

## Government Strategy to Increase the Productivity of MSMEs in Bumi Aji Village, Batu City

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### ABSTRACT

MSMEs in the national economy have a role as the main actors in economic activities. Micro, Small and Medium Enterprises (MSMEs) as a concrete player in the people's economy feel a strategy to be developed, because this sector is able to provide employment opportunities that are able to absorb the expected high workforce. The aim of this research is to examine local government strategies in increasing the productivity of MSMEs in Bumi Aji village, Batu city. The research method used in this research uses an exploratory descriptive type with a qualitative approach. The results of the research are the Petama Department of Small and Medium Enterprise Cooperatives and the Department of Industry and Trade which are the technical implementers in empowering MSMEs for processed mangoes. Second Resource development. Third, capital facilitation, fourth, expanding market access, fifth, facilitation of establishment permits, sixth, capital facilitation for MSMEs is regional bank loans, apart from that there are several other facilities, namely through the provision of Working Capital Credit, CSR. The strategy to expand market access is carried out, among others, through exhibition events at local, regional and national levels, printed (and electronic) media as well as the implementation of regulations regarding the requirements for establishing a mini market business, there must be five local MSME products. The next strategy is for the Batu City Government to provide socialization about the GAH MSME partnership. for all business information. Eight strategies for improving MSMEs in Batu City by creating an electronic catalog is a system in the form of lists, types, technical specifications, prices of goods, which are set out in a list and are easily accessible digitally.

Keyword: MSMEs; Government; Public; Productivity



### INTRODUCTION

The regional economic development program is a process in which regional governments and their communities manage natural resources through the capabilities of existing human resources to achieve community welfare. The basic development concepts implemented by the government include: Economic

planning, namely as a deliberate effort by the government to coordinate all economic decision processes in the long term and to influence, direct and control the level and economic growth of a country (Hill & Vidyattama, 2016; Iammarino et al., 2017; Vujanovic, 2017). The economic plan is comprehensive (comprehensive plan), namely setting targets that cover all important aspects or sectors of the national economy. Partial economic plans only cover certain sectors (industrial, agricultural and public sectors) (Salahuddin et al., 2020). The planning process is defined as a series of activities carried out by the government which begins with selecting social goals, then setting various economic targets, implementing, coordinating and monitoring development plans (Day, 2016; Maguire et al., 2012).

Currently, related to the leading sectors which are being intensified both nationally and regionally in Indonesia, these include the MSME and tourism sectors. If these two sectors are well synergized, they will have a complex impact on society and the government itself in terms of improving the economy (Prasetyo, 2020; Supriyanto et al., 2024). Stated that regional superior sectors have several criteria, including being able to become the prime mover of economic development, having forward and backward linkages, being able to compete and not being vulnerable to external shocks. and internal.

Micro, Small and Medium Enterprises (MSMEs) as a concrete embodiment of the people's economy are considered strategic for development, because this sector is able to provide employment opportunities that can absorb a fairly high workforce so it is hoped that it can help increase income to meet people's basic living needs. People's economy is economic activities carried out by the people who independently manage the resources they can control and use to meet their basic needs and those of their families (Kooten, 2011).

Problems faced in developing MSMEs states the internal problems of micro, small and medium enterprises; low professionalism of managing human resources, limited capital and access to banking and markets, low ability to master technology, while external problems; unfavorable business climate for small business development, government policies that are not yet in favor of small business development, lack of management development and improving the quality of human resources (Cherkos et al., 2018).

Failure experienced by small businesses was caused by; a decline in the position of working capital (deterioration of working capital), a decrease in sales volume (declining sales), a decrease in profits or profits (declining) and an increase in debt (increasing profits debt), and several research results (Boudreaux et al., 2023) that are the factors causing the failure of the business sector small to develop include; weak decision making (poor decisionmaking ability), management incompetence (management in competence), lack of experience (lack of experience) and weak financial supervision (poor financial control).

The low development of small micro businesses due to limited capital support is almost untouchable and is considered to have no funding potential by financial institutions and is considered unfit by banks because it does not have collateral and the low rate of loan repayment results in very low accessibility for micro and small entrepreneurs to financial sources. Formal and relies only on its own capital (Nursini, 2020). Having been tested in several economic crises in Indonesia, the MSME sector is able to act as a safety valve from excesses resulting from the crisis. Although it must also be acknowledged, after the economic crisis passed, MSMEs still did not experience significant policy changes. The contribution of MSMEs is also recognized in various countries, but their fate differs from one

country to another. Its role in driving the rate of economic growth and employment is very large. And in many cases in several countries this sector is able to drive the real sector in various business fields, so that it is able to contribute to the formation of GDP (Fatai et al., 2004).

In general, MSMEs in the national economy have the following roles: (1) as the main actors in economic activities, (2) the largest providers of employment opportunities, (3) important players in local economic development and community empowerment, (4) creators of new markets and sources of innovation, and (5) its contribution to the balance of payments. In its development, this sector has faced many problems which until now have not received serious attention to overcome them. Apart from capital problems caused by the difficulty of having access to financial institutions due to the absence of collateral, one of the problems faced and also a weakness of MSMEs is the lack of access to information, especially market information (Bravo-Ortega et al., 2023).

This becomes an obstacle in terms of marketing, because limited access to market information results in low market orientation and weak competitiveness at the global level. Poor information about the market means that MSMEs cannot direct their business development clearly and focusedly, so that progress is slow, if not stagnant. One way that local governments can do this is by maximizing community participation and implementing community empowerment. In the business world, empowerment is an effort to provide opportunities and/or facilitate poor groups so that they have capital, technology, information, marketing collateral, etc. Referring to this in determining the direction of development and practically referring to efforts to empower the Enterprise, Micro, Small and Medium Enterprises (MSME) sector, the majority of which are people who lack access to capital and market control.

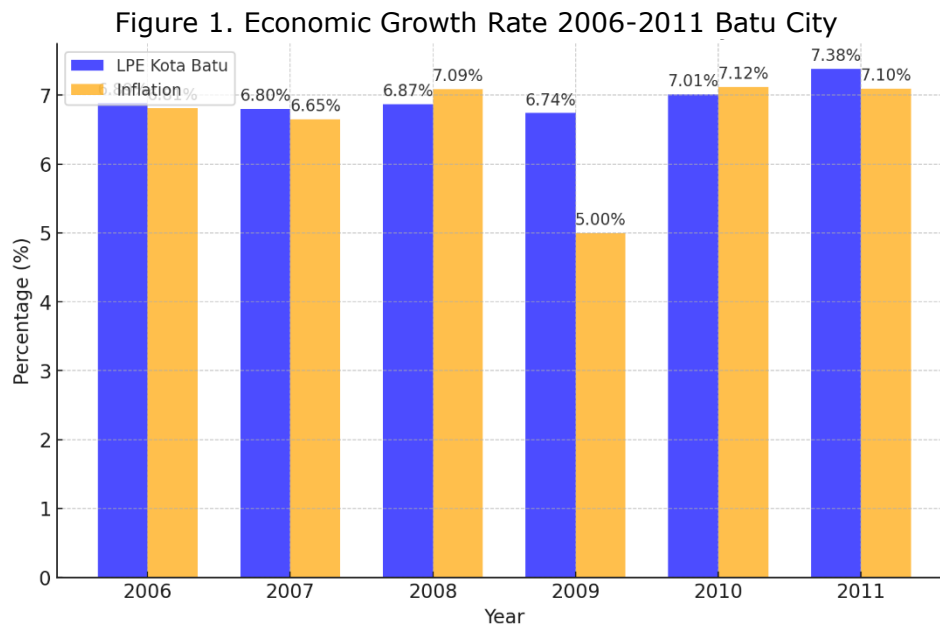
## RESEARCH METHOD

This research uses an exploratory descriptive type with a qualitative approach. Qualitative research is research that aims to gain an in-depth understanding of human and social problems (Neuman, 2014). Qualitative research highlights decisions, why those decisions were taken. implementation and results. The data source in this research is According to (Moleong, 2012) the main source of qualitative research is words and actions, the rest is additional data such as from documents and others. The data source used is primary data source. Primary data is data obtained when going into the field. The primary data sources used were non-participatory observation and in-depth and structured interviews. Secondary data sources are data sources obtained from other data through intermediaries. (Sugiyono, 2016) Secondary data sources are data sources that do not provide information directly to data collectors. So, secondary data was obtained from various documents related to the research topic.

## RESULTS AND DISCUSSION

### 1. Economic development of Batu city

In 2009, Batu City's economy showed a fairly high economic growth process. All activity sectors made a positive contribution to the growth of Gross Regional Domestic Product (GRDP), which grew by 6.74%, which means a slight decrease compared to the previous year. Even though growth in 2009 was quite high, in terms of production structure it still does not reflect an encouraging foundation for more sustainable growth, especially considering the low growth of the processing industry sector which has the largest upstream-downstream linkages.



Source: RPJPD Batu City

Economic growth in Batu City in 2010 reached 7.01 percent. This figure shows good development from previous years. In 2011 economic growth is projected to increase to 7.38 percent, higher than East Java's economic growth of 7.10 percent. Figure 2.6. shows the history of Batu City's economic growth rate in 2006-2011. The highest growth was in the Building sector, namely 12.64 percent. Followed by the services sector with a figure of 11.01 percent, the electricity, gas and water sector with 8.72 percent and the finance, rental and corporate services sector with 7.78 percent.

Growth in 2011, in terms of sectoral production structure, the growth that occurred did not reflect an encouraging foundation for more sustainable growth, especially considering the suboptimal growth of the Processing Industry Sector and the agricultural sector which have the largest upstream-downstream (backward-forward) linkages. Until 2011, Gross Regional Domestic Product (GRDP) based on constant prices in Batu City experienced a significant increase, namely from Rp. 1,328,893 million in 2009 to Rp. 1,422,066 million in 2010 then increased to Rp. 1,527,033 million in 2011. From the explanation above it can be seen that the processing industry and agricultural sectors have a low economic growth rate. Even though we know that Batu City has extraordinary potential in this sector. This is the right step and the ability and willingness of the community and regional government to optimize this sector

The problems with Cooperatives and Micro, Small and Medium Enterprises in Batu City are low productivity, limited access to productive resources and low quality of cooperative institutions, low performance of cooperatives, and a less conducive business climate. In order for cooperatives to further develop in Batu City, in 2011 the Batu City Government attempted to establish a collaborative network of partnerships between cooperatives to expand the marketing of cooperative business results involving 20 cooperatives throughout Batu City at a cost to the Batu City APBD of IDR 53,800,300.00.

The types of cooperative businesses in Batu City are mostly all-business cooperatives, namely 82 units with 25,353 members, then service cooperatives and the like with 52 units with 4,957 members, and next are consumer

cooperatives with 470 members. Cooperatives and MSMEs, which are sufficient in number, are very useful tools in developing the economy in rural areas, by continuing to empower other subsystems to run well. The goal of sustainable rural economic growth is expected to grow investment in rural areas, increase competitiveness between rural areas and reduce development disparities between rural areas and meet the needs of society as a whole.

Seeing the problems of Cooperatives and MSMEs in Batu City, in 2010 the Batu City Government initiated the formation of MFIs through the formation of Women's Cooperatives (Kopwan) in each village by providing initial capital of IDR. 25 million per group of women, which is expected to act as an alternative financing institution to empower the productive economy of poor communities in rural areas. Until 2011, the number of Kopwan formed was 27 Kopwan spread across 24 villages/sub-districts. In order to create a competitive women's cooperative, in 2011 Coordination of the Implementation of Cooperative Development Policies and Programs was carried out at a cost of Rp. 21,689,800.00 in the Batu City APBD. Another effort made to move the real sector is strengthening capitalization for development

## 2. Government Strategy

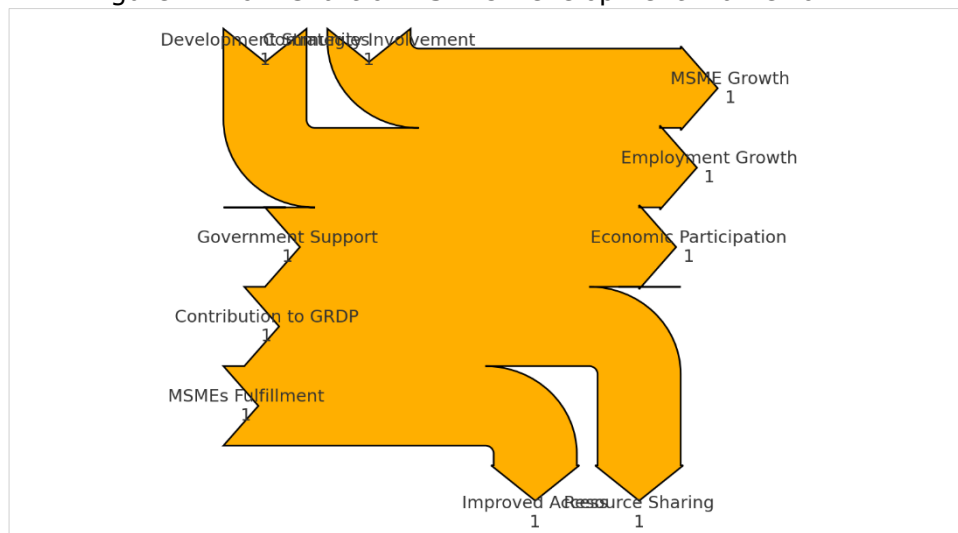
Research data shows that there are several strategies made by the government to increase the productivity of MSMEs (Kim & Mauborgne, 1999). This is supported by a statement from an interview with the Batu City government, "Basically, the government really supports efforts to improve community welfare in the MSME sector, and the government is making maximum efforts to provide community welfare." Another interview also argued that "there are several strategies to strengthen MSMEs that involve the role of the community and government so that effective collaboration can be established between the community and key stakeholders".

From the results of this interview, it is considered very important considering that the role of MSMEs in the formation of Batu City's GRDP is quite significant. The Cooperative and MSME sectors absorb quite a large workforce, even though they have a smaller added value contribution than large-scale businesses. For this reason, MSMEs must receive special attention in development strategies because this sector can be a means of fulfilling basic needs. The data reflects a growing recognition of the importance of Micro, Small, and Medium Enterprises (MSMEs) in the economic landscape of Batu City. The government's endorsement of strategies to boost MSME productivity showcases a commitment to enhancing community welfare and fostering economic growth (Chen et al., 2016; Todaro, 2002). Here are some key insights derived from the research and interviews:

- a. **Government Support:** The Batu City government emphasizes its role in supporting the MSME sector. This support includes developing policies and programs that are aimed at improving the overall environment for businesses to thrive. The government's commitment to maximizing efforts to enhance community welfare underscores the recognition that MSMEs are crucial for local economies.
- b. **Community Involvement:** The strategies employed to strengthen MSMEs involve collaboration between the community and government entities. Engaging local stakeholders not only fosters a sense of ownership but also ensures that the strategies are tailored to meet the unique needs of the community. Effective collaboration can facilitate resource sharing, skills

- development, and increased market access for MSMEs.
- c. Contribution to GRDP: The significant role of MSMEs in contributing to Batu City's Gross Regional Domestic Product (GRDP) is highlighted. Although the added value generated by MSMEs may be lower than that of larger businesses, their ability to absorb a large workforce is vital for local employment. This contribution is particularly important in terms of supporting economic stability and resilience.
  - d. Development Strategies: There is a need for focused development strategies that address the specific challenges faced by MSMEs. This may include providing access to financing, training opportunities, infrastructure improvements, and market access initiatives. By prioritizing the development of MSMEs, the local government can help fulfill basic needs and strengthen the overall economy.
  - e. MSMEs as a Means of Fulfillment: Given their role in fulfilling the basic needs of the community, ensuring the sustainability and growth of MSMEs should be a priority. Programs that enhance productivity and efficiency in this sector can lead to improved living standards and increased economic participation.

Figure 2. Flow Chart of MSMEs Development Framework



Source: Author 2024

The flow chart above illustrates a comprehensive framework for the development of Micro, Small, and Medium Enterprises (MSMEs) in Batu City, emphasizing key elements that are interrelated and crucial for fostering economic growth and community welfare. The process begins with government support, which is the foundational element of this framework. The Batu City government plays a pivotal role in creating policies and programs that provide a conducive environment for MSMEs to thrive. By focusing on policy development, infrastructure improvements, and resource allocation, the government ensures that MSMEs receive the necessary backing to grow. This support, however, is not limited to economic incentives; it also reflects the government's commitment to improving community welfare, as it recognizes the critical role of MSMEs in sustaining local economies.

The next step in the framework involves community involvement. Collaboration between the government and local stakeholders, including businesses, citizens, and other community groups, is essential in shaping

strategies that are tailored to meet the unique needs of the Batu City community. This level of involvement fosters a sense of ownership among local stakeholders, creating a more participatory environment. When local stakeholders actively engage with government initiatives, it not only strengthens community bonds but also allows for more effective resource sharing, skills development, and improved access to markets. Community involvement, therefore, is key to the long-term sustainability of MSMEs, ensuring that their growth is in sync with the broader development goals of the region.

One of the most significant contributions of MSMEs is their impact on the Gross Regional Domestic Product (GRDP) of Batu City. While MSMEs may not generate the same level of added value as larger enterprises, their importance lies in their ability to absorb a large segment of the workforce, making them indispensable for local employment. This contribution to employment translates into greater economic stability and resilience, especially in times of broader economic challenges. MSMEs are essential for supporting the city's overall economic structure, helping to balance larger industries' dominance with grassroots business activity.

Development strategies are also an integral part of this framework. The challenges faced by MSMEs, such as limited access to financing, lack of training, and inadequate infrastructure, need to be addressed through focused strategies. By enhancing financing mechanisms, improving infrastructure, and providing training and skills development opportunities, the local government can create an environment where MSMEs are more likely to succeed. Development strategies also emphasize market access initiatives, ensuring that MSMEs are able to reach broader audiences and participate more fully in both local and regional economies.

Finally, the framework highlights the importance of MSMEs as a means of fulfilling basic community needs. These enterprises play a crucial role in providing goods and services that meet everyday requirements. Ensuring the sustainability and growth of MSMEs is, therefore, not only a matter of economic policy but also a vital component of community welfare. Programs aimed at enhancing the productivity and efficiency of MSMEs contribute directly to improving living standards. By boosting the capacity of MSMEs, the local government can increase economic participation across the community, furthering economic resilience and supporting long-term growth.

This interconnected framework, with its focus on government support, community collaboration, economic contribution, targeted development strategies, and the fulfillment of community needs, underscores the central role of MSMEs in driving both economic growth and social welfare in Batu City. Because MSMEs (Micro, Small, and Medium Enterprises) serve as the backbone of local economies, they are instrumental in fostering economic inclusivity and social development.

### 3. MSME Strategy in Bumi Aji village, Batu City

Increasing the role of MSMEs will provide community access to the fulfillment of their rights to work and business. Fulfillment of the right to work must be accompanied by the preparation of higher quality education through curriculum improvements in both formal and non-formal institutions. The Batu City regional government's strategy for empowering MSMEs is the Small and Medium Enterprises Cooperative Service and the Industry and Trade Service, which are the technical implementers in empowering MSMEs for processed mangoes. Regional government strategies in order to empower MSMEs processed manga include: a)

Human resource development b) Capital facilitation c) Expanding market access d) Licensing. The two agencies that implement this regional government strategy have their respective duties. The Department of Small and Medium Enterprise Cooperatives is implementing the strategy.

Regional government in developing human resources in terms of business management, facilitating capital, expanding market access and supporting ease in licensing. Meanwhile, the Department of Industry and Trade is implementing the regional government's strategy in developing human resources in managing mangoes and expanding market access. Human resource development is carried out through training in managing mangoes and business management as well as apprenticeships for MSMEs outside the region.

Capital facilitation for MSMEs is regional bank , besides that there are several other facilities, namely through the provision of Working Capital Credit, CSR. The strategy to expand market access is carried out, among others, through exhibition events at local, regional and national levels, printed (and electronic) media as well as the implementation of regulations regarding the requirements for establishing a mini market business, there must be five local MSME products. Meanwhile, in terms of licensing, the reality on the ground shows that licensing procedures are very It is made easier.

Existing Batu city MSMEs only provide the required documents, while the permit processing fees are non-existent or free. The issuance of permits and TDP is carried out by the Investment and Licensing Office (KPMP) and the issuance of PIRT numbers is carried out by the Health Service, while the Cooperative Service. Small and Medium Enterprises only act as facilitators who help arrange permits. Besides that strategy is for the Batu City Government to provide socialization about MSME partnerships for all business information.

The partnership aspect as intended in Article 7 paragraph (1) letter d is intended to: a) create partnerships between Micro, Small and Medium Enterprises. b) create partnerships between Micro, Small, Medium Enterprises and Large Enterprises. c) encourage mutually beneficial relationships in the implementation of business transactions between Micro, Small and Medium Enterprises. d) encourage mutually beneficial relationships in the implementation of business transactions between Micro, Small, Medium and Large Enterprises. e) develop cooperation to improve the bargaining position of Micro, Small and Medium Enterprises. f) encourage the formation of a market structure that ensures the growth of healthy business competition and protects consumers. g) and prevent market domination and business concentration by certain individuals or groups which is detrimental to Micro, Small and Medium Enterprises.

Besides that to improve Batu City MSMEs by creating an E-Catalog. An electronic catalog is a system in the form of lists, types, technical specifications, prices of goods, which are set out in a list and are easily accessible digitally. The Goods/Services Procurement Policy Institute (LKPP) is an organization that manages and develops e-catalogs electronically to meet the needs of Ministries/Institutions/Regional Governments/Institutions (Dama et al., 2020).

According to the Government Goods/Services Procurement Agency (LKPP) Regulation Number 9 of 2021 concerning Online Shops and Electronic Catalogs in Government Procurement of Goods/Services, types of electronic catalogs include: a. National Electronic Catalog, is a catalog compiled and managed by the Government Goods/Services Procurement Agency, compiling and managing national electronic catalogues. This electronic catalog applies to all interests of the Indonesian state in general.

- b. Sectoral Electronic Catalogs are compiled and managed by ministries and institutions. The scope of the sectoral E Catalog is usually smaller than the national E Catalog.
- c. The Local Electronic Catalog is managed by the Regional Government and has compiled an electronic information catalog. The criteria for goods in the local E catalog are repetitive and standard.

Guidelines for Ministries/Institutions/Local Governments and Suppliers to Implement Electronic Procurement of Goods/Services by Utilizing Online Shops and Government Electronic Catalogs for Procurement of Goods/Services, so that Procurement of Goods/Services is Transparent and Electronically Registered quickly and easily. The use of electronic catalogs for purchasing goods is called EPurchase with the price negotiation method, mini-competition or competitive catalogue. Goods/Services that are still included in the electronic catalog remain valid until the end of the catalog contract and in accordance with the provisions in the contract

## CONCLUSION

The Batu City regional government's strategy for empowering MSMEs is the Small and Medium Enterprises Cooperative Service and the Industry and Trade Service, which are the technical implementers in empowering MSMEs for processed mangoes. Second Resource development. Third, capital facilitation, fourth, expanding market access, fifth, facilitating establishment permits, sixth, capital facilitation for MSMEs is regional bank loans, besides that there are several other facilities, namely through the provision of Working Capital Credit, CSR. The strategy to expand market access is carried out, among others, through exhibition events at local, regional and national levels, printed (and electronic) media as well as the implementation of regulations regarding the requirements for establishing a mini market business, there must be five local MSME products.

The next strategy is for the Batu City Government to provide socialization about the GAH MSME partnership. for all business information. Eight strategies for improving Batu City MSMEs by creating an electronic catalog is a system in the form of lists, types, technical specifications, prices of goods, which are outlined in a list and are easily accessible digitally. Synergy and collaboration between parties is needed to revive the local economy, especially MSMEs. Digital and widespread product marketing also plays an important role in increasing sales and productivity of MSMEs. In the future, it is hoped that more MSMEs will be interested in marketing their products via online or e-purchasing and the government will continue to provide support and continue to innovate. by implementing a better system.

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