

# Model of Start Up Management to Strengthen Student Entrepreneurship Program in The MERDEKA Campus

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## Abstract

The government's seriousness towards the growth and development of entrepreneurship is felt by universities. One of them is the birth of the Free Learning and Independent Campus (MBKM) program. The Merdeka Campus programs aim to prepare students to become graduates who have the competencies needed in the future and as respond to digital transformation that is happening globally has pushed Indonesia to become a country that excels in giving first to start-up. The research purposes to investigate the implementation of start-up management to strengthen student entrepreneurship program. This research will be conducted at Pasundan University. The method used is the Mix Method approach, namely a quantitative approach (survey) supplemented by qualitative data (interviews and Focus Group Discussions). The survey was conducted to 54 active student respondents at the University, as well as Focus Group Discussions. The results showed that the effect of creativity and innovation on motivation was 42,5% and motivation on management was 33,9%. Due to the small management influence, tools are needed to help improve start-up capabilities in increasing profits, market size and productivity through online interactions with business websites.

*Keywords:* Entrepreneurship; Merdeka Campus; Manajemen; Start-Up

## 1. Introduction

Currently the government is giving full attention to new entrepreneurship. Several banking and government parties support the growth of young entrepreneurs. The hope is that the new business sector will contribute to economic growth because it is related to the decline in the unemployment rate and the creation of jobs. An entrepreneurial activist named David McClelland argued that if there were 2% of the entire population of a country becoming entrepreneurs it would increase the country's prosperity (Nainggolan, 2019). The issue of providing jobs is one of the fundamental problems in sustainable national development (I Santosa, 2014). Based on BPS data in August 2019, it shows that Indonesia is currently facing the highest problem of educated unemployment from the S1-S3 graduate range which reaches 737,000 people, if in the form of a percentage, the total unemployment rate is 5.67% and this figure is above the national unemployment rate, which is 5.28% (Sunarya, 2017). This condition is also supported by the fact that most university graduates are more job seekers than job creators. This could be due to the current academic and learning system being applied in tertiary institutions which does not prepare graduates who are ready to create jobs. The Entrepreneurial activity index is translated as an individual who is active in starting a new business and is expressed as a percentage of the total active working population. The higher the Entrepreneurial Activity index, the higher the level of entrepreneurship in a country (Boulton and Turner, 2005). (Hamdan, 2016) An astonishing research finding was put forward by Ginzberg, that of the 342 student respondents who graduated cum laude, summa cum laude and those who received awards for their academic achievements including Phi Beta Kappa, it turned out that they tended to only have mediocre achievements in the world of work after graduating from college. This finding is based on a study that examines how successful respondents are in life after 15 years of completing the study. The results of this study prove that there is no direct relationship between academic success and life success (Ginzberg et al., 2010). The core of the study conducted by (Ginzberg et al., 2010) confirms that the key to successful work and productive work lies in how a person views his own potential with superior entrepreneurial abilities (Ginzberg et al., 2010). Therefore, the creation of entrepreneurs is an alternative solution to various problems in society such as poverty and social inequality,

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increasing unemployment of productive age and depleting reserves of energy supply, all of which require creative and innovative actions (Marti'ah, 2017). So far, various efforts to develop entrepreneurship among students have been driven nationally through various intra- and extra-curricular programs (I Santosa, 2014).

In the Strategic Plan of the Ministry of Education and Culture, the development of new entrepreneurs is carried out in an effort to realize national independence through the development of student entrepreneurship. This is done with the aim of supporting the program and implementation of Merdeka Belajar and Merdeka Campus (MBKM), fostering entrepreneurial character, developing innovative creative new entrepreneurs, assisting students in determining the uniqueness of a business by finding the right market gaps to increase the chances of business success (Ministry of Education and Culture, 2021) increasing entrepreneurial motivation and building a startup ecosystem in Indonesia among students, accelerating Indonesian student startups to become ready investors and preparing Indonesian student startups to become global startups, building a network of Indonesian student startups (A Startup Indonesia, 2021)

Pasundan University (Unpas) is the 4 best accredited universities in Java and the 25 most favorite universities in West Java. Not only a large number, Unpas students in various activities were able to produce achievements that could make Indonesia proud both domestically and abroad in scientific activities, sports, arts, technology and other community activities. Unpas positively welcomed the MBKM program from the government, especially with regard to the entrepreneurship program. Therefore, some of the efforts that have been made, such as the entrepreneurship curriculum, are applied not only to certain study programs but can already be implemented by other faculties. Business Incubator Activation as well as several entrepreneurship programs carried out by several study programs as well as student activity units. This is done as a solution to create jobs by giving birth to entrepreneurs. Entrepreneurship is one of the answers to answer the gap between the growth of the productive age population and the availability of jobs. The world of education is obliged to be able to produce generations who have independence, including economic independence. Schools, campuses as well as other informal educational media not only function to share knowledge with theory and skills with practice. But if it is related to the low understanding and interest in the world of entrepreneurship, the world of education can also function as an information medium to increase students' understanding and interest in the world of entrepreneurship (Marti'ah, 2017).

Entrepreneurship is the process of creating something different with value by devoting the necessary time and efforts, assuming the accompanying financial, psychological, and social risks, and receiving the resulting rewards of monetary and personal satisfaction (Nass & Coulter, 2001). Creativity is the main input in the design and R&D process that will result in innovation (Moelyono, 2010). Entrepreneurship is the creation and management of new business, small business, and family business (Nass & Coulter, 2001). Entrepreneurship has long describe such as new, innovative, flexible, dynamic, creative and risk taking (Nass & Coulter, 2001). Creativity and innovation where the organization change in what organization makes or change in how it makes a product (Nass & Coulter, 2001). Entrepreneurial creativity to successfully nurture their entrepreneurial intentions, regardless of their countries' economic maturity. (Shahab et al., 2019). Creativity as a purposeful activity (or set of activities) that produce valuable products, services, process, or ideas that are better or new (Jeffrey Thomas. DeGraff & Lawrence, 2002); Creativity is essential in every area of business, from finance to engineering, from product development to order fulfilment and customer service (DeGraff, & Lawrence, 2002: 5). People do a lot of things to try to be creative and to create value (DeGraff, & Lawrence, 2002: 2); Start-ups compete through radical creativity with incumbent firms (J. T DeGraff & Lawrence, 2022) Innovation is making novel products and services. Common ways of achieving this are creative problem solving, new product development and change management (J. T DeGraff & Lawrence, 2022); A common mistake in the jump-start process is incorrectly identifying the problem to be solved or the challenge to be met (DeGraff, & Lawrence, 2002: 63). The creative tendencies of individuals and group (J. T DeGraff & Lawrence, 2022). The culture that support the imagine profile works is characterized by experimentation and speculation (Jeffrey Thomas. DeGraff & Lawrence, 2002). Four creativity profiles, which call imagine, invest, improve and incubate (J. T DeGraff & Lawrence, 2022). Characteristics and type of people in the imagine profile in positive ways are clever, optimistic, enthusiastic, quick, expressive, opinionated, passionate, visionary, dreamers, big picture thinkers, planners and generalist. A negative type are reckless, superficial, unrealistic, uncommitted, short attention span, poor follow through, conflict averse, amateurs and ideaholics (Jeffrey Thomas. DeGraff & Lawrence, 2002). Meanwhile, not a few startups have failed, according to records from the Forbes.com site, 90% of the startups created in the world have failed. There are many reasons why startups fail, including mispredicting market needs, internal conflicts, running out of funds, and team disharmony and bad corporate patterns (Griffin, 2016). Startups are organizations designed to create products or services under uncertain conditions (Reis, 2016). Successful startups do not come from successful predecessors but can be learned and taught (Blank, 2016). Menurut (M. A. et al., 2017) In addition, the motivation of business actors is important in running their business. In developed countries a person's desire to be his own boss is quite large, the desire to succeed without having to be under

pressure from others (Firmansyah & Roosmawarni, 2020). Another important thing as expressed by Yuyun Wirasmita (Suryana, 2008), "that the most important internal factors influencing business success are entrepreneurship and managerial". As an example of Kaplan and Stromberg (2004) list management quality as a risk in 61.2% of the cases, specifically due to the possibility of the entrepreneur lacking focus and spreading his attention out among too many matters, wanting to acquire other companies in the short term, the company being too dependent on one person, the team's lack of experience, and the lack of someone responsible for sales and marketing.(Geraldo, 2019). Based on the description above, the success of a business or business world is very dependent on managerial and entrepreneurial skills, the company's leaders take advantage of opportunities and manage all sources optimally and productively. Therefore managerial ability is the ability to manage a business such as planning, organizing, providing motivation, monitoring and evaluating (Saragih & Elsa, 2019).

## 2. Literature Review

Entrepreneurship is a dynamic process to create added value for goods, services and prosperity. Those who become entrepreneurs are people who know their potential and learn to develop it to seize opportunities and organize businesses (Saragih & Elsa, 2019). Entrepreneurship is the ability to be creative and innovative, keen to see opportunities and always be open to any positive input and changes that can keep the business growing (Saragih, 2017). Entrepreneurship is the process of creating value by bringing together a unique package of resources to take advantage of opportunities. The process requires an entrepreneurial event and an entrepreneurial agency. An event is a new idea or venture while an agent is a person or group which means carrying out the business and being responsible for the results (Morris & Lewis, 1995) (Sitompul et al., 2021).

The essence of creativity can be summed up as the capacity to resolve a problem in a novel way (Runco & Jaeger, 2012). Furthermore, creativity is defined as a process involving both cognitive traits, including specific strategies such as transferring a specific skill in a new environment, and non-cognitive traits, including intrinsic motivation openness to experience (Lubart & Mouchiroud, 2003). Creativity measures have been explored in many ways, including: psychometric tests which measure performance, behaviour and work assessments, and self-assessment measures aimed at comparing children's self-representation of specific personality traits (Fanchini et al., 2019). In addition, it was further stated that entrepreneurs began to develop not only based on mere imitation, but had followed the three stages of the spectrum, namely the spectrum of invention, innovation and imitation. The invention spectrum is at the highest level of entrepreneurship, after innovation and imitation where on the imitation spectrum, business actors only rely on imitating existing products or businesses to gain market share from these products. While the spectrum of innovation is interpreted as entrepreneurial activities with a touch of change in various aspects, giving rise to new values. Even the view put forward by Bryd & Brown (2003) that innovation can be done incrementally or radically. The final spectrum is invention or finding something new that really hasn't been discovered yet. (Marti'ah, 2017)(Marti'ah, 2017). In business, the terms creativity and innovation are used almost interchangeably, but from a conceptual point of view there is a difference between these two terms. Briefly, creativity results in the production of novel and useful ideas (Amabile, 1996) in any domain, and innovation involves the successful implementation of creative ideas (Cropley et al., 2011), and the commercialization of these ideas within the market place. Innovation and creativity have become increasingly important determinants of organizational performance and success (Fetrati & Nielsen, 2020).

Creativity and innovation are seen as critically important in many applied domains of endeavor, such as business, science, engineering, and the arts (Thompson et al., 2013), where innovation is the specific tool of entrepreneurs, the means by which they exploit change as an opportunity for a different business or different service (Drucker, 2015). The imagine profile in creativity is concerned with creating breakthrough ideas or a vision of the future. The practices are best suited for situations that need divergent ideas to meet an externally produced challenge or opportunity. Through jump starting and forecasting, companies in this profile hope to achieve innovation and growth (Jeffrey Thomas. DeGraff & Lawrence, 2002). Innovation is the specific instrument of entrepreneurship (Drucker, 2015).

The development of creativity-based entrepreneurship can also be oriented to social innovation. Innovation starts with creativity (Avanti Fontana, 2011). The focus of creativity may be innovation in the traditional sense – the invention of outstanding products and services, but it may also be the development of new processes, new ways of communication with consumers, or new ways of attracting and retaining the best talent (Jeffrey Thomas. DeGraff & Lawrence, 2002). Innovation is defined as the activity of exploiting new ideas. Creativity is a supplier of ideas that will be implemented by innovation (Moelyono, 2010). Development of entrepreneurship-based creativity can also be oriented towards social innovation. In this case, innovation and creativity play a role in empowering people at the lower levels as workers. Building a creative industry is expected to further enhance innovation capabilities (Moelyono, 2010: 290).

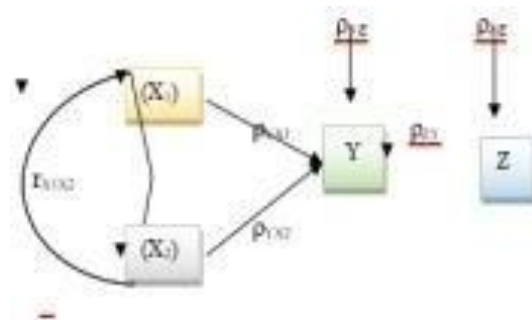
Motivation may be defined as psychological forces that determine the direction of a person's behavior in an organization, a person's level of effort, and a person's level of persistence in the face of obstacles (Gareth R. Jones & George, 2014). Motivation is the willingness of an individual to exert high levels of effort in doing a job in order to help the organizations reach its goals (Nass & Coulter, 2001). Motivation can come from intrinsic or extrinsic source (Gareth R. Jones & George, 2014). Intrinsically motivated behavior is behavior that is performed for its own sake. Many managers are intrinsically motivated, they derive a sense of accomplishment and achievement from helping organizations to achieve their goals and gain competitive advantage (G. R Jones & George, 2014) Extrinsic motivated behavior is behavior that is performed to acquire material or social rewards or to avoid punishment (Gareth R. Jones & George, 2014). McClelland (1961), states that a society with a generally high level of n.achievement will produce more energetic entrepreneurs who, in turn, produce more rapid economic development (Imam Santosa, 2014).

Workers in the creative industry sector have an income above the average income of workers in other industrial sectors (Moelyono, 2010). The motivation of social innovation is to achieve a better level of quality of life that is built on the principles of togetherness and sharing (Moelyono, 2010). If an entrepreneurial venture is going to achieve its goals, it's going to need motivated employee, that is employees who are willing to exert high level of effort (Nass & Coulter, 2001). An entrepreneur must understand very well how to motivate workers and know themselves so as to produce positive behavior that results in increased work output which in the end the set goals are achieved (Wahid, 2006). There's no doubt that without a person who's willing to do what an entrepreneur does, there would be no entrepreneurship (Coulter, 2000: 4). The goal setting theory of motivation proposes that specific goals increase performance and that difficult goals, when accepted by an individual, result in higher performance than do easy goals (Nass & Coulter, 2001)

Management is the planning, organizing, leading and controlling of human and other resources to achieve organizational goals effectively and efficiently (Gareth R. Jones & George, 2014). Efficiency is a measure of how well or how productively resources are used to achieve a goal. Organizations are efficient when managers minimize the amount of input resources (such as labor, raw materials, and component parts) or the amount of time needed to produce a given output of goods or service (Gareth R. Jones & George, 2014). Effectiveness is a measure of the appropriateness of the goals that managers have selected for the organization to pursue, and of the degree to which the organization achieve these goals. Organizations are effective when managers choose appropriate goals and then achieve them (Gareth R. Jones & George, 2014).

With the right motivation, individual subordinates or followers will be encouraged to do their best in their work (Wahid, 2006), The ideas of creativity map apply to all levels of management, weather that managerial position is at the top or somewhere in the middle can use the creativity map to guide, manage, and integrate creativity practices within sphere of responsibility (Jeffrey Thomas. DeGraff & Lawrence, 2002). The Hawthorne study played a very important role in changing the dominant view at the time, namely that employees are different from any other machine used by the organization. Behavioral approaches have shaped much of contemporary behavior, from the way managers design motivating jobs to the way they work with teams of employees to the way they open channels of communication. Organizational performance is defined as the organization's success at achieving its goals effectively and efficiently (Coulter, 2000). A start-up is a company that aims to continue to grow, and the essence of a start-up is to grow and everything associated with the company is to grow (Sitanding et al., 2022).

Start-ups are institutions designed to develop new products or services and are in conditions full of uncertainty (Riyanto & Jamaaluddin, 2018). This condition is difficult to model (where no matter how big the risk is, it is not important) but what is certain is the uncertainty of risk. From the explanations of the two experts above, it can be concluded that start-up is a company that is still new and is looking for form. There is no institution or agreement that regulates whether a company can be called a startup or not, but there is literature (opinion) that can be used as a basis for identification. Rama Mamuaya, the founder of DailySocial.net, summarizes this through Tekno Jurnal into three variables: Operating (age) less than three years, having less than 20 employees, having an income of less than \$100,000 per year. Thus the characteristics of a start-up business are: The types of goods/commodities that are cultivated are generally fixed or not easily changed, the location/place of business is generally not settled or still moving, in general financial administration is still simple, company finances are still interfering with personal finance or family, human resources (entrepreneurs) have experience in entrepreneurship, a small number have access to banking in terms of capital requirements, most have not been able to make good business management such as business (Nainggolan, 2019). The results of this study indicate that creativity and innovation have a positive effect on motivation and have implications for management at Start Up at Pasundan University. Based on some of this empirical evidence, the conceptualization of this research is:



**Figure 1.** Research conceptualization

*Research Hypothesis Main Hypothesis*

- H<sub>0</sub> : There is no significant influence of creativity and innovation on the motivation to form start-ups and their implications for student management abilities.
- H<sub>1</sub> : There is a significant influence of creativity and innovation on the motivation to form start-ups and their implications for student management abilities.

**3. Methods**

The method used is the mix method by combining a quantitative approach (descriptive analysis) based on survey results, as well as a qualitative approach using Focus Group Discussion (FGD). Participants from this FGD consisted of Deputy Chancellors for Field 3 (Student Affairs), Deputy Deans for 3 of 5 Faculties, Heads of the Center for Innovation and Business Incubators at Pasundan University, Chairs and/or Managers of Business Incubators, representatives of the Student Executive Board, Indonesian Young Entrepreneurs Association Universities (HIPMI PT) from Pasundan University, Bandung University (Unisba), Telecommunications University (Unikom), Widyatama University and Computer University (Unikom). The sampling technique was based on the Slovin formula from a total population of 18,756, so the sample in this study was 396 active students. In the Pasundan University environment. Data collection techniques with observation, interviews and questionnaires. Testing the validity of the data using the product moment correlation coefficient. Survey data analysis uses path analysis to test the null hypothesis (Ho). The data analysis technique used is path analysis.

**4. Results**

Education at tertiary institutions is currently expected to be able to produce students who can open their own jobs (job creators) compared to looking for work in companies (job seekers). Therefore, the government encourages every tertiary institution to produce students with high independence by being equipped with knowledge and skills so that new entrepreneurs will be born. Likewise, Pasundan University as the 3rd largest private university in West Java with a total of 18,756 active students is obliged to create student independence through an entrepreneurship program. Based on the results of the assessment of student profiles who have businesses with 54 respondents as follows: Based on the results of the questionnaire, it shows that at Pasundan University there are 7 faculties that have entrepreneurial students, namely the Faculty of Social and Political Sciences (FISIP) with 55.8%, the Teaching and Education Faculty (FKIP) with 4.6%, the Faculty of Business Economics (FEB) 9.3%, Law 7% Faculty of Arts and Letters 4.6%, Faculty of Engineering 16.2%.

Based on the results of the questionnaire that has been distributed which is interpreted through the diagram above, it can be seen that from the existing student businesses there are several types of businesses, namely food and beverage as much as 44.2%, services and trade as much as 34.9%, production and cultivation as much as 14% and creative industry as much as 7%. Based on the duration of the business, the results of the questionnaire that has been distributed which are interpreted through the diagram above can be seen that of the existing student businesses most operate with a period of 0-1 year as much as 46.5%, 1-2 years as much as 27.9% and more than two years as much as 25.5%. Based on the estimated turnover/month, the results of the questionnaire that has been distributed which are interpreted through the diagram above can be seen that of the existing student businesses, there is a turnover per month, namely Rp. 0-Rp. 500,000 as much as 30.2%, Rp. 500,000-Rp. .3%, Rp. 1,000,000-Rp. 2,500,000 by 14%, Rp. 2,500,000 - Rp. 5,000,000

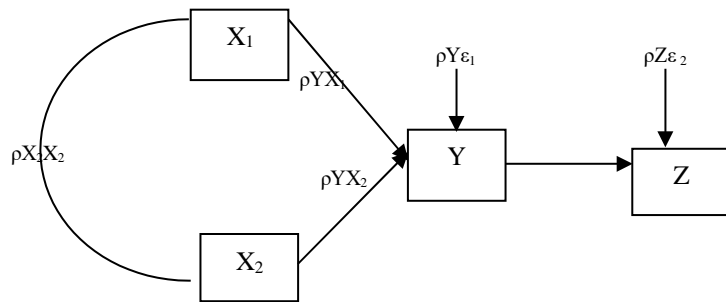
by 16.3% and more than Rp. 5,000,000 by 30.2% Based on current needs, the results of the questionnaire that has been distributed which are interpreted through the diagram above can be seen that from the student businesses that have been undertaken it turns out that students have several needs in supporting business development, namely marketing as much as 41.9%, investment and capital as much as 27.9% , design thinking 9.3%, unit selling proposition 7% , HR 7%, promoters 2.3%, market development 2.3% and business models 2.3%.

#### *Analysis of creativity, innovation, motivation and management skills among students who run startups*

Based on the results of the questionnaire given to Start Up, you can see an overview of their creativity, innovation and motivation and management. The results of the research show that the total score obtained from this study is 2451. Based on this score, we can find out the creativity of students who have self-employment. being in an area is good enough. The effect of creativity on motivation is 35%. This shows that creativity at start-ups at universities tends to be high both in terms of ideas (unique and solution providers), products (the creative process of creating products and meeting consumer needs) and ideas (online, offline and other promotional ideas). However, creativity must continue to be honed so that creativity requires effort, because creativity will not appear by itself but must continue to be stimulated. To be creative, of course, you have to collect potential and use it appropriately. Workers in the creative industry sector have an income above the average income of workers in other industrial sectors (Moelyono, 2010).

Furthermore, for the innovation variable, a total score of 1943 is obtained. Based on this score, we can find out that the innovation of students who have entrepreneurship in the area is quite good. The effect of innovation on motivation is 24.3%. The effect of creativity and innovation on motivation is 29.4%. Innovation is the ability to apply creative problem solving and create profit opportunities, improve or enrich human life (ZIMMERER, 2009). Likewise, the results of the distribution of questionnaires show a high tendency. The intended innovation is improving quality, creating new markets, expanding market reach, expanding product range, replacing products/services carried out by Start Up at Pasundan University. This is in line with (L., 2009) that the success of managing innovation determines the success of the organization to be competitive. While the effect of innovation on motivation, that the motivation of social innovation is to achieve a better quality of life that is built on the principle of togetherness and sharing (Moelyono, 2010). Based on the total score obtained from this study, it is 1878. Based on this score, we can find out that the motivation of students who have entrepreneurship in the area is quite good. The effect of motivation on management is 28.7%. This study shows that low motivation tends to include a sense of security, social, appreciation and self-actualization. An entrepreneur must understand very well how to motivate workers and know self-motivation so as to produce positive behavior that results in increased work output/results which in the end the set goals are achieved. The important thing in motivation that needs to be considered for an entrepreneur is a motivational model that links rewards and achievements (Wahid, 2006).

Based on the total score obtained from this study, it is 1777. Based on this score, we can find out that the start-up management of students who have entrepreneurship in the area is quite good. Based on the results of the questionnaire distribution, it shows that the influence of start-up management on management is in a bad interval. The management variables in question are marketing, finance, production and human resources. In the context of management, an entrepreneur must understand how to manage an organization in achieving the goals and objectives set by the size of success is effective and efficient (Wahid, 2006). The characteristics of a successful entrepreneur's personal attitude are creative and innovative, have vision, have sustainable goals, be confident, independent, active, energetic and value time, positive self-concept, positive thinking, personal responsibility, accept feedback, dare take a risk (Wahid, 2006) then we do a test to see how much influence creativity, innovation has on motivation and then the implications for start-up management. The hypothesis which states that Creativity and Innovation have an effect on motivation and thus have an impact on start-up management, tests are carried out simultaneously and partially, a picture of the structural influence and path coefficients X1, X2, and Y on Z, is as follows:



**Figure 2.** Complete structure

where:

$X_1$  = Creativity.

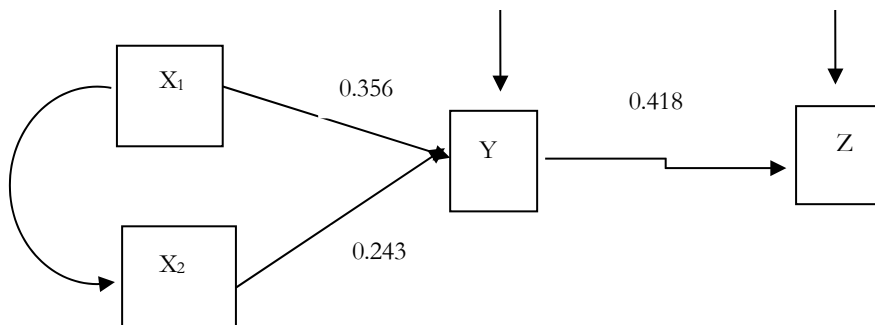
$X_2$  = Innovation

$Y$  = Motivation

$Z$  = Start-up Management

$\varepsilon$  = Epsilon, which shows residual variables or factors that explain the influence of other variables that have been identified by the theory, but not examined or other variables that have not been identified by the theory, or arise as a result of errors in variable measurement (Nana Sudjana, 2002) (Sudjana, 1998).

Based on the calculation of research data, the path coefficient for the complete structure is obtained, namely as follows:



**Figure 3.** Path coefficient in complete structure

The recapitulation of the statistical test results to determine the magnitude of the direct, indirect and total effects is as follows:

**Table 1.** Recapitulation of statistical test results

Variable	Direct influence	Indirect influence	Total impact
Variable $X_1$ to $Y$	12.6%	15.1%	27.7%
Variable $X_2$ to $Y$	5.9%	8.9%	14.8%
Another variable			70,6%
Variable $Y$ to $Z$	20.0%	13.9%	33.9%

To test the effect of the causal variable on the effect variable partially used the t-student test statistic with degrees of freedom  $n-k-1$ . And to test the effect of the causal variable on the effect variable simultaneously the F test statistic is used. More clearly the effects of each variable can see in Table 2.

## 5. Discussions

The role of higher education institutions is demanded to be more concrete in encouraging the entrepreneurial spirit and behavior of students. It is time for student entrepreneurship to no longer be just a slogan. However, what is more

important is to raise awareness that entrepreneurship is an integral and inseparable part of student existence so that they can move towards a better reality. This certainly needs to be jointly supported by all components of the nation's children (I Santosa, 2014). Entrepreneurship will emerge when an individual dares to develop new businesses and ideas, while entrepreneurship includes all functions, activities and actions related to the acquisition and creation of business organizations (Suryana, 2008). An entrepreneur will be successful if he is always creative and uses the results of that creativity in his business activities. Facing increasingly complex competition and global economic competition, creativity is very important to create competitive advantage and business survival (Alma, 2019). The focus of creativity may be innovation in the traditional sense – the invention of outstanding products and services, but it may also be the development of new processes, new ways of communication with consumers, or new ways of attracting and retaining the best talent (Jeffrey Thomas, DeGraff & Lawrence, 2002). Building creative industries is expected to further enhance innovation capabilities (Moelyono, 2010). Innovation is defined as the exploitation of new ideas. Creativity is a supplier of ideas that will be implemented by innovation (Moelyono, 2010). The motivation for social innovation is to achieve a better quality of life that is built on the principles of togetherness and sharing (Moelyono, 2010); The right motivation for individual subordinates or followers will be encouraged to do as much as possible in their work (Wahid, 2006). The ideas of creativity map apply to all levels of management, weather that managerial position is at the top or somewhere in the middle can use the creativity map to guide, manage, and integrate creativity practices within the sphere of responsibility (J. T DeGraff & Lawrence, 2022).

**Table. 2.** Recapitulation of acceptance and rejection of the hypothesis

Hypotesis	Coefi-ssien	F <sub>count</sub>	F <sub>table</sub>	T <sub>count</sub>	t <sub>tabel</sub>	Conclusion
<b>Simultaneous Test</b>						
Creativity (X <sub>1</sub> ), Innovation (X <sub>2</sub> ) influences motivation (Y)		385.925	3.040			H <sub>0</sub> is rejected: Creativity and innovation have a significant effect on motivation
Motivation) has an effect on Start-up Management (Z)		59.758	3.040			H <sub>0</sub> is rejected: Motivation has a significant effect on start-up management
<b>Partial Tes</b>						
Creativity (X <sub>1</sub> ) influences motivation (Y)	0.356			25.153	1.645	H <sub>0</sub> is rejected: Creativity has a significant effect on motivation.
Innovation (X <sub>2</sub> ) affects motivation (Y)	0.243			1.993	1.645	H <sub>0</sub> is rejected: Innovation has a significant effect on motivation.
Motivation) has an effect on Start-up Management (Z)	0.418			4.358	1.645	H <sub>0</sub> is rejected: Motivation has a significant effect on startup management

## 6. Conclusions

Education in tertiary institutions is currently expected not only to be able to produce graduate students but also to be able to open their own jobs (job creators). Therefore independence becomes important, especially in economic independence. Entrepreneurship is one of the answers to answer the gap between the growth of the productive age population and the availability of jobs. To create these conditions, entrepreneurship is needed. Entrepreneurship can be used as a curriculum for all study programs in the university environment. Of course, with entrepreneurship, students can think creatively and be innovative in responding to the surrounding environment, including in terms of business. Based on the discussion, it can be explained that the level of creativity in the university environment is high. This shows that the ability to generate unique ideas and create products that are solutions is good. Likewise, the ability to go through a creative process and meet consumer needs is good and the idea of doing promotions in online or offline media is good. For the level of innovation, especially those related to the ability to compete with different values, it is good. Meanwhile, to produce products that are in demand and sales volume is sufficient. The ability to access information on product processes, packaging and products through e-commerce is good. Thus the ability to upgrade production processes and product packaging through technology is good. Entrepreneurial motivation can set aside income for savings, increase friendship, reward, punishment, pride too I'm different from the others already good. With good motivation, business management will increase, such as the ability to manage marketing, finance, human resources and production.



The small shoe business in Bandung City has contributed and played an essential role in the regional economy. However, the current COVID-19 pandemic has hurt SMEs, as indicated by a decline in sales turnover. The government's social distancing rules have forced SMEs to formulate and adopt survival strategies. This shows that most small shoe businesses that adopt a survival strategy are a choice amid the scarcity of raw materials, where they need to adapt to the external environment to ensure their business continuity. It also refers to business continuity measures that focus on solving problems by not increasing the selling price of the product and reducing the profit target. In addition, they also implement online marketing strategies, including e-commerce, digital marketing, improving product and service quality, and customer relationship marketing, which positively impact small businesses' resilience during the COVID-19 crisis. The findings of this study indicate that most small businesses fail to implement this strategy due to limited facilitation, knowledge, and assistance from related parties. On the other hand, those who implement the system are driven by an entrepreneurial spirit, flexibility, responsiveness to changes and technological developments, and the ability to collaborate with various stakeholders. This research is limited because it only focuses on small-scale shoe businesses and does not examine the full scale of MSMEs. However, it provides valuable information regarding the implementation of survival strategies and online marketing during the COVID-19 pandemic. It is recommended that relevant stakeholders such as local governments and universities are advised to use the results of this study as a reference for further research and implementation of IT-based Small Business development programs through training, technical guidance, and business assistance, as well as facilitation needed by MSMEs in dealing with the pandemic. And it is recommended that more comprehensive research on MSMEs in the city of Bandung and local government policies in overcoming the limitations of raw materials and the application of information technology and online marketing for small businesses is recommended.

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