

The Entrepreneurial Partnership in Strengthening Entrepreneurial Resilience of Fishermen Communities in Sidoarjo City

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Abstract. The partnerships that had been established by entrepreneurs in the Fishermen's Community in Tambak Cemandi village, Sidoarjo, Indonesia, had not yet determined to be effective. This research aimed to explain the role of entrepreneurial partnerships in strengthening the entrepreneurial resilience of entrepreneurs in the fishermen's community in Tambak Cemandi village, Sidoarjo, Indonesia. The research method used was descriptive qualitative, with data collection techniques through in-depth interviews, documentation, and literature study. The results of this research showed that the majority of entrepreneurial partnerships that had taken place so far had been with investors and suppliers. Meanwhile, the Government, business associations, and distribution partners still had a minimal role in this entrepreneurial partnership. Therefore, the entrepreneurial resilience within the fishermen's community in Tambak Cemandi, Sidoarjo, Indonesia is still not fully optimized.

Keywords: Entrepreneurial Partnerships; Entrepreneurial Resilience; Fishermen's Community.

Abstrak. Kemitraan yang telah terjalin oleh para pengusaha di komunitas nelayan di Desa Tambak Cemandi, Sidoarjo, Indonesia, belum dapat ditentukan efektivitasnya. Tujuan penelitian ini adalah untuk menjelaskan peran kemitraan kewirausahaan dalam memperkuat ketahanan kewirausahaan pengusaha pada komunitas nelayan di Desa Tambak Cemandi, Sidoarjo, Indonesia. Metode penelitian yang digunakan adalah deskriptif kualitatif dengan teknik pengumpulan data melalui wawancara mendalam, dokumentasi, dan studi literatur. Hasil penelitian menunjukkan bahwa mayoritas kemitraan wirausaha yang terjadi selama ini adalah dengan investor dan pemasok. Sementara itu, peran pemerintah, asosiasi dunia usaha, dan mitra distribusi masih minim dalam kemitraan wirausaha ini. Oleh karena itu, ketahanan kewirausahaan yang terjadi pada komunitas nelayan di Tambak Cemandi, Sidoarjo, Indonesia masih belum optimal.

Kata kunci: Kemitraan Wirausaha; Ketahanan Wirausaha; Komunitas Nelayan.

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BACKGROUND

Being known as the Indonesian MSME City (Hermawati et al., 2020; Sidoarjo Regency, 2018; Supriyono & Trisnawati, 2015), Sidoarjo strives hard to continue producing new entrepreneurs every year. In 2022, the Sidoarjo district Cooperatives and SMEs Department was committed to creating 720 new entrepreneurs spread evenly across 18 sub-districts (Jawa Pos, 2022). The partnership system in entrepreneurship is an effort to develop a business in a short time. This can be seen from the example of entrepreneurs from Sidoarjo who succeeded in implementing a partnership system in developing the business “Pentol Bos Kabul” (Pilar Cakrawala, 2022). Apart from that, there is also business continuity that is maintained thanks to the partnership in the bag business between small and medium bag entrepreneurs and the Tanggulangin Bag Craft Center, Sidoarjo Regency (Anwar, M. Et al., 2020; Hermawati et al., 2020).

Tambak Cemandi is a village in Sidoarjo district which is on the edge of the Madura Strait (Hadianti & Dewanto, 2023). The location of Tambak Cemandi village is in the northern region of Sidoarjo district in a strategic coastal area. This village is included in the Sedati sub-district area, Sidoarjo (Sidoarjo District, 2022). The population in the Tambak Cemandi village area in 2018 was 3779 people (BPS Sidoarjo Regency, 2019). The Tambak Cemandi village area is directly adjacent to the sea, causing many jobs in this area to be related to maritime affairs, such as; selling marine products, processing marine products, etc. This is also supported by the presence of the Kalanganyar Fish Auction Place, as well as the existence of fishing spots around the Tambak Cemandi area, Sidoarjo (Google Maps, 2022).

The resilience of MSME entrepreneurs in Sidoarjo during the COVID-19 pandemic has been well-tested. A period of around 2 years from the beginning of 2020 until the start of mass COVID-19 vaccination in Indonesia, meant that all entrepreneurs in Sidoarjo must think creatively and be effective and efficient in running their business (Sanjaya and Sari, 2021). Research concerning about community and its impact for entrepreneurship has been done by Bacq et al. (2022). But none has been highlighting the role of entrepreneurial partnership in community’s entrepreneurial resilience. This research aims to explain the role of entrepreneurial partnerships in increasing entrepreneurial resilience for fishing communities in Tambak Cemandi village, Sidoarjo.

THEORETICAL REVIEW

Maritime Entrepreneurship

Maritime entrepreneurs are present in this world and have made a major contribution to the world’s globalization process since the 20th century. The existence of these maritime-minded entrepreneurs has succeeded in encouraging world trade, across

continents and spreading various commodities and commercial plant varieties (Ekberg et al., 2015). These maritime entrepreneurial efforts include developing new, powerful ships, building dock facilities, looking for opportunities for collaboration with new institutions in other parts of the world, determining new management methods that can accommodate the newly established maritime trade system, and so on.

The term Blue Economy emerged in 2012 at the UN Convention on Sustainable Development and is now widely applied in marine policy and governance. Entrepreneurship for the Blue Economy, hereinafter referred to as blue entrepreneurship, has grown in recent years, evidenced by the increase in accelerators, innovation prizes, and investment companies that support marine technologies and start-ups (H. Dijkstra, P. Van Beukering and R. Brouwer, 2022).

Entrepreneurial Partnership

Entrepreneurship is closely related to collaborative partnerships with diverse stakeholder groups—such as investors, suppliers, distribution partners, resource providers, entrepreneurial teams, and governments (Liu, 2020). Entrepreneurs must pay close attention to various things, including why, where, and how entrepreneurs and stakeholders face challenges, and identify and seize opportunities to create shared value through collaborative partnerships, which shows the complexity of stakeholder engagement for entrepreneurs (Liu, 2020).

One form of entrepreneurial partnership is with the education sector. According to Guerrero et al. (2019), the phenomenon of partnerships in education shows a revolutionary process in knowledge production, dissemination, and commercialization of education. Concepts that are closely related to partnerships are collaboration, cooperation, alliances, and networks (Fernandes & Franco, 2022). One form of entrepreneurial partnership in Sidoarjo with the government is in the field of business financing. Loans with the People's Commercial Credit (KUR) scheme, policies providing tax incentives, and credit restructuring, are some examples of the results of government partnerships with entrepreneurs (Sanjaya and Sari, 2021).

Entrepreneurial Resilience

The concept of “resilience” comes from the Latin *resiliencia*, from resilience, and is used in several scientific disciplines. The original meaning of this concept is related to materials science which originally referred to the resistance of materials to shock. This definition was then extended to the capacity of bodies, organisms, species, systems, and structures to cope with changes in their environment. This is a “revival fact” (Cherif et al., 2022). The meaning of resilience for entrepreneurs also means the ability to face life or continue living after going through difficult times or difficulties (Bullough and Renko, 2013).

When it comes to the entrepreneurial environment, entrepreneurs always face challenges. Entrepreneurship is a business field characterized by stress and hardship and in some cases even trauma. Resilience in entrepreneurship in particular can also come from the supply chain sector (Al-Hakimi et al., 2021). The literature on entrepreneurial resilience suggests that entrepreneurs can bounce back to survive and function in adverse environments, to create new businesses after failure. So, resilience is the ability an entrepreneur has to overcome this difficult situation. Resilient entrepreneurs have a

greater ability to renew themselves over time through innovation and adapting to various changes and turbulence in the environment (Al-Hakimi et al., 2021).

Entrepreneurs have high self-esteem, a sense of control, and are not afraid of failure. If that does happen, despite adversity, entrepreneurs come back stronger than before because they have learned from the situation and mistakes, and because they have been able to change to adapt to the new circumstances in their environment. Entrepreneurial resilience is the ability to adapt to adversity that depends on an individual's resources and interactions with the environment. Entrepreneurial resilience is also a dynamic and evolutionary process of adaptation in which entrepreneurs acquire knowledge, abilities, and skills that help them face an uncertain future with a positive attitude, creativity, and optimism (Cherif et al., 2022). Building this resilience trait for entrepreneurs is also useful for facing risks that will arise in the business, as well as unexpected disruptions that may occur in the entrepreneurial journey (Al-Hakimi et al., 2021; Santoro et al., 2018).

In elaborating on the entrepreneurial resilience scale, various studies use four assessment items from Sinclair and Wallston (2004). This resilience assessment scale is called the Brief Resilient Coping Scale (BRCS):

- a. I look for creative ways to alter difficult situations.
- b. Regardless of what happens to me, I believe I can control my reaction to it.
- c. I believe I can grow in positive ways by dealing with difficult situations.
- d. I actively look for ways to replace the losses I encounter in life.

Fishermen's Community

The fishermen's community is a group of people whose entire lives depend on the vastness of the ocean and everything that is in the sea (Instantina, 2020). The fishing community is also a population group that lives, grows, and develops around the coast or seaside areas (Instantina, 2020). The characteristics of fishermen are synonymous with limited capital, a weak capital structure, weak positional bargaining power to access justice values and economic resources, weaknesses in market access, and the ability to master science and technology. In this position, fishermen's lives become more complex and multidimensional. Structural poverty of fishing communities in social groups due to their dependence on the structure of the fishing season and the potential of fishery resources that are collectively owned (common property); and the nature of open access to the sea causes overfishing in several fishing areas (Cahaya, 2015).

RESEARCH METHODS

This research was carried out using descriptive qualitative research methods. This research method is aimed at obtaining new ideas to reposition a product so that this study is more suitable to take. The data collected during this research succeeded in collecting interviews with 19 informants who were entrepreneurs in the fishing community of Tambak Cemandi, Sidoarjo.

The interview questions are consisting of 37 questions, that are separated by two categories. The first one is Entrepreneurial Partnerships category which has 22 questions in it. The latter category is Entrepreneurial Resilience category which consists of 15 questions. These following questions are under Entrepreneurial Partnerships:

1. Was your business founded with capital assistance from investors/relatives or purely from your own capital?
2. Who did the initial capital for setting up your business come from?
3. How much capital is given/needed?
4. What percentage is the capital proportion?
5. Who supplies raw materials sales in your business?
6. What are the raw materials?
7. Does your business have branches?
8. Who helps distribute the results of your business?
9. Where do the results of your business go?
10. What results of your business are distributed by distribution partners?
11. In your business, are there any resources needed? Employees/Human Resources? Other Resources? Electricity?
12. What resources are needed in your business?
13. Who are the resource providers?
14. Are you part of an entrepreneurial team/entrepreneurial association/entrepreneurial society?
15. What is the name of the Entrepreneurial Team/Entrepreneurial Association/Entrepreneurial Society that you are part of?
16. How long have you been with this team/association/society?
17. What activities have you participated in with this Entrepreneurial Team/Association/Society?
18. Have you ever received assistance from the government?
19. In what form is this assistance? Is it material (money and goods) or non-material (training, business events, etc.)?
20. Have you as an entrepreneur ever participated in a government program related to your business?
21. What program is that?
22. What form does this collaboration take between the government and your business?

The following questions are under Entrepreneurial Resilience category:

1. Has your business ever faced a difficult situation?
2. When did a difficult situation occur in your business?
3. Does your business partner help you in dealing with this difficult situation?
4. In what kind of assistance is this?
5. After experiencing a difficult situation, did your efforts result in a change/innovation?
6. What form of change/innovation does it take?
7. After going through a difficult situation and making innovations/changes to your business, how did you adapt afterwards?
8. Are there additional facilities or collaboration with business partners added to adapt?
9. What kind of adaptation do you make in your business?
10. Do you feel that your knowledge has increased after partnering with investors, suppliers, distribution partners, resource providers, entrepreneurial teams/associations/entrepreneurial associations, the government?
11. In what form will your entrepreneurial knowledge increase after this partnership?
12. Do you feel that your abilities have increased after partnering with investors, suppliers, distribution partners, resource providers, entrepreneurial teams/associations/entrepreneurial associations, the government?

13. In what form will your entrepreneurial ability increase after this partnership?
14. Do you feel that your skills have increased after partnering with investors, suppliers, distribution partners, resource providers, entrepreneurial teams/associations/entrepreneurial associations, the government?
15. What form of skill improvement does this skill take?

RESULTS AND DISCUSSIONS

This research succeeded in interviewing 19 businessman informants who were part of the fishing community in Tambak Cemandi village, Sidoarjo.

Table 1. List of Informants

Name	Age	Area of Entrepreneurship	Working Duration	Income/ Turnover each month
Mu	53	Shrimp, Fish, and Clam Vendor	2 years	Rp3.000.000
As	60	Fisherman	40 years	Rp2.000.000 - Rp3.000.000
Bu	63	Grilling Fish and Seafood Service Provider	20 years	Rp7.000.000 - Rp8.000.000
Ma	48	Ice cube, LPG, and mineral water vendor	23 years	Rp3.000.000 - Rp3.500.000
Aq	58	Seafood Vendor	15 years	Rp10.000.000
Su	66	Fisherman, Salted fish Maker, Net Maker	10 years	Rp3.000.000
War	36	Salted Fish vendor	5 years	Rp1.500.000 - Rp2.000.000
Wan	62	Salted Fish Drying Service Provider	10 years	Rp6.000.000 - Rp9.000.000
Ha	55.	Bird feed, Chicken Feed, Bird, and Chicken Vendor	6 years	Rp1.500.000
De	31	Fish vendor, Mussels Peeler, Grocery vendor	1,5 years	Rp4.000.000
Pa	43	Milkfish aquaculture farmer, fruit juice vendor, meatball vendor	23 years	Rp4.500.000 - Rp6.000.000
Tu	55	Mussels peeler	5 years	Rp5.000.000
Sa	45	Fishbone Remover	7 years	Rp400.000,-
Ju	45	Seafood and Frozen Seafood Vendor	10 years	Rp1000.000,-
El	36	Fish net designer, rice vendor, and fisherman	10 years	Rp6.000.000,-
Ns	46	Fish feed & Animal feed vendor	26 years	Rp90.000.000 - Rp100.000.000,-
Mr	47	Barber	3 months	Rp1.500.000 - Rp3.000.000,-
Ru	48	Grocery store owner	4 months	Rp4.000.000,-
Ye	32	Ice Coconut vendor & fresh fish vendor	6 years	Rp66.000.000,-

Investor

The establishment of the business was carried out by nineteen informants from Tambak Cemandi, Sidoarjo used capital from many sources. Even the informant, Mr. Bu, stated that the business he owns does not require capital.

“Yes, actually I don’t have any capital, because I own this place, even though it doesn’t belong to me, it was left to me by my parents, I rent it to this day and the monthly rent is

still six million per year and to this day. The point is that you don't need capital because previously grilled fish was already a rice stall. The term simply replaces or alters grilled fish or seafood. In the past (in) 1999, we were selling rice pecel, lodeh, rawon, that was three years. It's dead if the sales don't sell at all. Then in the end the idea came suddenly, a hint of guidance called I told him, a voice told me to grill the fish and just like that" (Bu, Personal Communication, April 12, 2023).

However, there was another informant who said that because his family had a difficult economic background, no one helped him in setting up a business.

"Alone. No, I don't have everything" (Mu, Personal Communication, April 12, 2023).

The majority of Tambak Cemandi residents have businesses related to marine products. Some who do not have businesses related to marine products, have businesses selling LPG, bottled drinking water, poultry feed, selling pentol and juice, basic necessities, haircuts, and even selling ice cream. These residents have been running their business for quite a long time, up to decades. The income or turnover that they have is quite varied, some are high, although there are also small incomes, but these entrepreneurial residents continue to run their businesses for years. Many of these residents have side businesses other than marine or fish farming. This side business can support the family's economy while waiting for the harvest from the sea or pond.

On average, the capital that these residents use is their own capital. There is also capital from relatives and capital from bank loans.

"When I was in the pond business when I was renting or free-fishing. I got that (capital) for my business from my relatives, I also got it from colleagues or friends at that time. It's like profit sharing" (Pa, Personal Communication, June 13, 2023).

"(Investment) is from my own money, but I borrowed it from the bank" (Ha, Personal Communication, June 13, 2023).

Many sources who started with their capital have income many times their initial capital, but some are not commensurate with the capital they have spent. For example, one of the sources has a poultry feed and poultry sales business, and the source who has a frozen seafood business has spent tens of millions in capital but his monthly income does not reach two million. In contrast to the owner of an animal feed and fish feed business, Mr. NS started a business with his capital with a nominal value of tens of millions and earned income many times over, up to hundreds of millions per month.

Supplier

As an entrepreneur who requires coordination with many parties, including supplying raw materials for her business, the informant who works as a seller of fish, shrimp, and shellfish, Mrs. Mu, said that the supplier of fish, shrimp, and shellfish which will be resold comes from Tambak Cemandi fishermen.

"Yes directly" (from Tambak Cemandi fishermen) (Mu, Personal Communication, April 12, 2023).

Meanwhile, sellers of grilled fish and all kinds of seafood who set up their stalls in the Tambak Cemandi Fish Seller area, stated that the fish suppliers in their business were fish middlemen agents.

"Oh yes, it's a coincidence that I never shop. The fish are the people I collaborate with, just call, what kind of fish do you have, I'll ask, and that's all. Like, for example, if the

prawns run out, I call Cak, what size do you have, and then send three kilos. For example, bro, my squid is gone and the snapper is gone, please tell me what's going on or not, the clam is Cak Munir, if the fish is Mas Dawn, that's the name. So I just stay at home, I don't shop here and there. I'm finished, I called my agent" (Bu, Personal Communication, April 12, 2023).

Likewise, informants who work as sellers of ice cubes, LPG gas, and bottled water. The merchandise suppliers in his business are apart from LPG gas agents and bottled water agents, they also directly bring in ice cubes from the ice cube factory.

"This (LPG) is from the LPG base agent, this water is from the Langitan Islamic boarding school. Yes, I happen to be a sub-agent in the Sidoarjo area. From the finished ice factory, we are just agents" (Ma, Personal Communication, June 6, 2023).

Suppliers for the businesses run by all of these sources come from East Java and people around their business environment. For businesses related to marine or pond products, many of the businesses are supplied from outside Tambak Cemandi or outside Sidoarjo. Some supplies are sent directly to the place of business, while others are taken to the supplier's place. The raw materials supplied include marine fish and pond fish, degan, feed for pond fish, and feed for poultry, fruit, and food such as meatballs.

The same happen with the owner of the fishbone removal business, Mrs. Sa. Mrs. Sa runs her business relies on visitors who come to fishing tourist spots and then have their spines removed from the fish they catch. If the fishing tourist spot is empty of visitors, Mrs. Santik doesn't get supplies so she doesn't get any income or income. This is different from the animal feed and pond feed entrepreneur, namely Mr. NS. Mr. NS takes the raw materials directly to the factory and then sells them again at his place of business, so his business continues to run to this day.

Distribution Partners

Several informants who were successfully interviewed by the research team stated that in their business they did not have distribution partners.

"No one" (AQ, Personal Communication, June 6, 2023).

However, there were also informants who said that their business used to have a distribution partner, but now it was just the informant himself.

"I. In the past there were, several years ago we did have any employees, in the beginning, there were many fishermen from cities from other areas who came in so the need for ice was greater. So that's what employees are. We distribute the ice cubes to fish traders, especially in the area around me. Partly the Tambak Cemandi area, partly Banjar Kemuning, especially the fish market. Indeed, this ice is not for consumption. It is for preserving fish" (Ma, Personal Communication, June 6, 2023).

Many of the businesses run by the interviewees do not have branches and only sell in the area where they live. There is one of the sources who have a branch outside Tambak Cemandi, namely Mrs. PA, who owns a milkfish, fruit juice, and pentol cultivation business. Mrs. PA (2023) has a branch business, namely a canteen to serve employee food such as a buffet canteen.

"I have this, yes, I have a canteen business, but the canteen has its employees there, is it like a meal to serve the employees, it's like a buffet. There are 2 employees there, it's just another business" (PA, Personal Communication, June 13, 2023).

For those who help distribute business results from sources, some are taken directly by agents. These agents come from various cities such as Jombang, Mojokerto, Semarang, and Sidoarjo. There are also business owners who sell the results of their business, and there are also their employees who act as sellers. However, many of the entrepreneurs in Tambak Cemandi have the results of their business taken directly on the spot by agents who are then processed by the agents themselves to be resold. There are also distribution partners who deposit pond products in tons to factories outside the city, namely in Semarang. The business results distributed by partners are in the form of marine and pond fish, shelled shellfish, shrimp, crab, and squid. Not all fish from the sea and ponds are sold fresh, but there is also fish that is salted before being sold.

Resource Provider

Entrepreneurs who also belong to the fishing community in Tambak Cemandi, Sidoarjo relate to many resource providers. Suppliers selling materials in the form of fish, shellfish, and shrimp, land owners where these entrepreneurs carry out their business production processes, and builders of boats used for fishing by fishermen.

“(Boat builder) yes in the city of Pasuruan, there are also those in my village” (AS, Personal Communication, April 12, 2023).

“Oh yes, it’s a coincidence that I never shop. The fish are the people I collaborate with, just call, what kind of fish do you have, I’ll ask, and that’s all. Like, for example, if the prawns run out, I call Cak Abu, the prawns run out, what size do you have, then send three kilos. For example, Mas Beni, my squid is gone and the snapper is gone, please tell me what’s wrong, the clam is Cak Munir, that’s the name of the fish, Mas Fajar. So I just stay at home, I don’t shop here and there. I’m finished, I called my agent” (Bu, Personal Communication, April 12, 2023).

“This (LPG) supplier is from an LPG base agent, and the water (supplier) is from Langitan Islamic boarding school. Yes, I happen to be a sub-agent in the Sidoarjo area” (Ma, Personal Communication, June 6, 2023).

“(Supplier) there is Mas Udin, Mbak Sum (fish supplier) from the sea, people buy it. (Gourami fish) was brought from Jombang” (AQ, Personal Communication, June 6, 2023).

The most needed resource in Tambak Cemandi is electricity. Electricity is used for almost every business activity there. Electricity is used for lights, freezers, cup sealers, and blenders. There is also a business owner buying and selling fish, shrimp, and shellfish, namely Mrs. Mu, where she does not need electricity because her selling time is only until the afternoon. Apart from electricity, clean water resources are also very necessary. This is based on sources, the existing well water is very dirty and even smells bad. So entrepreneurs in Tambak Cemandi need clean water from PDAM (Local Government-Owned Water Utility).

There are also several other resources needed such as employees, ice blocks for fish, ice cubes for fish, Styrofoam or fish storage boxes, land for business, transportation such as boats and fuel, motorized vehicles, charcoal briquettes, and sunlight to dry fish. All these resources are provided by the business owner himself and some are also assisted by his own family.

“Yes, there is. If you’re from fish farming, you can’t monitor us every day. What’s the term for pond farmers? It’s called Pendega. Yes, he is in charge of daily supervision, he is the one who estimates what needs are needed in the pond. For example, if you have an illness, what’s the point of giving it something? He’ll report it to us later, or maybe when there’s

water, there's a forecast for high tide, so whatever needs to be prepared, we need it, right? For harvesting, we usually have a few incidental people, so that means that during the harvest, we need a lot of people, that's why we're fishing, so what do we do? There's still a lot of water, so we net like that, not in the sea, but in what? Only on the net do we need a lot of people but only for that moment. But for our daily use, we have this, what is called pendega" (PA, Personal Communication, June 13, 2023).

Entrepreneurial Team/Association/Entrepreneurial Association

The existence of an entrepreneurial association or association will help entrepreneurs in developing their businesses, as well as make their business operations easier. However, not all entrepreneurs in the Tambak Cemandi area, Sidoarjo are members of the entrepreneurial association. Some of the following are responses from informants who participate in entrepreneurial associations or entrepreneurial groups.

"There is a group (of fishermen). (Name of the group) Bhayangkara Indah village. (I joined) started working. Yes, building bridges sort of that, sometimes making boats, boat docks, everything, bro" (AS, Personal Communication, April 12, 2023).

"No, officially there isn't any. It's just that just to understand this area, it just so happens that this area has the same factory. The factory that supplies is the same, so there is no difference if there is a price increase from the center. We would just sort it out, or do some negotiations. Whatever the results of this negotiation, the whole neighborhood agrees. So, price equality. There is no such thing as "We are from consumers, it's a different shop service." If the service is good, there will be more customers. That's the customer, yes, the price is the same. Then the quality of the ice is the same as the factory. Then maybe the customer looks at the service. If the service is good, there will be lots of customers. That's all. There are lots of ice cube sellers there. But many of my customers also come from there. There are two there. In Gisik Cemandi also has two boxes of ice agents. Sometimes it might be because of the service, it's not very good or what, but what do they do here? We're also a bit embarrassed by our neighbors selling ice, but buying it here isn't good either. There is no difference. If our friends don't have enough ice, what do you mean by borrowing it from me first, we'll give it to you if we have it" (Ma, Personal Communication, June 6, 2023).

Meanwhile, many informants said that they were not members of any entrepreneurial association.

"Nothing" (Mu, Personal Communication, April 12, 2023).

Many entrepreneurial teams or associations for business owners are not affiliated or do not even exist. Meanwhile, some teams or associations for fishermen are members and some are not. Su who is part of the Blue Lake Fishermen team. In this team, fishermen are assisted in the form of machines, nets, buoys, and even cash. The Bhayangkari Indah Village Team, which was attended by AS, included quite a lot of programs, such as building bridges, boat berths, and boat yards. Meanwhile, in the training program, almost all of the resource persons never participated, stating that there was no information or only a few people were selected to take part in the training. The owner of the hair-cutting business, MR, took part in the training. The training was held by students in Tambak Cemandi village, but not training about the business that MR was running. This is different from the training received from business partner NS regarding the science of milkfish and the composition of feed for milkfish. This training is closely related to the business that NS is currently running so that it can support his business to progress further.

Government

Not all business owners in Tambak Cemandi receive assistance from the government.

“No, there aren’t any, there aren’t any” (Mu, Personal Communication, April 12, 2023).

There are only a few business owners who receive assistance from the government. Meanwhile, the resource persons who work as fishermen have all received assistance from the government. The government assistance that fishermen have received is in the form of boat engines, nets, fishing tools, buoys, and some cash. For training programs from the government, some fishermen have only participated in it and some have not participated in the training.

“The government used to assist /donate a buoy/life vest, so they helped once. Now there aren’t any, the life vests have run out, so I don’t use life vests” (AS, Personal Communication, April 12, 2023).

For business owners who have received assistance from the government, namely in the form of cash. However, those who received this cash were from the Fisheries Service and the Army. Other assistance is in the form of necessities, rice, BLT (Direct Cash Assistance), KUR (People’s Business Credit) assistance, and assistance from PKH (Family Hope Program).

“Once we were given by the army. In the form of money for MSMEs at that time IDR 1,200,000” (Ma, Personal Communication, June 6, 2023)

However, this assistance is not often obtained, and some have only received assistance from the government once or twice.

“Only get money once, machine once” (AS, Personal Communication, April 12, 2023).

Entrepreneurial Partnerships in Entrepreneurial Resilience

Difficult situation

Entrepreneurs in the fishing community in Tambak Cemandi, Sidoarjo are experiencing different difficult situations.

“Sometimes it’s quiet, sometimes it’s busy, you just have to be grateful. That’s why mak pah grandma is quiet and keeps saving and use that savings in case emergency. It is a loss to sell it cheap. If I don’t sell it, for example for ten thousand, I sell for eight thousand and two thousand. Look for it again tomorrow. Grandma just leave it there, let it rotten, yes” (Mu, Personal Communication, April 12, 2023).

There are several businesses that have never experienced difficult situations at all and have survived from the start of the business until now. Some of the interviewees experienced difficult situations working as fishermen due to waves and natural events that could not be predicted and were difficult to control. This makes it difficult for fishermen to catch fish and does not produce much results.

“It’s the same with the wind, I’m afraid of the rain, I’m confused. Often things go missing, things and people go missing. Yes, if it gets hit by big winds or rain, the ropes will get stuck. Who is helping, no one is helping at sea at night. During the day, if you see friends, you can goof off. I can’t do it at night” (AS, Personal Communication, April 12, 2023).

Meanwhile, several fishing communities in Tambak Cemandi Village whose profession is not as fishing entrepreneurs but as other entrepreneurs, faced difficulties during Covid-

19 in 2020-2021. Interviewees with professions as entrepreneurs on average said that the occurrence of Covid-19 caused their business economy to decline drastically because the business they were running had to interact directly with consumers.

“In my opinion, the difficult period was after Corona, like two years now. This past year. Corona times are not normal. Then after 2022, the beginning of 2022 is somewhat likely from my analysis due to the increasingly narrowing of pond land. Because there are so many ponds that have been converted, that’s how many hectares there are in that area. A few hectares gone. Several hundred hectares finished. The location of the pond is getting smaller, it’s becoming residential. Then secondly, due to tidal flooding, the ponds on the side near the sea have become oceans. That’s almost if you count how many hundreds of hectares there are. Maybe our focus is on consumers from fish managers to fish products” (Ma, Personal Communication, June 6, 2023).

But there are also several sources who work in the Food and Beverage sector (sellers of young coconut and fruit juice in Tambak Cemandi), these sources said that these drinks were very popular during Covid-19. This is because fruit and juice at that time were used as natural medicine for Covid-19 sufferers to increase immunity and neutralize toxins in the body to maintain body strength.

The village of Tambak Cemandi itself was attacked by Rob floods which caused the ponds of several owners to suffer huge losses, ranging from destroyed ponds to fish that had been scattered and lost. With the Rob Flood incident, the embankment on the pond was different from what it was originally. Entrepreneurs and pond owners experienced difficulties at that time.

“Often (difficult situation), if robbers continue to destroy people’s ponds, people automatically can’t pay. The problem here is that on average the payment is delayed by 1 month, 1 month before paying” (NS, Personal Communication, July 26, 2023).

The results of the data obtained by most entrepreneurs from the fishing community in Tambak Cemandi Village, Sidoarjo stated that some of their partners never helped in dealing with the difficult situation they were experiencing. Because these partners are the same as other entrepreneurs who experienced difficult situations when Covid-19 occurred. Apart from that, there are also those who say that the partner system is only used as middlemen and sellers, so the interactions carried out are nothing more than that. Profits belong 100% to the entrepreneur himself, therefore partners never help in difficult situations. However, there were also resource persons who, when experiencing difficult situations, received assistance from investors in the form of payment discounts and relief from payment burdens within a predetermined and agreed time period.

However, there is one entrepreneur who sells fish food, where this entrepreneur helps provide education to customers affected by the Rob Flood to overcome reductions and prepare for pond owners when the Rob Flood occurs.

Innovation

Several entrepreneurial sources from the fishing community of Tambak Cemandi Village said that these entrepreneurs did not change their sales methods or produce any changes in the form of innovation. The entrepreneurs are just continuing to sell as usual until now.

“It doesn’t sell well if it is salted and made into crackers, salted fish is sold. Just add salt directly to the pepper, dry it immediately and it’s done” (Musarofah, Personal Communication, April 12, 2023).

However, some of the speakers also changed the sales system or produced a new innovation. Before experiencing a difficult situation, his business only sold offline in shops. However, as time progresses and continues to follow new technology, entrepreneurs are starting to develop online selling or online ordering, such as via the WhatsApp application. It is not uncommon for these entrepreneurs to become familiar with increasingly sophisticated technology, and there are also some who even get tips & tricks from the platforms on their cellphones.

In this way, these entrepreneurs produce new changes and innovations to develop their businesses, and there are also those who start to develop their businesses using sophisticated machines/equipment.

“Yes, lots of innovation. In the past, we only had block ice, but then we innovated how we can fulfill the wishes of consumers who also ask for shaved ice. It’s a machine for crushing ice. Previously it wasn’t exist. What we used to use sis, was using rice husk. Now we use plastic so it’s more practical and more hygienic. In the past, when we ran out of ice, we dried it in the sun. Dry it in the sun when the ice comes and it will dry to cover it. Now it’s okay to use plastic and tarpaulin” (Maftuchin, Personal Communication, June 6, 2023).

Adaptation

The informants who made the change/innovation adapted to the changes he himself made.

“I seldom (salting fish), kid. Just when there’s some left. If today doesn’t sell, tomorrow it won’t sell, I’ll crack it, tomorrow I will sell it dry version. Not too long” (Mu, Personal Communication, April 12, 2023).

Entrepreneurs in Tambak Cemandi feel that with this change they know that there are also additional points or conveniences that can be obtained. Conveniences such as ordering via WhatsApp make entrepreneurs have regular customers and know how to keep up with today’s technological developments.

The adaptations that have been made have also made entrepreneurs more agile in anticipating difficulties that continue to occur in their businesses in the future.

“There wasn’t any, but I tried it. The one over there was my warkop. I was trying to increase my income by making a warkop. I opened a stall. It said that the rice wasn’t growing and couldn’t run. But I still have enthusiasm, this month I will open it, I don’t know what it’s called. Coincidentally, today, before fasting, someone invited me to collaborate and want to study for a while” (Bu, Personal Communication, April 12, 2023).

With this change, consumers who were not initially regular customers later became regular customers of the business. Even though entrepreneurs in Tambak Cemandi, Sidoarjo adapted to these changes, none of their partners added new facilities. However, there were also sources who said they received assistance from Partners in the form of training for their business’s regular customers. Partners (Companies) help entrepreneurial customers create training and special methods for customers who are experiencing difficult situations.

Knowledge Increase in Entrepreneurship

After experiencing difficult situations in their business, entrepreneurs in Tambak Cemandi admit that there has been an increase in knowledge from this matter.

“Yes, if the weather is bad, run, if the weather is bad, there is a big wind off to the side. If you don’t let go, there will be a big wind, there will be a tornado, that’s how hurricanes often happen at sea. The danger of the pickaxe. Oh yes, there is an increase, like yes, there are no fish here to look for there, there is an increase here” (AS, Personal Communication, April 12, 2023).

“Yes, (I now know) how can those fish be better, this fish is bad, I (used to) don’t know, the color is different” (AQ, Personal Communication, June 6, 2023).

From entrepreneurship, many fishing communities gain more knowledge than their own business partners. Such as how to store raw materials so that they last, the correct packaging to attract buyers, learning how to manage finances correctly, and proper marketing. There are also fishermen who say they have gained knowledge on how to make fishing nets and some have also been given challenges by their business partners to produce useful items so that they don’t continue to be monotonous in their efforts. The fisherman finally succeeded in making it into a useful item.

Capability Increase in Entrepreneurship

The improvement of entrepreneurs in Tambak Cemandi in terms of capabilities, especially in the financial sector, was felt by several informants to be minimal.

“No, unless our boat is bad, replace it again, buy a new one. If it’s not strong enough to carry to work, it can be replaced” (AS, Personal Communication, April 12, 2023).

With this level of knowledge, some entrepreneurs develop this talent into ability and produce new ideas. Previously, customers usually refused, but entrepreneurs then started to dare to try to accept customer requests. But it is not uncommon for entrepreneurs to have their own abilities from the start of building a business.

“Yes, from the start, I just peeled it like that, sis, it’s okay, there was no progress or anything like that. Yes, it’s just that the progress is getting bigger. Originally it was only a little, only twenty-thirty, now it’s almost two quintals or three quintals, that’s all” (De, Personal Communication, June 13, 2023).

This is because there are also entrepreneurs who continue their family’s business with abilities that have been passed down for a long time.

Skills Increase in Entrepreneurship

The average entrepreneur has had the skills to improve their skills for a long time. Starting from financial bookkeeping, there are several entrepreneurs who are experts in the field of bookkeeping. The Tambak Cemandi fishing community knows this for themselves because their previous education was also about finance. Meanwhile, there are partners who have provided skills improvement, this was acknowledged by PA.

“Skills, yes, this is all for fish farming skills. If our cultivation skills continue to move in the field of fish cultivation, we continue to collaborate with investors or whatever, that’s clear. For example, we are lebon, which means our harvesting system is usually once every eight months, which is a long time, and since we have investors, how can we harvest more often. Yes, for example, what is called mapping, in plots so that we can harvest every three months. Yes, that’s it” (PA, Personal Communication, June 13, 2023).

From the data obtained by the entrepreneurs themselves, these changes/innovations in terms of skills do not come from partners/government but these entrepreneurs are willing to learn on their own to develop their businesses.

“I can see it on YouTube, then I’ll learn what trending pieces it is. But that’s not the case with people here, there are a lot of people who are just normal, what’s hard for people to cut is like this, when they cut it with me, they bring a photo, a photo of an artist, that’s what’s difficult, sometimes the character of their hair can’t be styled, that’s my experience”
(MR, Personal Communication, July 26, 2023).

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of collecting interview data from 19 fishermen community entrepreneurs in Tambak Cemandi Village, Sidoarjo, it can be concluded that partnerships in entrepreneurship do have a positive impact on strengthening the entrepreneurial resilience of fishing communities in the area. There are capital assistance, additional knowledge and skills, and additional innovation in business. However, the partnerships that exist are very limited, most entrepreneurial partners in Tambak Cemandi, Sidoarjo are suppliers and resource providers. Meanwhile, investor partners, distribution partners, entrepreneurial teams/entrepreneur associations, and the government have relatively minimal partnerships with entrepreneurs in the Tambak Cemandi area, Sidoarjo.

Partnerships in entrepreneurship, if carried out optimally, can have a significant effect on strengthening resilience in entrepreneurship. However, among the entrepreneurs of the fishing community in Tambak Cemandi, Sidoarjo, these forms of partnership have not yet been fully established. The need to look for a network of business associations in the same field, as well as actively finding out about government programs that can contribute to improving entrepreneurs' business, is necessary.

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