

Increasing the Capacity of Micro, Small and Medium Enterprises Actors Through the Development Program in North Kolaka Regency

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ABSTRACT

The high poverty rate and decreasing number of MSMEs in the 2017-2022 period in North Kolaka triggered coaching activities to encourage increased MSME capabilities by the North Kolaka government. The main overview of this research is to examine increasing the capabilities of MSMEs through a development program in North Kolaka which involves various sectors of the Regional Government, Central Government, BUMN/BUMD, and the community. Various findings from interviews, observations and documentation studies were reviewed and analyzed using a qualitative descriptive approach with an interactive model. This research shows an increase in the capabilities of MSMEs in North Kolaka through a coaching program which is realized in several activities in the form of stimulus assistance, business equipment assistance, entrepreneurship assistance, education and digital innovation-based training. This program significantly increases the capabilities of MSME players, both in terms of finance, knowledge, skills and innovation. Increasing MSME capabilities helps create better business management, in the aspects of financial stability, brand creation, packaging, product diversification and digital marketing, and innovation capabilities by utilizing RBA features to prepare business plans based on the OSS RBA application. Apart from that, this activity involving MSMEs opens up space for communication, discussion and interaction between MSME actors, the government and the private sector which can improve the social capabilities of MSME actors in North Kolaka, especially in establishing cooperation and forming mutual benefits. business network. Increasing the capabilities of MSMEs in the Region will have a significant impact on sustainable local economic growth

Keywords: Capabilities, development Programs, MSMEs, and North Kolaka Regency

INTRODUCTION

The development of Small and Medium Enterprises (SMEs) has an important role in economic growth and improving community welfare. This has been stated in the 2020-2024 RPJMN where improving the economic transition to achieve development goals by 2045 is the main objective to improve infrastructure, quality of human resources, public services and community welfare . Economic growth in Indonesia is supported by the large number of SMEs which play a role in job creation, as evidenced by 2017 data from all the business world in Indonesia. SMEs contribute 97.3%, 37% to the country's GDP, and provide 66% of employment (Srimulyani et al., 2023). The growth of MSMEs in Indonesia in 2009-2013 was able to reach 59.08% or 56.7 million units with a contribution to gross domestic product and employment of 97.16%(Sulistyo & Siyamtinah, 2016). MSMEs in North Kolaka Regency have great potential to contribute to regional development and improve people's standard of living. However, MSMEs often face challenges in optimizing their capabilities and taking advantage of existing opportunities. The development of the creative economy cannot be separated from the development of the creative industry, because the development of the creative economy also

requires support from the economic sector. The development of the creative economy is seen as a way for developing countries to balance the global economic sector (Arhas & Suprianto, 2019; McCartney, 2015; Nugraha et al., 2021). A comprehensive and integrated development program is needed as an effort to strengthen and support MSMEs in North Kolaka Regency (Djabbar & Baso, 2019). This coaching program will provide access to the knowledge, skills, resources and business networks needed to increase the competitiveness of MSMEs and expand their market share (Irawan, 2020). Developing MSMEs is one of the government's efforts to expand business opportunities for new entrepreneurs so they are able to compete in the service and trade sectors (Kusnadi et al., 2020). This program will also provide support in managerial development, marketing, innovation, and access to financing which will help SMEs achieve sustainable growth (Florita et al., 2019). Common problems faced by MSMEs in each region include lack of capital, difficulties in marketing, tight business competition, difficulties in raw materials, lack of production and expertise, lack of managerial skills, lack of financial management knowledge, and a less conducive business climate (Mirani et al., 2021). This is also experienced by MSMEs in North Kolaka. Through this coaching program, it is hoped that SMEs in North Kolaka Regency will be able to face existing challenges, optimize their potential, and improve the quality of their products and services. In some areas, coaching programs tend to show less than optimal results, such as in the Department of Cooperatives, MSMEs, Trade and Industry, Subang Regency, it has not been effective because it is considered not on (Kusnadi et al. 2020).

The effectiveness of the MSME Empowerment Program in Sungai Sembilan District, Dumai City, is considered to be ineffective due to a lack of socialization (Ita Rosita, 2021) and research results show that the empowerment and development strategy for MSME actors in Riau City has not been effective in increasing their capacity in free market competition in Southeast Asia (Hardi & Zaharman, 2018). This can certainly be a reference for the North Kolaka government in implementing a development program that is oriented towards the results it wants to achieve, namely increasing the capabilities of MSME actors in North Kolaka. According to Baker and Sinkula, capabilities are more specific skills, procedures and processes that can utilize resources for competitive advantage (Aisyah & Purwanda, 2019). The existence of knowledge management capabilities can influence the innovation capabilities of MSMEs. The innovation capabilities proposed by Lin et.al, (2009) consist of product innovation, process innovation, marketing innovation, service innovation and administrative innovation (Wicaksana & Rachman, 2018). Basically, increasing the capabilities of MSMEs from the aspects of knowledge, skills and innovation is a goal that the government wants to achieve through various programs, including the MSME development program.

METHOD

This research was conducted using a qualitative descriptive method, by collecting the results of interviews and observations related to the coaching program followed and changes in the informant's capabilities after participating in various coaching activities. Where the research informants consisted of several MSME actors and North Kolaka Cooperative and MSME Service Officials. Secondary data was obtained from documentation studies at the North Kolaka Cooperatives and UMKM Service. The findings of this research were analyzed using the interactive analysis model proposed by Miles & Huberman, namely data reduction, data presentation, and drawing conclusions or verification (Mardiana et al., 2023).

RESULT AND DISCUSSION

The high poverty rate of the population in North Kolaka Regency is a challenge for the North Kolaka regional government in alleviating poverty. One of the efforts made to reduce poverty in an area is economic development which is dominated by entrepreneurship from economic actors where externally entrepreneurs can create jobs for job seekers (Dharma & Akib, 2005; Idris, 2016; Yusuf et al., 2021). By creating business actors, we can encourage the revitalization of the community economy in North Kolaka, increase the number of business actors and develop micro, small and medium enterprises, which will help increase community productivity and reduce the percentage of poverty in North Kolaka. Currently, the number of business actors in North Kolaka Regency has reached 2,380 people, more details can be seen in the following data:



Figure 1. Data on the Number of Micro, Small and Medium Enterprises in North Kolaka

Source: North Kolaka Cooperatives and UMKM Services 2023

Based on this data, you can see a graph of the decline in MSME actors in North Kolaka from 2018 to 2019, but there is slow an increase from 1,929 in 2019 to 2,380 in 2022, therefore the North Kolaka government through the Cooperatives and MSMEs Service is taking action. actively carrying out MSME development programs in North Kolaka to maintain the sustainable growth of business actors in North Kolaka. This is regulated in the Government Regulation of the Republic of Indonesia Number 17 of 2013 concerning Micro, Small and Medium Enterprises which regulates that the guidance and development of small businesses is carried out by the government, the business world and the community, both individually and jointly. and implemented in a directed, integrated and sustainable manner. For this reason, the North Kolaka government has made the development of MSMEs a strategic goal and objective in the Main Performance Indicators for 2017-2022 as stated in North Kolaka Regency Regional Regulation Number 36 of 2018 concerning Main Performance Indicators for the North Kolaka Regency Government for 2017-2022, namely increasing production, productivity, and competitiveness of MSME and Cooperative products as well as increasing the entrepreneurial capacity of rural youth. This is the basis for the MSME development program in North Kolaka Regency with the Cooperatives and MSMEs Service as the program implementer. The North Kolaka Regency Cooperatives and UMKM Service is actively collecting data on the number of micro, small and medium enterprises.

The data shows that 2,380 MSMEs require guidance from the regional government, 2,192 of which are business actors in the Micro Business category with total capital reaching IDR 50,000,000, - most of which are productive businesses owned by individuals. There are only 178 small businesses whose annual turnover reaches Rp. 250,000,000, while there are only 10 business actors in the Medium category with an annual turnover of Rp. 2,500,000,000. Currently the government is focusing on developing micro businesses by providing various assistance such

as stimulus assistance to micro business actors to increase business capital so that micro business actors can develop. This stimulus assistance is assistance to overcome the impact of inflation that occurs in the regions to help business actors survive economic inflation. In North Kolaka, 100 Micro Business Actors have received stimulus assistance in 2023 with distribution data as follows:

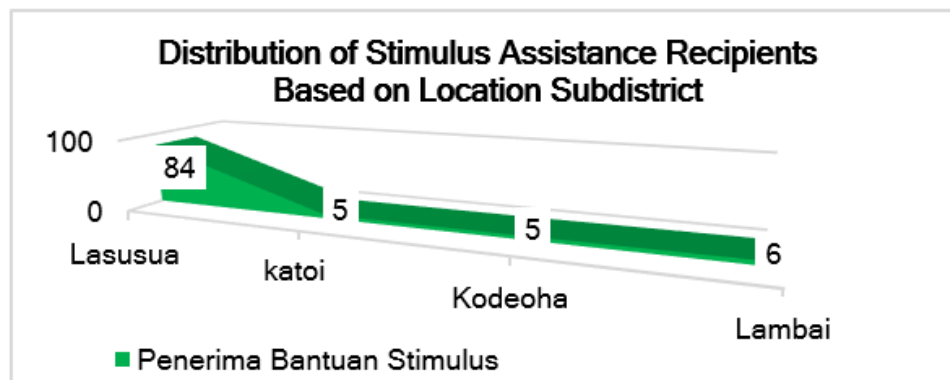


Figure. 2. Data on Stimulus Assistance Recipients in North Kolaka
Source: Author Processed Data 2023

This data shows that the majority of aid recipients come from Lasusua District, which is the capital of North Kolaka Regency. This shows that the center of economic turnover is in Lasusua District which has the largest population, namely 27,249 people based on North Kolaka BPS data for 2020. This stimulus assistance takes the form of cash as additional business capital of IDR 2,000,000 for each business received through Bank BPD Kolaka North without cuts. Other assistance provided by the North Kolaka Regency Government through the Cooperatives and UMKM Service in 2023 is assistance in making business establishment deeds and business permits, providing free internet quota of at least 1GB, and providing sales box assistance. However, this Sales Box assistance will be a collaboration between the Department of Cooperatives and MSMEs together with other OPDs (regional apparatus organizations). Apart from that, a coaching program has been carried out to provide business training and education to 90 MSMEs in North Kolaka. This was conveyed clearly by the Head of the North Kolaka Cooperatives and UMKM Service, Mr. H. Salewangeng, as follows: “Currently around 90 business actors are being trained and taking part in capacity building training. Hopefully this training can help MSMEs improve their quality and income”

This MSME development program has been running since 2020 with a budget allocation from the APBN. The form of coaching carried out is in the form of training related to product packaging and digital-based product marketing. This coaching program is carried out by involving cross sectors, not centered on the Cooperatives and MSMEs Service, but there is a role for the Industry and Trade Service which provides assistance with production machine equipment in the form of sewing machines, oil press machines and compressor machines to registered MSMEs in North Kolaka, in addition to The North Kolaka Industry and Trade Service has also conducted product branding training for MSMEs for home culinary businesses. This coaching activity shows cross-sectoral involvement in dealing with the problems faced by MSMEs. Apart from that, this coaching program is not only limited to training but is followed up with monitoring, evaluation and supervision of 90 MSME actors who are registered to be assisted by the North Kolaka Regional Government. Monitoring and evaluation activities are carried out by the Department of

Cooperatives and MSMEs to control business continuity and check business development after receiving stimulus funds or after receiving business development training. SMEs in North Kolaka need government assistance to improve their capabilities, especially in dealing with various problems in the form of business product diversification, financial management and modern marketing strategies.

Data from the Department of Cooperatives and MSMEs shows that MSME growth in North Kolaka is quite good, but the micro-scale business sector dominates. This is shown in the following MSME data:

Table 1.

MSME data in North Kolaka based on Classification and Business Sector

Scale enterprises	Business Sector	Amount
Medium Business	Service	7
	trade and provision of accommodation	3
Small business	Service	124
	trade and provision of accommodation	48
	Processing industry	5
	Information and Communication	1
	Service	96
Micro business	trade and provision of accommodation	1898
	Processing industry	146
	Information and Communication	26
	Water Supply	7
	Construction and mining	5
	Agriculture and forestry	9
	Transportation and Real Estate	5
Total		2380

Source: North Kolaka Cooperatives and UMKM Service 2023

The large number of micro business actors is the basis for the government to actively carry out guidance by involving MSME actors from the micro business level. The government has provided a reporting application for receiving aid, namely SILABAWIRA (Entrepreneurship Aid Recipient Reporting Information System). This application makes it easier for MSME actors to report the assistance they receive while also making it easier for local governments to coordinate with aid recipients. In 2023, MSME development activities will be carried out involving 90 business actors in the form of business product branding training organized by the North Kolaka Industry and Trade Service. This training activity helps MSMEs to create brands for their business products for free. The benefits of this activity were felt directly by the MSME players who attended because they could immediately have a brand or product brand for their business for free. Apart from that, through this training activity, MSME players are given knowledge and understanding of the importance of brands in each of their business products. Making MSMEs aware of the need to innovate in creating product brands that are easily recognized and remembered by consumers, so that they can help the marketing process of business products. This was clarified directly by Mrs. Fitri, owner of the Fitria Accessories business, who is a micro entrepreneur who has been a participant in business product branding training and is also the

recipient of government stimulus assistance of IDR. 2000,000, stating that: "We were given training to create simple but easy to remember product brands, so we attended training at the sub-district hall, the instructor was from the trade and commerce department, and the training helped us. helped by training like this. "Yes, I also received stimulus assistance, so the assistance went directly into the BPD account, and I did not use the proposal to get assistance"

In addition to knowledge skills, MSMEs in North Kolaka also receive technology-based skills improvement training, namely training using OSS RBA (Online Single Submission Business Plan Application. Training participants are given an in-depth understanding of the procedures for implementing business licensing through the OSS system, including filling out forms, uploading documents, and monitoring application status as well as being taught how to use the RBA feature to prepare a business plan that includes market analysis, marketing strategy, financial projections and risk management. This training was held by the Southeast Sulawesi Province One Stop Investment and Services Service (DPMPTSP) in May 2023 involving 50 MSME actors. In this training activity, the Head of PTSP for Southeast Sulawesi Province, Parinringi, SE, Msi. explained: "The existence of OSS is enough to help business people so that they no longer need to come to the office to take care of business permits. With the change in capital for issuing business permits from a manual method to an electronic system, the state civil apparatus is required as a state civil apparatus. Managers and business actors as parties involved in licensing services are trying to adapt to the new system. "Through OSS training activities, Rbin can provide knowledge and insight for business actors as users of business licensing services so that the goals to be achieved, namely ease of doing business, can be achieved"

The training activities organized by the government are a form of development program for MSME players in North Kolaka and this activity has an impact on increasing the knowledge, understanding and skills of MSME players in running and managing their businesses to make them more productive. The following is data on training activities that have been implemented in North Kolaka Regency from various implementing sectors:

Table 2.
Data on MSME Development Activities in North Kolaka

Implementing Agency	Forms of activity	Number of participants		Year of Activity
North Kolaka Cooperatives and UMKM Service	MSME Assistance	90 business actors		2022
	Stimulus Assistance for Business Actors	100 Business Actors		2022
	UKM Training and Education (increasing UKM understanding and knowledge as well as UKM HR capacity and competency)	50 participants		2022
North Kolaka Industry and Trade Service	Business Equipment Assistance	20 people		2022
	Product Branding Training	50 people		2022
Department of Investment and One Stop Integrated Services (DPMPTSP) Southeast Sulawesi Province	Single Submission Online Training with RBA (Application Business Plan) approach	30 people		2023
North Kolaka Manpower and Transmigration Service	Entrepreneurship training	20 Business Actors		2022

Source: Author Processed Data 2023

Activity data shows that the main target of the MSME development program is generally micro business actors, this is because the number of micro business actors in North Kolaka is much greater than medium and small business actors. Apart from that, an income survey of 50 respondents from government-assisted micro-entrepreneurs showed an increase in income, in this case financial capacity had increased. This is shown by MSME income trend data for 3 months, namely the period June, July and August 2023, as follows:

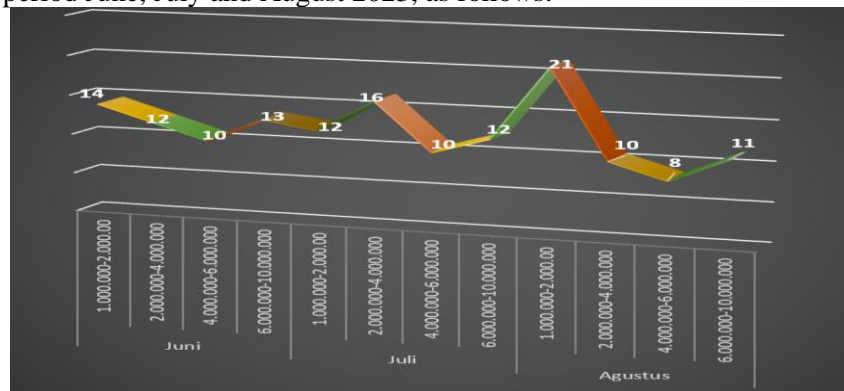


Figure 3. Assisted MSME Income Survey Data

Source: Author Processed Data 2023

The intensity of activities and access to capital also increases the knowledge, skills and financial capabilities of government-assisted MSMEs in North Kolaka. The forms of activities

carried out by various implementing agencies show that there is synergy and innovation carried out by the government in terms of increasing knowledge and skills related to business management, product diversification and digital-based marketing, as well as social improvement. the capabilities of MSME actors created through the process of interaction in various training forums. which indirectly expands business relations and cooperation between MSME players in North Kolaka.

Discussion

The MSME development program in North Kolaka since 2020 has continued with various forms of activities carried out by the North Kolaka government involving the Southeast Sulawesi provincial government, financial institutions and the community. This is in accordance with the Government Regulation of the Republic of Indonesia Number 17 of 2013 concerning Micro, Small and Medium Enterprises which explains that the guidance and development of small businesses is carried out by the government, the business world and the community, both individually and jointly and is carried out in an integrated manner. directed and integrated. and sustainable. The MSME development program is a policy instrument implemented by a government agency with one or more activities or community activities coordinated by the government agency to achieve targets and objectives and obtain budget allocations in part or in full from the APBN and/or APBD. The capital assistance program as well as training and mentoring for MSMEs in North Kolaka targets 2,380 MSMEs in North Kolaka. The form of coaching is in the form of financial empowerment, namely providing business capital of IDR 2000,000 for each MSME. This is in accordance with the concept of financial empowerment which states that development programs that include access to affordable and adequate financing, such as microcredit, special financing programs for SMEs, and financial inclusion, have helped SMEs overcome financing constraints and encourage business growth, such as technological approaches. . and Innovation, teaching the latest technologies and encouraging innovation within SMEs, providing a strong impetus for product development and increased operational efficiency. (Kementerian Keuangan, 2022). Through this capital assistance program, small and medium industries in North Kolaka can develop human resources, develop products and develop production management.

Apart from that, the coaching program in the form of MSME education and training provided to MSME players in North Kolaka has increased the creativity of business actors in the aspects of business product diversification, product packaging and product marketing. This is an actualization of the strategic steps put forward by Sudarmanto, namely increasing business insight and knowledge of business management, b) Determining priorities for developing leading sectors, c) Increasing productivity, d) Strengthening competitiveness in the domestic market. marketing-based competitiveness, e) Technology-based economic development(Sudarmanto, 2009). This program has been running since 2020 and continues to receive attention and supervision from the local government. The government is responsible for the business continuity of MSME actors in North Kolaka through coaching and supervision of MSME actors who fall into the government-assisted category. This aims to ensure that the programs implemented by the government continue to run and have a positive impact on the people of North Kolaka. The government has prepared and implemented development programs in the form of business capital assistance or stimulus programs and mentoring programs in the form of education and training for MSME players, where the government has trained 90 MSME players through education. and training on product diversification, packaging, brand creation and product marketing. This assistance has the potential

to increase the knowledge capabilities of MSME actors while encouraging increased innovation capabilities. knowledge management capabilities can influence innovation capabilities consisting of product innovation, process innovation, marketing innovation, administrative innovation and service (Córdova et al., 2019; Durst & Wilhelm, 2012; Tunggul, 2019). This MSME development is an ongoing activity where the government carries out monitoring and evaluation of the MSME players being coached, where the implementing element is the Cooperative and MSME Service to control business continuity and check business development after receiving stimulus funds or after receiving business development training.

The activity programs that have been implemented in the form of entrepreneurship training, training based on technological innovation, brand and product packaging innovation, as well as marketing and capital assistance show cross-sector synergy aimed at increasing the competitiveness, productivity and sustainability of MSMEs. Research facts show that the capabilities of MSMEs in North Kolaka have increased, namely financial capabilities, skills capabilities and social capabilities. This is proven by the capital assistance received by 90 MSME actors and skills training attended by 50 MSME actors in North Kolaka. The capital assistance provided by the government since 2020 in the form of stimulus assistance has helped maintain the stability of MSME businesses in North Kolaka. So that it significantly supports financial and financing capabilities related to the ability to manage business finances, including managing cash flow, financing and investment, including access to resources. external finance, such as bank loans or venture capital. Apart from that, this capital assistance is a form of synergy in the development of MSMEs involving the government, BUMN and the private sector in the form of collaboration between the government and the private sector which synergizes in providing the necessary financial support, training and infrastructure. by MSMEs. Where the government provides fiscal incentives and regulations that support MSMEs, while private companies can provide access to markets and resources. The coaching program implemented by the government for MSME players in North Kolaka is not limited to increasing financial capabilities but can increase the knowledge, skills and social abilities of MSME players. This is proven by several activities, namely SME training and education (increasing SME understanding and knowledge as well as HR capacity and competency), business equipment assistance, product branding training, online single submission training using RBA (Application Business). Plan approach, and entrepreneurship training. This activity was carried out involving various parties, including the provincial government and the North Kolaka Regency OPD as a form of synergy in the education and training aspect, namely collaboration between educational institutions and MSMEs to provide training programs, consultations and access to knowledge and skills. necessary to manage the business well. Market Access to develop markets and increase competitiveness through collaboration with large companies, both as suppliers and business partners.

Access to Technology by adopting modern technology and digitalization is an important part of the synergy in developing MSMEs (Arhas et al., 2022). Networking helps MSME owners interact, share information and collaborate with other business actors through involvement in business networks and MSME associations. This synergy between various parties aims to create an ecosystem that supports the development of MSMEs which will ultimately contribute to economic growth, job creation and increased community welfare. Mentoring and training activities have opened up space for communication and interaction between MSME actors and various parties, including the government, private sector, educational institutions and BUMN/BUMD, which encourages increased social capabilities in the form of the ability to work together with colleagues without conflict, working in a team and the ability to empathize. Apart

from being able to support the innovation capabilities of MSME players, in this case the ability to absorb and use external information to be transferred into new knowledge, innovation capability is a comprehensive set of characteristics of an organization that facilitates and encourages innovation strategies. innovation capability is able to create innovation from various aspects, such as product innovation, process innovation, marketing innovation, service innovation and administrative innovation (Syarifuddin et al., 2021).

CONCLUSION

Synergy across sectors of the central, regional, provincial, BUMN/BUMD, and community sectors in the MSME development program in Kolaka are realized in several activities in the form of stimulus assistance from the central government, equipment assistance, mentoring, entrepreneurship training, digital innovation-based education and training. This program significantly encourages increasing the capabilities of MSME players, in the aspects of financial and financing capabilities through access to capital and equipment assistance, knowledge and skills capabilities which include business management knowledge and skills in terms of creating brands, packaging, product diversification and digital-based marketing strategies, as well as innovation capabilities by utilizing the RBA feature to prepare business plans which include market analysis, marketing strategies, financial projections and risk management in the OSS RBA (Online Single Submission Business Plan Application) application. In addition, various activities involving MSMEs in North Kolaka, have opened up space for communication, discussion, and interaction among MSME actors, the government, and the private sector and have indirectly increased the social capabilities of MSME actors in North Kolaka, especially in their ability to work together without conflict and form mutually beneficial and sustainable business networks. Increasing the capabilities of MSMEs in North Kolaka is of course expected to be able to improve community welfare while reducing poverty rates and increasing the number of MSMEs evenly in North Kolaka Regency in a significant and sustainable manner.

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