



Role of Communication in Adaptive Mechanisms of Micro and Small Entrepreneurship for Disabled in Indonesia

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ABSTRACT: People with disabilities face multiple challenges in entrepreneurship, including physical limitations, accessibility to resources, and social stigma that often hinders their business development. This study aims to explore the challenges and adaptive strategies faced by people with disabilities in entrepreneurship and identify critical factors that can support their business success. Focusing on the use of communication technology and financial support, this research examines how adaptive training and inclusive policies can influence the success of disabled entrepreneurs. The research methodology involves a literature review and data analysis from various sources to understand communication, adaptive mechanisms, micro and small entrepreneurship, and people with disabilities. Relevant data surrounding these variables were collected, summarized, and analyzed. This study underscores the pivotal role of communication in the adaptive mechanisms of micro and small enterprises operated by individuals with disabilities. Through an extensive literature review, it has been demonstrated that effective communication is essential for disabled entrepreneurs to establish robust social networks, engage with customers, and secure vital resources to address various business challenges.

Keywords: Communication, Adaptive Mechanisms, Micro and Small Entrepreneurship, People with Disabilities



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INTRODUCTION

In Indonesia, people with disabilities face various layered challenges in entrepreneurship, including physical limitations, access to resources, and social stigma, which often hinder the growth of their businesses. In 2020, the National Economic Survey recorded 28.05 million people with disabilities, which accounts for 10.38 percent of the national population. Indonesia has the highest prevalence of disabilities in Southeast Asia, with one in ten residents being disabled, according to UNESCAP (Kompas, 2023). However, policy support and access to facilities for economic empowerment, primarily through entrepreneurship, remain limited. In this context, entrepreneurship is a crucial pathway for people with disabilities to achieve economic independence. Nevertheless, they often

have to adapt to unsupportive conditions, making adaptive mechanisms in micro and small enterprises an essential topic for research.

The Challenging Adaptive Mechanism Results model developed by Hsieh offers a relevant theoretical framework to understand this adaptive process. The model explains how individuals or organizations face challenges through adaptive mechanisms that include the ability to change strategies, manage resources efficiently, and innovate in difficult situations (Hsieh et al., 2019). In the context of people with disabilities, these adaptive mechanisms are critical, as they must overcome physical and social limitations that affect their day-to-day business operations (Maris & Rahmi, 2022).

Furthermore, communication plays a central role in these adaptive mechanisms. Effective communication can help people with disabilities interact with customers, business partners, and the surrounding community, creating a more inclusive and supportive environment. In this regard, the Communication Theory of Resilience developed by (Buzzanell, 2017) becomes a relevant theoretical framework. This theory emphasizes how communication can build resilience in difficult situations. Effective communication allows individuals and groups to recover from crises, strengthen social bonds, and gain the emotional and professional support needed to survive and thrive (Betts et al., 2022).

People with disabilities in micro and small enterprises require inclusive and adaptive communication, particularly when interacting with customers and business partners. They often face challenges explaining their conditions and accessing the information and resources necessary to grow their businesses (Bahry, 2023). Communication technology, such as social media and e-commerce platforms, offers solutions to overcome physical limitations in interacting with the outside world. However, this requires a deep understanding of how communication can be strengthened to enhance the adaptive capacity of disabled entrepreneurs.

The importance of communication in the adaptive mechanisms of disabled entrepreneurs is closely related to the adaptation theory developed by Susan Folkman. This theory explains that individuals face challenges and stress through two main processes: appraisal and coping (Folkman, 2013). Appraisal involves an individual's understanding of a threat or challenge, while coping is overcoming it through various strategies. In entrepreneurship, people with disabilities must assess their situations to determine the best way to overcome their limitations, while coping strategies involving communication can help them navigate obstacles that arise.

This adaptation model is reinforced by resilience theory, which explains how individuals and groups can continue to function effectively despite adversity. Resilience in disabled entrepreneurs often relates to their ability to adjust business strategies and adapt to changing environments (Pérez-Macías et al., 2022). In this case, communication serves as a tool for conveying information and a mechanism for building and maintaining support networks that strengthen their resilience (Nadanyiova et al., 2021; Sutrisno, 2022). For instance, disabled individuals with good communication skills can form stronger relationships with customers and business partners, which can influence the success and growth of their businesses.

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The role of communication in enhancing resilience and adaptation can also be analyzed through the lens of social interaction in Social Support Theory. This theory emphasizes that social support, including good communication, can reduce the negative impact of stress and increase an individual's ability to adapt to challenges (Ozbay et al., 2007). In entrepreneurship, social support from communities, customers, and business partners is essential for people with disabilities. This support can be practical assistance, information, or motivation that encourages them to keep moving despite various obstacles.

Communication success in this context also requires analyzing how media and technology can influence adaptive mechanisms. Communication technology, such as digital platforms and applications, offers new opportunities for people with disabilities to interact with the outside world and access various resources. However, additional challenges are associated with digital accessibility and the need for training in using such technology. Therefore, this research focuses on how integrating effective communication in the business strategies of people with disabilities can contribute to their resilience and entrepreneurial success. This study aims to provide deeper insights into how people with disabilities can leverage communication to enhance their adaptive mechanisms and identify critical factors influencing their business success by adopting adaptation models and resilience theory. This approach is expected to significantly contribute to the existing literature and offer practical recommendations for policies and practices that support the economic empowerment of people with disabilities in Indonesia.

Previous studies have explored various challenges faced by people with disabilities in entrepreneurship. (Hsieh et al., 2019) developed the Challenging Adaptive Mechanism Results model, which offers insight into how individuals adapt to unsupportive environments. This model highlights the importance of changing strategies, resource management, and innovation, which are essential for disabled entrepreneurs. (Maris & Rahmi, 2022) It also examined how adaptive mechanisms are particularly critical for individuals with disabilities due to physical and social limitations, and their findings aligned with Hsieh's model. Moreover, (Buzzanell, 2017) Communication Theory of Resilience emphasizes the role of communication in fostering resilience, which is crucial for people with disabilities. Studies by (Bahry, 2023; Betts et al., 2022) highlight how effective communication can enhance inclusivity and help entrepreneurs with disabilities overcome isolation and resource gaps through digital communication tools such as e-commerce and social media. (Pérez-Macías et al., 2022) Further elaborate on resilience theory, discussing how disabled entrepreneurs can thrive by adjusting their business strategies and fostering communication networks.

This study introduces a novel focus by integrating communication as a central element in adaptive mechanisms and resilience for disabled entrepreneurs in Indonesia. This area has not been extensively explored. While previous research has touched on adaptation and resilience, few studies have explicitly linked these with communication's role in entrepreneurship for people with disabilities. This research builds on the (Folkman, 2013) adaptation theory by emphasizing the role of communication in the appraisal and coping processes of disabled entrepreneurs. It also extends Social Support Theory by examining how communication serves as a practical tool and a means of building resilience through social support networks in business settings. Conversely, this study will provide insights into how communication technology and inclusive communication strategies

can improve business outcomes for people with disabilities. It offers practical recommendations for policymakers to enhance the entrepreneurial ecosystem for people with disabilities in Indonesia, leveraging communication to foster economic independence and resilience.

Concept of Micro and Small Enterprises

Micro and small enterprises play a vital role in the economy of many countries, including Indonesia (Ausat et al., 2023; Kamar et al., 2022; Subagja et al., 2022). According to Law No. 20 of 2008 on Micro, Small, and Medium Enterprises (MSMEs), micro-enterprises are defined as businesses with capital of less than IDR 50 million and annual turnover of less than IDR 300 million, while small enterprises have capital between IDR 50 million and IDR 500 million and annual turnover between IDR 300 million and IDR 2.5 billion (Ayodya, 2020). Micro and small enterprises create jobs, increase household income, and contribute to economic growth (Ausat & Suherlan, 2021). However, they face complex challenges, including access to capital, technology, and competitive markets (Arjang et al., 2023; Ausat et al., 2022; Ausat & Peirisal, 2021). For people with disabilities, these challenges are even more significant, as they often encounter social and physical barriers in running their businesses.

Communication Theory of Resilience

The Communication Theory of Resilience, developed by (Buzzanell, 2017), highlights how individuals and groups use communication to build resilience in difficult situations or crises. Communication plays a crucial role in shaping adaptive responses, allowing individuals or groups to recover from challenging circumstances (Al-Rahmi et al., 2020; Sudirjo et al., 2023). Buzzanell identifies five main processes in resilience communication: (1) framing challenges positively, (2) maintaining social connections, (3) creating positive meaning from experiences, (4) developing adaptive capacities, and (5) accessing and utilizing available resources. In the context of entrepreneurs with disabilities, this theory helps explain how communication can support their adaptive abilities in overcoming business challenges. For instance, individuals with disabilities may use communication to build supportive social networks, motivate themselves, and obtain necessary information to succeed.

Challenging Adaptive Mechanism Results Model

The Challenging Adaptive Mechanism Results model, introduced by (Hsieh et al., 2019), explains how individuals or organizations respond to challenges through adaptive mechanisms. This model emphasizes that adaptation is not merely a reaction to change but a proactive effort to face uncertainty. Hsieh identifies three critical components in adaptive mechanisms: (1) innovation, or the ability to create new solutions to challenges; (2) resource efficiency, or the ability to manage limited resources optimally; and (3) flexibility, or the ability to change strategies or approaches as situations evolve. For entrepreneurs with disabilities, these components are highly relevant, as they often need to find new ways to operate in environments that may not fully accommodate their

needs. For example, digital technology can be a form of innovation that allows them to overcome physical limitations in accessing markets or interacting with customers.

Adaptation of Entrepreneurs with Disabilities

Entrepreneurs with disabilities face various challenges that require effective adaptive mechanisms. According to (Caldwell et al., 2016), disabled entrepreneurs often encounter accessibility challenges, whether physical, informational, or social. They need high adaptive skills to overcome social stigma, mobility limitations, and lack of access to business capital. In some cases, disabled entrepreneurs use communication technologies, such as e-commerce or social media, to expand their market reach and reduce physical barriers to operating their businesses. In this context, the adaptations made by disabled entrepreneurs involve not only efforts to overcome physical limitations but also strategies to address broader social and economic obstacles.

The Role of Communication in the Development of Micro and Small Enterprises

Communication is a crucial element in developing micro and small enterprises, including for people with disabilities. Effective communication allows entrepreneurs to build relationships with customers, business partners, and the community, increasing their chances of business success (Batra & Keller, 2016; Patel et al., 2011). According to (Uslay et al., 2009), good communication helps entrepreneurs build reputation, understand customer needs, and develop appropriate marketing strategies. For entrepreneurs with disabilities, inclusive and adaptive communication is critical, as they often need to explain their condition to customers or business partners and find ways to interact that do not hinder their business. Digital technology, such as social media, can enable them to communicate effectively with a broader market without physical limitations.

Theoretical Framework of the Research

This research will employ a combination of (Hsieh et al., 2019) Challenging Adaptive Mechanism Results model and (Buzzanell, 2017) Communication Theory of Resilience as its primary theoretical framework. The Challenging Adaptive Mechanism Results model will aid in understanding how disabled entrepreneurs use strategic adaptations to overcome barriers in their businesses. Meanwhile, the Communication Theory of Resilience will provide insight into how communication can build resilience and adaptive capacity. This research aims to provide a more comprehensive understanding of how disabled entrepreneurs develop their micro and small enterprises through adaptive and effective communication by integrating these two theories.

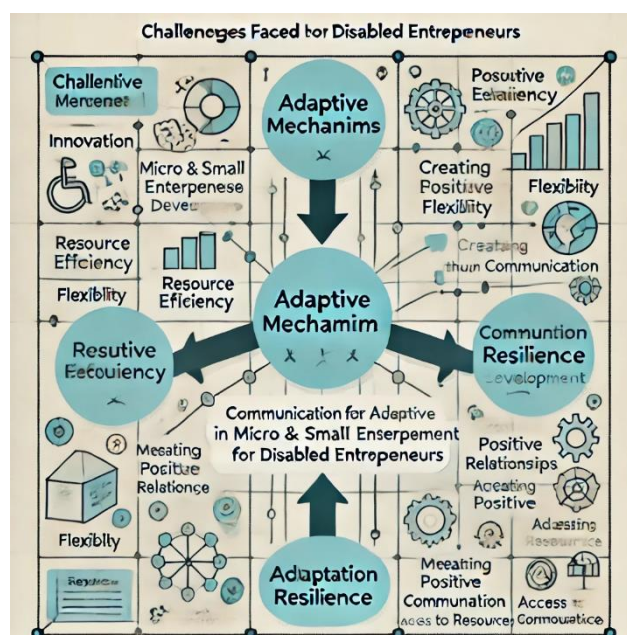


Figure 1. Research Theoretical Framework

METHOD

This study employs a descriptive-qualitative approach to explore the role of communication in the adaptive mechanisms of micro and small enterprises (MSEs) operated by individuals with disabilities. The primary goal is to review existing literature on the subject and identify how communication influences these enterprises' adaptive strategies and entrepreneurial success.

This research aims to analyze the impact of communication on the adaptive mechanisms used by micro and small enterprises managed by individuals with disabilities. This study examines how communication can facilitate adaptation to various challenges these entrepreneurs face and enhance their ability to thrive in the business environment. By reviewing relevant scholarly articles, this research will highlight theories, methodologies, and findings related to communication strategies and their effectiveness in supporting the adaptive processes of disabled entrepreneurs.

This study conducted a thorough literature analysis to explore the impact of communication on adaptive mechanisms in micro and small enterprises (MSEs) managed by individuals with disabilities. The research began with a comprehensive search of academic databases, including Google Scholar, to collect relevant publications. Articles were selected based on their relevance to communication strategies and their role in supporting adaptive entrepreneurship. The selected papers were then organized chronologically and categorized by their focus areas, such as theoretical frameworks, empirical studies, and case studies. This organization facilitated a detailed examination of how communication mechanisms contribute to the adaptation and success of disabled entrepreneurs. Key findings from these papers were synthesized to highlight common themes, theoretical insights, and practical applications, providing a well-rounded understanding of the subject.

Specific inclusion and exclusion criteria were applied to ensure the review's relevance and quality. The inclusion criteria required that articles be published between 2007 and August 2024, focus on

communication's role in adaptive mechanisms for disabled entrepreneurs, and be peer-reviewed and written in English. Studies that directly addressed the interplay between communication and adaptive strategies within the context of disability entrepreneurship were prioritized. Conversely, articles that did not focus on these aspects, such as those unrelated to communication or adaptation, were excluded. Non-peer-reviewed sources, conference papers lacking substantial empirical data, and publications not available in English were also excluded. This rigorous selection process ensured the review encompassed high-quality research relevant to the study's objectives.

A total of 65 published article titles were initially reviewed, from which 50 papers were shortlisted for further evaluation. After eliminating duplicate entries, 35 abstracts were selected for detailed screening. Of these, the full texts of 30 papers were chosen for in-depth analysis, while five papers were excluded based on their abstracts. After thoroughly examining the content of the 30 remaining articles, ten studies were excluded for not meeting the predefined inclusion criteria. Consequently, 20 articles were retained for comprehensive analysis and data extraction. These final selections are visually represented in Figure 2.

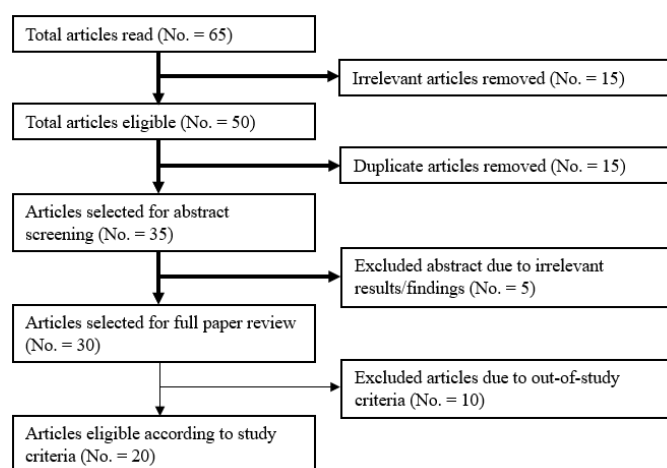


Figure 2. Review Process Adopted

RESULT AND DISCUSSION

Communication plays a crucial role in the adaptive mechanisms employed by micro and small entrepreneurs with disabilities, as effective communication enables them to interact with various stakeholders that influence the growth and sustainability of their businesses. One essential aspect of communication is its ability to facilitate relationships between disabled entrepreneurs, customers, business partners, and the wider community. (Buzzanell, 2017) Communication Theory of Resilience emphasizes that effective communication builds individual resilience in facing challenges and creates positive meaning from every experience. Through effective communication, people with disabilities can access the necessary resources, including business information, training, and community support. For instance, social media and e-commerce platforms provide practical solutions for disabled individuals to market their products without confronting physical barriers, ultimately supporting their business growth and sustainability. This highlights that mastery

of various communication channels becomes vital in enhancing the adaptability of people with disabilities in the competitive business world.

(Hsieh et al., 2019) Challenging Adaptive Mechanism Results model offers a relevant framework for understanding how people with disabilities overcome the various challenges in running their businesses. This model highlights three key elements contributing to successful entrepreneurial adaptation: innovation, resource efficiency, and flexibility. In the context of disabled entrepreneurs, innovation is often implemented through digital technologies, such as e-commerce and social media, which allow them to reach a broader market without facing the physical limitations they experience. Additionally, effective communication drives resource efficiency by facilitating access to essential business information and enabling relevant training to improve their competencies. In this case, flexibility refers to the ability to adapt to changing business environments, including market trends and technological advancements, which is a critical factor in supporting the sustainability of disabled entrepreneurs. This model demonstrates that successful business adaptation depends heavily on technological innovation, efficient resource management, and flexibility in facing challenges.

People with disabilities often encounter additional challenges in running their businesses, including social stigma, physical limitations, and limited access to crucial resources for business sustainability. Research by (Caldwell et al., 2016) shows that overcoming these challenges requires adaptive solid mechanisms. In this context, inclusive communication plays a vital role in mitigating the negative impact of social stigma and physical limitations often faced by disabled individuals. For instance, using social media allows people with disabilities to build a positive self-image and business reputation while creating more effective relationships with customers and business partners. They can expand their business and social networks, increase business opportunities, and overcome challenges by leveraging adaptive communication channels. Ultimately, strategic communication helps create a more inclusive and supportive environment for the sustainability of businesses run by people with disabilities.

Communication technology plays a central role in supporting the adaptation of disabled entrepreneurs to the various challenges they face. (Varriale et al., 2023) Demonstrates that digital technology helps disabled individuals overcome physical and social limitations by providing easier access to broader markets and enabling them to operate their businesses more efficiently. Platforms such as social media and e-commerce applications give disabled entrepreneurs the ability to sell their products without having to confront physical barriers that might arise in face-to-face interactions. However, the benefits of this technology can only be fully realized if disabled entrepreneurs possess sufficient knowledge of how to use the technology effectively. For example, understanding digital marketing strategies and managing business transactions through e-commerce platforms is crucial for enhancing product visibility and operational efficiency. Communication technology facilitates market access and serves as an essential tool for increasing the competitiveness and operational efficiency of disabled entrepreneurs' businesses.

In addition to technology, effective communication is also essential in building strong social networks that provide significant support for the success of disabled entrepreneurs. Research (Kašperová, 2021) emphasizes the importance of social networks in providing the emotional,

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financial, and professional support needed to run and grow a business. Disabled individuals active in online communities or involved in entrepreneurial groups often have better access to information, training, and financial support, increasing their chances of business success. Adaptive communication enables disabled entrepreneurs to make the most of these networks, gain advice from professionals in their field, and open opportunities for business collaborations to expand access to new markets. They can overcome challenges and grow their businesses more effectively by leveraging strong social networks.

Table 1 Previous Research Findings

Researcher	Key Findings	Relevance to This Research
(Buzzanell, 2017)	Effective communication builds resilience in crises and enhances social relationships and emotional support.	This is relevant, as this theory is used to understand how communication supports resilience and adaptation in people with disabilities
(Hsieh et al., 2019)	Adaptation involves innovation, resource efficiency, and flexibility to address challenges.	This is relevant, as this model provides a framework for evaluating how people with disabilities adapt to entrepreneurship.
(Caldwell et al., 2016)	People with disabilities face accessibility and stigma challenges; communication technology helps overcome barriers.	Identifies specific challenges faced by disabled entrepreneurs and the role of communication technology in addressing them.
(Varriale et al., 2023)	Communication technology enhances operational efficiency and market reach for disabled entrepreneurs.	Describes how technology can help disabled entrepreneurs adapt to the business environment.
(Kašperová, 2021)	Good communication helps build reputation, understand customer needs, and develop marketing strategies.	Provides a foundation for understanding the importance of communication in business development, including for people with disabilities.

Source: Research Data (2024)

Social support is a critical factor in the resilience of disabled entrepreneurs, profoundly impacting their ability to navigate and overcome the challenges associated with running a business. According to research conducted by (Amran et al., 2024), social support from family, friends, and the broader community is instrumental in helping disabled entrepreneurs manage their difficulties. This support may manifest as emotional encouragement, provision of information, or access to resources essential for business operations and growth. These findings align with the Social Support Theory, as outlined by (Kipkosgei, 2022), which posits that social support mitigates stress and enhances individual well-being. Such support ultimately contributes to increased resilience and tremendous success in business ventures. Disabled entrepreneurs who benefit from robust social support networks are better equipped to utilize additional resources to navigate business obstacles and achieve their entrepreneurial ambitions.

Adaptation strategies are equally vital for the success of disabled entrepreneurs, particularly in response to shifts in the business environment. Research by (Ontario, 2017). underscores that disabled entrepreneurs who can effectively adapt to changes in market conditions and technological advancements are more likely to succeed. For example, entrepreneurs who stay informed about market trends and adjust their business strategies accordingly can maintain a competitive edge in dynamic environments. The ability to pivot business models and adopt marketing strategies that align with evolving customer preferences provides a significant advantage, highlighting that flexibility and responsiveness are vital to sustaining and enhancing business success for disabled entrepreneurs.

Managerial skills are undeniably a cornerstone of success for disabled entrepreneurs. Research conducted by (Rozali et al., 2022). underscores the critical importance of planning, organizing, and controlling competencies in determining the performance of businesses run by individuals with disabilities. Practical managerial skills enable these entrepreneurs to oversee their operations more efficiently and effectively. This includes managing resources judiciously, making informed and strategic decisions, and addressing operational challenges with agility. For instance, skilled managers are adept at developing and implementing business plans that align with their strategic goals, optimizing resource use, and minimizing wastage. They are also proficient in navigating complex business environments, which allows them to identify and leverage growth opportunities. The ability to effectively manage a business helps overcome immediate operational hurdles and supports long-term sustainability by enhancing organizational stability and performance. Therefore, strong managerial skills are integral to the success and enduring viability of businesses owned by disabled entrepreneurs, facilitating their ability to thrive amidst various challenges.

Innovation is another crucial element that contributes significantly to the sustainability of businesses run by disabled entrepreneurs. According to (Kašperová and Genus, 2023), innovation—whether manifested through new product development, service enhancements, or improvements in business processes—plays a vital role in maintaining competitiveness in the market. For disabled entrepreneurs, embracing innovation can mean adopting advanced technologies, crafting unique product offerings, or streamlining operational processes to boost efficiency. Recognizing and acting upon innovation opportunities allows these entrepreneurs to differentiate their businesses from competitors, meet evolving customer demands, and enhance their market position. For example, leveraging digital tools and technologies can enable disabled entrepreneurs to reach broader audiences, streamline operations, and improve customer engagement. As such, innovation contributes to business success by enhancing value and attracting a more extensive customer base. It also supports the long-term sustainability of enterprises by ensuring they remain relevant and competitive in dynamic markets.

Training and development are also essential for the growth and success of disabled entrepreneurs. Research by (Amran et al., 2024) highlights that access to comprehensive training programs is instrumental in equipping disabled individuals with the necessary skills and knowledge to manage and expand their businesses. These training programs cover various topics, including technical skills, managerial practices, and marketing strategies. Participation in such programs enables disabled entrepreneurs to build a robust skill set that enhances their ability to handle complex business challenges and capitalize on new opportunities. For instance, training in advanced

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technological tools can improve operational efficiency, while managerial training can refine leadership and strategic planning capabilities. Entrepreneurs who actively engage in training and development are better positioned to adapt to changing business environments and achieve higher success rates. Consequently, ongoing education and skill enhancement are critical in empowering disabled entrepreneurs to navigate the complexities of business management and growth.

The interplay of communication, technology, social support, adaptation strategies, managerial skills, innovation, and training is crucial in supporting the success and resilience of micro and small enterprises led by disabled entrepreneurs. Effective communication facilitates the establishment of strong networks and access to essential resources, while technology helps overcome barriers and expand market reach. Social support provides vital encouragement and assistance, and adaptation strategies enable entrepreneurs to respond flexibly to market changes. Managerial skills ensure efficient business operation and decision-making, innovation drives competitiveness and sustainability, and training equips entrepreneurs with effective management and growth tools. Collectively, these factors contribute to the ability of disabled entrepreneurs to surmount challenges and achieve lasting success in their business endeavors. Table 2 below offers a detailed overview of the key findings from the research, illustrating how each factor influences the success of disabled entrepreneurs and their enterprises.

Table 2 Key Findings on Adaptive Mechanisms and Communication in Disabled Entrepreneurs

No	Findings	Description
1	Role of Communication in Adaptive Mechanisms.	Effective communication helps disabled entrepreneurs interact with customers, business partners, and the community, supporting the sustainability and growth of their businesses.
2	Adaptive Mechanisms Based on Hsieh's Model.	The Challenging Adaptive Mechanism Model emphasizes innovation, resource efficiency, and flexibility as key to adaptation. Disabled entrepreneurs use digital technology to overcome physical limitations.
3	Main Challenges in Entrepreneurship.	Disabled entrepreneurs face social stigma, physical limitations, and limited access to resources. Inclusive communication helps overcome these barriers and expand their networks.
4	Role of Communication Technology.	Communication technologies, such as social media and e-commerce apps, help disabled entrepreneurs overcome physical and social barriers, simplifying business management.
5	Communication for Building Social Networks.	Effective communication builds and strengthens social networks that provide emotional, financial, and professional support. These networks also open opportunities for collaboration and new market access.
6	Social Support in Enhancing Resilience.	Social support from family, friends, and the community helps reduce stress and enhances the resilience and success of disabled entrepreneurs.
7	Adaptation Strategies to Environmental Changes.	Successful disabled entrepreneurs adopt flexible and responsive adaptation strategies to market changes and business conditions.

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8	Impact of Managerial Skills.	Strong managerial skills in planning, organizing, and controlling contribute to operational efficiency and the success of disabled entrepreneurs.
9	Impact of Innovation on Business Sustainability	Innovation in products, services, and business processes helps disabled entrepreneurs remain competitive and relevant in the market.
10	Role of Training and Development	Access to training and development programs enhances the managerial and technical skills of disabled entrepreneurs, supporting their business success.

Source: Research Data (2024)

CONCLUSION

This study underscores the pivotal role of communication in the adaptive mechanisms of micro and small enterprises operated by individuals with disabilities. Through an extensive literature review, it has been demonstrated that effective communication is essential for disabled entrepreneurs to establish robust social networks, engage with customers, and secure vital resources to address various business challenges. The study employs Hsieh's Challenging Adaptive Mechanism Results model to illustrate how innovation, resource efficiency, and flexibility enable disabled entrepreneurs to navigate their limitations effectively. Additionally, Betts and Buzzanell's Communication Theory of Resilience is highlighted, emphasizing the role of communication in fostering resilience and creating inclusive environments. The research further reveals that communication technology is a powerful tool for overcoming physical and social barriers, facilitating access to broader markets and necessary training opportunities. Social support from family, friends, and the community is shown to enhance the resilience and success of disabled entrepreneurs significantly. Furthermore, developing managerial skills and pursuing innovation in products and business processes are critical factors in ensuring the sustainability of businesses run by disabled individuals. Overall, the findings highlight that a multifaceted approach involving effective communication, social support, and continual skill development is integral to the success and resilience of disabled entrepreneurs in micro and small enterprises.

This study has several important implications for policies and practices related to entrepreneurship among individuals with disabilities. First, there is a need to create policies and programs that support inclusive communication and access to communication technology for people with disabilities. This support could include training on social media and e-commerce platforms and developing resources that facilitate their adaptation to the business environment. Second, understanding adaptive mechanisms can help government and non-governmental organizations design more effective empowerment programs. Third, it is crucial to build supportive social networks that provide emotional, financial, and professional backing for disabled entrepreneurs.

Based on the findings of this study, several recommendations can be made to improve understanding and support for micro and small enterprises run by disabled individuals. First, it is essential to enhance the accessibility of communication and technology training for disabled entrepreneurs. This training should be designed to meet their needs, including using e-commerce platforms and social media to build social networks and access broader markets. Additionally,

initiatives should facilitate better access to resources such as financial support and mentoring, which can strengthen their resilience and innovation in facing business challenges. Second, government policies and related institutions should be encouraged to create a more inclusive environment that supports entrepreneurship among people with disabilities. This could include offering incentives to companies that employ disabled individuals and developing programs that facilitate access to technology and entrepreneurial training. People with disabilities will be better equipped to adapt and overcome their barriers with the proper support.

This study has several limitations that should be noted. First, it relies solely on literature available in English, which may not encompass all relevant local perspectives. Second, the study is limited to articles published until August 2024, which may not cover the latest research or technological developments. Third, the primary focus on communication aspects may not fully account for all factors influencing the success of disabled entrepreneurs, such as economic variables or specific policies applicable in various regions. For future research, it is recommended to further investigate the effectiveness of various adaptive communication strategies and technologies in the context of disabled entrepreneurship. This could include an in-depth analysis of how different social and financial support types contribute to their business success. Moreover, it is essential to explore how government policies can be improved to provide more effective support to disabled entrepreneurs. Future studies could also consider case studies in various regions to understand local differences in the challenges and adaptive strategies employed by disabled entrepreneurs.

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