

Sejati Program: A Future Idea for Building the Capacity of MSME Entrepreneurs in Harjamukti

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ABSTRACT

Micro, small, and medium enterprises (MSME) in Indonesia contribute as one of the pillars of the country's economy. Therefore, it is necessary to maintain the sustainability of MSME activities. Empowerment is a way to build the capacity of MSME entrepreneurs. The principle of democracy opens up opportunities for sectors other than the state to participate in empowering MSMEs, such as private sector, non-governmental organization, civil social organization, etc. The private sector is concerned with empowering MSMEs, marked by the existence of various corporate social responsibility (CSR) programs, especially in community development. Harjamukti is one of the administrative areas in Depok City which has the potential to develop MSME entrepreneurs. This paper aims to discuss the possibilities and ideas of CSR in improving the capacity of MSME entrepreneurs in Harjamukti Subdistrict, Cimanggis District, Depok City. This research used library research methods with the deductive model approach. The findings of this study show that there are 3 internal strengths and 4 external opportunities. Meanwhile, there are also 6 internal weaknesses and 2 external threats that need to be overcome. In addition, there are 5 strategies used to develop a CSR program framework to empower MSME entrepreneurs called Sejati Program. This study also shows that there are possibilities to develop CSR program ideas on capacity building of MSME entrepreneurs in Harjamukti.

Keywords: *Capacity Building; Community Development; Learning Space; MSME; SWOT*

INTRODUCTION

A micro, small, and medium enterprise, commonly abbreviated as MSME, is a productive economic enterprise that has criteria in accordance with the provisions in UU 20/2008. Between micro, small, and medium enterprises are distinguished based on the criteria of net worth ownership and ownership of annual sales results (Pemerintah Indonesia, 2008). MSMEs aim to grow and develop their businesses in order to build a national economy based on equitable economic democracy (Pemerintah Indonesia, 2008).

MSMEs in Indonesia contribute as one of the pillars of the country's economy. MSME business actors reached around 66 million in 2023 (Kadin, n.d.). This figure has increased by 1,52 percent from the previous year. The MSME sector contributes to the Gross Domestic Product (GDP) by 61 percent, or Rp9.580 trillion, and absorbs 97 percent of the workforce (Kemenko Perekonomian, 2023). The number of micro and small-scale economic enterprises in Indonesia reached 4.339.228 units in 2022 (BPS RI, 2024). The three provinces with the highest number of micro and small enterprises are located in Java. The three provinces are Central Java, East Java and West Java (BPS RI, 2024).

West Java ranks first as a province with the number of MSMEs that have been registered on the OSS portal in 2022 based on data from the KemenkopUKM, amounting to 1.494.723 units (UKM Indonesia, 2023). One of the contributors to the number of MSMEs in West Java Province is Depok City with 11.429 units in 2022 (BPS Jawa Barat, n.d.). Depok City has a vision for 2021-2026: "An Advanced, Cultured, and Prosperous Depok" which is further derived into 5 missions (DKUM Kota

Depok, 2023). The fourth mission, “Realizing a prosperous, independent and competitive society”, is directly related to cooperatives and micro-enterprises (DKUM Kota Depok, 2023). The strategic targets for the MSME sector are manifested in two programs of the Cooperative and Micro Business Office of Depok City: MSME Empowerment Program and MSME Development Program in 2023 (DKUM Kota Depok, 2023).

MSME empowerment is something that is needed to improve the quality of MSMEs. According to UU 20/2008 (Pemerintah Indonesia, 2008), empowerment in the context of MSMEs is an effort made by the national government, local governments, the business sector, and the community synergistically in the form of climate growth and business development for MSMEs so that they are able to grow and develop into strong and independent businesses. This definition illustrates that there is a need for synergy between the state, private, and community sectors in empowering MSMEs. This is supported by one of the principles of MSMEs, namely economic democracy (Pemerintah Indonesia, 2008).

The principle of democracy opens up opportunities for sectors other than the state to participate in empowering MSMEs, such as private sector, non-governmental organization, civil social organization, etc. The private sector is concerned with empowering MSMEs, marked by the existence of various corporate social responsibility (CSR) programs, especially in community development. PT Perusahaan Gas Negara – Stasiun Offtake Cimanggis (PGN Cimanggis) is one of the companies that take part in community development, especially in the Harjamukti Subdistrict, Cimanggis District, Depok City. The discourse between MSME development opportunities and CSR opens up possibilities for the development of an empowerment program idea. This paper discusses the possibilities and ideas of CSR in improving the capacity of MSME entrepreneurs in Harjamukti Subdistrict, Cimanggis District, Depok City.

RESEARCH METHODS

This research used library research methods in June 2024. The library research method is a set of activities containing library data collection which is then read, recorded, and processed by researcher as research content (Zed, 2017). The primary data of this research are documents that have links around the focus of the research. The documents used are reports, research articles, news articles, and relevant books. The approach in this literature research is through a deductive model. The deductive approach model assists researchers in using theory as a perspective in research (Abdussamad, 2021). Through this type of research, the study seeks to discuss possibilities and ideas of CSR in improving the capacity of MSME entrepreneurs in Harjamukti Subdistrict, Cimanggis District, Depok City.

RESULTS AND DISCUSSION

Result

Profile of Harjamukti Subdistrict

Harjamukti is an administrative area located in Cimanggis District, Depok City, West Java Province. Harjamukti is characterized as an urban residential area. The area of Harjamukti is 495 hectares. The boundaries of the Harjamukti area are as follows: East Jakarta to the north; Tapos District to the south; Bekasi City to the east; Curug Subdistrict and Cisalak Pasar Subdistrict to the west. Harjamukti is an urban area that is experiencing rapid development, especially in the economic and population sectors (PGN Cimanggis, 2023).

The population of Harjamukti amounted to 23.944 people in 2022 and was dominated by the productive age population (15 - 64 years) by 71,24 percent (17.058 people) (BPS Kota Depok, 2023). Harjamukti residents who work in the trade sector are the second largest with 1.963 people (BPS Kota Depok, 2023). In addition, there are 73 MSME units registered on the website of Dkerens DKUM Depok City (DKUM Kota Depok, n.d.). This indicates that Harjamukti residents view trade as a promising business for their economy. This is also supported by the existence of the MSME Joint Secretariat and Gallery for the local business in the Harjamukti (Berita Depok, 2024).

Profile of PGN Corporate Social Responsibility

PGN as one of the State-Owned Enterprises (SOEs) is active in implementing the Social and Environmental Responsibility (TJSL). PGN is committed to implementing the CSR program as stated in the Regulation of the Minister of SOEs Number PER-01/MBU/03/2023 concerning Special Assignments and Social and Environmental Responsibility Programs of State-Owned Enterprises, as well as referring to various laws and regulations related to CSR. The TJSL program is generally known as CSR (corporate social responsibility).

The CSR programs of PGN are designed to support the company’s sustainability, enhance community welfare, and contribute to the achievement of the SDGs while following the principles of the 5Ps: People, Prosperity, Peace, Partnership, and Planet. The implementation of TJSL programs is aligned with the Company’s strategy, culture, and vision and mission, under the motto “PGN Share,” symbolizing Prosperity, Harmony, Trust, Responsiveness, and Empathy (PGN, 2023).

PGN Share has a vision “To be a nationally recognized Social and Environmental Responsibility Manager”. There are two missions to support the vision, as follows: 1) Actively contribute to improving the welfare of the community; 2) Actively contribute in educating the community, improving health, developing public/worship, preserving nature, and helping victims of natural disasters (PGN, 2023).

Analysis of SWOT on MSME Empowerment Strategies in Harjamukti

SWOT analysis is a tool commonly used to analyze internal and external matters to support decision making in certain situations (Gorener, Toker, & Ulucay, 2012). SWOT stands for strengths, weaknesses, opportunities and threats. SWOT analysis is a type of contextual analysis used to present strategies based on the evaluation of internal capabilities (Suhartini, Mahbubah, & Basjir, 2021). Strategies are built based on internal and external factors. Therefore, there are Strength-Opportunity (SO), Weakness-Opportunity (WO), Strength-Threat (ST), and Weakness-Threats (WT) strategies (Suhartini, Mahbubah, & Basjir, 2021).

Table 1. The Matrix of SWOT Factor Analysis

	Strengths	Weaknesses
Internal Factors	<ol style="list-style-type: none"> 1) The population in Harjamukti is dominated by productive age, reaching 17.058 people (71,24 percent) (BPS Kota Depok, 2023) 2) The trade sector is the preferred sector for 1.963 workers in Harjamukti (BPS Kota Depok, 2023) 3) There are 73 MSME units in Harjamukti registered on the website of Dkerens DKUM Depok City (DKUM Kota Depok, n.d.) 	<ol style="list-style-type: none"> 1) Capital issues 2) Financial management 3) Digital financial management 4) Human resources issues 5) Product development 6) Marketing (Diskominfo Kota Depok, 2024; Lantara, 2024)
	Opportunities	Threats
External Factors	<ol style="list-style-type: none"> 1) There is a government commitment to empower MSMEs through the Cooperative and Micro Business Office of Depok City (DKUM Kota Depok, 2023) 2) The existence of a company (PGN Cimanggis) that has the spirit of empowerment within the scope of CSR in Harjamukti 3) There is easy access to free training, both offline and online, at the local to national level 4) The existence of the MSME Joint 	<ol style="list-style-type: none"> 1) The lack of unique characteristics of MSMEs in Harjamukti is a challenge, especially in the culinary sector (Depok Update, 2022) 2) Sometimes, the price of raw materials fluctuates in the market

	Secretariat in Harjamukti (Berita Depok, 2024)	
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Table 1. The Formulation of Strategy for MSME Empowerment in Harjamukti

Strategi Strength-Opportunity (SO)	Strategi Weakness-Opportunity (WO)
1) Developing triple helix synergy and collaboration between the state, private sector, and community 2) Establishing channel of information that are up-to-date, inclusive, and easily accessible for MSME entrepreneurs	1) Develop capacity building programs for MSME entrepreneurs
Strategi Strength-Threat (ST)	Strategi Weakness-Threats (WT)
1) Development of products and packaging that have distinctive characteristics so as to increase competitiveness	1) Creating innovation of raw material and product

This paper develops a SWOT analysis to build an empowerment strategy in improving the capacity of MSMEs in Harjamukti. The results of the SWOT Analysis show that there are 9 internal factors (3 strengths and 6 weaknesses) and 6 external factors (4 opportunities and 2 threats). Internal factors and external factors that have been identified, then selected, summarized, and adjusted to the objectives. Furthermore, the prioritized factors were elaborated to form several strategies. Furthermore, the five strategies can then become a reference to form a program framework.

Discussion

Sejati Program as an Empowerment Idea for MSME Capacity Building

In the era of democracy, the business sector does not only pursue profit (single bottom line), but changes its perspective by caring about other aspects, such as social and environmental aspects (Siregar, 2007). CSR as an idea directs companies to care about sustainability aspects. This aspect of sustainability is known as the triple bottom line. The term of triple bottom line was first proposed by John Elkington as a CSR framework that combines three dimensions of performance: economic (profit), social (people), and environmental (planet) (Brin & Nehme, 2019). The implementation of the triple bottom line seems to be a guarantee that a company's operations will develop sustainably. Therefore, the implementation of CSR programs is generally in the form of social programs that contribute to solve social problems, such as the economy, job opportunities, health, education, and the environment (Siregar, 2007).

PT Perusahaan Gas Negara – Stasiun Offtake (PGN Cimanggis), located in Harjamukti, contributes to community empowerment. MSMEs are one of the targets of the CSR program. Moreover, MSMEs run by marginalized groups. PGN Cimanggis offers an idea for a CSR program entitled "Sejati". Sejati Program is the Centre of MSME Entrepreneurship Harjamukti (Sentra Kewirausahaan UMKM Harjamukti, in Bahasa Indonesia). The Sejati Program as a community learning space aims to improve the capacity of MSME entrepreneurs in Harjamukti. The Sejati program applies the triple helix principle that provides collaboration space for the private sector, the state, and the community to actively contribute for empowering MSME entrepreneurs in Harjamukti. This collaboration aims to make the Sejati Program an actual, inclusive, and easily accessible information channel for MSME entrepreneurs.

Table 1. The Process of Ideating CSR Program for improving the capacity of MSME entrepreneurs in Harjamukti

Analysis of SWOT	Program	Activities
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Analysis of SWOT	Program	Activities
The Result of SWOT Factor Analysis	Sejati Program Description: Sejati Program is Centre of MSME Entrepreneurship Harjamukti	1) Establishment of center; 2) Entrepreneurship technical training activities; 3) Branding strategy training; 4) Standardization of product; 5) Marketing strategy training
Suggested Strategies	(<i>Sentra Kewirausahaan UMKM Harjamukti, in Bahasa Indonesia</i>)	
→	→	→

The Sejati Program develops activities such as training and other events to improve the capacity of MSME entrepreneurs to face challenges. The Sejati Program aims to solve the problems faced by MSMEs, such as: capital issues, financial management, digital financial management, human resources issues, product development, marketing. The stages of the Sejati Program include: 1) Establishment of center; 2) Entrepreneurship technical training activities; 3) Branding strategy training; 4) Standardization of product; and 5) Marketing strategy training. In addition, the Sejati Program is expected to encourage development of a unique character of product, packaging, and innovation from Harjamukti so as to increase competitiveness at the city, provincial, and national level.

CONCLUSIONS

This study shows that there are 3 internal strengths and 4 external opportunities. Meanwhile, there are also 6 internal weaknesses and 2 external threats that need to be overcome. Furthermore, this study formulates 5 strategies for MSME empowerment. The five strategies are used to develop a framework for a CSR program to empower MSME entrepreneurs called Sejati Program. The goal of the program is to improve the capacity of MSME entrepreneurs in Harjamukti with the principles of actual, inclusive, and accessible so that it becomes a resilient community learning space. Thus, this study shows that there are possibilities to develop CSR program ideas on capacity building of MSME entrepreneurs in Harjamukti.

This study has limitations, in that the SWOT factors were identified through library research methods. For the future, this study can be maximized by using other research methods to be more comprehensive. This is expected to provide a more optimal solution in improving the capacity of MSME entrepreneurs in Harjamukti.

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