



Community Empowerment As Effort to Strengthening the SME Capacity

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Abstract

This study aimed to determine the development of small medium enterprises of Gowa Regency, South Sulawesi Province by approach of innovation and implementation of local government. Study analysis uses qualitative data based on time series data from 2014 – 2019 and compare between total SME activity and percentage of growth. The result of this study shows the efforts of the Gowa Regency Trade and Industry Office in empowering to increase the capacity of SME, namely by providing facilitation to the community, facilitation supplied in the form of socialization, training, provision of facilities and infrastructure in increasing SME productivity and SME facilitation for banks or non-bank financial institutions to support SME productivity and sustainability



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1. Introduction

Development is an orientation and business activity carried out by a country to develop economic activities or activities and increase the community's standard of living and prosperity in the long term (Andreeva & Garanina, 2017; Hasmawati *et al.*, 2020). The organization's capital is indicated by the increase in per capita income of the organization Gross Domestic Product or GNP and the existence of a balance between supply and demand in the market. In implementing development, capital formation is a critical factor for successful growth (Chandy & Narasimhan, 2015; Han *et al.*, 2015). The implementation of development certainly requires a large amount of capital, but this isn't easy in developing countries. Natural wealth and abundant human resources do not necessarily make a country have ample money to grow. This happens because resources cannot be managed optimally. Thus, the path taken is to ask for foreign assistance and foreign investment to cover the gap between (savings and investment) and the hole in foreign exchange needs (gap foreign exchange) (Joe *et al.*, 2009). Furthermore, to achieve the economic growth target, macro and sectoral planning and implementation are also very important.

Human resources are the primary capital owned by a country or region. Quality human resources determine the creation of a faster, more effective, and efficient development process (Mappamiring *et al.*, 2020). In this globalization era, challenges and competition are getting more challenging in the economic, political,

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and socio-cultural fields (Olilingo & Putra, 2020; Arfah *et al.*, 2020). We have lived the Asean Economic Community (AEC) era, so every country or region must be required to be more productive. Community productivity is needed to spur economic growth and sustainable development. It is hoped that financial problems can be overcome through sustainable development, equitable development, and poverty. Halvarsson *et al* (2018), identifies three causes of poverty from an economic perspective. 1) poverty arises because of the inequality of resource ownership patterns, which results in unequal income distribution (Holtemöller & Pohle, 2019), 2) Poverty arises from differences in the quality of human resources (Huang *et al.*, 2020), 3) Poverty occurs due to differences in access to capital when the causes of poverty lead to the poverty cycle theory (Shammi *et al.*, 2020).

The current lack of solid fundamentals for the Indonesian economy has prompted the Government to empower the community through small and medium industries (SME). This sector can absorb a sizeable workforce and provide SMEs with opportunities to develop and compete with businesses that tend to use large capital. The existence of small and medium industries (SME) cannot be doubted, because it has proven to survive and become the driving force of the economy, especially after the economic crisis (Lestari *et al.*, 2020). On the other hand, SME also faces many problems, including limited working capital, relatively low quality of human resources, and a lack of science and technology (Suriyanti *et al.*, 2020; Ahmad *et al.*, 2020). Another obstacle faced by SME is the relationship with industry prospects that are still unclear about their industrial planning, vision, and mission. Generally, this occurs because SME is an income gathering, namely increasing income, with the characteristics of family-owned industries that use technology that is still relatively simple, lacks access to capital. There is no separation of industrial capital from personal needs (Jiang & Shen, 2018).

Community empowerment is a strategy for realizing the ability and independence of the community. The purpose of community empowerment is to increase the community's power and autonomy in overcoming poverty and underdevelopment, inequality, and powerlessness. There are six dimensions of community development or empowerment that interact with one another in complex forms. These six dimensions are: social, economic (Jensen, 2001), political and cultural (Hong, 2019), environmental (Murdifin *et al.*, 2019), and personal-spiritual development. Empowerment models that can be developed in an organization to ensure the organization's empowerment process's success are, 1) Desire, which is the desire of the community to change their mindset—in this case, changing the personality to become a productive, creative, and innovative society. 2) Trust, namely the mutual trust between the community, both the Government and the private sector, to work together and give one another responsibility. 3) Confidence (Confident), namely the feeling of confidence in a person or society in doing something. 4) Credibility, which is the power that a person or organization has that causes trust. 5) Authority (Accountability), which gives the right to do something or order someone else to do or not do something to achieve specific goals. 6) Communication, namely the existence of an interactive relationship with each other, be it Government, private, and community (Baldacchino, 2001; Cheah *et al.*, 2020).

Law number 20 of 2008 describes small and medium industries (SME). The small enterprise is a productive economic business that stands alone, carried out by individuals or industrial bodies. Those are not industrial subsidiaries or non-industrial branches owned, controlled, or directly or indirectly from medium-sized or large-scale that meet small industries' criteria. As referred to in this Law. The medium industry is a productive economic business that stands alone, carried out by an individual or an industry. The body is not a subsidiary of one sector or branch of an owned controlled or part of, either directly or indirectly, with small industry or large industry with total net assets or sales proceeds.

Table 1. Criteria for Micro, Small and Medium Industries

Criteria	Micro	Small	Intermediate
Net worth	≤ Rp. 50 million	>Rp. 50 Million - ≤ Rp. 500 Million	> Rp. 500 Million - ≤ Rp. 10 billion
Net annual sales	≤Rp. 300 million	> Rp. 300 Million - ≤ Rp. 2,5 billion	> Rp. 2,5 billion - ≤ Rp. 50 billion

Small and medium-sized industries are defined as "economically active poor," namely people who have

savings with a slight increase and people who can pay small loans at possible interest from credit institutions that provide their finances (Yildirim & Sezgin, 2003). They form their industry with their own or other people's capital to fulfill their own or other people's needs to get revenue from the sector (Kechiche & Soparnot, 2012). Furthermore, Indahingwati *et al* (2019) explains that small and medium industries have several advantages to be developed because SME has a large capacity and can relatively be cultivated by all economic strata. Because of its nature is affordable to the community, including those who have just started entrepreneurship. Besides, the domestic market's dominant role has made people's industries highly resilient to developments and domestic market changes. These SMIs can withstand the shocks of the crisis. Small and medium enterprises still have weaknesses and affect industrial development, namely human resources (HR), which is always limited; namely, they do not have professionalism in entrepreneurship (Asemokha *et al.*, 2019). The ability to master productive technology cannot meet market demand that requires a stable supply, quality, and perfect timing when it comes to fulfilling large orders. Besides, limited capital is caused by limited ability to access sources of funds from financial institutions.

Elpisah & Suarlin (2020) explained that the problems faced by small and medium industries include; First, lack of capital, which is the main factor for developing an industrial unit. In general, small and medium-sized enterprises rely on money from the owner, which is very limited. At the same time, loan capital from banks or other financial institutions is difficult because banks' administrative and technical requirements are challenging to meet (Jin *et al.*, 2018). Second, Human resources is limited, becoming a small and medium industry in development (Heikkilä *et al.*, 2017). In this case, formal education, knowledge, and skills still weak affect industrial processing management and technology, so that the industry is challenging to develop optimally. Third, human resources is limited, becoming a small and medium industry in development. In this case, formal education, knowledge, and skills still weak affect industrial processing management and technology, so that the industry is challenging to develop optimally (Lestari, Leon, *et al.*, 2020). Fourth, weak business networks have become a problem for small and medium enterprises because most of these industries are family industries, which have limited business networks. Their ability to penetrate the market is still low because their products are very limited in number and have less competitive quality. Facilities and infrastructure become a problem for SMIs because of the limited facilities and infrastructure in carrying out production and marketing activities that will impact the level of productivity and profits that will be achieved (Mashur *et al.*, 2019; Mashur *et al.*, 2020).

Several external factors that affect the development of small and medium industries are limited facilities in accessing markets, lack of integrated policies, and lack of government and personal attention in developing SMEs. Likewise, with industry players' factors, namely the lack of entrepreneurial spirit possessed by entrepreneurs so that in developing their industry they ignore the problem of effective and efficient products and are less creative and innovative in choosing and growing their business (Camisón-haba *et al.*, 2018). The development process in an area is expected to continue and be felt by all people. Through the equalization of development, a prosperous society will be created. However, planning the development process requires good planning, implementation, and supervision, supported by a robust fiscal capacity and capable of financing the development process (Ilyas *et al.*, 2020). Gowa Regency is a district bordering the city of Makassar. The Gowa Regency population still experiences various problems, especially problems of infrastructure and poverty, and the level of independence is still low.

The Government of Gowa Regency, in facing the free market, seeks to improve the quality of its human resources through education and health programs as well as through the small and medium industry (SME) improvement program so that an independent society is formed. The number of Small and Medium Industries (SME) in the Gowa Regency is still relatively small. The level of independence of the Gowa Regency people is still low. This condition occurs because the Small and Medium Industry (SME) itself faces various kinds of problems, including the paradigm of the people of Gowa Regency for entrepreneurship, which is still minimal. For people who want to start or already have SME, the problems faced include lack of business capital, limited human resources, weak business and market networks, and inadequate facilities and infrastructure. Therefore, the Government of Gowa Regency, through its related offices, strives to encourage the small and medium industrial sector to develop so that it can promote economic growth in Gowa Regency. The Government of Gowa Regency in implementing the improvement of Small and Medium Industries (SME). So that later the

community will be more productive, creative, and innovative, which will encourage the level of community independence.

2. Research Method

Research on community empowerment through Small and Medium Industries (SME) was conducted at the Department of Trade and Industry, Gowa Regency. This study's subjects were employees of the Gowa Regency Trade and Industry Service, who were later referred to as informants. The purpose of selecting this research topic is to obtain information and data that can be recognized as accurate (Indrika Ristinura, 2013). The qualitative approach was chosen in this study because it aims to describe the situation or phenomenon that occurs and explain the data as there is community empowerment through small and medium industries in Gowa Regency. Sources of data from this study used primary data and secondary data. Direct data comes from field research, while secondary information is data that comes from library research.

The data collection method used in this research is the interview method and documentation. Data analysis is an effort made by working with data, organizing data, sorting it into manageable units, looking for and finding patterns, finding what is essential and what is learned. And what can be shared with others (Ristinura, 2013). This study uses a qualitative analysis, which describes events, incidents, changes, and experiences that occur to determine a method's effectiveness. The model used is an interactive analysis consisting of (data collection, data reduction, data presentation, and conclusion).

3. Result and Discussion

3.1. Result

Growth is an irreversible process of increasing in size, volume, and mass. According to the following data, the SME of Gowa Regency in 2014-2019.

Table 2. Data for Small and Medium Industries (SME) for 2014-2019

No	Year	Total SME	Growth %
1	2014	514	-
2	2015	508	-0,98
3	2016	669	1,31
4	2017	852	1,27
5	2018	832	-0,97
6	2019	1120	1,34

Table 2 shows the number of SME in 2014 as many as 514 units and in 2015 as many as 508. These results explain that the SME in Gowa Regency has decreased by six units or the growth is -0.98%. This decline occurred due to a shift in the domination/population of active SME entrepreneurs. This data is the same as presented by Andi Luha Alang (Head of Trade and Industry Department of Gowa District), namely:

"The fluctuating growth in the number of SME in Gowa Regency is adjusted to the level of the economy in the current year. It is also caused by a shift in the domicile of the people who are active as SME".

SME Gowa Regency in 2015-2016 experienced an increase in the number of SME. In 2015 the total number of SMEs was 508 units, and in 2016 it was 669 units. An increase in the number of SMEs in 2015-2016 by 161 SMEs or a growth of 1.36%. In the 2016-2017 period, the number of SME in Gowa Regency increased by 183 units or a growth of 1.27%. This occurs because the Government participates in encouraging

an increase in SME in Gowa Regency by disseminating and training SMEs conducted by related agencies. This is following what was stated by AL, namely:

"The efforts of the Gowa Regency Trade and Industry Service in empowering people who are active as SME and fostering new entrepreneurs, namely by socialization related to regional potential-based processing, and training associated with SME processing in increasing the ability of SME players in carrying out production and marketing activities".

The number of SME from 2017-2018 has decreased by 20 units or a growth of 0.97%. This relatively happens due to improper business financial management. This is in line with that raised by AL, that:

"The bankruptcy of the SME business was caused by inconsistent business management, for example: combining business finances with household finances resulted in the exhaustion of SME business capital and eventually had to go out of business."

The number of SME in 2018 was 832 units, and in 2019 there were 1120 units. During that period, the number of SMEs experienced 288 companies or a growth of 1.34%. This increase occurred due to the Trade and Industry Service's efforts and participation in assisting SME in the Gowa Regency. This is following what Andi Luha stated, namely:

"The efforts of the District Trade and Industry Office. Gowa, in empowering people who are active as SME and fostering new entrepreneurs, has held a work program to provide facilities and infrastructure to increase the productivity of SMEs and facilitate SME to banks or non-bank financial institutions to get business capital assistance".

The role of the Government of Gowa Regency through the Department of Trade and Industry is to try to increase the number of SME in Gowa Regency through community empowerment activities by providing physical and non-physical facilitation to the community. The Gowa Regency government program to develop community group businesses is an effort to improve its people's welfare. Efforts to increase the productivity of micro-enterprises in the Gowa Regency are related to facilities' assistance for increasing production and improving its quality.

3.2. Discussion

Small and medium industry (SME), a productive economic business activity, cannot be separated from various obstacles or problems in its activities. The dependence of SME on production factors causes its growth to experience ups and downs because of the issues faced by small and medium industries (SMEs), including internal factors and external factors.

3.2.1. Barriers from internal factors

Business capital is the money used as the principal (parent) to develop a business unit (Nugraha, 2011). The lack of capital for SMEs is caused because small and medium-sized industrial businesses are private businesses or companies with a closed nature and only rely on limited owners. Meanwhile, loan capital from banks or other financial institutions is difficult to obtain because banks' administrative and technical requirements cannot be fulfilled. The condition that becomes the biggest obstacle for SME is that there is a collateral provision; not all SMEs have sufficient and sufficient assets to be used as collateral. In this regard, SME also encountered difficulties in terms of access to financing sources.

Most small businesses have grown traditionally and are family businesses passed down from generation to generation—the limited quality of human resources for small businesses. Little quality of human resources is caused by difficulties in adopting new technological developments to increase the competitiveness of the products produced. Small companies, generally family business units, have minimal business networks and

low market penetration capabilities. The number of products made is minimal and has less competitive quality than large businesses that already have a reliable network and are supported by technology that can reach international reach and good promotion.

The mentality of SME entrepreneurs is a state or activity of the soul or way of thinking and feeling of SME actors in managing their business. An important thing that is often forgotten in any discussion about SME, namely the spirit of entrepreneurship of the SME entrepreneurs themselves. The heart referred to here, among others, is the willingness of SME players to continue to innovate, be resilient without giving up, willing to sacrifice, and eager to take risks. Transparency is openness and accountability. Transparency is defined as the principle that guarantees access or freedom for everyone to obtain information about government administration, namely information about the policymaking process and its implementation and the results achieved. Lack of transparency between the early generations of SME builders and the next. A lot of information and networks are hidden and not disclosed to the party who subsequently runs the business so that this creates difficulties for future generations in developing their business.

3.2.2. Barriers from external factors

Efforts to empower small and medium industries (SME) from year to year are always monitored and evaluated in terms of their contribution to creating the gross domestic product (GDP). Absorption of export labor and development of legal actors and the existence of small and medium industrial investment through the formation of gross fixed capital (buy). All of these macroeconomic indicators are always used as a reference in the formulation of policies for empowering SMIs and indicators of implementing procedures that have been implemented in the previous year.

Lack of information related to advances in science and technology, causing the facilities and infrastructure they have also do not develop rapidly and do not support their business's progress as expected. It is not tricky for SME to find a place to run their business due to the high rental price or the less strategic location. Limited market access will result in the product being unable to be marketed competitively in both national and international markets. Besides that, the lack of information access is known to SME; more or less, it influences the competition of products or services from the SME business unit with other products in terms of quality. Small and Medium Industry, in its journey, will depend on the ability of the perpetrators. If the SME actors have more capabilities, both in processing and planning their production results, the SME they have will also quickly develop and increase. However, if the human resource capacity is still low, or in other words, they do not have the right skills and have the ability, then the development of SME will be challenging to occur.

In carrying out its primary duties and functions, the Department of Trade and Industry of Gowa Regency has made various efforts to improve small and medium-sized industries (SME) in Gowa Regency. Efforts are being made, namely by empowering the community—Department of Trade and Industry, Kab. Gowa performs physical and non-physical facilitation provided to the community. Physical facilitation will be carried out by giving business capital assistance and establishing production centers. Meanwhile, the non-physical facilitation was socialization and training related to small and medium industries, all of which were part of the official work program related to empowering the community. According to Ndaha (2003), various government work programs are needed to achieve a dynamic balance between the Government and all segments being governed.

Several empowerment programs that can be carried out are political empowerment, which aims to increase the Government's bargaining power. This bargaining power is intended so that those who are ordered get their right in goods, services, services, and care without harming other parties. A robust and resilient government or bureaucracy is having a high quality of work-life. It is oriented towards a) participation in decision making, b) career development program, c) leadership style, d) the degree of pressure experienced by employees (the degrees of stress experienced by employees), and (e) the culture of the organization. In this political empowerment, the Government strives to create a conducive business climate, among others, by ensuring peace and security of business licenses.

Economic empowerment is intended to increase the capacity of those commanded as consumers so that they can function as bearers of the negative impacts of growth, bearers of development burdens, program

failures, and environmental damage. In this economic empowerment, the Government seeks to expand special credit schemes with conditions that are not burdensome for SMIs to make it easier to obtain business capital and protect businesses and develop partnerships.

Socio-cultural empowerment aims to increase human resources' ability through human investment to improve human dignity, human utilization, and be treated relatively towards humans. In this socio-cultural empowerment, the Department of Trade and Industry seeks to develop partnerships between SME or SME and large entrepreneurs. There is no monopoly in business. Besides, to expand market share and management of SMIs, they will have the strength to compete with other business actors, both from within and from abroad.

Environmental empowerment is intended as a program for environmental care and preservation so that the governed and the environment can adapt in a conducive and mutually beneficial manner. The Department of Trade and Industry strives to create a conducive business climate so that the environment becomes peaceful and safe. Empowerment is both a process and a goal. A method of charge is a series of activities to strengthen vulnerable groups' power or license, including individuals who experience poverty problems. In contrast, as a goal, commission refers to the state or outcome of a social change.

The Department of Trade and Industry of Gowa Regency, in empowering the community its development method, uses facilitating. According to Sam (2011), facilities are everything in the form of objects or those that can promote and facilitate the implementation of a specific business. Facilities or facilities can be divided into two, namely physical facilities and non-physical facilities. Physical facilitation is anything in the form of objects that can be differentiated and have a role in facilitating and expediting a specific business. Physical facilities provided by the Government such as business capital assistance, production center assistance. Non-physical facilitation, namely human resource development, for example, outreach and training

4. Conclusions

The growth in the number of SME in Gowa Regency from 2014-2019 experienced ups and downs; this fluctuating growth was adjusted to the level of economic growth in the current year. The most significant increase in the number of SME occurred in the 2018-2019 period; the growth reached 1.34%, from 832 SME to 1120 SME. The increase in the number of SME is relatively due to the District Trade and Industry Office's participation. Gowa in encouraging the growth of SME. The decline in SME in 2015 and 2016 was somewhat due to a shift in the domicile of people who have activities as SME players and inconsistent business management carried out by SME players, namely combining business finances with household finances. The efforts of the Gowa Regency Trade and Industry Office in empowering to increase the capacity of SME, namely by providing facilitation to the community, facilitation supplied in the form of socialization, training, provision of facilities and infrastructure in increasing SME productivity and SME facilitation for banks or non-bank financial institutions.

For the Government, the SME mentoring program also needs attention. This is because an area that already has an SME wants to increase its productivity by increasing market potential and will compete with products from outside sites. So local products in the region need assistance and guidance from the Government in increasing product competitiveness, both from improving product quality. Also, in terms of marketing. For the Government, the formation of business groups in the regions is equally important, especially for people who do not have permanent livelihoods. The appearance of this business group will later make it easier to form business capital, which will also impact the level of community independence. For the community, public awareness and cooperation in supporting, overseeing, and supervising Government work programs are essential to accelerate development. Being active in participating in Government work programs is the most important thing.

5. References

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