisis time in his workplace due to the complexity of the whole country's economic difficulty. However, most owner businesses should make their potential efforts to help support employees and customers to be back after crisis time. Besides, there are six findings relevant to suggest due to this paper investigation that has successfully reviewed this online research to provide a strategic plan and possible care to loyal customers during and after the crisis.

### **Creating Positive Communication**

Looking at the study of Gössling et al. (2020) on Covid-19 and its economic difficulty assessments, the implications of this pandemic also has an impact on changes in other community economic activities such as tourism, small businesses, and entrepreneurial operations, followed by an increase in human resource capacity to support the economic development (Hall et al., 2020). They suggested to get out of these economic difficulties by creating better communication among entrepreneurs would be a better solution. Thus, every entrepreneurial manager's consequences must learn, identity, and rightly apply their strategic communication to continue communicating with the rest of the employees to work productively. Hence, they still feel like they have their own business where they understand that this situation is not easy to find other jobs in multiple economic crises as the government to respond COVID-19 that followed by national policy to keep distancing and stay home only.

When more economic communities suffered by COVID-19 and its complexity as affected by national policy and restriction movement, at the same time, there must be something to have been changing and happening for a reason. By asking how citizens can get out of this insecure zone, the answer is undoubted with an economical solution. For example, can the question of business strengthen positive business communication in the crisis-era? Here, of course, many business people and business owners had fought in productive communication to improve production management within the entrepreneurs. Therefore, better and productive communication among entrepreneurs' staff shall be an alternative solution, and contribution benefiting their human resources in business operation in a difficult time like today's Indonesia situation.

There are many solutions to make business sustainable and increase profits through increased sales and customer return visits. However, not many people know and can apply this approach. Some jump to conclusions, assuming that it is a risk by using critical thinking about why this happened in uncertain times, like in the crisis era. As mentioned earlier, business owners want to keep returning to do business with open communication with customers and ongoing flexibility in revising each business marketing planning strategy. There are several ways for companies to get consumers to revisit their companies even in times of crisis, such as the COVID-19 period. The reason is that the outbreak has forced many small businesses and market centers, food restaurants, and traditional community markets to be closed as long as they keep unplanned national distances. Under uncertain conditions, it can lead to an uncertain solution, and therefore, the buyer suddenly moves to another store with more demand for products and services that demand greater attention and care services plus much higher costs (Einav et al., 2016).

### **More Care and Services**

Excellent and superior business services plus real sales come from word of mouth from previous customers. If that is true, then superior business owners and profitable companies will provide more services to loyal customers, so they are willing to come again in the future. If a company wants to look different, the company needs to prepare an upgrade and modification strategy to ensure its business can serve and pay special attention to customers to return to treat customers in a better way. Binding and caring for loyal old customers are more comfortable and cheaper than finding and maintaining new ones. In this case, many studies are examining the cost of getting new customers, which are proven to be more generous and full time so that in the context of this business, it is very unproductive, especially in the era of business crises such as post-crisis and other natural disasters (Eggers, 2020). Simultaneously, the findings of Nguyen et al. (2018) proved that happy customers would continue to be sustainable consumers when a business gains full trust and provides full service and maintenance care, especially during difficult and challenging times.

There are many ways to pamper super-service and exceptional care to establish genuine and sincere communication with business customers in the Corona Crisis era in 2019. For example, companies should not manage business marketing during crises as in everyday time communication. That is true because of the many limitations and government restrictions. However, it is precisely at this time; it makes the right moment to give super trust and primary care to consumers. An example of effective business communication is that managerial businesses come and meet consumers wherever they are. Gerdine, 2013 showed the impact of the present difficulties in understanding community groups, with another example, presenting factual information in the language of emotional feelings (Lindquist et al., 2015). Communication with emotional language, for example, what we can provide and. It is an example of a language full of enthusiasm in consumers. They are medical professionals who understand infectious diseases through many of their studies and have succeeded in communicating with them in mild conversational language and persuasive tones.

### **Hiring and Recruiting Strategy**

Hiring and recruiting more candidates to be placed in the right position is also a priority in managing a profitable business in difficult times of crisis and standard times. Because this research aims to identify the potential for human resources to build the economy during the 19th crisis, understanding recruitment and training strategies are also very important and will be the main agenda for any entrepreneur. As profitable business owners, they must understand and anticipate all possibilities, such as future procurement needs. Good business owners are always able to see and analyze the needs of the organization they run. On the contrary, they should not predict and understand when they need quality human resources, procurement, and training of their company's prospective employees. Besides, since cost constraints and limitations are a key and always a fundamental issue for every owner business, it is crucial to think beyond compensation. The boss of entrepreneurs needs to know and manage every cost well in advances, such as learning to recruit the staff and seek the candidates through a robust recruiting system and promotion.

Making the business part of the community is not a new approach in the world of business. Most businesses have successfully managed this conceptual business in the real market. However, when a business is running during a difficult time, the story will be different. Running a part of the community is a very modern business approach because great entrepreneurs' primary goal always starts from a vital mission determined by their process in which direction and purpose are carrying out to find their business results profitably. That is why entrepreneurs running with the right human resources, no matter the small business or big business (Greenhalgh et al., 2020). Every entrepreneur or business owner will run their business to understand a clear mission, and does must experience and run and know who will be the main prospective customers they will invite in the future.

On another occasion, a business person must recognize interesting goods and products and services and care under normal and post-conditions or in a problematic crisis such as COVID-19 today. On the other hand, business people can also optimize the position and location where the business is suitable. Then, the next statement is why a business must have a mission. Why should a business be in a location where it is easy to reach or visit even though the business can also be run online and portable? The answer is that when a business has won the hearts of the people, the business will be theirs, and those consumers will no longer go to others because they have entered into a part of the crowded community.

Finally, business people are required to learn and understand and apply everything they have to bring profit. Business people must focus first on their goals and final mission, whether profitable or not. So, four main focuses are essential: what aspects of the value business bring. Understandably, business is profitable, but not all are in a modern business context, but those that benefit customers and employees themselves are also very profitable. Every operation must inspire why consumers want to do business and why they want to succeed in its business goals. This aspect of the mind makes it acceptable to the mind of the buyer or consumer. Moreover, the most important is the specialization and excellence aspects of the business that no business has.

Peters (2020) suggested that starting a business during the pandemic was difficult when the virus had first shaken and destroyed the business and economy globally. So, in creating the core values of this business in the crisis, it cannot be easily interpreted as the main things that are very basic and important in reviving business and work. Every business's core values in crisis times can be challenging to make in a business context with principles of priority and interest in the company. If core values support the company's vision and vision, the company will help develop it. Core business values are the core of corporate identities, such as basic principles, public trust, and a believed corporate philosophy. During this covid-19 crisis, of course, the average company focused on new planning that adapted to a crisis, where changes and business challenges were increasingly difficult to predict. Thus, efforts to build strong business values will enable the company to get internal and external benefits for its employees and consumers.

### **Creative, Strategic Plan**

Every business must have its strategy tailored to the typical business and the time in which the business operated, and also the target customer factor will be essential to maintain if the business wants to advance with the usual ordinary resources. Why is the answer simple? Because business working is not well thought out, this business will be quickly abandoned by competition and the time when the business is always adjusting itself to adjust to the context and mission and the content sold. Preparing for both the short-term and long-term goals is very petrified, especially planning and investment in superior human resources facing a difficult era because of COVID-19. Thus, for both short-term and long-term business objectives to generate large profits, it must refer to the total vision and mission so that businesses have time to set their long-term business goals. The business owner himself must plan for the future and imagine what success should be like from here and to achieve something that is very potential.

When asked what the business's long-term goals are, the answer is that a long-term business strategy uses to drive the business in an agreed direction for the future. For example, the desired results are achieved and usually use joint studies and plans established between the first year and



the next year of at least ten years. Managers will readily say that consumers in the current conditions can give prices a right choice if they are indeed expensive. Another way to change consumer behavior is to improve the quality of goods or add value to the product sold. Providing goods can also help increase consumers' attention so they can slowly change the minds and consumers of the goods and services offered. It is a series of ways to keep business in existence even in times of economic crisis and crisis.

Many studies state that businesses that do not generate profit achieve their primary goal when a business owner has not explicitly set and determined the long-term business goals. Academically, developing a framework for a long-term business plan can be done in various ways and methods presented by various firms with proven results. One of the most straightforward business owners might have to be able to determine their business vision. As a business person, anyone must be able to define their business vision to a minimum. In addition to his business vision, the business owner's vision must be determined by him because no matter how good the business vision, but if the driver's vision cannot be determined, the business's main objectives will be challenging to achieve. The ability to determine long-term and short-term business goals must be truly understood and applied to gain business profitability and sustainability.

### **Be Adjustable and Adaptable**

As a small and medium business person in a challenging era like COVID-19, being a sensitive and adaptable individual is needed and less understanding of how a business can be run with little superior resources when mobilizing new entrepreneurs. Having higher mental flexibility to navigate the changes is very important to navigate the changes in this uncertain era. Because every change is very urgent to do that is adaptable and willing to play risk and be ready to change the way the person sees the business and ready to adapt both markets and consumers rather than consumers and competition.

So every effort carried out can achieve the goals that have been set. The ability to adapt will increase the opportunities to benefit successfully. To determine the extent of adaptation capabilities possessed by the entrepreneur more in the era of business due to national policies and regulations that are sometimes not appropriate. With what is needed, this will make business people become super flexible and super adaptable and always try various job roles while looking for the right job. There are cases when we experience an unexpected fate that is unexpected on a business trip. Being easy to adapt to all changes will be very meaningful and ensure that those who have a business remain amid floating udders when trying to save the business in times of hardship.

Besides, when entrepreneurs who are progressing experience difficulties because of the critical period of hardness, business owners must sharpen their talents and adaptability, arouse enthusiasm to learn the vital skills needed by the businesses we build in business. For example, no entrepreneur can succeed without a vision. It is essential to know the future so that the tribulation can end and the business because it continues to inspire the company team to follow an adaptable and flexible leader.

Furthermore, this entrepreneurship paper is to identify superior Indonesian human resources for a successful business and entrepreneurial management that benefits both owners and employees and customers, especially when businesses experience difficulties during the COVID-19 period in the country as a result of the implementation of national isolation and limitation. Work methods that support companies or businesses to develop strategic plans to achieve business goals, improve operations, and keep the business current. This kind of business can certainly help apply various methods such as applying company swot analysis where the business owner or company must understand their business's financial strength: A reliable source of business income and several questions are related to incoming capital resources. Now, the question occurs who needs the answer.

### **Conclusion**

To conclude, this research aimed to identify business people who can learn and understand how to manage profitable entrepreneurial strategies in managing the business in difficult times after the

outbreak's global impact. Helping these entrepreneurs overcome the difficulties caused by the national policy; this research also tried to bring insight into strategic plans in conducting profitable business where the ability to attract more customers is critical and very urgent under challenging times during pandemic as an impact to stop the spread of the virus and as the government introduced national policies to live and work and learn from home. It had impacts of more communities staying at home while working and doing more online work such as purchasing. The five superior human resource management in managing a profitable business with a strategic plan had successfully reviewed to help more business players understand what needs to improve their business and benefit more customers to return when COVID-19 ends up. It also included strategic such as showing service and caring to customers and also elaborating business mission.

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