

Research Article

The Role of MSMEs in Driving Sustainable Development in Indonesia

Raisa Nadira Azzahra*, Prita Larasati, Muhammad Rizki, and Budi Priyono

Politeknik STIA LAN Jakarta, Indonesia

ORCID

Raisa Nadira Azzahra: <https://orcid.org/0009-0002-8341-1448>

Prita Larasati: <https://orcid.org/0009-0001-7415-0920>

Muhammad Rizki: <https://orcid.org/0000-0003-1928-1730>

Budi Priyono: <https://orcid.org/0000-0001-7971-8784>

Abstract.

Micro, Small and Medium Enterprises (MSMEs) have an important role in driving economic growth in Indonesia. In today's era of rapid change, diversification and digitalization are effective methods that can be implemented by MSMEs to overcome unexpected market change and are a framework for a sustainable economy. This study aims to determine the role of MSMEs in driving sustainable development in Indonesia as a form of achievement in the implementation of Sustainable Development Goals. It uses a qualitative descriptive method with document study techniques in collecting data. Data analysis is carried out by collecting, compiling, and interpreting data then arriving to conclusions. Results show that expanding diversification is one way that MSMEs can increase their competitiveness. As one of the pillars of economic growth in Indonesia, MSMEs must develop so that they can increase their competitiveness in the global arena to encourage sustainable development in the era of national transformation. In addition, carrying out digital transformation also needs to be implemented to encourage sustainable development in Indonesia.

Keywords: MSME, SDGs, economic growth

1. INTRODUCTION

The balance of a country's economy is determined by how sustainable development policies maintain environmental, economic, and social conditions. Sustainable development aims to achieve inclusive and sustainable economic progress in the face of global challenges. The community is the main actor in promoting sustainable development, and the government is responsible for maintaining a conducive, safe, and protective climate to support national development.

In the economic concept, efforts to maintain balance and achieve sustainable development goals, the role of Micro, Small, and Medium Enterprises (MSMEs) is one of Indonesia's many pillars of economic growth. The contribution made by MSME players is very significant for sustainable development in Indonesia. With an ever-increasing

Corresponding Author: Raisa
Nadira Azzahra; email:
raisanadira01@gmail.com

Published: 17 July 2025

Publishing services provided by
Knowledge E

© Raisa Nadira Azzahra et
al. This article is distributed
under the terms of the [Creative
Commons Attribution License](#),
which permits unrestricted use
and redistribution provided that
the original author and source
are credited.

Selection and Peer-review under
the responsibility of the
ICoGPASS 2024: Policy and
Development Conference
Committee.



number, the business innovation and creativity created by MSME players continue to drive national economic growth.

The position of MSMEs, which is a pillar in promoting sustainable development in Indonesia, is because MSMEs contribute to balancing the pillars of sustainable development, namely in the economic, social, and environmental spheres, all three of which must develop in a balanced manner [1]. Basically, MSMEs have always been the backbone of resilience in every period of the country's economic crisis. MSMEs help open up opportunities for employment, utilization of natural resources, and business innovation and help rotate the economy as a significant contributor to Gross Domestic Product (GDP). The role of MSMEs is to help integrate sustainable development principles into their business practices. This is also in line with Sustainable Development Goals (SDGs) goal number 8, namely "Decent Work and Economic Growth", therefore MSMEs can strengthen economic growth in Indonesia.

On the other hand, despite MSMEs vital role in the country's economy, there are still many opportunities for MSMEs to adopt strategies that can help them survive the competition, encourage sustainable development, and achieve SDGs goal number 8 in Indonesia. MSMEs play a role in reducing unemployment, and they have the opportunity to create diverse local products and promote an inclusive economy. However, there are still challenges in finance, education, marketing, and regulation [2]. Therefore, the government needs to provide assistance and support to improve and redevelop the skills of millennials and Generation Z in using technology and provide an easily accessible platform for this generation to develop existing MSMEs.

In efforts to achieve the SDGs, research conducted by Tambunan (2023) with the title "Sustainable Development Goals and the Role of MSMEs in Indonesia", concluded that from an economic point of view, MSMEs contribute directly to the achievement of SDGs in creating jobs, increasing opportunities for women to work and gain equality, economic growth for the country and can reduce poverty and several other goals can also be achieved from the role of MSMEs [3]. Statistically, MSMEs directly and indirectly influence poverty reduction in Indonesia, with SMEs playing a more critical role than SMEs in reducing poverty [4]. MSMEs play an essential role in economic growth in Indonesia and help reduce poverty and equalize income [5].

For this reason, this journal will dig deeper into the role of MSMEs in expanding the diversification of the Indonesian economy, their impact on inclusive and sustainable economic growth, and how MSMEs can encourage the achievement of sustainable

development in Indonesia. The results of this research are expected to provide insights and relevant policy recommendations to support and strengthen the contribution of MSMEs to sustainable development in Indonesia.

2. THEORETICAL STUDY

2.1. Sustainable Development

Sustainable development is a concept of development that aims to meet the needs of the current generation without compromising the ability of future generations to meet their needs. Sustainable development emphasizes the importance of balance among three main pillars, namely:

1. Economic growth: increasing availability and sufficiency of economic needs through resource and energy management.
2. Social sustainability: concerns ensuring an equitable distribution of development benefits across all levels of society, with the objective of preventing any group of people from being left behind.
3. Environmental sustainability: avoiding any adverse environmental impact resulting from social and economic actions while simultaneously ensuring the preservation of natural resources.

The three pillars are indispensable for attaining sustainable development. It must be preceded by economic growth, social sustainability, and environmental sustainability. These three pillars must interact synergistically to construct sustainable development [6]. A fundamental aspect of sustainable development is prioritizing participatory processes [7]. Consequently, the objective of sustainable development is to achieve a balance between economic growth, social justice, and environmental conservation.

2.2. Economic Growth

Economic growth is one of the most essential things in assessing the economic performance of a country or region. There are 3 (three) main components in a country's economic growth, namely (1) capital accumulation which is covered by the form or type of new investment invested in land, physical equipment and human capital or

human resources; (2) population growth which will add to the number of labor force; (3) technological progress in the form of renewal of the old way of handling a job [8]. Understanding these three components can help formulate development policies that effectively sustainably improve community welfare.

An essential indicator of a country's economic advancement is economic growth. Economic growth is quantified by alterations in real Gross Domestic Product (GDP), which represents the aggregate value of all final goods and services produced within a country after adjusting for inflation. Consequently, economic growth must be evaluated in conjunction with its social and environmental consequences to ensure the realization of sustainable and inclusive development.

2.3. MSME

Law No. 20/2008 on Micro, Small, and Medium Enterprises defines that Micro Enterprises are commercial businesses owned by individual business entities or individuals that meet the standards of a Micro Enterprise. Meanwhile, Small Enterprises are independent commercial economic businesses that do not cooperate with Medium or Large Enterprises, either directly or indirectly. Meanwhile, a Medium Enterprise is an independent commercial economic business, not cooperating with a Small or Large Enterprise, either directly or indirectly, with a total net asset or annual sales revenue that meets the standards of a Medium Enterprise [9]. The law clearly defines each of these types of businesses by size, class of ownership, so that it can be used for the establishment of appropriate regulations and protections for these businesses.

Meanwhile, the Central Bureau of Statistics (BPS) also provides a more detailed explanation of Small and Medium Enterprises (SMEs) based on the number of workers. According to BPS, a Small Business is a form of business that gathers several workers between 5 and 19 people. Meanwhile, a medium-sized enterprise is an enterprise that employs between 22 and 99 people [10]. This explanation provides a more valuable scale in classifying SMEs based on size and work volume. This can help the government to provide SMEs with regulations and assistance that are appropriate to the interests and categories of each SME. In addition, it can also help in organizing escalation methods and mapping SME talent in the economy that can support the achievement of an inclusive and sustainable economy. According to the Ministry of Cooperatives and MSMEs, a Small Enterprise (SE) is a business entity with maximum net assets of IDR 200,000,000 and maximum sales of IDR 1,000,000, while a Medium Enterprise (MSE)

is a business entity with net assets between IDR 200,000,000 and IDR 10,000,000,000 excluding land and buildings [11].

2.4. SDGs

Sustainable Development Goals (SDGs) is a program launched by the United Nations (UN) in 2015 that has 17 main goals to end poverty, protect the earth, and prosper all people. One of these goals is SDGs Number 8 which focuses in 'Decent Work and Economic Growth', this goal targets the achievement of inclusive and sustainable economic growth. Inclusive economic growth implies that the benefits of growth should be accrued to all sections of society, including the most economically vulnerable. Economic growth that is only enjoyed by a small portion of the population will not create social and economic stability in the long run [12]. Meanwhile, the process of achieving a sustainable economy means that economic development should not damage ecosystems and sacrifice environmental sustainability.

In addition to inclusive economic growth, the development of digital technology also affects the creation of decent work. Technological developments can open up new opportunities in the field of work, such as the emergence of jobs in Information and Communication Technology (ICT). However, technological developments such as automation can also replace human jobs in many sectors, such as repetitive manual work [13]. Therefore, it is important for Indonesia to prepare its workforce with relevant upgrades to face digital transformation and achieve SDGs Number 8.

3. METHODS

The writing in this research uses descriptive methods in analyzing and presenting facts systematically. Qualitative research is a method based on the philosophy of post-positivism. It is used to examine objects with natural conditions, where the researcher is the key instrument. In the analysis process, it focuses on understanding and presenting data without involving deep interpretation. Descriptive methods make it possible to describe phenomena or problems in a detailed and structured manner to identify patterns, trends or specific characteristics of the data obtained. Data sources are obtained through references from a literature review by analyzing or developing several library materials such as journals, books, and documents (both in hard copy and electronic form) and other data sources or information deemed relevant to the research

or study. The data that has been collected is then analyzed and interpreted. This research aims to provide a better understanding of the problem under study and seek appropriate solutions. Thus, the discussion results in relevant recommendations that can be implemented in relevant contexts.

4. RESULT AND DISCUSSION

The role of MSMEs in the economy of every country has become increasingly essential. In Indonesia, a developing country, the contribution of MSMEs to economic stability is particularly important. The potential of MSMEs is significant, as their impact can extend to expanded employment, reduced poverty and social inequality, GDP growth, and export diversification.

TABLE 1: Data on the Number of MSMEs in 2020-2023.

Year	2020	2021	2022	2023
Number of MSMEs (in million)	64	65.46	65	66
Growth (%)		2.28%	-0.70%	1.53%

Source: KADIN Indonesia, 2024.

Based on Table 1, the number of MSMEs in Indonesia is more than 60 million businesses that contribute to absorbing 117 million workers (97%) of the local workforce. In the period of 2020-2023, the number has not decreased significantly, which means that the role of MSMEs is constructive for the stability and recovery of the Indonesia economy after Covid-19. The contribution made by MSMEs to GDP reached 61% or equivalent to IDR 9,580 trillion Based on this percentage, MSMEs have an excellent opportunity to strengthen the local economy in Indonesia.

In Indonesia, MSMEs represent a significant proportion of the business landscape, comprising nearly 99% of total enterprises and over 90% of total employment. However, these enterprises encounter difficulties in accessing finance, particularly from informal sources [14]. MSMEs play a massive role in the Indonesian economy, contributing to economic growth and providing goods and services to various communities [15]. MSMEs are one of the driving factors of the country’s economy, helping to promote sustainable development. In their business activities, MSMEs utilize all available resources and empower the surrounding social environment well. This can be seen from the MSMEs industry group, which contributes the most significant added value.

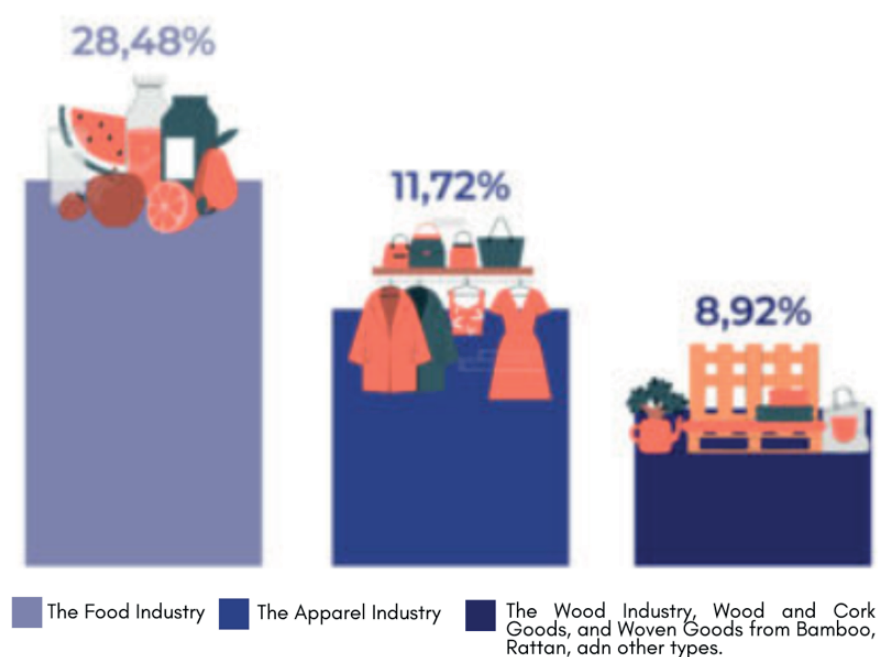


Figure 1: Standardised Classification of Indonesian Business Fields with Largest Share of MSI Value-Added 2023. Source: KADIN Indonesia, 2024.

Based on the percentage in Figure 1, the food industry provides the most significant contribution to the value-added of Micro and Small Industries (MSIs); this is due to the culinary business being one of the most popular types of businesses that often provide the latest innovations and concepts at every time. The second position is the apparel industry; businesses in the fashion sector always provide updates following trends that cause this type of business to contribute to the value-added of the national MSI. The third position is the wood industry, wood and cork goods, and woven goods from bamboo, rattan, and other types, the most significant contributor to the MSI value. This is due to the many handicraft enthusiasts who often utilize local and traditional Indonesian cultural materials.

The three types of MSME industry groups can expand economic diversification in Indonesia by continuing to innovate and develop creativity to compete with other competitors. In the food industry, culinary has become a lifestyle and leisure, which has made this industry grow rapidly and become the largest contributor to the Creative Economy GDP [16]. The food industry dominating MSMEs encourages businesses to innovate, create, and develop skills and forces their competitiveness. Similarly, in the apparel industry, increasingly sophisticated lifestyles and technology encourage people to keep up with changes in fashion [17]. The accelerated pace of change necessitates

the continuous nurturing of creativity to ensure a competitive edge, a necessity that extends to other sectors.

The growing number of MSMEs and various existing industries can expand economic diversification in Indonesia. Diversification is necessary to reduce dependence on one type of product or market and minimize the negative impact if one product experiences a decline and unexpected market changes. It also encourages innovation that can improve the quality and variety of MSME products and expand the range of products that provide opportunities to increase profitability. MSMEs in Indonesia play a strategic role in overcoming obstacles and adapting to global market changes, such as e-commerce, to increase their economic efficiency and market share [18].

The existence of MSMEs, which are increasing in number and are a pillar of the country's economic growth that dominates contributing to GDP, shows that MSMEs directly affect sustainable development in Indonesia. With a labor absorption rate of 97%, MSMEs help reduce economic inequality, increase people's income, and improve people's welfare. With the situation showing that MSMEs are in a positive and safe position, MSMEs must continue to make developments influenced by globalization and the use of technology. This must be done so that MSMEs can increase their competitiveness in the global realm to promote sustainable development in the era of national transformation.

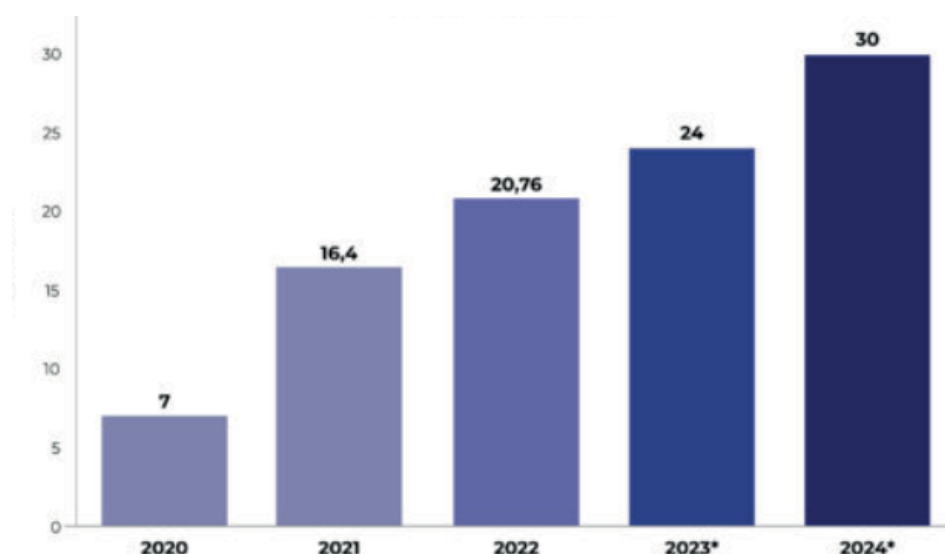


Figure 2: Number of MSMEs Entering the Digital Ecosystem in Indonesia (2020-2024). Source: Ministry of Cooperatives and MSMEs.

The data shown in Figure 2 shows that compared to the number of MSMEs in Indonesia, few MSMEs are taking advantage of the current digitalization era. This is still a

challenge for Indonesia, so MSME players can switch and enter the digital ecosystem. In today's digital era, digitalization is vital for MSMEs to survive tight business competition [19].

Digital innovation is vital in empowering MSMEs in Indonesia through e-commerce, although they face challenges and obstacles in adopting it [20]. MSMEs in Indonesia priorities marketing innovation and are receptive to e-commerce, but they face difficulties in adapting to technology and combining offline and online marketing methods as a survival strategy during the Covid-19 pandemic [21]. MSMEs in Kabupaten Banyumas grew significantly by using technologies such as Tokopedia, Instagram, and Google Maps, which increased asset turnover and customer communication [22].

MSME players increasingly understand that digitalization is one of the keys to business survival. However, digitizing a business cannot be done easily. MSMEs must first analyze the strategy they want to use and see what risks will occur if they implement the strategy. In addition, MSMEs must also be able to minimize or prevent these risks. There are many factors that encourage MSMEs to digitalize, namely customer demand, fierce business competition, product and service innovation, effective data management and utilization.

Business digitalization strategies that MSMEs can do to keep their businesses running are by leveraging technology, utilizing good social media platforms, and applying financial technology [23]. Increasing MSME empowerment through information technology and IT-based MSME development centers can improve Indonesia's export performance [24]. Business digitalization can be done through the application of big, IOT, mobile banking and QRIS, SEO practices, and the use of AI. Using big data in MSME businesses can help businesses make decisions. Various types of data such as customer transactions can usually be utilized by third parties for processing and the results of the data can determine business decisions that will be made next. The application of big data in business is that it can detect and prevent fraud or data breaches in business. Big data that has been equipped with machine learning can detect suspicious activities. Furthermore, the utilization of big data in business is sentiment analysis. This is very useful for companies to find out how consumers feel when communicating with MSME businesses. Sentiment analysis is used to analyze consumers feelings and then provide a clear picture of consumer feelings. This big data can be used to increase customer satisfaction. In addition to big data, digitalization that can be done by MSMEs is using the Internet of Things (IOT). IOT is a concept where a physical object or crime can be connected and can communicate with each other through the internet

network. IOT can be utilized to improve business operational efficiency and business monitoring. IOT can monitor business operational performance in real time with a central management system and the insight gained will be utilized for the decision-making process. Another business digitalization strategy is to use mobile banking and QRIS in conducting transactions. Mobile banking is a banking transaction that can be done through mobile phones. Meanwhile, QRIS is an integrated payment system in the form of a QR Code that can accept various payment channels using just one QR Code. This digitalization has been widely used by MSME players and this can make the process easier, faster and more efficient. Another strategy is to use Search Engine Optimization (SEO) practices, which is the process of improving a site's ranking in the search bar. SEO is one of the components of digital marketing that helps consumers to websites through visibility in the search bar. SEO leverages social media platforms to be more effective which can be utilized to build brands and promote products. The last business digitalization that can be done is the use of Artificial Intelligence (AI Chatbot). AI (Artificial Intelligence) or AI Chatbot is a conversation service with AI that contains a collection of questions from consumers, then AI Chatbot will answer these questions automatically based on the data has been provided.

From the various business digitalization strategies above, MSME players can implement these strategies according to their business needs. The sophistication and convenience obtained from business digitalization can be one of the opportunities for Indonesia to achieve SDGs number 8 through MSMEs. MSMEs can have great potential to achieve Sustainable Development Goals (SDGs) number 8, namely decent work dan economic growth by utilizing various opportunities around them. One of them is by digitizing businesses in MSMEs that will increase business operational efficiency and through digital marketing that can expand the market. With this, MSMEs can increase economic growth through promotion and introduce their products to the global market and open up new opportunities to export their products or brands. In addition, MSMEs can collaborate across global or regional supply chains to expand their business network. This includes participation in local industry clusters or membership in relevant professional associations. Through these collaborations, MSMEs can access more resources, including technology, capital and market opportunities, thus supporting, sustainable job creation. Finally, MSMEs can also benefit from government initiatives and programs aimed at supporting MSME growth. These include entrepreneurship training, access to affordable financing and support for product certification to meet international standards [25]. With this support, MSMEs can develop their capacity to run

their businesses professionally, create more jobs and contribute more to inclusive and sustainable economic growth, in line with SDG number 8.

Quoted from the website of the Coordinating Ministry for Economic Affairs of the Republic of Indonesia, MSMEs account for 99% of all business units, contribute to GDP by 60.5% and can absorb 96.9% the workforce. Therefore, to improve the MSMEs sector in Indonesia requires collaboration and synergy from various parties, especially the government. According to article 97 of the Job Creation Law, the central government and local government are obliged to allocate at least 40% of products/services of Enterprises, Micro and Small Enterprises and Cooperatives from domestic production in the procurement of goods or services of the Central Government and Local Government in accordance with the provisions of laws and regulations. There are various government policies that have been carried out to empower MSMEs in Indonesia, namely: (1) Infrastructure development. The existence of adequate infrastructure can help the mobility of MSMEs for operations and reach their markets more widely. The development of digital connectivity infrastructure, such as the Palapa Ring Satellite and Base Transceiver Station, so that businesses in remote areas will be digitally connected; (2) Financing programs. Capital issues are the main thing that is often experienced by MSME players to develop their business, 18 million MSMEs do not have access to formal financing and around 46 million MSMEs still need financing for working capital and investment. The government provides support through the KUR program and Ultra Micro financing.; (3) Digitalization of MSMEs. The development of technology and digitalization has an impact on MSMEs to adopt in their operations to increase productivity, expand market reach, and improve competitiveness. As of January 2022, 17.2 million MSMEs have been digitized. The target is for 40 million MSMEs to be digitalized by 2024; (4) Synergy and Coordination. Collaboration with the public sector, academia, as well as the private sector, helps MSMEs to be educated in their efforts to grow their businesses and increase their contribution to Indonesia's economic growth. By implementing this policy, the government has assisted MSMEs in realizing SDGs number 8. However, the implementation of local regulations on traditional markets still has little impact on protecting market traders from competition with modern stores.

According to the annual report conducted by the Ministry of Cooperatives and Small and Medium Enterprises of the Republic of Indonesia, states that one of the main challenges for MSMEs in Indonesia is access to financial services and credit. In overcoming the problem of access to financial services and credit, it can be done by increasing access to financial services for MSMEs such as improving infrastructure

that supports financial inclusion such as Laku Pandai (OJK program to provide banking services or other financial services through cooperation with other parties (bank agents), and supported by the use of information technology facilities) and other digital financial services; increasing awareness and financial services; building MSMEs business data; drafting formal financing regulations that are more favorable to MSMEs; and expanding access to formal financing such as People's Business Credit (KUR) and Ultra-Micro Credit. The growth of MSMEs in Indonesia is positively influenced by credit which contributes to increasing national income and reducing unemployment [26]. Empirical analysis proves that investment credit and interest rates through the role of MSMEs can have a positive and significant effect on Indonesia's economic growth [27].

In addition to improving access to financial services, continuing structural reform policies through inclusive and sustainable economic productivity improvements can also be a solution to these problems. Continuing this structural reform policy can be done through creating innovations in financial services that reach the entire community (products, distribution, services, and distribution channels); expanding financial services with value-chain financing mechanisms through synergies with telecommunications, non-bank institutions, including Religious Social Fund Management Institutions (ZISWAF); and creating credit rating services. By solving the challenges of access to financial services through the following strategies, Indonesia can realize SDGs number 8 through MSMEs.

5. CONCLUSION

From the discussion above, it can be concluded that MSMEs have an important role in promoting sustainable development in Indonesia. This can be proven by the number of MSMEs in Indonesia totaling 60 million businesses that have contributed to absorbing around 117 million workers (97%) of the total workforce in the range of 2020-2023 and the contribution made by MSMEs to GDP reached 61% or equivalent to IDR 9,850 trillion. As one of the pillars of economic growth in Indonesia, MSMEs must develop to increase their competitiveness in the global realm to encourage sustainable development in the era of national transformation.

Some recommendations that can be implemented in MSMEs in Indonesia are: (1) digitalize MSMEs to improve the efficiency of business operations and use digital marketing to expand markets; (2) collaborate across supply chains and regions to expand business networks; (3) take advantage of government initiatives and programs aimed

at supporting MSME growth; (4) improve access to financial services for MSMEs such as improving infrastructure that supports financial inclusion; and (5) continue structural reform policies through increasing inclusive and sustainable economic productivity. By implementing this strategy, it is expected that MSMEs in Indonesia will continue to grow and succeed in realizing sustainable development in accordance with SDGs program number 8.

References

- [1] Suparmoko M. Konsep Pembangunan Berkelanjutan dalam Perencanaan Pembangunan Nasional dan Regial. *Jurnal Ekonomika dan Manajemen*. 2020;9(1):39–50.
- [2] Kaswinata HI, Nawawi ZM, Syahputra A. Signifikansi Peranan UMKM dalam Pembangunan Ekonomi di Kota Medan dalam Prespektif Syariah. *Jurnal Tabarru' Islamic Banking and Finance*. 2023;6(2):718–28.
- [3] Tambunan T. Sustainable Development Goals and the Role of MSMEs in Indonesia. *OIDA International Journal of Sustainable Development*. 2023;16(1):51–72.
- [4] Nursini N. Micro, Small, and Medium Enterprises (MSMEs) and Poverty Reduction: empirical Evidence from Indonesia. *Dev Stud Res*. 2020 Jan;7(1):153–66.
- [5] Sari NY, Yunus L, Zani M. Strategies to Survive MSMEs (Small and Medium-Sized Micro Enterprises) in Kendari City During the Covid-19 Pandemic (Case Study in Kambu Subdistrict). *International Journal of Agricultural Social Economics and Rural Development (Ijaserd)*. 2022 Aug;2(2):50.
- [6] Yorisca Y. Pembangunan Hukum Yang Berkelanjutan: Langkah Penjaminan Hukum Dalam Mencapai Pembangunan Nasional Yang Berkelanjutan. *Jurnal Legislasi Indonesia*. 2020;17(1):98–111.
- [7] R. Sabrina. Strategi Pembangunan Berkelanjutan di Era Otonomi Daerah Berbasis Partisipasi Masyarakat. *EKONOMIKAWAN*. 2022 Jul;22(1).
- [8] Velotto S, Parafati L, Ariano A, Palmeri R, Pesce F, Planeta D, et al. Use of stevia and chia seeds for the formulation of traditional and vegan artisanal ice cream. *Int J Gastron Food Sci*. 2021 Dec;26:100441.
- [9] Haryani D. IMPLEMENTASI UNDANG-UNDANG NOMOR 20 TAHUN 2008 TENTANG USAHA MIKRO KECIL DAN MENENGAH TERHADAP PENGEMBANGAN USAHA ANYAMAN RUMBAI DI DESA SIDANG MAS BANYUASIN III KABUPATEN BANYUASIN. *JIADS*. 2022;17(2):2022.
- [10] Badan Pusat Statistik. *Profil Industri Mikro dan Kecil 2023*. 2024 Sep.

- [11] Yolanda C. PERAN USAHA MIKRO, KECIL DAN MENENGAH (UMKM) DALAM PENGEMBANGAN EKONOMI INDONESIA. *Jurnal Manajemen dan Bisnis*. 2024;2(3).
- [12] Sachs DJ. *The Ages of Globalization*. Columbia University Press; 2020.
- [13] *The Future of Jobs*. World Economic Forum; 2020.
- [14] Tambunan TT. MSMEs and Access to Financing in a Developing Economy: The Indonesian Experience. 2018;148–72. Available from: <http://services.igi-global.com/resolvedoi/resolve.aspx?doi=10.4018/978-1-5225-2700-8.ch008>
- [15] Belina N. The role of the government in increasing MSMEs in Indonesia. 2021 Jun 9; <https://doi.org/10.31219/osf.io/dft2u>.
- [16] Lantowa J, Harun R, Monoarfa V. PKM Pelaku UMKM Melalui Pengembangan Usaha Kuliner Berbasis Ekonomi Kreatif dan Digital Marketing di Desa Yosonegoro. *Jurnal Pengabdian Pada Masyarakat*. 2023;9(1):92–109.
- [17] Rahman NS, Sunarya E, Jhoansyah D. Pengaruh Orientasi Kewirausahaan, Kapasitas Daya Serap dan Strategi Inovasi terhadap Keunggulan Bersaing (Studi pada IKM Pakaian Jadi di Kota Sukabumi). 2024;7:9262–8.
- [18] Kurniawati E, Setiawan A. The Role of Indonesian Micro, Small, and Medium Enterprises Owners in Choosing e-Commerce Strategy in the Global Market. *Proceedings of the 1st International Conference on Social Knowledge Sciences and Education (ICSKSE 2018)*. 2019 <https://doi.org/10.2991/icskse-18.2019.37>.
- [19] Pratama S, Yuniar T, Hendrawan WP, Noviyanti I. Pengaruh Strategi Inovasi Terhadap Penggunaan Teknologi Informasi Dalam Industri UMKM. *Jurnal Bintang Manajemen*. 2024;2(2):50–60.
- [20] Achmad W. MSMEs Empowerment through Digital Innovation: The Key to Success of E-Commerce in Indonesia. *Daengku. Journal of Humanities and Social Sciences Innovation* [Internet]. 2023 May;3(3):469–75. Available from: <https://jurnal.ahmar.id/index.php/daengku/article/view/1742>
- [21] Kurniawati E, Idris I, Handayati P, Osman S. Digital Transformation of MSMEs in Indonesia During the Pandemic. *Entrepreneurship and Sustainability Issues* [Internet]. 2021 Dec 1;9(2):316–31. Available from: <https://jssidoi.org/jesi/article/917> [https://doi.org/10.9770/jesi.2021.9.2\(21\)](https://doi.org/10.9770/jesi.2021.9.2(21)).
- [22] Gunawan A, Hudiono RK. Industrial Revolution 4.0's Information Technology's Impact on the Growth of MSMEs in the Manufacturing Industries Sector. *International Transactions on Education Technology (ITEE)* [Internet]. 2023 May 9;1(2):157–64. Available from: <https://journal.pandawan.id/itee/article/view/332>

- [23] Evangeulista G, Agustin A, Putra GP, Pramesti DT, Madiistriyatnno H. Strategi UMKM Dalam Menghadapi Digitalisasi. Oikos-Nomos. JURNAL KAJIAN EKONOMI DAN BISNIS. 2023;16:33–42.
- [24] Adrian A. EMPOWERMENT STRATEGIES OF MICRO, SMALL, MEDIUM ENTERPRISES (MSMEs) TO IMPROVE INDONESIA EXPORT PERFORMANCE. International Journal of Economics, Business and Accounting Research (IJEBAR) [Internet]. 2019 Jan 17;2(04). Available from: <https://jurnal.stie-aas.ac.id/index.php/IJEBAR/article/view/222>
- [25] Heru Marwanto IG, Nur Rahmadi A, Yap N. Evaluation of Micro, Small And Medium Enterprises (MSMES) Financing Policies For MSME Actors In Yogyakarta. Return: Study of Management, Economic and Bussines [Internet]. 2023 May 23;2(5):456–62. Available from: <https://return.publikasikupublisher.com/index.php/return/article/view/100>
- [26] Salim MN, Eri M, Ismail S, Abd Rahman NH, Harniyati H, Darwati S, et al. Determinants of MSMEs Growth and its Impact on Income and Unemployment: cases of Indonesia and Malaysia. International Journal of Academic Research in Economics and Management Sciences [Internet]. 2022 Mar;11(1). Available from: <https://hrmars.com/journals/papers/IJAREMS/v11-i1/12305><https://doi.org/10.6007/IJAREMS/v11-i1/12305>.
- [27] Muliadi M, Darma DC, Kasuma J. MSMEs as Mediation in the Effects of Investment Credit, Interest Rates, and Labor on Economic Growth. International Journal of Finance & Banking Studies (2147-4486) [Internet]. 2020 Apr 29;9(2):01–12. Available from: <https://www.ssbfn.net.com/ojs/index.php/ijfbs/article/view/702>