

RESILIENCE IN THE DEVELOPMENT OF START UP IN INDONESIA BASED ON JOB DEMAND RESOURCE AND BEHAVIOR INTENTION PERSPECTIVE

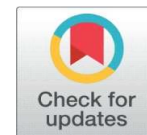


Nuzulul Fatimah ¹✉ , Dirgo Wahyono ²✉, Hamdi ³✉, Nanik Kustiningsih ¹✉ 

¹ Sekolah Tinggi Ilmu Ekonomi Mahardhika, Surabaya, Indonesia

² Sekolah Tinggi Ilmu Ekonomi Cendekia Karta Utama, Semarang, Indonesia

³ Sekolah Tinggi Ilmu Ekonomi Pancasetia, Banjarmasin, Indonesia



ABSTRACT

Economic globalization actually starts with the presence of foreign capital in a country. The foreign capital that the state gets literally comes from one of the country's national interests, so that the investors are willing to invest in their country. The existence of this globalization is the result of the expansion of capital or capitalism which has spread to the developed countries and extended to the countries of the developing countries. As one of the impacts is the rising of Start Up industry including in Indonesia. The developing of resilience in Start Up industry need to look by informed of the updated creativity and also need assisted by the Government. Thus, with Start Up and creativity we tried to analyze by Systematic Literature Review with the perspective of Job Demand Resource and Behavior Intention. This article will maintain and identified of the value compared to new syllables.

Received 07 March 2022

Accepted 05 April 2022

Published 26 April 2022

Corresponding Author

Nanik Kustiningsih,
nanik.kustiningsih001@gmail.com

DOI [10.29121/ijetmr.v9.i4.2022.1127](https://doi.org/10.29121/ijetmr.v9.i4.2022.1127)

Funding: This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

Copyright: © 2022 The Author(s). This is an open access article distributed under the terms of the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original author and source are credited.

Keywords: Industry, Startup, Resilience, Policy, Demand, Behavior

1. INTRODUCTION

Economic globalization is a relationship between the interrelationships and dependencies between nations and people that exist in this world as this relationship is made up of relationships that can be through trade, investment, travel, popular culture, and other forms of interaction where there are no boundaries [Agarwal \(2021\)](#). Then this economic globalization provides comfort to the community in accessing and achieving their lives. The existence of this globalization creates continuity and interdependence between societies, which later become a dominant society. The existence of this globalization constitutes a new authority in providing the state of the economy around the world. Economic globalization constitutes a new authority in controlling economic activity and economic globalization is committed to understanding the free market irrespective of the economic situation of different countries which cannot necessarily apply it in their own country [Elidemir et al. \(2020\)](#).

The real manifestation of economic globalization in the world today is like the globalization of production, in this case the presence of companies that have managed to produce in different countries with very few



production targets. With this globalization of manufacturing, the presence of global manufacturing sites in each country will provide half of the manufacturing site for companies investing and manufacturing in their country.

The presence of foreign workers from abroad entering the country is proof of globalization in terms of employment. This in light of the economic globalization that took place in this globalized world, which allowed all forms of mobilization among people to work and try their luck in the land of the people. Globalization in finance is the same as foreign companies that have provided little compensation in loan funds or direct government funds. Countries that have succeeded in cooperating with foreign companies/foreign countries.

The globalization of information networks in the current era of society makes it easier to access information from other countries in view of technological progress. Globalization of trade can be achieved through the application of non-tariffs on the export and import of goods between countries and companies and countries with other countries to sell their products in international markets. This activity presents a challenge and also a competition that makes a country's product superior or can be destroyed because of its ease of handling and the quality and quantity of goods.

In the world of digitization, the economy is also divided into traditional markets and non-traditional markets, although they will later remain connected but still elusive. Networks in this digital ecosystem remain in the form of competition between owners of goods or companies and friction with each other. Digital disruption as one of the renewed problems in the digital ecosystem, intended as a result of new innovations that have arisen, will lead to losses for other competitors in the industry that remain in the same ecosystem also ind Pandemic of COVID-19 condition [Koch and Schermuly \(2021\)](#) . This digital disruption also occurs when using traditional markets to switch to non-traditional markets and follow methodologies. So that this digital ecosystem is also a benchmark for how the terms and usage of these indicators are implemented. For example, the coordinating Ministry of Economic Affairs of the Fourth Vice-President ensures the implementation of the use of the digital ecosystem via the digital economy and the regulation of digital disruption.

In general, policies that have been enacted have already been endorsed or are in progress, with a particular focus on development in Start Up. Topics that the Ministry of Coordination EZ raises are the missing form of actors and local products. It has been reported that they can only generate sales as a product with a total of 5-7% in the market and the sales in Start Ups can only be around 2-8%. Moreover, in terms of service goods sold at Start Up, the largest are 38.9% and textile products at 36.4% [Duan et al. \(2020\)](#). Including a dilemma in the transition to e-business cannot work well if government regulation is not properly implemented. Such cases must be able to provide solutions and answers in the crippling process of using e-business. The transition to e-business will be based entirely on computing as a medium-term process. However, due to lack of information, it causes a ban via e-business.

Having a startup doesn't save a lot of effort, even though they work hand-in-hand with the government, both of which are central to the city. Start-up central and regional actors are invited to cooperate and stay informed about their start-up. This update is the result of the creative economy creating new products as a collective expectation. Thus, with startups and e-business, sales related to regional startups can be sold online so that they can be identified and get a higher resale value compared to sales in. The government's efforts to deploy start-ups on the basis of

the analysis appear to be unable to implement the efforts in an integrated manner and to implement policy with regard to their use. Starting up with the number of consumers may not be much in terms of buying Startup industry products compared to selling online in general/worldwide, and it would be easier to know what kind and shape of Start Up product will be sold. As expected, it appears that the city government that protects the commercial actors of Startup industry only in the form of relief is without more in-depth management. [Table 1](#)

Table 1 Total Start Up in East Java			
Year	Unit	Main Theme	City
<2007: 3 Start up	CV: 25 Startup	Start Up: 20 Startup	Malang: 57 Startup
2007-2012: 23 Startup	PT: 34 Startup	Fintech: 6 Startup	Surabaya: 49 Startup
2013-2018: 58 Startup	Belum Berbadan Usaha: 32 Startup	Game: 5 Startup	Sidoarjo: 3 Startup
Tidak Diketahui: 29 Startup	Tidak Diketahui: 32 Startup	General: 82 Startup	Kediri, Ngawi, Pamekasan, Tuban: 1 Startup

Based on the data according to the Agency for Creative Economy, Indonesia ranks second when the components of commercial actors begin to move to small and medium-scale start-ups. Based on this data, the use of start-ups is also starting to grow, even if there are only 20 of them [Kemsetneg \(2020\)](#). One criticism of the government, especially in Indonesia, is the lack of concrete data and determination to deal with these companies. So that there are barriers to the transition to the use of electronic business. [Table 2](#)

Table 2 Daftar Total Perusahaan Subsektor dalam Start Up				
City	Music	Fashion	Apps and Game Dev	Publisher
Semarang	299	7471	269	1745
Pekalongan	61	6580	9	284
Tegal	38	1433	8	192
Yogyakarta	141	3942	101	938
Kediri	48	1613	26	266
Blitar	35	1144	13	140
Malang	162	7295	125	961

The emergence of inconsistencies in the data is very unfortunate and becomes an obstacle in implementing policies to further develop the start-up sub-sector in Indonesia. On the basis of the above data, Indonesia is widely registered in the use of start-ups in the clothing subsector (whether or not registered with the government). The number of fans is very large. However, based on interviews and pattern matching with the data, there are many issues where government bureaucracy is weakening, especially in Indonesia and the response to start-up withholding.

So that the e-business buying and selling mechanism focuses on the process of selling Start Up products in the Blockchain market. Based on the concept of

behavioural intention, through the process of decision making based on the use of subjective character planning and labour demand sources, an adjustment is needed for the demand in the hypothetical market which is difficult to determine and sporadic for its business existence.

The data collected are journals on the development of information systems from 2016 to 2022. The data has been identified using the Systematic Literature Review (SLR) method. Using the SLR method, a systematic review can be performed, and which journals follow the identified steps or protocols in each process. In addition, the SLR method can prevent self-selection and it is hoped that the identification results will complement the literature on the use of the SLR method in the identification of Scopus journals.

2. METHODS

2.1. RESEARCH OBJECT

The object of this research is the information system. Taking information systems as research objects has several reasons as follows [Kayani et al. \(2019\)](#):

- 1) There is a change in the application of information systems, which used to be conventional in nature with physical records and files, are now starting to be computerized.
- 2) Development of information systems can be carried out on various platforms, including web, desktop, and mobile.
- 3) Development of information systems has various methods.

2.1.1. RESEARCH QUESTION

Research Questions or research questions are made based on the needs of the chosen topic. The following are research questions in this study:

RQ1. What are the most frequently used tools in the development of JD-R theory and Behaviour Intention from 2016-2022?

RQ2. What are the methods used to implement in Start-Up companies in Indonesia?

RQ3. What are the weaknesses of the method used to complete the development of the information system?

2.1.2. SEARCH PROCESS

The search process is used to obtain relevant sources to answer the Research Question (RQ) and other related references. The search process is carried out using a search engine (Google Chrome) with the website address www.google.com for data collection and implementation of phenomena and www.scopus.com for theory development data.

2.1.3. INCLUSION AND EXCLUSION CRITERIA

This stage is carried out to decide whether the data found are suitable for use in SLR research or not. A study is eligible to be selected if the following criteria are met:

- 1) The data used is in the period 2016.-2022.
- 2) Data obtained through the website www.scopus.com.
- 3) The data used is only related to the information system.

2.1.4. QUALITY ASSESMENT

In SLR research, the data found will be evaluated based on the following quality assessment criteria questions:

QA1. Is the journal paper published in 2016-2022?

QA2. Does the journal paper write down the development of JD-R theory and Behaviour Intention?

QA3. Does the journal paper write down the methods used for the development of the JD-R theory and the Behaviour Intention used for the implementation of Start-Up development?

From each paper, the answers below will be scored for each of the questions above.

2.1.5. DATA COLLECTION

Data Collection or data collection is the stage where data for research is collected. The data collected in this study are primary and secondary data.

- **Primary Data**

Primary data is information collected through processing publication data that is tailored to the needs regarding the development of Start-Ups in Indonesia. In this study, the primary data taken were journals from the Google platform for the following reasons:

- 1) Google becomes a search base for relevant data by providing filtering.
- 2) The data found is easy to find, because it has a range of years that can be adjusted based on the needs of the researcher.
- 3) The data displayed can be adjusted to the needs.

- **Secondary Data**

Secondary data is used to complete the primary data, if there is only an abstract in the primary data, then secondary data is needed to complete the primary data. Secondary data was obtained using the help of Google. Data collection in the study was obtained through several stages, including: [Figure 1](#)

- 1) Observation

This is the stage of collecting data through direct observation to the source, namely www.scopus.com

2) Literature review

This is the stage to conduct a study of data assessment related to the SLR method in journals obtained from www.scopus.com

3) Documentation

Is the stage where the data that has been collected is stored into the software Mendeley.

The following are the steps for collecting data from observation to documentation obtained through the source www.scopus.com

- 1) Login to the SCOPUS Database at www.scopus.com
- 2) Enter the keyword “Job Demand Resource” in the search field (n=6865).
- 3) Enter the keyword “Behaviour Intention” as the next option (n=1332).
- 4) Filter year selection in 2016-2022 (n=1023).
- 5) Enter the last keyword “Start Up” (n=25).

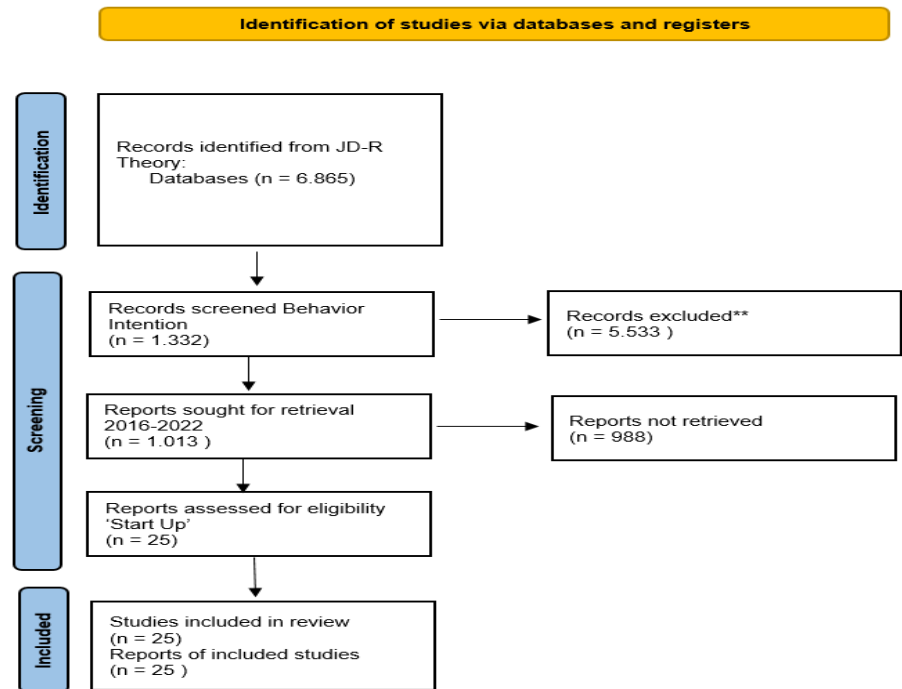


Figure 1 Prisma Diagram

2.1.6. DATA ANALYSIS

At this stage, the data that has been collected will be analysed to show:

- 1) The tools used in developing the theory of JD-R and Behaviour Intention in 2016-2022 (referring to RQ1).

- 2) The method/approach used in developing the theory of JD-R and Behaviour Intention (referring to RQ2).
- 3) Implementation of various methods used for the development of JD-R theory and Behaviour Intention which is applied to Start-Up companies (referring to RQ3).

2.2. RESULTS AND DISCUSSION

2.2.1. START UP COMPANY AND TRANSFORMATIONAL DIGITAL ECONOMY

The birth of the digital economy is due to the presence of technology and globalization in its increasing use in a high economy. This can be indicated in the knowledge components economy, globalization, economic transformation, technological developments, and economic changes. With the arrival of Start Up [Cilliers and Flotman, \(2016\)](#), understanding the digital economy has finally provided a broad explanation.

Finally, a demonstration of integrity among the prevalence of start-ups that explains some of them, including total start-ups, company-to-business, firm-to-consumer, small or large companies, and social patterns [Hariharan and Griffin \(2019\)](#). In addition, government policies affect jobs in the sales of services or devices. This is one way to make it easier for sellers and manufacturers to sell their products so that they can be recognized and recognized by the global community. This market dominance makes it easy for sellers and producers to transact online. Having a start-up and this is a form of market dominance through online media according to the required length of time is very quick and easy. There is no need to open stalls by sellers as they only sell their products in retail but Start Up makes it easier for sellers to sell their merchandise, in the form of marketing photos or videos.

The mention of globalization is a phenomenon that has been around for a long time. However, this phenomenon creates a personal process. According to Schulte, the process of globalization is both common and adaptable. This process explains the alienation that has taken place. Westernization is the process of introducing new values or norms and adapting them to old ones.

The process of westernization is also associated with many related variables, including generalization, internationalization, and economic liberalization [Huang et al. \(2020\)](#). First, generalization is related to the assumption of a value (such as culture) and other actors such as the state follow that value. Second, internationalization involves a set of interrelated values and creates a dependent process. This can be related to barter, either in the form of goods, business or services being exchanged. Third, economic liberalization as the use of existing processes in the economic sphere, to avoid over-dependence, so that it is necessary to reduce or improve economic liberalization [Santos-Paulino and Thirlwall \(2004\)](#). This can be attributed to the state as the invisible hand to indirectly regulate the process of trade liberalization.

With regard to globalization, one of the biggest indicators is the advancement of information technology. Developments in information technology are related to changes in the vision of industrial processes, also known as the Industrial Revolution. The current reference is to the Industrial Revolution 4.0, and the

mention of this process is called automation. In simple terms, the description of automation is related to computing and digitization as these two components are used in some stages of the process. Automation also eventually led to new industrial companies associated with start-ups.

Start Up in this case is defined as commerce and buying, selling, and exchanging products that use the internet base to expand the market. Loudoun defines Start Up as the process of electronically buying and selling products by consumers of a company that has a network or computer platform as a medium for transactions in the company Koch and Schermuly (2021). Figure 2

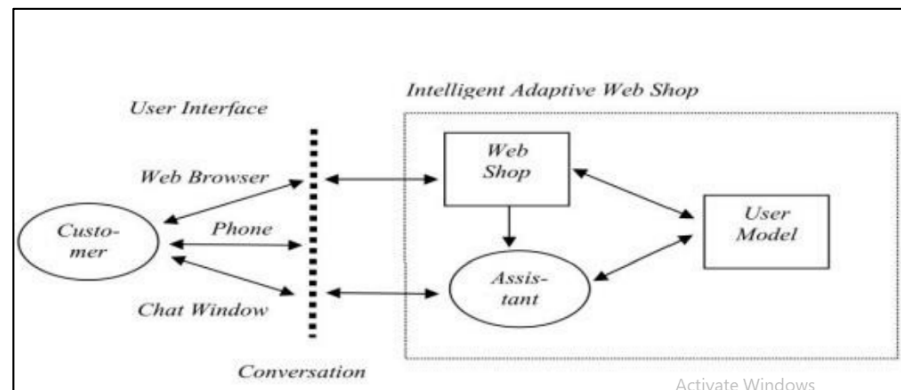


Figure 2 Struktur System Start Up berbasis Web

In this structure, it is clear that the user/owner, called the user model, forms an online store supported by the presence of a helper. The web store and this assistant influence each other in the sales of the user model. Subsequently, the web shop and helper spread online, where the online web shop can be accessed via web browser, mobile phone, chat window, etc., where customers can visit the web shop as buyers of products and who then ask who the customer is accepted from Via the user model or what can be said as a seller.

In describing this process, it has similarities with the start-up process in Indonesia. One of the start-ups was founded in 2012 and is growing to this day. This company is part of an online retail group owned by a Southeast Asian transnational group. In general, there are six countries in Southeast Asia, namely Indonesia, Malaysia, Singapore, and the Philippines with a total of 550 million users, which is the largest in total compared to other companies.

starting company. Initially, this company became one of the results of the digital economic computer program from Germany, including other start-ups. In addition, the company was able to stand on its own and eventually break free from the old industry, but there were contributions totalling about \$520 billion.

Start-ups in Indonesia today are a great help in this era of globalization by making it easier for people to do business. The products offered are very complete from electronic products, home decoration, health products to beauty products, just by accessing the website or application. Start Up offers payment facilities through multiple payments, by credit card or direct payment, facilitating transactions for consumers. This does not apply to promotions that entice consumers to buy so that the prices they get are very cheap. For information about all products, please visit the Start Up Indonesia website. The priority that this company expects is to help the

Indonesian people to carry out buying and selling transactions without fear of things that cannot be done.

So far, this company has done a great job, one of which is the largest company in Indonesia. Then major investors began to offer their shares in the hope that this company would grow quickly. One of the largest investors is Alibaba, which provides a very large stake and also cooperates such as duty-free imports from China sold by the start-up.

A deeper understanding of the characteristics of how start-ups are formed from the concept was defined in 1998 through the use of the digital economy. Explain that the social, political, and economic system is a container with characteristics like an intelligence space, including information, diverse access to information resources, information processing, and the ability to communicate. In addition, Tapscott has also successfully identified many components of the digital economy, including business-to-individual start-up activities, digital distribution of goods and services, support for the sale of goods, especially systems, as well as other sales services that use the Internet. The arrival of start-ups as they enter the Indonesian domestic market in 2012 can be seen in enabling the digital economy, especially Start Up.

Given its characteristics as a start-up building process, there are twelve indicators related to the use of the digital economy in a start-up. Basic knowledge or knowledge that will be used for human resources. Digitization is intended as a form of narrowing of concepts in the field of digitization. Markets in start-ups formed by the open digital marketing company that then starts distributing based on databases in Southeast Asia. Virtualization as a form of improvisation in the use of cyberspace. The rise of start-ups in Indonesia started when the site was available in Indonesia.

The molecule as a configuration in which the adaptation takes place. In this case, it is specifically marketed and approved in Indonesia, and then used according to the supply and demand of the Indonesian people. The Internet is the epitome of networking. This started to benefit from the networking of all actors who could openly benefit from the digital economy. Non-mediating is the removal of sub-actors. This hierarchy was rejected so that no auxiliary actors were used, but suppliers and contributors were used to improve the start-ups.

Convergence, the consolidation of the media elements, began to take advantage of each of the entire media, such as using sponsors or helping to improve the reputation of the company. Innovation or the field of innovation in the formation of new and different things. Take advantage of specialties that other e-commerce companies don't have to avoid digital disruption.

Assumption or limitation, the boundary is, of course, defined between the seller, buyer, and shareholder of the company, which seems invisible because it is based on cyberspace. Specialization only happens based on the process of buying or selling products. Mediation is the accumulation of diversity in product offerings and sales. As mentioned earlier, supply and demand are used. Globalization as a new form of access. By making use of all these aspects, new access is also realized. The controversy is the loss of boundaries in cyberspace. Fortunately, start-ups have started to remove the minor and major constraints that arise in cyberspace.

Based on the creative economy, there are many factors that are then enhanced by the government given the presence of Indonesia's superior products in Start Up. The development of the creative economy is currently an alternative for governments to sustain economic growth through increasingly easing global economic competition. The existence of this creative economy encourages associations in Indonesia to always create creativity and skills to be able to produce

new products. There are start-ups in Indonesia. Start-ups in Indonesia are sponsored by cooperatives and start-up offices, but if the start-ups can be mass-produced and go international, the start-ups will move to the commercial division.

The current start-up period encourages micro-entrepreneurs in Indonesia to properly align market and community needs, taking into account the growth of the global market. Depending on Indonesian conditions, there are only a few start-ups that meet the requirements and can be sold abroad. Conditions to consider in products that can compete globally, i.e., presence of brands and promotion, through branding and promotion, are the first steps to be taken when launching Start UP. Product quality and innovation, with the operational standards of the product, it is necessary to consider whether the product has new innovations and is of good quality in competition with global products.

2.2.2. JOB DEMAND RESOURCES (JD-R)

In previous research, Job Demand (JD-R) sources were based on a background that was not focused on the JD-R model. Most of this research has been done on various corporate policies. Significant support was found for the positive relationship between functions as a group factor [12]. The studies described sometimes appear in Ad Hominin's findings and fallacies. One of them is [Le Blanc and Schaufeli \(2012\)](#), who do not find their great theory in the great scheme of work.

More specifically, the concept of local economic resilience depends on the good system in the overall framework of employment resources, and there is a need for synergy between most public sector resources [Lei et al. \(2021\)](#). Some public information is placed in the context of a public affair, which is a requirement for professional discretion in bureaucratic public institutions [Kothari \(2017\)](#). In addition, the search for multiple studies that the researcher found and the association between the claims was stronger when files were found (for example, if these interactions were weak or difficult to understand). Evidence for efficiency could be the effect of public demand as third parties encourage and enhance participation in the region ([Crawford et al. 2010](#)).

Theoretically, the JD-R has different effects of challenge requirements and barriers, showing that challenge requirements are positively correlated with participation and strengthen the relationship between resources and participation, while barrier requirements are negatively correlated with participation. In addition, there may be some influence when considering a more accurate classification of actors with specific resources [Marathe et al. \(2019\)](#).

Combining the e-business of these studies shows that applying the general principles of the JD-R model in a public sector context is not easy and more work is needed to understand this particular complexity. Finally, and unsurprisingly given the overall gap in this study, there is equivocal evidence regarding the specific positive effects of individual or psychological interventions prompting employees to think about and make changes in work activities.

If analysed by many schools based on matchmaking patterns, they should be able to complete it through their professionalism and abilities. Such issues can provide solutions and answers to barriers in the use of e-business. The transition to e-business has gone well by turning computing into a medium-sized business [Prüfer and Prüfer \(2020\)](#).

With the widest start-up company, central and regional actors need to work together and make an update on technological function. This update stems from the

achievements of the creative economy in creating new products. In this case, the focus is on industry as they are a regional source of funding. Therefore, with start-up business, sales related to regional can be sold online so that they can become known and have a higher resale value compared to sales by the number of consumers, perhaps not so much in purchase conditions [Bloechliger and Bauer \(2016\)](#). Compared to large scale or global online selling, it will be easier to know what types and shapes products will be sold.

So that the mechanism of buying and selling in e-business aims to sell the products of small and medium-sized companies in the e-commerce market [Marathe et al. \(2019\)](#). Based on the concept of local economic resilience through a production process based on local development, local development is needed from business actors to maintain their business presence. Based on the process upgrade which is aimed at improving the production process of goods, product upgrade is aimed at improving products, and functional modernization is aimed at those products with product strength function which can increase the sales force.

2.2.3. BEHAVIOUR INTENTION

According to [Namkung and Jang \(2007\)](#), behavioural intention is the behaviour of consumers who are loyal or loyal to the company such that they are willing to recommend it to others because they have received good service from the company. Behavioural intent is a situation in which customers have an intention or attitude of loyalty to a brand, product, and company and want to share their benefits with other parties [Elidemir et al. \(2020\)](#). Meanwhile, that behavioural intention determines the possibility that consumers will take certain actions in the future. Behavioural intention as the behaviour or attitude of consumers who want to use services continuously.

Behavioural intent as the ability of customers to perform certain behaviours, such as speaking positively about service providers to others, having repurchase intentions, and loyalty to service providers [Gawke et al. \(2017\)](#). From the different points of view on behavioural intention, it can be concluded that the variable behavioural intention is the ultimate goal. If the producer has favourable behavioural intentions, the company can survive and win the competition. Favourable behavioural intent is a positive attitude toward a product or service provider. This positive attitude can take the form of positive verbal feedback. This word of mouth is cheap and has a big impact on business continuity. When our customers spread the good news to others or their friends, the food will encourage people to buy. Positive behavioural intentions also have many benefits for the company. One is that consumers become loyal to the products or services used. Loyalty is a company's goal for a product or service. Many companies use all means to make consumers loyal to their brand or product.

As a manifestation of the government's efforts to realize a perfectly competitive market in e-commerce, determining regional planning in order to realize equitable distribution of information and the absence of market inequality that occurs [Huang et al. \(2020\)](#). The need for planning for the small Start Up industry that utilizes industrial automation to create new information networks and the ability to compete in the e-commerce market. As one of the goals in the era of economic globalization through the digital economy, information has high economic data to improve its industrial commodities [Arampatzi and Burger \(2020\)](#). Data transparency and the importance of data management are very important in this case.

Automation that occurs on an international scale to Indonesia has a concrete impact, especially on the Start Up Company. So based on this analysis, one way is through the Upgrading Process, that is, until in the future, all Start Up company in Indonesia will take advantage of automation. Changes in reasoning thinking and social behaviour will also change, it is proven today. So that the increase in the quality of human resource competitiveness will also increase, especially the focus on the use of automation and manual work will begin to decrease and even disappear [Baumeister et al. \(2021\)](#). Using the standard of modernization and capitalism, development will ultimately be directed at efficiency, effectiveness, and oriented towards economic growth. Departing from this, technological advances, in the industrial revolution, with all kinds of practices are considered to facilitate the development process.

Overall, through the implementation of the concept of local economic resilience, it is quite visible to provide a transition to an e-commerce marketplace even though it seems slow and requires long-term handling. Optimal utilization and through the process can be seen significantly but each has its own value and effort. This relates to optimizing product sales both offline and online [Beutell et al. \(2019\)](#). The special identity and advantages are based on overall interviews with business actors, competition is very healthy and able to form their respective associations [Steffensen et al. \(2021\)](#). Knowledge transfer can occur very optimally so as to provide future efforts, especially in taking advantage of the impact of the arrival of e-commerce in Indonesia.

2.2.4. RESILIENCE IN START-UP COMPANY DEVELOPMENT BASED ON JD-R AND BEHAVIOUR INTENTION

Based on the concept of the national economy, the concept of local economic resilience is one of the applications of efforts to overcome obstacles and reduced activity. Make the digital divide unmistakable and become one of the problems in Indonesia's national economy. There are still a few small, medium, micro, small and medium Start Up industry who understand the digital economy and prefer a high local position [Aldabbas et al. \(2021\)](#). This makes Indonesian industry less competitive with the central market. Based on the results, the desire of the globalization market invites Start Up industry to join and adapt their economic values. However, this creates uncertainty and very significant new problems, such as the magnitude of the contribution to the ability to compete with industries participating in the e-commerce market.

So that the concept of local economic resilience as an analysis consists of several variables that can explain every aspect of the dimensions of the economic, social and governmental policy environment [Panisoara et al. \(2020\)](#). E-commerce as a business invites micro, small, and medium-sized enterprises to participate as a form of motivation, such as what and how they respond to these variables.

When there is a shift in the manufacturing industry, there are of course changes. This change is based on the use and demand of new markets, non-traditional e-commerce to increase the sales of these products. As micro-industries are able to adapt when changes are dynamic and controlled. Due to dynamic changes, it is not necessary to make noticeable changes in the quality or quantity of the product [Shin et al. \(2020\)](#). But changes must be made in a controlled and orderly manner because of the need for significant changes in these manufacturing components to compete in the e market.

Based on the concept of domestic economic resilience, it is necessary to know how to implement the implementation process of the concept. According to domestic upgrading depends on the output of production through the form of interaction between domestic and global industries. This may be related to the global value chain which refers to the relationship between global and local industries. In the world trade group, there is competition in industrial improvisation, as well as in technological advancement of products accompanied by low product prices [Shin et al. \(2020\)](#). In the industries of developing countries, including Indonesia, there are many difficulties in detailing these two things.

Local industries are not completely run by the local people. Logically, it may be related to the embodiment of transnational corporations that indirectly provide specific values for the improvement of domestic industry. One of these is the implementation of the concept of local resilience based on local development.

The concept of local flexibility takes the concept of economic flexibility from several variants, including process upgrade, product upgrade, and functional. Explain in detail how to analyse the need for changes in the products to be competitive in the market.

Process development emphasizes the link between increasing the value chain or related values to provide efficiency by increasing production volume or decreasing expenditure on the product. By analogy, this refers to the concept of selling products structured between costs and benefits, in order to reduce excess costs and increase benefits, but avoid inflation and deflation in the sale of these products [Wijewardena et al. \(2020\)](#). In this variant, it increases sales or ownership, reduces the consumption of the product, or allows both. This in turn leads to technical, physical, investment or infrastructure improvements. In terms of adding values such as brand presence, brand promotion and promotion, this is the first step to take when introducing Start Up Industry.

The product upgrade variant is more related to product quality improvement. Links to improve quality and increase efficiency that occur. This refers to standardization that aims to balance a product between quality and quantity.

Job promotion as one of the variables emphasizing job changes in user applications. This relates to the value chain of the increase or decrease in value of activities in the company. When using, it is necessary to know how the product provides a process for this function to improve horizontal coordination in the industry. This will then add value to the product.

The presence of e-commerce is also having a significant impact to Start Up Industry in Indonesia. This leads to an understanding of the need to improve product quality and risk management that will be applied in e-commerce. Through the concept of economic resilience, the description of product innovation for meet the needs of the global community and the market in e-commerce.

There were also obstacles for the Start-up business actors in Indonesia, as a business representative revealed the lack of monitoring and redirection from education to management, such as networks to create e-business. This creates an obstacle in the e-commerce process.

So that the purpose of Start Up risen has an impact in terms of cooperation in sales, promotion of goods in terms of finding consumers and expanding international and national markets based on global market. In addition, the concept of local economic resilience will be compared with various policies of the

government bureaucracy as an attempt to sell Start Up products better in the market.

3. CONCLUSION

The internet is one of the pillars of human life. The Internet used to be just a mindset, but now the Internet can be used as a business. In today's internet world, it is not just about information search or social media but is currently used as a means of conducting business such as conducting business transactions, which is currently gaining popularity worldwide. The term "start-up" is currently popular in discussions by people from different countries, especially Indonesia. Marketplace on Start Up as a place for online sales and purchases.

Developments in start-ups can be seen as offering online shopping in general. They will offer a product for what they sell as an intermediary or service provider who catches sellers opening their stalls or wanting to buy an item in online shopping. It is quite clear that Start Up is also one of the actors that will accommodate entrepreneurs and entrepreneurs on a small or large scale. In business, start-ups are growing very fast in Indonesia because the internet users in Indonesian society are also equal in number. Based on the social media data, about 82 million Indonesians were internet users in 2014 and the increase continued every year until 2017, almost all Indonesians used the internet, and ten to nine people became online activists. trading industry. In the e-commerce industry, Indonesia has been proven to be able to penetrate nearly ninety-four trillion rupiah and this will continue to increase every year. The profits being made in the start-up industry in Indonesia are proof of the supposed great business opportunities in Indonesia that really need to be taken seriously.

Although the start-up industry currently dominates the market or company in Indonesia, it does not mean that the company has a big profit or profit or that it is as invincible as the dominant one. Competition between Indonesian and international start-ups is a major problem, especially the occurrence of technological disruption. Of course, every company tries to find a way to make the price as cheap as possible. While current gains are high, this does not mean they will continue to benefit in the future. This is because consumers are also looking for prices that certainly fit in this case, cheap, of course. One of the European Start-up is a big company in Japan and the development in Indonesia didn't work because the main factor was the price in Coastal followed and of course it was expensive and the business was monotonous [Turksoy and Tutuncu \(2021\)](#).

Opening up the country to medium or small entrepreneurs to unlock it in the start-up field creates a new problem, which is product flexibility in the market. The public or consumers are currently looking for practicality, especially in terms of high product quality with its own usefulness, which must have shortcomings that can lead to death if they occur. There are many barriers and there is still a lack of quality and quantity for small and medium-sized commercial players to produce goods.

The problem is how to sell on a platform that previously sold its products through loopholes or bid negotiations. There are many reasons why the sales industry in traditional markets is starting to lose competition. It gives the impression that it is now "forcing" the start-up industry, which previously did not sell online. Start Up as a company in Indonesia brokers local products that have to compete with large products in the e-commerce market. One is Taobao Group, which is imported from China, and only ten percent of which are domestic products and medium-sized enterprises are still alive.

To overcome this problem, JD-R and Behaviour Intention provide appropriate risk management and implementation based on concepts and transition processes that take place on the basis of Start Up companies and including e-business. The development of Start Ups in Indonesia in this economic globalization has led to a form of digital economy and e-business competition [Wollter Bergman et al. \(2021\)](#).

Based on the perspective of JD-R and behavioural intent, it will surely advance every aspect of the microeconomics scale. Of course, there are many pros and cons for business actors and the public when it comes to developing Start Ups. For the Start Up industry, of course, it is a new field, but also a loss for entrepreneurs or conventional industries. There is ambiguity about how to overcome this in the realm of government and internationally, as well as one of the newest non-state actors. Every year in the future there will be new things, new systems and society or individuals, entrepreneurs, businesspeople will be forced to follow changes or developments that will take place in the future [Shin et al. \(2020\)](#).

4. LIMITATIONS AND FUTURE RESEARCH

This research becomes very important when an issue will continue to develop and become a phenomenon that continues to be very important to be researched. It is hoped that this research will continue to develop to understand the conditions and issues that will occur next.

Through different approaches with the same subject and object to find different issues and give different urgency. Of course, it will fill in the gaps or complement and become a debate on the issue of resilience in the development of Start Ups in Indonesia.

REFERENCES

- Agarwal, P. (2021). Shattered But Smiling : Human Resource Management And The Wellbeing of Hotel Employees During COVID-19. *International Journal of Hospitality Management*, 93. <https://doi.org/10.1016/j.ijhm.2020.102765>
- Aldabbas, H., Pinnington, A., & Lahrech, A. (2021). The Influence of Perceived Organizational Support on Employee Creativity : The Mediating Role of Work Engagement. *Current Psychology*. <https://doi.org/10.1007/s12144-021-01992-1>
- Arampatzi, E., & Burger, M. (2020). Facility Management Services And Employee Well-Being. *Journal of Facilities Management*, 18(2), 109–130. <https://doi.org/10.1108/JFM-10-2019-0055>
- Baumeister, V. M., Kuen, L. P., Bruckes, M., & Schewe, G. (2021). The Relationship of Work-Related ICT Use With Well-being, Incorporating the Role of Resources and Demands : A Meta-Analysis. *SAGE Open*, 11(4). <https://doi.org/10.1177/21582440211061560>
- Beutell, N. J., Alstete, J. W., Schmeer, J. A., & Hutt, C. (2019). A Look At The Dynamics of Personal Growth And Self-Employment Exit. *International Journal of Entrepreneurial Behaviour and Research*, 25(7), 1452–1470. <https://doi.org/10.1108/IJEBR-04-2018-0239>
- Bloechliger, O. R., & Bauer, G. F. (2016). Demands And Job Resources In The Child Care Workforce : Swiss Lead Teacher And Assistant Teacher Assessments.

- Early Education and Development*, 27(7), 1040–1059.
<https://doi.org/10.1080/10409289.2016.1154419>
- Cilliers, F., & Flotman, A.-P. (2016). The Psychological Well-Being Manifesting Among Master's Students In Industrial And Organisational Psychology. *SA Journal of Industrial Psychology*, 42(1).
<https://doi.org/10.4102/sajip.v42i1.1323>
- Duan, J., Yin, J., Xu, Y., & Wu, D. (2020). Should I Stay Or Should I Go ? Job Demands' Push And Entrepreneurial Resources' Pull In Chinese Migrant Workers' Return-Home Entrepreneurial Intention. *Entrepreneurship and Regional Development*, 32(5–6), 429–448.
<https://doi.org/10.1080/08985626.2019.1640455>
- Elidemir, S. N., Ozturen, A., & Bayighomog, S. W. (2020). Innovative Behaviors, Employee Creativity, And Sustainable Competitive Advantage : A Moderated Mediation. *Sustainability*, 12(8). <https://doi.org/10.3390/SU12083295>
- Gawke, J. C., Gorgievski, M. J., & Bakker, A. B. (2017). Employee Intrapreneurship And Work Engagement : A Latent Change Score Approach. *Journal of Vocational Behavior*, 100, 88–100.
<https://doi.org/10.1016/j.jvb.2017.03.002>
- Hariharan, T. S., & Griffin, B. (2019). A Review of The Factors Related To Burnout At The Early-Career Stage of Medicine. *Medical Teacher*, 41(12), 1380–1391.
<https://doi.org/10.1080/0142159X.2019.1641189>
- Huang, L.-C., Hung, C.-Y., & Hsu, P.-F. (2020). Relations Among Education & Training, Job Involvement, And Organizational Commitment of Volunteers In Government Departments. *Revista De Cercetare Si Interventie Sociala*, 68, 22–31. <https://doi.org/10.33788/rcis.68.2>
- Kayani, U. N., De Silva, T. A., & Gan, C. (2019). A Systematic Literature Review on Working Capital Management – An Identification of New Avenues. In *Qualitative Research In Financial Markets*. <https://doi.org/10.1108/QRFM-05-2018-0062>
- Kemsetneg RI. (2020). Undang-Undang Cipta Kerja. *Kementerian Sekretariat Negara Republik Indonesia*. <https://uu-ciptakerja.go.id/wp-content/uploads/2020/11/Salinan-UU-Nomor-11-Tahun-2020-tentang-Cipta-Kerja.pdf>
- Koch, J., & Schermuly, C. C. (2021). Managing The Crisis : How COVID-19 Demands Interact With Agile Project Management In Predicting Employee Exhaustion. *British Journal of Management*, 32(4), 1265–1283.
<https://doi.org/10.1111/1467-8551.12536>
- Kothari, T. (2017). Women Entrepreneurs' Path To Building Venture Success: Lessons From India. *South Asian Journal of Business Studies*, 6(2), 118–141.
<https://doi.org/10.1108/SAJBS-03-2016-0021>
- Lei, C., Hossain, M. S., Mostafiz, M. I., & Khalifa, G. S. A. (2021). Factors Determining Employee Career Success In The Chinese Hotel Industry : A Perspective of Job-Demand Resources Theory. *Journal of Hospitality and Tourism Management*, 48, 301–311. <https://doi.org/10.1016/j.jhtm.2021.07.001>
- Marathe, G. M., Balasubramanian, G., & Chalil, G. (2019). Conceptualising The Psychological Work States – Extending The JD-R Model. *Management Research Review*, 42(10), 1187–1200. <https://doi.org/10.1108/MRR-03-2017-0077>

- Panisoara, I. O., Lazar, I., Panisoara, G., Chirca, R., & Ursu, A. S. (2020). Motivation And Continuance Intention Towards Online Instruction Among Teachers During The COVID-19 Pandemic : The Mediating Effect of Burnout And Technostress. *International Journal Of Environmental Research And Public Health*, 17(21), 1–29. <https://doi.org/10.3390/ijerph17218002>
- Prüfer, J., & Prüfer, P. (2020). Data Science For Entrepreneurship Research : Studying Demand Dynamics For Entrepreneurial Skills In The Netherlands. *Small Business Economics*, 55(3), 651–672. <https://doi.org/10.1007/s11187-019-00208-y>
- Santos-Paulino, A., & Thirlwall, A. P. (2004). Trade Liberalisation And Economic Performance In Developing Countries – Introduction. *The Economic Journal*. <https://doi.org/10.1111/j.0013-0133.2004.00184.x>
- Shin, Y., Hur, W.-M., Kim, H.-G., & Cheol Gang, M. (2020). Managers As A Missing Entity In Job Crafting Research: Relationships Between Store Manager Job Crafting, Job Resources, And Store Performance. *Applied Psychology*, 69(2), 479–507. <https://doi.org/10.1111/apps.12179>
- Steffensen Jr., D. S., McAllister, C. P., Perrewé, P. L., Wang, G., & Brooks, C. D. (2021). “You’ve Got Mail” : à Daily Investigation of Email Demands on Job Tension and Work-Family Conflict. *Journal of Business and Psychology*. <https://doi.org/10.1007/s10869-021-09748-1>
- Turksoy, S. S., & Tutuncu, O. (2021). An Analysis of The Relationship Between Work Engagement, Work Locus of Control, Passion, And Parasitism In Coastal Hotels. *European Journal of Tourism Research*, 29. <https://www.scopus.com/inward/record.uri?eid=2-s2.0-85110727652&partnerID=40&md5=acb40626dd5d85fe0f241b45baf4f445>
- Wijewardena, N., Samaratunge, R., Kumara, A. S., Newman, A., & Abeysekera, L. (2020). It Takes A Family To Lighten The Load ! The Impact of Family-To-Business Support on The Stress And Creativity of Women Micro-Entrepreneurs In Sri Lanka. *Personnel Review*, 49(9), 1965–1986. <https://doi.org/10.1108/PR-05-2019-0251>
- Wollter Bergman, M., Berlin, C., Chafi, M. B., Falck, A.-C., & Örtengren, R. (2021). Cognitive Ergonomics of Assembly Work From A Job Demands–Resources Perspective : Three Qualitative Case Studies. *International Journal of Environmental Research And Public Health*, 18(23). <https://doi.org/10.3390/ijerph182312282>