

Local Government Strategies in Improving the Quality of Human Resources Managing Micro, Small and Medium Enterprises (UMKM) in the Digital Era in Palembang City



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ABSTRACT: Micro, Small, and Medium Enterprises or MSMEs are an important component of the community's economy, especially in Palembang City. The study aims to analyze the supporting and inhibiting factors and the strategy model of the Palembang City regional government in improving the quality of human resources in the MSME sector in the digital era. The research method used is descriptive qualitative. Inhibiting factors include the implementation of HR training time that is not yet synchronized and optimal, tight MSME competition, difficult access to capital, Supporting factors include good communication between the Palembang City Government and MSME actors. The use of digitalization has become an obligation for MSMEs to introduce products globally. Making policies to support the sustainability of MSMEs. The policy model in the strategy for improving the quality of human resources for MSME managers is the role of the local government as a driver and mentor for MSME operational management.

KEYWORDS: MSMEs, human resources, strategy, policy model

I. INTRODUCTION

The strategic existence of Micro, Small and Medium Enterprises (MSMEs) in national economic activities encourages the Government to continuously develop MSMEs in accordance with Government Regulation of the Republic of Indonesia Number 17 of 2013 concerning the implementation of Law of the Republic of Indonesia Number 20 of 2008 concerning Micro, Small and Medium Enterprises. The meaning of Micro, Small and Medium Enterprises (MSMEs) based on Law of the Republic of Indonesia Number 20 of 2008, namely small businesses with the management and ownership of a person or small group of people based on certain income and total wealth.

The role of government in a country is to realize welfare for the community. The government as an actor implementing government policies has a role in empowering the community as an element that plays an important role in achieving State goals. Based on research by Rachman and Sari (2019); Sasmito et al (2020); Wikansari et al (2023), to achieve state goals, the government must fulfill its obligations by carrying out 3 important functions, namely services related to public administration, community empowerment, and human resource development. One form of community empowerment is the presence of the government in empowering MSMEs (Micro, Small and Medium Enterprises).

Empowerment of the Micro, Small and Medium Enterprises (MSME) sector must be carried out in a sustainable and structured manner towards increasing productivity and competitiveness and fostering resilient entrepreneurs. (Merita, R, 2023) outlines information from the Coordinating Ministry for Economic Affairs of the Republic of Indonesia, that in 2022 the role of the Micro, Small and Medium Enterprises (MSMEs) sector is very large in supporting Indonesia's economic growth which reaches 99% of all business units. Micro, Small and Medium Enterprises (MSMEs) have a very important contribution to increasing community income and macro support for economic growth for a region or country (Tambunan, 2023). The contribution of the Micro, Small and Medium Enterprises (MSMEs) sector reaches 58 to 61% of Gross Domestic Product (Tambunan, 2019). 96.9% contribution to total national employment. This information also shows the marketing methods used by Micro, Small and Medium Enterprises (MSMEs) actors in Indonesia, as described in Table 1.

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Table 1. Marketing Methods of Micro, Small and Medium Enterprises in 2022

No.	Marketing Method	Percentage (%)
1	Digital (E-Commerce)	16%
2	Non Digital (Pasar)	60%
3	Intermediary	8%
4	Other Marketing	16%

Source: Prasetya (2023)

Table 1 shows that since 2021, the marketing methods of Micro, Small and Medium Enterprises (MSMEs) in Indonesia have entered the digitalization era, namely through a digitalization-based approach (e-commerce). This means that digital technology has been used in supporting various operational activities for the economic and business sectors, one of which is e-commerce. Currently, e-commerce is the main approach that supports the digital economy in Indonesia. As much as 72.73% of the total digital economy transactions in Indonesia come from e-commerce. In 2020, the value of e-commerce reached US\$32 billion, and is projected to reach US\$83 billion in 2025 (Coordinating Minister for Economic Affairs of the Republic of Indonesia, 2021).

In order to strengthen support for MSMEs, the Government has issued regulations governing the implementation of MSMEs. Law Number 20/2008 on Micro, Small, and Medium Enterprises contains the definition of MSMEs, principles and objectives of MSME empowerment, criteria for MSMEs, business climate development, and MSME development, as stated by Sundari (2019). On the other hand, Abdullah, D. (2016). stated that the government also issued Government Regulation number 7 of 2021. This Government Regulation regulates, among others, the ease, protection, and empowerment of Cooperatives; the ease, protection, and empowerment of MSMEs; the implementation of Incubation; and Special allocation funds for the ease, protection, and empowerment of Cooperatives and MSMEs. Thus, the government is serious in realizing the empowerment of MSMEs.

Some previous studies related to policies in the MSME sector include Darmastuti et al (2021), Djadjuli (2018), Mukoffi, A., & Sulistiyowati, Y. (2019), Tambunan (2022). Sutrisno (2021) and Tejamaya et al (2021); however, there are still few who examine the MSME human resource policy model in a sustainable manner. This research fills the lack of knowledge in the field of public policy, especially the human resource management public policy model in the MSME sector. Palembang City has a lot of economic potential, including the MSME sector which is an important sector in driving economic growth. This region has a variety of potential natural resources such as fisheries, agriculture, and mining products that can be used as raw materials for MSME production. From the data mentioned by the Palembang City Cooperatives and SMEs Office in the last 5 (five) years, the number of Palembang City MSME players has increased very rapidly. In 2018 the number of Palembang City MSME players recorded was 37,101, in 2019 it increased to 37,902, in 2020 it again increased to 40,130, and in 2021 the Palembang City MSME players increased to 60,879, and in 2022 it again experienced a rapid increase to 80,903 the number of MSME players in Palembang City. The following table shows the number of MSME players in Palembang City in the last 5 (five) years. There are several obstacles that hinder MSME groups, including capital issues and optimization of digitalization. The culture to become a global MSME is still low. In the context of capital, the government as a policy maker should be able to play an active role in providing guidance to small, medium and micro business groups, as well as providing financing facilities and light credit loads for MSME businesses. The massive emergence of digital markets signifies the importance of digital literacy for MSME players. The impact on the national macroeconomy is primarily seen with digital transformation. Acceleration of digital transformation is needed in urban areas as well as in rural and remote areas. Efforts to accelerate digital transformation need multi-sectoral involvement and various lines (Muliati, et al., 2024). This is initiated through regular mentoring, empowerment, education, and digital literacy training. Community readiness is needed for digital transformation, especially MSMEs in Palembang City, socialization must continue to be carried out to create a community that is ready to accept the digital transformation. The following is one of the forms of socialization carried out so that people are ready to transform to digital. The task of community empowerment through the development of MSMEs is not only the obligation of the central government, but also the provincial, district and city governments. MSME development needs to be supported by the quality of the human resources of its managers. The purpose of the research is to analyze the supporting and inhibiting factors as well as the strategy model of the Palembang City local government in improving the quality of human resources managing MSMEs in the digital era.

II. LITERATURE REVIEW

Local government

According to Law Number 23 of 2014 concerning Regional Government, the definition of Regional Government is the administration of government affairs by the regional government and the Regional People's Representative Council according to

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the principles of autonomy and assistance with the principle of the widest possible autonomy within the system and principles of the Unitary State of the Republic of Indonesia as referred to in the 1945 Constitution of the Republic of Indonesia. The Regional Government is the regional head as an element of the Regional Government organizer who leads the implementation of government affairs which are the authority of the autonomous region.

Quality of Human Resources.

The performance of MSMEs is determined by their human resources. In the performance of MSMEs, the achievement of results lies on the scale of production, so it includes all existing elements, one of which is individuals or individuals. Knowledge, skills and abilities are aspects that a person needs in completing their work. In order to obtain good performance, MSMEs need quality human resource development, not only for business owners but also for their employees.

The quality of human resources determines success in an organization or company. Human resources are not only a means of production but also a driving force and determinant of the ongoing production process and all organizational activities. Human resources have a big share in determining the progress and development of an organization. To improve the performance of MSMEs, it is necessary to have human resources who can work efficiently and display performance that can contribute to productivity.

In managing MSMEs, Gunawan et al (2021); Gunawan and Pudjiastuti (2022) stated that MSMEs must have quality human resources, educational backgrounds and experience in the field of entrepreneurship. If the human resources who manage MSMEs do not have optimal capacity and quality, the products produced by MSMEs will have low value or do not answer the needs of the community. Therefore, quality human resources are needed in managing MSMEs as researched by Soleh et al (2020); Vedhatiri (2020); Tejamaya et al (2021); Nurani et al (2023).

In fact, human resources (HR) play an important role in a company or MSME. The potential, ability, quality, and skills possessed by humans are referred to as Human Resources. According to Jatmikowati (2019); Gandhi et al (2021); Sari and Kusumawati (2022), the most significant link between economic growth and business productivity is the efficient use of high-quality human resources.

Concept of Micro, Small, Medium Enterprises (MSMEs)

Micro, small and medium enterprises (MSMEs) play a strategic role in national economic development, because in addition to economic growth and employment, they also affect the distribution of development outcomes. Tambunan (2019) emphasized that in the economic crisis that Indonesia had experienced in 1997-1998 when many large companies even experienced stagnation, namely ceasing operations (bankruptcy), the micro, small and medium enterprise sector (MSMEs) proved to be more persistent in facing the crisis. Therefore, Tambunan (2022) reiterated that MSMEs need to implement strategies to utilize high-quality human resources efficiently. One of the ways that can be taken is to design sustainable human resource quality. The needs of the company will not be met without quality human resources as a result of sustainable planning. Quality HR will not happen if each representative has a key area of strength for a responsibility. There is no desire to leave the association so that the preparation of high-quality human resources, and competencies can be developed through human resource development.

Digital Technology.

Society 5.0 is a concept originating from Japan that describes the evolutionary stages of society based on technological developments. The development of technology in the digital era has brought significant, rapid and profound transformations and impacts in various aspects of society. The importance of technological innovation, business digitalization, smart city development, and connected health services in the Society 5.0 era is expected that we can face the future wisely, minimize risks, and achieve maximum benefits from the ever-evolving technological revolution (Rosmayati & Mualana, 2024). The Society 5.0 era brings a number of opportunities and challenges in the fields of economy, business, and health. In terms of the economy, society is expected to utilize advanced technologies such as artificial intelligence, Internet of Things (IoT), and big data to provide opportunities for increased operational efficiency, product and service innovation, and the formation of new industries.

III. RESEARCH METHODS

This research uses a qualitative approach with a library research method or literature study. Literature study is a research that utilizes library sources to obtain research data, which is a reference in this research is sourced from books, international and national journals, conferences, scientific articles relevant to the research topic. The data required in this research is textual qualitative. The data required in this research is textual qualitative in nature by using a foothold on scientific statements and proportions put forward by experts and researchers who are closely related to the topic (Mukhlis, et al, 2024). Qualitative research aims to determine information in as much detail as possible, the more in-depth the data obtained, the better the quality of the

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research. The next process involves compiling findings from various sources of literature to identify patterns which are then organized according to the formulation of the problem, after which data meta-analysis is carried out by investigating significant research results and synthesizing them by combining results from various research data sources, and finally drawing conclusions which are carried out by presenting the data in a comprehensive and informative manner (Jange, et al., 2023).

IV. RESULT AND DISCUSSION

Dari hasil observasi yang dilakukan peneliti melalui wawancara dan peninjauan obyek secara langsung dapat digambarkan profil UMKM sebagai berikut :

Table 2. MSME Business Units

No	Type of Business Unit	Number (unit)	Average number of human resources (people)	Average education level of human resources
1	Culinary	35	5	SMA
2	Fashion	10	3	SMA
3	Grocery Store	15	2	SMA
4	Online Shop	25	2	SMA
5	Catering	2	10	SMA
6	Services (barber shop, salon)	5	2	SMA
	Total	82		

Source: interview, 2024

Table 2 shows that the quality of human resources from the level of education is still high school, this condition is good but improvement is needed, for example providing skills. The level of skills possessed is still not optimal, especially in using information technology to introduce their business.

Supporting and inhibiting factors in the strategy to improve the quality of MSME management human resources

Below are the results of interviews from researchers with the Palembang City Cooperative & UMKM Office (DisKopUMKM) about communication, "So far there has been good communication between the UMKM actors in Palembang City. This can be proven by every event organized by the Palembang City Cooperative and UMKM Office, involving all elements of MSME actors in Palembang City. Interest in human resource quality training programs for business actors is also very high, with good communication capital, a useful synergy is created." Training that has been carried out includes Technical Guidance on Branding & Packaging, Socialization of the New Halal Certification Service Mechanism, Technical Guidance on Export Management, Technical Guidance on Digital Marketing at Basic and advanced levels, Socialization of Intellectual Property Recommendations.

With the description from the interview results above, it can be explained that the communication that exists between the government and MSME actors is quite good because the government organizes trainings and socialization to business actors, so this is one of the supporting factors in the strategy to improve the quality of human resources for MSME managers. Improving the quality of human resources for MSME managers can be carried out by training and self-development (soft skills), leadership and organizational training, as well as communication and information training, as researched by Basri and Dwiningrum (2020); Suprihati (2021). Researchers also interviewed other resource persons related to the obstacles experienced by the Palembang City Office of Cooperatives and MSMEs in empowering MSMEs, "The inhibiting factors faced by the Palembang City Office of Cooperatives and MSMEs in the implementation of MSME empowerment through HR training are the suitability of the training implementation time, the capacity of the research location is not adequate in accommodating the number of MSME managers which continues to increase from time to time, information technology infrastructure". With the description of the results of the interview above, it can be explained that the obstacles experienced by the Office of Cooperatives and MSMEs as a regional apparatus that implements the empowerment of HR for MSME managers are the time for organizing HR training that is not synchronized between the schedules of the government and MSME actors. Information technology support that is not yet optimal. Not only that, the capacity of the research location is an obstacle in organizing HR training as researched by Kristiawati (2015).

Actors engaged in the culinary sector stated:

"There are several challenges faced by MSMEs, namely high competition in the culinary field. Palembang as a culinary destination is an attraction to create a business in the culinary field. There are several problems faced including access to funding and limited resources. Not optimal use of information technology. But, there are still opportunities and support available for MSMEs, namely government programs and initiatives, collaboration with other businesses and organizations, and the ability to utilize technology for marketing and sales,".

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Online shop business owners have other views regarding barriers and opportunities

"Some of the weaknesses are the lack of skilled human resources in managing the onlineshop, competition with much larger onlineshops such as lazada, shopee etc. However, it is important to note that these weaknesses can be overcome through various strategies and resources, such as business training, digital marketing, and adoption of better information technology..

Based on the analysis of the obstacles and opportunities in this study, the researchers propose a new model in the framework of a strategy to improve the quality of human resources of MSME managers. In the strategic model for improving the quality of human resources for MSME managers, the government plays a role as a driving force as well as managing operational management. The government's strategy in empowering MSMEs can be realized through training and providing stimulus in the form of financial assistance and incentives for MSME managers. These two strategies are a good collaboration so that MSMEs in Palembang City can increase the local revenue of Palembang City. This strategy can be implemented continuously in order to realize sustainable MSME empowerment. This is in line with Djadjuli's research (2018); Jubaedah and Fajarianto (2020); Setianingsih and Kharisma hendra (2023) that the strategic model for improving the quality of human resources for MSME managers must involve all parties, both government and society. The model for improving the quality of human resources must also be sustainable, so that the existence of MSMEs is maintained and MSMEs can continue to contribute to the local revenue of Palembang City.

Digital Transformation in Economic Growth

Digital transformation is a process that organizations implement to integrate the use of technology to transform analog processes into digital in all areas of business. New technologies such as artificial intelligence (AI), cloud computing, and the Internet of Things (IoT) accelerate the transformation, while data management and analytics are required in the analysis of large amounts of data generated from digital transformation. Digital transformation in the economy can be identified through a number of traits or signs that reflect significant changes in the way the economy operates, these traits reflect fundamental changes in the economy driven by digital technology, and organizations or countries that can keep up with these developments have a greater chance of harnessing the potential for growth and innovation in the digital age (Mikalef & Parmiggiani, 2022) in (Mukhlis, et al, 2024). A country's economic growth can increase if entrepreneurs can take advantage of technological developments and continuously make changes / innovations in the economy. Based on previous research conducted by (Capridasari, 2024), (Abdillah, 2024), (Syafi'i & Mertayasa, 2024), (Aulia & et al, 2024), it was found that business transformation in the digital era produced a significant boost to the growth and development of the national economy. The rapidly growing digital economy in Indonesia has made the national economy better, this is indicated by the increasing number of internet users, digital device users, and digital transactions (such as e-commerce). By utilizing technology, MSMEs can promote their products through the internet as a medium that is in demand by the public. Utilization of existing social media, such as: Facebook, Instagram, TikTok can be used as a medium for entrepreneurs to promote their products. By utilizing technology, entrepreneurs can also improve operational efficiency, reduce marketing costs, and assist in increasing productivity. This can encourage economic growth and make MSMEs more and able to compete in the market. In supporting the digitalization program, the Palembang City Government through the Palembang City Office of Cooperatives, Small and Medium Enterprises, Industry and Trade has made efforts to turn non-formal Micro, Small and Medium Enterprises into formal businesses. Micro, Small and Medium Enterprises in Palembang City are invited to utilize technology in supporting business improvement and progress, starting from business operational management activities, financial management, human resource management, as well as marketing and business promotion activities. To help Micro, Small and Medium Enterprises to increase sales of their products and expand their marketing, the Palembang City Government has built a Market place application as a digital market for various products produced by Micro, Small and Medium Enterprises. (Nurani, N, 2023)) states that the biggest obstacles faced by Micro, Small and Medium Enterprises are capital, marketing and competition. (Tambunan, 2021) wrote that the use of technology as a digital marketing medium is one way to survive in the face of societal changes that limit outside operations. (Chan, F, 2019) wrote that digital transformation support and full support from the government have a significant impact on business success, increased revenue, and crisis resilience. Through the use of technology, the Palembang City Government has built a single data information system to support the implementation of various policies set by the Palembang City Government to support Micro, Small and Medium Enterprises to be Upgraded and competitive. (Setianingsih, R., & Kharismahendra, A. (2023). wrote that the strategy for developing Micro, Small and Medium Enterprises can be carried out with a program to create a healthy business climate for the Micro, Small and Medium Enterprises sector with the aim of facilitating the creation of a healthy, economical, efficient, and non-discriminatory business environment for the continuity and progress of Micro, Small and Medium Enterprises. (Tambunan, 2021d, 2021c). Local governments must help Micro, Small and Medium Enterprises to support the expansion of market access. So that it can help increase product sales and ultimately increase

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income for Micro, Small and Medium Enterprises. (Nursini, 2020) states that policy makers must support market certainty for Small and Medium Enterprises products to maintain the production cycle.

V. CONCLUSIONS AND SUGGESTIONS

Conclusion

The inhibiting factors in the strategy to improve the quality of Human Resources for MSME managers are the unsynchronized implementation of HR training, the culture of MSMEs that are not globally oriented, intense MSME competition, access to capital. Meanwhile, the supporting factors are good communication between local governments and MSME actors, the ease with which MSME actors can access information, and the existence of information technology that can be accessed easily. The latest model in the strategy to improve the quality of human resources for MSME managers is the role of government and human resources as drivers as well as managers of MSME operational management..

Suggestions

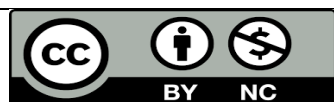
This research focuses on supporting and inhibiting factors in efforts to improve the quality of Human Resources for MSME managers and focuses on information technology transformation. Suggestions for further researchers are to analyze the effect of improving the quality of MSME human resources in terms of technology, social, government and performance competition and develop the HR development model into a technical pattern that can be applied by the government and MSME actors..

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