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The Innovation Breakthrough in Digital and Disruptive Era
IMPLEMENTATION OF MSME EMPOWERMENT POLICY IN MANADO CITY (STUDY AT THE MANADO CITY COOPERATIVE AND SME OFFICE)
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Empowerment is an effort made by the authorities, regional Governments, the commercial enterprise global, and the community synergistically within the shape of climate boom and enterprise development for Micro, Small and Medium businesses in order that they're able to develop and develop into strong and independent businesses. Efforts to increase MSMEs require actual cooperation among the government, both valuable and local, on the only hand, and the business global and the network on the other. The role of the authorities in this situation is visible in the provision of concrete facilities to MSMEs and of direction also thru the formation of laws and policies that favour MSMEs. The reason of this research is to explain the implementation of MSME empowerment in Manado town and analyse the elements that have an impact on the implementation of MSME empowerment in Manado town. The studies method uses descriptive qualitative with commentary, interview and report collection techniques. The concept utilized by George C Edward III's public coverage implementation on coverage implementation is encouraged by four variables, specifically: (1) verbal exchange, (2) bureaucratic shape, (3) assets, (4) disposition. The influencing factors use Merilee S. Grindle's theory, particularly the policy content material includes the interests of the goal institution, the type of gain, the preferred degree of trade, the vicinity of selection making, implementation, the assets worried. The outcomes of the research on the implementation of MSME empowerment in Manado town show that conversation relations are executed intensively and always, and are supported with the aid of the involvement of stakeholders, non-public and non-governmental organizations and the usage of whatsapp technology media as a way of communiqué. The formation of an implementing shape and a clean division of duties, and supported by way of human resources and non-human assets, as well as the formation of hierarchical imposing dispositions and tendencies to stakeholders and enthusiastic implementing attitudes in implementing MSME empowerment guidelines.

Keywords: Implementation, Empowerment, MSME

1. INTRODUCTION

Micro, small, and medium businesses (MSMEs) are commercial enterprise sports which are capable of extend employment and provide huge financial services to the community, and can play a role inside the system of equalising and growing humans's earnings, selling economic boom, and gambling a function in realising country wide balance. Efforts to enhance the capacity and institutional participation of micro, small, and medium companies inside the national financial system, the empowerment desires to be done with the aid of the authorities, local governments, the business international, and the network in a comprehensive, synergistic, and sustainable manner [1].

Empowerment is an effort made by using the government, local Governments, the business global, and the community synergistically inside the shape of climate boom and business improvement for Micro, Small and Medium enterprises in order that they are capable of grow and turn into robust and impartial corporations. Efforts to increase MSMEs require actual cooperation between the government, both primary and local, on the one hand, and the enterprise world and the community on the alternative. The position of the authorities in this case may be seen inside the provision of concrete facilities to MSMEs and of
path also via the formation of legal guidelines and regulations that favour MSMEs [2].

Regulation No. 20/2008 explains that MSMEs are small establishments owned and controlled through an character or owned with the aid of a small organization of people with a sure amount of wealth and profits. Micro, Small and Medium enterprises (MSMEs) intention to develop and develop their companies with a purpose to construct a national financial system primarily based on equitable monetary democracy.

Indonesian authorities law No. 17 of 2013 regarding micro, small and medium enterprises. The steering and development of small organizations is accomplished by means of the authorities, the commercial enterprise international and the community, both for my part and collectively and is performed in a directed, integrated and sustainable way. An important factor regulated on this PP is for the vital authorities and local governments to facilitate the development of MSMEs.

The MSME region has a big participation in the revival of the Indonesian financial system from the impact of this pandemic. Based on information from the Ministry of Cooperatives and Small and Medium organisations (Kemenkop UKM) in 2021, the range of MSMEs currently reaches around 64 million with a contribution to gross home product (GDP) of sixty one.07% or round IDR 8,500 trillion. Then, the contribution of MSMEs is also able to take in 97% of the full team of workers, and is able to increase as much as 60.four% of general investment [3].

The role of MSMEs for Indonesia's economic progress reaches to the regions, including Manado city. Manado city mayor regulation (Perwali) number 46 of 2016 explains the position, duties, and functions of the Manado city cooperative, small and medium enterprises office. Based on the data obtained, the diversity of MSMEs in Manado city in 2022 was recorded, namely: 19,880 micro enterprises, 4,082 small enterprises, 1,518 medium enterprises, total number of MSMEs 25,480. Total assets of micro enterprises IDR 61,589,281, small enterprises IDR 83,954,871, medium enterprises IDR 140,598,761. Total assets in 2022 Rp286,142,913. Total turnover of micro businesses IDR 115,896,315, small businesses IDR 175,867,213, and medium-sized businesses IDR 188,275,275. Total turnover was IDR 480,038,803. The number of male and female labour absorption in micro enterprises totalled 17,889 people, small enterprises 89,019 people, and medium enterprises 8,178 people. The total number of workers in the umkm sector is 115,086 people. Although the growth in the number of MSMEs in Manado City shows a positive trend, the problems faced by MSME actors are also increasingly complex, including: human resource problems, access to capital, marketing and technology.

Based totally on studies by means of Desmaryani, it's miles identified that the troubles of MSMEs include inner factors together with capital, human sources, regulation and responsibility, external elements inclusive of an negative commercial enterprise climate, infrastructure and get entry to together with access to uncooked substances, generation, and others. Research conducted by means of Ismail on the observe of MSME Empowerment coverage Implementation in Bojonegoro town with qualitative strategies via regarding Edward III Implementation theory, obtained the outcomes of conversation family members done intensively and continually, and supported by the involvement of stakeholders, personal and non-governmental organizations and the use of whatsapp technology media as a method of communique.

The formation of an enforcing structure and a clean department of responsibilities, and supported by means of human resources and non-human sources, as well as the formation of hierarchical implementing inclinations and dispositions to stakeholders and enthusiastic implementing attitudes in enforcing MSME empowerment rules. Other research conducted via Kusnadi on the Implementation of MSME development policies in Subang Regency with qualitative strategies regarding Grindle's implementation principle.

The results showed that coverage implementation in MSME development on the workplace of Cooperatives, MSMEs, alternate and industry of Subang Regency became powerful within the type of advantages, the diploma of alternate favored, the location of choice making, programme implementation, resources worried, institutional characteristics and manipulate, compliance and responsiveness, while inside the
Based on the results of research performed by using Francia on the connection between innovation and performance in MSMEs: The case of the wearing apparel zone in emerging nations analysed a sample of 104 SMEs in the clothing quarter in Peru and Colombia. The results showed that sixty two.eight% of MSMEs never obtained aid from other actors for the improvement of innovation sports. The results of this have a look at can make a contribution to the validation, updating or implementation of public rules that inspire collaboration among stakeholders to recognize innovation, in addition to in proposing investment strategies for innovation improvement in growing countries [5].

This research focuses on public policy implementation as part of the public policy process. The term implementation includes actions or inactions by various actors, especially bureaucrats, which are intended to make policies or programmes work. Implementing agencies as implementers based on laws or policies with the responsibility of running the programme must get the resources needed so that implementation runs smoothly. Based on the description above, it is necessary to conduct research in order to describe and analyse the implementation of MSME empowerment, as well as the factors that influence the implementation of MSME empowerment in Manado City. With the study of the implementation of MSME empowerment policies in Manado City, it is hoped that it will become a policy recommendation material for the implementation of economic development in Manado City [6].

3. RESULTS & DISCUSSION
3.1 Implementation of MSME Empowerment in Manado City
Policy implementation is a stage that determines whether the policies pursued by means of the authorities are truly applicable within the subject and successful in generating outputs and effects as planned. George C. Edward III asserts that the primary hassle of public management is the dearth of attention implementation "without effective implementation the decision of policymakers will not be accomplished successfully".

Edward shows taking note of 4 fundamental issues for coverage implementation to be effective, particularly; communiqué, resources, disposition, and bureaucratic shape. in the observe to find out how the implementation of the Manado town MSME empowerment policy used the implementation variables from Edward III [9].

3.1.1 Communication
With regard to how policies are communicated to organisations and the public, the availability of resources to implement policies, the responsiveness of those involved, and how the organisational structure of policy implementers. communication is placed at the top in the magnitude of influence on the effectiveness of policy implementation. This relates to the interrelationship and interaction between policy formulation actors (decision makers) and policy implementation actors.

As well as communication between policy implementers and target groups. In order for policies to be implemented properly, policy implementers must fully understand the policy material to be implemented, both from the technical substance and the historical and visible, interviews, and documentation. on this examine the authors analysed the information determined within the subject using the Miles and huberman model in Sugiyono's ebook, which states that "sports in qualitative information analysis are achieved interactively and take area constantly till final touch, so that the facts is saturated". The facts evaluation activities in question, that allows you to also be utilized by the author on this examine, namely: statistics discount, facts presentation, and end drawing [8].
philosophical background of the policy. For this reason, there are three indicator variables according to Edwards III that must be fulfilled so that policy communication takes place effectively, namely the transmission between the communicator and the communicant must be designed in such a way as to use good communication channels and in accordance with the conditions, and always pay attention to the factors of communication barriers (noise) that may occur [10].

With reference to the opinion of Edwards III what is meant by communication in public policy implementation is communication between policy formulators and implementers in the field, as well as between implementers and target groups. This concerns communication about the substance of the policy to be implemented. This is like Edwards’ statement: ‘the first requirement for effective policy implementation is that those who are to implement a decision must know what they are supposed to do’. The existence of communication factors at the policy implementation level is related to the concept of organisational communication and social communication.

Organisational communication is one form of communication that has a broad perspective, because it also includes communication in various fields of life. The communication factor is very decisive in policy implementation. Because even though the resulting policy has good quality and aims to fulfil the interests of the community, if the implementers do not have a clear, complete and broad understanding of the meaning and purpose of the policy, then of course they will convey it vaguely, narrowly and limitedly.

So that as a result it is possible to have an a priori attitude or even policy rejection from the target group. In the policy communication process, Edwards III mentions three things that need to be observed in the results of policy communication, namely transmission that runs well, clarity of communication material, namely clarity of policies and plans or policy stages, by whom, how, where, why the policy needs to be implemented, and consistency of policy implementation communication that needs to be continuous until the implementation objectives can be achieved. The three results of policy communication in the policy implementation framework have a major influence on the effectiveness of policy implementation.

Based on the research results, communication in empowering MSMEs in the city is quite effective by using technological media as a means of communication [11].

3.1.2 Resources

In regards to the availability of helping resources, specifically human assets. This relates to the competencies of public coverage implementers in order that rules end up more effective. the supply of assets to perform coverage sports, which includes the number of people (staff), the high-quality of implementers, the supply of records on subjects regarding policy implementation.

The availability of sufficient and recognised authority for policy implementers and the availability of adequate facilities to support policy implementation both budget and work facilities. The capacity provided from the above sources must be in accordance with the level of the problem, the breadth of coverage and the number of targets to be achieved.

Edwards III argues that even though communication has gone well, if it is not supported by adequate resources, the policy implementation will not be effective. In this regard, Simanjuntak states that input resources can consist of a variety of production factors such as capital, land, buildings, equipment and machinery, raw materials and human resources. According to Edwards III, these resources include: the number and quality of staff, appropriate and relevant information data, sufficient authority, and work facilities and facilities including buildings, equipment, land and support. Here Edwards III does not include financial factors, while the behavioural factor he calls disposition is determined to stand alone and separate from the human resource element.

The second factor of the resource variable is the availability of information which materialises in two forms, namely: (1) clarity regarding the steps/actions that must be implemented and (2) information in the form of data related to policy implementation. The third factor of the resource variable is what is called authority. The fourth factor of organisational capacity is the availability of financial resources (financial capacity) to finance policy implementation activities [12].
Based on this research, the resources mobilised in empowering MSMEs in Manado city are quite maximum.

3.1.3 Disposition

Relating to the willingness of implementers to implement existing public policies. Another variable that has a third level of influence on the effectiveness of policy implementation is the disposition variable, which means the attitudes and behaviour of the implementers.

Because even though communication has gone well and is supported by adequate resource capacity, if it is not supported by the attitude of the implementers, policy implementation will not be effective. There are three indicator variables from the position according to Edwards III, namely the effect dimension of attitudes such as sectoral ego attitudes, bureaucratic staff placement and the dimension of driving factors which are sources of motivation for policy implementers to implement policies effectively.

Based on the research, stakeholder cooperation determines empowerment activities. Stakeholders involved include; Cooperatives and MSMEs office, community, private sector, and cross-sectoral such as Manado city communication office.

3.1.4 Bureaucratic structure

The suitability of the bureaucratic organisation that organises public policy implementation. The last variable is the bureaucratic structure variable, where for this variable Edwards III describes aspects of the division of tasks and mechanisms for carrying out tasks through the establishment of Standard Operating Procedures. Based on the research results, there are Standard Operating Procedures in carrying out tasks to empower MSMEs in Manado City.

3.2 Factors Affecting the Implementation of MSME Empowerment in Manado City

From various expert opinions regarding the factors that influence policy implementation, in this study there are several factors that have been identified as strongly influencing the implementation of MSME empowerment in Manado city based on the theory of Marilee S. Grindle; namely, policy content and inter-organisational relations. The following is an explanation and analysis of these two factors. [13]

3.2.1 Policy Content

The success and failure of policy implementation according to Marilee S. Grindle is influenced by two major variables, namely the content of policy and the context of implementation. In this research, the focus that will be discussed is the content of the policy as a factor influencing the implementation of MSME empowerment in Manado City with indicators of the type of benefits received by the target group and the degree of change [14].

1. Type of benefits received by the target group
2. The degree of change speaks to the extent to which the desired change occurs from an implemented policy so that it can be felt by the target group According to Grindle in a public policy how much change you want or want to achieve through a policy implementation must have a clear scale.

3.2.2 Inter-organisational Relationships

In implementing a programme, there needs to be support and coordination with other agencies. For this reason, good cooperation and communication between agencies are needed for the success of a programme. To see inter-organisational relations in this study, indicators of communication and cooperation between implementing organisations were used [15].

3.2.2.1 Communication

Communication is very important in policy implementation because communication affects and determines the success of achieving the objectives of public policy implementation. Communication functions as the delivery of information (orders or directions) from policy makers to those responsible for implementing policies and policy target groups. Communication in this study can be seen from the socialisation of empowerment programs to registered MSMEs in Manado city. Socialisation is important in supporting the successful implementation of new policies. Socialisation is carried out in addition to transferring information to the public or target
groups about the existence of new policies regarding MSME empowerment, it is also intended to shape people's mindset about MSME development in Manado City. From the results of interviews to

3.2.2.2 Operation between Implementing Organisations

Cooperation essentially indicates the existence of two or more parties that interact or establish relationships that are dynamic in nature to achieve a common goal.

4. CONCLUSION

The results of the research and discussion that have been described in the implementation of MSME empowerment in Manado city can be concluded that as follows:

a. The importance of increasing the education and training of MSMEs in Manado city involving government agencies, stakeholders, the private sector and non-governmental organisations continues to be maximised.

b. The facilitation of MSME capital in Manado city can be facilitated by the government by minimising the burdensome requirements for MSME actors.

c. Market access for MSMEs in Manado City should be further expanded, not only at the gallery or airport.

The influencing factors are; policy content and inter-organisational relations.

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