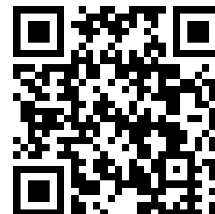


Boosting MSME Global Competitiveness: How Management Knowledge and Performance Interact



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ABSTRACT: This study examines the effects of management competence and knowledge on competitiveness. Through a quantitative approach, the researchers were able to collect data. They selected a sample of 100 individuals. The researchers used various statistical techniques to analyse the data. These included the f-test, linear regression, and determination tests. They discovered that acquiring managerial knowledge and skills significantly boosts performance and can help improve competitiveness. The characteristics of organisational knowledge and skills significantly boost performance. On the other hand, the Sobel test indicates that performance improvement can moderate the link between management competence and competitiveness. The objective of this investigation is to examine the impact of management knowledge and management competence on competitiveness, with performance improvement acting as a mediator. This study uses a quantitative approach to gather data. This study employed purposive sampling to choose a sample of 100 individuals. The data analysis approach employs several methodologies including multiple linear regression analysis, t-test, f-test, and determination test. This researcher demonstrates that the acquisition of management knowledge, proficiency, and performance enhancement have a favourable and noteworthy impact on competitiveness. Management knowledge and skill characteristics exhibit a favourable and substantial impact on enhancing performance. The Sobel test examines how performance improvements moderate the relationship between management knowledge, management competence, and competitiveness.

KEYWORDS: competitiveness, management competence, management knowledge, performance improvement.

INTRODUCTION

Small and medium-sized enterprises are the groups that contribute to the growth of a region or country by creating new jobs (Bismala et al., 2018). In Central Java, the development of these types of businesses has been progressing at a fast pace. From 2022 to 2023, the number of workers in these organizations has increased by over a million (dinkop-umkm.jatengprov.go.id). The rapid emergence and growth of these types of businesses can help Central Java reduce its unemployment rate and absorb labor. Indonesia's growing middle class and advanced economy can benefit from this.

Based on initial observations, it was found that a phenomenon reported by the Kidul media on October 20, 2023, soloraya.solopos.com that the existence of MSMEs needs media to support MSMEs by adding video tours as a medium to educate visitors about what the function of the goods is, what the products are, how innovative they are and what the impact of shopping at MSMEs will later attract more sympathy and desire of visitors to shop at MSMEs (<https://Klatennews.com/pojok-umkm-Klaten-usaha-bisnis-produk-umkm-unggulan/>).

Despite the various advantages of micro, small, and medium-sized enterprises (MSMEs) for the country's economy, they still have a long way to go before they can fully realize their full potential. According to data from the Bappenas, Indonesia's small and medium-sized enterprises are still relatively low when compared to other countries in the ASEAN region.

The lack of competitiveness of Indonesia's micro, small, and medium-sized enterprises against other countries such as Malaysia and the Philippines is a major issue that needs to be resolved in order to improve their performance. This is because the country's economy and national markets will continue to expand. If the country's small and medium-sized enterprises do not innovate and improve their operations, they will most likely be affected by the global competition. (Zaelani, 2019)

The government is committed to continuing to support MSMEs to be able to survive, develop and grow in the midst of pandemic challenges and transformation through the National Economic Recovery Program (PEN). Coordinating Minister for Economic Affairs Airlangga Hartarto stated that the budget allocation provided for the MSME support cluster is Rp 95.87 trillion

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(Ministry of Finance, 2023). The Indonesian Ministry of Cooperatives and Small and Medium Enterprises (Kemenkop UKM) said in March 2023 that there were 64.2 million MSMEs in the country, which made a 61.07% addition to the GDP, or Rp 8,573.89 trillion. MSMEs can hire up to 97% of all workers and receive up to 60.42 % of all investments made in Indonesia. (Ferdian & Ihsan, 2023).

The government in its efforts to empower MSMEs should not only care about capital issues but also position MSMEs as business actors that must develop over time (Sudiarta et al., 2014). The government's role is to position MSMEs as organizations that continue to learn so that they can always develop highly competitive innovations. Culinary MSMEs need technological developments to face the challenges of the current 4.0 era (Putri et al., 2024) One of the technological improvements in MSMEs is the development of fintech in MSMEs so that it can increase financial inclusion and financial literacy for MSMEs (Winarto, 2020). This also turns out to be less helpful in improving MSME businesses without being accompanied by knowledge and skills in good management. The ability of MSMEs in the culinary sector to maintain business continuity is very uncertain because they basically have limited internal resources, limited access because it is not easy to contact the customers they serve, technology and also increasingly fierce competition with new applications. For MSMEs, it is very important to be able to maintain the sustainability of their business. Many factors can affect success, including management knowledge and competence (Kurniawati, 2022).

We often refer to knowledge management as knowledge management. This is a strategy directed to organization owners regarding knowledge in the management of an organization so that it is expected to improve the performance of competent and competitive culinary MSMEs. However, some studies show that management knowledge is still very low among MSMEs (Humaira & Sagoro, 2018). Various factors were revealed, including educational background, business scale, and age of the company. In addition, several studies also revealed that culinary MSMEs do not understand the business environment factors between the business environment at a low level of competition and a high level of competition (Lantu et al., 2016). From various problems of low performance of National MSMEs, it can be analyzed that the determining factor for the success of a business unit is determined by the quality of human resources and capital owned. The combination of the quality of human resources with the availability of capital will make MSMEs run well and be able to compete in the market so that it can be accompanied by an increase in MSME performance. MSMEs need to be managed to be able to compete in the international arena.

There is an increase in several aspects such as knowledge, competence and performance of MSMEs, so this study aims to determine the influence of knowledge and management competence on the competitiveness of culinary MSMEs in the international world with increasing MSME performance as a moderate variable.

LITERATURE REVIEW

Management Knowledge

According to Rachmany and Akib (2002), knowledge is an opinion that is known to be true and includes both what is said and what is implied. Management, on the other hand, is the process of planning and overseeing how different tasks are carried out. Knowledge management is the process of planning and overseeing the actions that lead to the creation of knowledge. This is based on what the words "management" and "knowledge" mean in everyday language. Sykrme (2003) says that knowledge management is a process that can help businesses find, sort, share, and move information that is important and needed for many things, like fixing problems, learning on the fly, making plans, and making decisions. Dalkir (2013) says that knowledge management is a planned way to create, share, use, and keep track of information and knowledge within an organisation. It includes plans and methods for finding ideas and experiences, making them, showing them, sharing them, and making it possible for the organisation to use them.

Management Competencies

Learning about the people who work for a company can help you develop the HR skills you need to deal with new problems and types of businesses. To understand the meaning of competency standards, we need to look at their roots, which are the words standards and competency (Ardiana et al., 2010). According to Armstrong (1994), how well someone does a job depends on how well they understand the information, skills, expertise, and behaviour that are needed to do the job well. Individual, impact and analysis, strategic thinking, creative thinking, firmness in decision making, commercial assessment, management and leadership teams, interpersonal relationships, communication skills, the ability to adapt and deal with change and pressure, and the ability to plan and oversee projects are some of the things that can be looked at in HR competencies.

Performance Improvement

According to Saputri and Sutianingsih (2024), the word "performance" comes from the words "job performance" or "actual performance," which means "work performance" or "actual achievement" by a person. Work achievement, or performance, is the quality and amount of work results that an employee gets while doing his or her job and following through on the duties that

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were given to him (Sutianingsih, 2023). As a measure to determine the development of MSME businesses, one must measure the performance of MSMEs both from a financial and non-financial perspective. Organizational performance indicators are measured based on several measures of organizational performance that are often carried out by several studies (Mangkunegara & Prabu, 2017).

The measurement indicators in this study refer to research conducted by Saraswati & Widiartanto (2016). The first indicator is the financial perspective related to the company's income and expenses because the company must be able to manage its finances well so that its finances remain stable. Second, the customer's perspective is related to the ability to manage consumers as product users so that loyal consumers are created. Third, the internal business perspective is related to the business strategy the manager has to improve and develop. The fourth indicator is the perspective of innovation and learning related to innovation and product renewal as well as in the form of learning activities, both formal and non-formal.

MSME Competitiveness

In the economic cycle, competitiveness is an important factor that can't be separated. This is especially true when goods and services are being made to meet market demand. More and more people are paying attention to the word "competitiveness," which was "initiated" by Ricardo's idea of comparative advantage in the 18th century. This has been especially true in the last thirty years. Garelli says this multidimensional idea can be defined and measured in many ways. Because of this, it's not strange that the way people think about and talk about competitiveness has been criticised and debated (Garelli, 2006).

Porter said in 1992 that a product, business, or industry's competitiveness is not just measured by its production (its ability to make things), but also by its final result (its mission or goal) and the steps it takes to reach it (its policy). This work, called the "wheel of competitive strategy," includes more than just production (like manufacturing, product lines, and research and development). It also includes finance, marketing and target markets, sales, distribution, buying goods and labour, and marketing and target markets. Many things affect a company's ability to compete. Seven of them are very important: the skills and education level of workers, the skills and knowledge of business owners, the availability of capital, a good organisational and management system (that fits the needs of the business), the availability of technology, information, and other inputs like energy and raw materials (Tambunan, 2008).

RESEARCH FRAMEWORK AND HYPOTHESIS

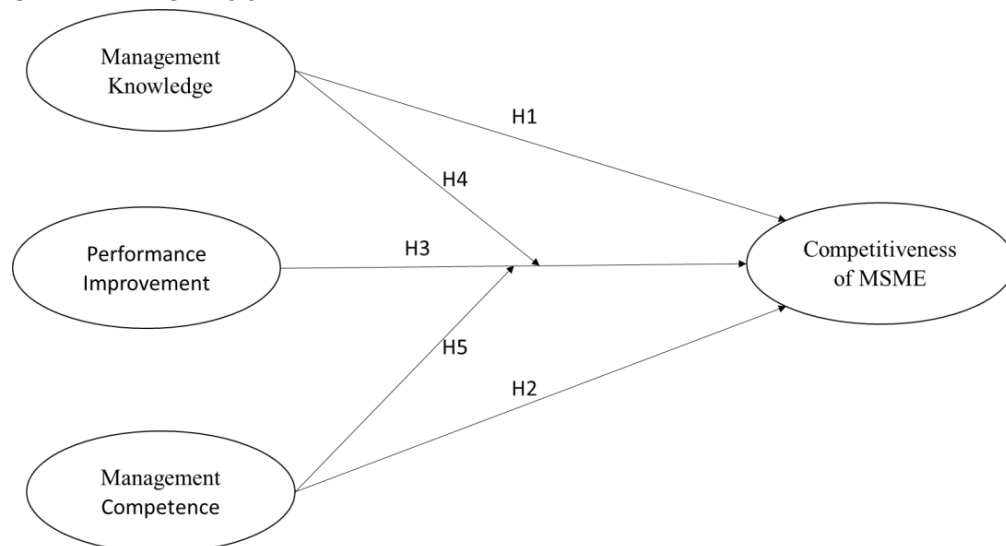


Figure 1. Research Outline

The hypothesis is a provisional answer to the study problem formulation in the form of a question sentence (Sugiyono, 2017). Following the framework, hypotheses might be proposed:

H1: Management knowledge has a positive and significant effect on the competitiveness of MSMEs
H2: Management competence has a positive and significant effect on the competitiveness of MSMEs
H3: Improving performance has a positive and significant effect on the competitiveness of MSMEs

H4: Management knowledge has a positive and significant effect on the competitiveness of MSMEs moderated by performance improvement

H5: Management competencies have a positive and significant impact on the competitiveness of MSMEs moderated by performance improvement

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RESEARCH METHODS

This research discusses MSME actors in various fields in Indonesia. The reason why researchers choose research objects in MSMEs is because it is easy to get respondents. The data sources used are primary and secondary data. The population of this study is 55,100 MSMEs in Klaten. This study uses an accidental sampling technique so that the sample is as many as 100 MSMEs.

The data collection method is literature study and observation. Data analysis was carried out using descriptive analysis techniques and inductive analysis including multiple linear regression analysis, t-test, F-test, and determination coefficient (R²) and Sobel test.

ANALYSIS AND DISCUSSION

Data Quality Test

Table 1. Validity and Reliability Test

Variabel	Item Indicator	R Calculate	R Table	Cronbach Alpha
Management knowledge(X1)	X.1.1	0,817	0,197	0,785
	X.1.2	0,785	0,197	
	X.1.3	0,702	0,197	
	X.1.4	0,723	0,197	
	X.1.5	0,663	0,197	
Management competence (X2)	X.2.1	0,706	0,197	0,744
	X.2.2	0,727	0,197	
	X.2.3	0,704	0,197	
	X.2.4	0,713	0,197	
	X.2.5	0,679	0,197	
Performance improvements (Z)	Z.1	0,771	0,197	0,793
	Z.2	0,844	0,197	
	Z.3	0,677	0,197	
	Z.4	0,700	0,197	
	Z.5	0,726	0,197	
Competitiveness of MSMEs (Y)	Y.1	0,727	0,197	0,707
	Y.2	0,777	0,197	
	Y.3	0,723	0,197	
	Y.4	0,756	0,197	
	Y.5	0,344	0,197	

Source: Primary data processed, 2024

The validity test indicates that the variables of managerial knowledge (X1), competence (X2), performance improvement (Z), and competitiveness (Y) are valid (p -value < 0.05). The questionnaire item reliability test shows that all reliable variables have Cronbach Alpha values over 0.60. This means all questionnaires are trustworthy.

Test Model Test F

Table 2. Test Result F

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	325,020	3	108,340	44,803	0,000 ^b
	Residual	232,140	96	2,418		
	Total	557,160	99			

Source: Primary data processed, 2024

Based on the results of data processing in table 2, the sig value obtained from the results of the calculation of the three variables for the competitiveness variable is smaller than the significant standard value, which is $0.00 < 0.05$. So it can be concluded that the above model is worthy of further analysis.

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Coefficient of Determination Test

Table 3. Hasil Koefisien Determinasi

Model	R	R Square	Adjusted R Square	Error of the Estimate
1	0,764 ^a	0,583	0,570	1,55503

Source: Primary data processed, 2024

In table 3, the results of the determination coefficient test for independent variables and dependent variables show that the influence given by independent variables consisting of management knowledge, competence, performance improvement on dependent variables, namely competitiveness of 58.3%, the remaining 41.7% is influenced by variables that are not examined in this study.

Multiple Linear Regression Analysis

Table 4. Results of Multiple Linear Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,134	1,365		3,029	0,003
	Management knowledge	0,269	0,069	0,336	3,871	0,000
	Management competence	0,363	0,068	0,412	5,379	0,000
	Performance Improvement	0,147	0,072	0,179	2,053	0,043

Source: Primary data processed, 2024

Based on the results of the multiple linear regression analysis in table 4, the following equation is obtained:

$$Y = 0,336 X_1 + 0,412 X_2 - 0,179 Z$$

The regression coefficient of the management knowledge variable (X1) is 0.336 (positive), indicating that management knowledge increases competitiveness. Competence increases competitiveness, since the regression coefficient of the competency variable (X2) is 0.412 (positive). Higher performance improvement increases competitiveness, as the regression coefficient on the performance improvement variable (Z) is 0.179 (positive).

Hypothesis Testing Test t

Table 5. Model 1 t Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,134	1,365		3,029	0,003
	Management knowledge	0,269	0,069	0,336	3,871	0,000
	Management competence	0,363	0,068	0,412	5,379	0,000
	Performance Enhancement	0,147	0,072	0,179	2,053	0,043

Source: Primary data processed, 2024

Table 6. Model 2 t Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,002	1,865		2,682	0,009
	Management knowledge	0,506	0,084	0,520	6,044	0,000
	Management competence	0,246	0,092	0,229	2,667	0,009

Source: Primary data processed, 2024

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The management knowledge t test yielded a t of 3.871 with a significant value of 0.00, as shown in table 5. This result exceeds t-tables (1,660 < 3.871) and has a significant value below 0.05 > 0.00. Management knowledge significantly impacts MSMEs' competitiveness. Table 5 shows that the competency variable t test yielded 6.044 with a 0.00 significance level. This result exceeds t-table 1,660 < 6.044 and has a significant value below 0.05 > 0.00. Competence significantly impacts MSMEs' competitiveness. Table 5 shows that the performance improvement variable t test yielded a t of 2.053 with a significant value of 0.04. This result exceeds t-tables (1,660 < 2.053) and has a significant value below 0.05 > 0. This shows that boosting performance boosts MSMEs' competitiveness. On table 6, the management knowledge t test yielded a t of 6.044 with a significant value of 0.00. This result exceeds t-table 1,660 < 6.044 and has a significant value below 0.05 > 0.00. This shows that management expertise boosts performance significantly. The management knowledge t test yielded a t of 2.667 with a significant value of 0.00, as shown in table 6. This result exceeds t-tables (1,660 < 2,667) and has a significant value below 0.05 > 0.00. This shows that competence significantly improves performance.

Sobel Test

Table 7. Sobel Test Results

Sobel test statistic	One-tailed probability
2.307	0.010
1.759	0,039

Source: Primary data processed, 2024

Table 7 shows a statistical Sobel test of 2.307 with a significant value of 0.01 for management knowledge. This result exceeds t-table 1,660 < 2.307 and has a significant value < 0.05 > 0.10. Management knowledge boosts performance, regulated by work improvement. Table 7 shows that the competency variable Sobel test yielded 1.759 with a significant value of 0.03. The result exceeds t-tables (1,660 < 1.759) and significant value < 0.05 > 0.03. Competence significantly improves performance, moderated by work improvement.

DISCUSSION

The Influence of Management Knowledge on the Competitiveness of MSMEs

The test results show that knowledge management has a significant positive effect on competitiveness, meaning that competitiveness can be improved by the influence of knowledge management. Knowledge management increases the competitiveness of MSMEs in the international world, this is in line with the theory used, namely goal setting theory, achieving organizational goals by increasing management knowledge, so that it will increase competitiveness. The involvement of various parties will have an impact on achieving MSME goals easily. Apart from that, the parties involved in the preparation of the budget feel that the suggestions and opinions given are highly valued and beneficial to the organization. MSMEs in the international world must increase the frequency of giving advice and opinions by always asking for opinions or suggestions every time they make a purchase from the public. The results of this study are supported by the results of research from Mantje et al. (2023) that *knowledge management* affects competitiveness.

The Effect of Competence on the Competitiveness of MSMEs

The test results show that the competency variable has a significant positive effect on competitiveness, meaning that competitiveness can be increased by competence. Comfortable competence can increase the competitiveness of MSMEs in the international world, so MSMEs in the international world must further improve performance standards so that MSMEs have high food standards and this must be in line with the theory used, namely Goal setting theory, achieving organizational goals by improving existing competencies. have a sense of security and comfort in working, so that the competitiveness of MSMEs in the international world increases. The results of this study are supported by research conducted by Sulaksana et al.(2019) which shows that the results of competence affect competitiveness.

The Effect of Performance Improvement on the Competitiveness of MSMEs

The test results showed that the variable of performance improvement had a significant positive effect on competitiveness, meaning that competitiveness could be increased by improving performance. A high level of performance can increase the competitiveness of MSMEs in the international world, so MSMEs in the international world must further improve performance standards so that MSMEs have high food standards and this must be in line with the theory used, namely Goal setting theory, achieving organizational goals by improving existing performance. So that the competitiveness of MSMEs in the international world increases. The results of this study are supported by research conducted by Rashin & Ghina (2018) which

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shows that improved performance has an effect on competitiveness.

The effect of performance improvement is to moderate knowledge management on competitiveness

The test results show that performance improvement moderates the influence of management knowledge on competitiveness. This means that improving organizational performance strengthens the relationship between knowledge management and competitiveness. Improving the performance of MSMEs increases the competitiveness of MSMEs in the international world, so that MSMEs in the international world must improve their performance in the form of broader product knowledge so that the quality of the products produced is better, this is in line with the theory used, namely Goal setting theory, achieving organizational goals by improving the performance of MSMEs in the international world so that organizations can be successful by being willing to work harder in knowledge management so that MSMEs in the international world are successful.

The results of this study are supported by research results from Rashin & Ghina (2018) and Mantje et al. (2023) stated that performance improvement moderates knowledge management to competitiveness.

The effect of Performance Improvement Moderating Competencies on competitiveness

The test results show that improving organizational performance moderates the influence of competence on competitiveness. This means that improving organizational performance further strengthens the relationship between competence and competitiveness. Improving organizational performance is an attitude of employee loyalty to the organization and an individual's continuous process of paying attention to the success and well-being of the organization. Improving organizational performance means a person's loyalty to MSMEs or in other words, improving organizational performance can increase competence by fighting MSME competitors in the international arena. This is in line with the theory used, namely Goal setting theory, achieving organizational goals by improving the performance of MSMEs in the international world so that MSMEs can succeed by being willing to work harder by improving MSME competencies. This is supported by the results of research from Rashin & Ghina (2018) and Sulaksana et al.(2019) stated that improving performance moderates competence and competitiveness.

CONCLUSION

According to the researcher, management knowledge can significantly improve the competitiveness of micro, small and medium-sized enterprises (MSMEs) in international markets. The researcher noted that having the necessary management competence can significantly boost the competitiveness of an organization in international markets. This is because an organization's decision-making skills can help it make the most of its resources and compete in the marketplace.

The researcher noted that improving performance can significantly boost an organization's competitiveness in international markets. It can also help the organization establish itself as an international leader in its industry. This is because the higher the performance of the organization, the more it can compete in the marketplace. Having the necessary management knowledge can additionally improve the competitiveness of the organization.

The researcher found that improving performance can moderate the influence of competence in the competitiveness of small and medium enterprises in global markets. The determination coefficient showed that the contributions of management knowledge and competence to the competitiveness of the enterprise were 58.3%.

The researcher's suggestion is that the next study should expand or increase the scope of the project so that more people will be involved. It is also hoped that other methods, such as interviews, will be used to improve the quality of the data. In addition to the usual variables, future research should also consider other factors to improve the data it produces. It is expected that the competitiveness of micro, small and medium-sized enterprises (MSMEs) will continue to be enhanced through the improvement of management competence, organizational performance, and knowledge. For future researchers, it is recommended that they conduct studies on the international competitiveness of these organizations.

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