

Assessment: Problem and Solution at the Joho Village Convection Center, Sleman, Special Region of Yogyakarta

Anas Hidayat^{1*}, Nur Ellyanawati Esty Rahayu², Mellisa Fitri Andriyani Muzakir³, Dian Retnaningdiah⁴, Muafi⁵, Prakarsa Panjinegara⁶, Farah Aida Ahmad Nadzri⁷

^{1,2,3,4,5} Indonesian Islamic University

^{6,7} MARA University of Technology, Malaysia

Corresponding Author: Muafi muafi@uii.ac.id

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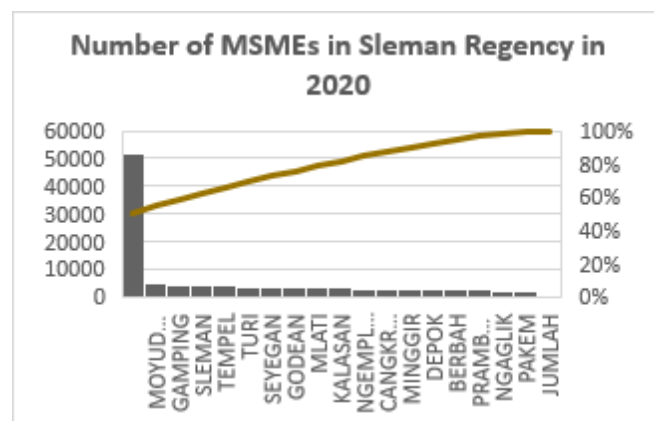


ABSTRACT

The purpose of this activity is to conduct an assessment by identifying and providing solutions to the border industry in Joho, Condong Catur, Yogyakarta. The methods employed in this community service program were observation, interviews, and Focus Group Discussion (FGD). The result obtained was the formation of a need assessment pattern to increase business capacity through organizational improvement, improvement of job competencies, and individual competencies. Education, training, and mentoring are required for an increased organization to create a strategy and corporate values. Providing education, training, and mentoring is a business management requirement to increase work competence and individual competence by improving product quality and creative and innovative human resources.

INTRODUCTION

Entrepreneurship is a virtue that can eliminate all the benefits associated with economic growth, social inequality, and employment (Singh & Belwal, 2008). Undeniably, small and medium enterprises can open fields and work opportunities for MSMEs to develop in society (Sedyastuti, 2018). Several factors can influence the increasing number of MSMEs in the Sleman Regency. (Parluhutan & Setiawan, 2020) concluded that the factors that influence MSMEs are capital, business experience, product innovation, promotion strategy, and education. The number of MSMEs in Sleman Regency up to 2020 can be seen in the following Figure 1.



Source: (Sleman, 2022)

Figure 1. The Number of MSMEs in Sleman Regency in 2020

However, on the other hand, MSMEs also face problems that are different from one another. Low mastery of technology and HR education is the main problem, as the weak ability to manage and access various productive resources, which include sources of capital, information, technology, markets, and factors of production (Triyanto, Eko, 2019). The development of MSMEs is believed to accelerate the achievement of broader economic and socio-economic goals, including poverty alleviation in developing countries (Singh & Belwal, 2008).

The pioneer of the convection centre in Joho, Condong Catur, Sleman, and Yogyakarta, was Mr H. Mukdhir, who came from Banjar Patroman, West Java, in 1970. At that time, no residents became convection entrepreneurs. Mr H. Mukdhir's business could recruits labour from the surrounding environment and other regions, at which time the focus of production was hats. Product orders for all of Indonesia. Currently, the Joho village convection centre is progressing. Today, there are many crafts produced such as hats, clothing, footwear, and others. There were 35 business actors in the Joho village convection centre in 2008 (UMY, 2008).

MICRO, SMALL AND MEDIUM ENTERPRISES (MSMES): DEFINITION

MSME is a form of productive economic activity that stands alone and can be carried out by individuals or by business entities that are not direct or indirect subsidiaries of medium or large businesses (Undang-Undang Republik Indonesia Nomor 20 Tahun, 2008). Meanwhile, according to (Suryanti et al., 2021), MSME is a productive economic business activity that is managed by business entities and individuals and is one of the driving engines for economic growth, especially in developing countries such as Indonesia. In Indonesia, MSMEs are one of the means to create jobs and new business innovations that can be utilized for equitable development and prosperity for business actors (Novianti et al., 2022). The role of MSMEs in the economy of Indonesia is regulated as follows (Undang-Undang Republik Indonesia Nomor 20 Tahun, 2008): 1) Realizing a balanced, developing, and just national economic structure; 2) Growing and developing the capabilities of MSMEs to become solid and independent businesses. And 3) Increasing the role of MSMEs in regional development, job creation, income distribution, economic growth, and alleviating people from poverty.

There is no need to doubt the role of MSMEs in the Indonesian economy because they have proven to be able to survive as the cogs of the economy in Indonesia. Even when Indonesia was experiencing an economic crisis, the only businesses that were still surviving were MSMEs (Surianta & Patunru, 2021). Realizing a balanced, developing, and just national economic structure; 2) Growing and developing the capabilities of MSMEs to become solid and independent businesses. And 3) Increasing the role of MSMEs in regional development, job creation, income distribution, economic growth, and alleviating people from poverty. There is no need to doubt the role of MSMEs in the Indonesian economy because they have proven to be able to survive as the cogs of the economy in Indonesia. Even when Indonesia was experiencing an economic crisis, the only businesses that were still surviving were MSMEs (Sultan & Sultan, 2020) (Suci, 2017).

To support MSMEs in Indonesia to have high competitiveness and face global market competition, support from parties who can assist MSME development is needed, for example, from the government through the Office of Cooperatives and SMEs, higher education institutions, and non-governmental organizations. The role of accompanying MSME development is urgently needed to provide literacy to MSMEs related to products, marketing, finance, and technology that continues to develop so that MSME players are not left behind and can continue to grow according to the demands of the times (Gunawan et al., 2019) (Adam et al., 2021).

PROBLEMS IN BUSINESS

In running a business, you must sometimes face a problem. Many MSME actors try to survive this problem, but some give up and switch to other companies (Foss & Saebi, 2018). Business actors who are still trying to survive will look for solutions, usually will try to find the problems they face, and sometimes seek help from other parties to help find solutions to the problems (Adam et al., 2021). In general, the obstacles experienced by MSME actors are grouped into 2 (two), namely internal and external problems (obstacles) (Sultan & Sultan, 2020) (Adam et al., 2021): Business problems from the inner side include: 1) The limited amount of capital owned by MSME actors, even the capital used is limited to personal capital to run a business and the limited number of MSME actors to manage business finances; 2) a Limited number of human resources in running a business because in general MSME actors develop traditionally and also that business is a legacy that has been passed down from their parents. The limitations of MSME actors from the formal side (education) and skills significantly affect the excellent management of MSME management; 3) Production capacity is still limited, product quality is less competitive, and marketing is still traditional, which has not kept up with technological developments, thus hindering MSME actors from developing their businesses; 4) The weak ability of MSME players to penetrate the market. This is because the business network owned by MSME actors is still limited; and 5) MSMEs do not receive training such as financial management, training to improve skills, and introduction to production technology and technology that supports the marketing of MSME products.

While business problems from the external side include: 1) The business climate is not yet entirely conducive due to the Covid-19 pandemic, namely people's purchasing power, which is generally still minimal (low); 2) The role of the Office of Cooperatives and SMEs (representing the government) has not been equally received for MSME actors; 3) Consumer attraction to products produced by MSMEs is less attractive, and the lifetime of MSME products usually has a short period, 4) Technology and information networks have not fully reached the MSME business location, so they cannot be accessed properly, and 5) Complex loan requirements from financial institutions and this has an impact on MSME actors being less able to access the benefits of this financing.

IMPLEMENTATION

Need Assessment

Needs analysis is part of the planning process needed to make improvements to individual, group, or community activities, including the problems they face (Gunawan et al., 2019). For MSMEs, a need assessment is an assessment carried out to obtain information on the constraints or problems being faced by MSME actors so that by identifying the issues, the mapping and handling of them become clearer (Sultan & Sultan, 2020). The next stage of the needs analysis is solving the problems faced by MSMEs and, at the same time, improving the performance of MSMEs (Tambunan, 2018). Through needs analysis, it can be used as an effective tool to identify the problems faced and determine the steps that can be taken to solve these problems (Foss & Saebi, 2018). Needs analysis can run effectively only if the constraints faced can be explained clearly and accompanied by objective evidence. From these constraints and proof, it is possible to determine the most effective and efficient corrective steps to achieve the desired results (Adam et al., 2021). Needs analysis is made before compiling an improvement program for SMEs and by using several choices of methods, including surveys, observation, interviews, and focused group discussions (FGD) (Sultan & Sultan, 2020). The more the number of producers and the more advanced technology and competition, the better it is to search for needs that will be used to solve problems or problems in the Joho village convection centre. Need assessment is a step that must be carried out before implementing education, training, and mentoring, which is an integral part of planning. This is done to have a comprehensive picture of the material, the time commitment for each material, and learning strategies that must be used in organizing the training so that the movement is beneficial to the trainees (Group, 2016).

METHODOLOGY

This service program was carried out in embroidery craft groups in Joho village, Sleman. Needs analysis is made before developing an improvement program for SMEs and by using several choices of methods, including surveys, observation, interviews, and focused group discussions (FGD) (Sultan & Sultan, 2020). Needs analysis (need assessment) in this community service program uses observation, interviews, and focused group discussion (FGD) methods. The stages carried out consist of planning, implementation, and evaluation stages (Figure 2).



Figure 2. Activity Stages Flowchart

Planning Stage

In the planning stage, observation and interviews, and FGD activities are carried out by the service team and partners regarding identifying problems and the outputs desired by partners. Some of the priority problems that were found and to be addressed immediately are 1) do not have business legality, 2) do not have good business management. The first problem shows that organizational or institutional partners are not yet strong. Partners need to carry out the corporate strategy and create corporate values. In this case, the priority is to make the business a legal entity. The second problem shows that there are weaknesses in job competencies and individual competencies. The level of management understanding is still relatively low, which includes management of finances and business bookkeeping that has not been carried out according to the proper rules that will support business capacity building; HR management has not shown a clear division of tasks and responsibilities; has not thought about the ability to increase creativity, innovation and product quality, but is still oriented towards quantity; increasing product marketing capabilities both conventionally and digitally. The solution that will be provided is to provide education, training and business assistance to obtain the required output targets. Table.1 shows an overview of the activities in the planning.

Table 1. Description of problem priorities, problem solutions, and output targets

No	Partner Priority Issues	Problem Solution	Output
1	Lack of business legality	Providing education about business legality and benefits	have a legally incorporated business
2	lack of good business management skills	Providing education, training and business management assistance	have the ability to adequate business management

Implementation Stage.

This stage includes three activities, namely: 1) implementation of education, 2) implementation of training, and 3) implementation of business assistance. The series of activities carried out are as follows:

1. Education about business legality and its benefits
2. Business management education, including financial, HR, operations, and marketing management.
3. Business management training covering financial, HR, operations, and marketing management.
4. Business administration and bookkeeping training
5. Business Assistance

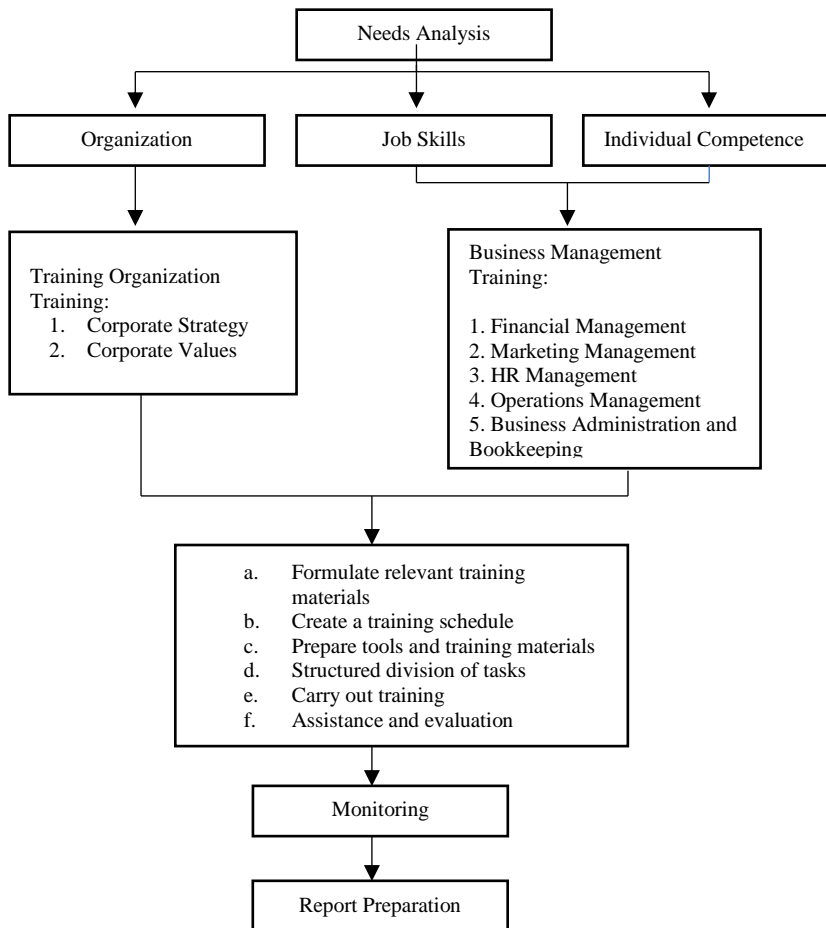


Figure 3: Problem-Solving Flow

Evaluation Stage.

This stage is a follow-up to ensure the achievement of output targets and the sustainability of community service activities. The evaluation stages carried out include (Abdi 2021): 1) Determining the topic, namely determining the issue or agenda to be evaluated so that it is not widened and focused, and 2). Designing evaluation activities, namely planning or designing evaluation activities, so that no aspect or implementation is left behind; 3). Data collection, namely activities to collect material and record any data or information submitted in the evaluation. 4). Data processing and analysis are activities to process information by grouping data so that it is easier to conduct research and to be a benchmark for how long the evaluation will be held, 5). Reporting the results of the review, namely after carrying out various evaluation activities, must be followed up with making a report so that it can be a reference for making activities in the future. The flow of problem-solving in this activity is shown in the chart on Figure 3.

Findings

Service activities are carried out following the stages according to the plan. The activities that have been carried out are observation, interviews, and FGD. Observations were carried out through direct observation of business locations and interviews to identify the problems faced by the artisans through scrutinizing each issue, while FGDs were to obtain better information validity that would support setting priority problems and finding solutions. The result obtained is the formation of a need assessment pattern to increase business capacity through organizational improvement, increasing job competence and individual competence. Education, training, and mentoring are needed for an increased organization to create a strategy and corporate values. In this case, the realization of an organization with a legal entity. Providing education, training, and mentoring is a business management requirement to increase work and individual competence by improving product quality and creative and innovative human resources.

Education on the legality of business entities is carried out by preparing materials containing an understanding of the importance of an organization with a legal entity as a long-term planning effort to have opportunities and flexibility in developing a business. The implementation of business legality education can be done by inviting competent parties, in this case, the Cooperative and UKM Office of the Special Region of Yogyakarta. Business Management Education by preparing materials regarding introduction to the business world, forming a business through 4 (four) elements, namely the financial & accounting division, the operations division, the human resources (HR) division, and the marketing division. Understanding these 4 (four) elements is essential for the group, so they can share roles and carry out tasks according to their responsibilities. Each division has a person in charge. In this case, the group leader who oversees the four divisions must understand and master the process of obtaining funds & their allocation for the purchase of raw materials, equipment, and payment of salaries and wages until the goods are ready for market. On this occasion, improvements were also made to the existing organizational structure, which could further clarify the flow of orders and reporting. Training and mentoring are carried out periodically during partnership activities that include, and partners participate in activities from the beginning to the end of the program so that the level of success can be measured. At the end of the program, an evaluation is carried out as a benchmark for program success and for making guidelines.

RESULTS AND DISCUSSION

Business strengthening by making legal entity legality

Strengthening MSMEs (Small and Medium Enterprises) through the establishment of legal entities is one way to strengthen and slow down the position of MSMEs in doing business (de Moura & Saroli, 2021). This can be done by establishing a legal entity, such as a Limited Liability Company (PT), Firma (F), or a Foreign Company Representative Office (KPPA), which provides several advantages for MSMEs (Subagyo & Hery Purnomo, 2022), such as:

1. **Legal protection:** The establishment of a legal entity provides legal protection for MSME owners and separates their obligations from business obligations (Rodgers, 2017).
2. **Credibility:** Establishing a legal entity adds credibility and professionalism to MSMEs and makes it easier to do business with other parties (Koporcic & Halinen, 2018).
3. **Flexibility in running business:** With a legal entity, MSMEs have flexibility in doing business, such as obtaining loans and expanding market reach (Weaven et al., 2021).
4. **Protection of assets:** Legal entities help protect MSME assets and ensure that these assets cannot be taken by other parties to pay debts or legal obligations (Disemadi, 2022).
5. **Improving efficiency:** Establishing a legal entity facilitates MSME management, reduces business decision-making, and increases operating efficiency (Gauzelin & Bentz, 2017).

Kampung Joho, which is the centre of hat production, currently does not have a legal organization or entity. So that in strengthening capacity, businesses in Joho village must have a strategy, namely creating a legal entity to get more benefits such as legal protection, credibility, breadth in doing business, protecting assets, and increasing efficiency. This option was taken because currently, Joho village has the icon of centre of hat production village but still does not have solid legal protection. In addition, the average business owner in Joho village is elderly and does not understand the benefits of a business with a legal entity. With an ongoing approach and outreach, one of the entrepreneurs in Joho village agreed to make a legal entity legal. With this awareness, it is hoped that after becoming a legal entity and having clear legality, it will get more benefits, such as legal protection. **Legal protection:** With good legitimacy, MSMEs have a solid legal defence to protect their rights and interests. **Customer trust:** MSMEs with good legitimacy are more trusted by customers and business partners because they have a reliable and trusted legal basis. **Business security:** Good MSMEs' legality ensures that their business runs safely and stably, minimizing the risk of business failure. **Access to financing:** MSMEs that have vital legitimacy have good access to funding, starting from the government and the private sector.

Strengthening Business Capacity with Training

Training is an effective strategy to strengthen the capacity of MSMEs (Bada & Nurse, 2019). The following are some of how training can help strengthen the capacity of MSMEs:

1. **Skills improvement:** Training can help MSMEs improve their skills and knowledge in business areas, such as management, marketing, finance, and others. This can help MSMEs make better business decisions and improve operational efficiency (Popescu et al., 2020).
2. **Product and service quality improvement:** Training can help MSMEs understand quality standards and techniques to improve the quality of their products and services to meet customer expectations and maintain a competitive advantage (Chakraborty et al., 2019).
3. **Enhanced innovation:** Training can help MSMEs understand and apply innovation techniques and strategies, thereby increasing their business efficiency and effectiveness (AlQershi, 2021).
4. **Improved management:** Training can help MSMEs understand the principles and techniques of good governance, thereby increasing their business efficiency and effectiveness (Ali et al., 2020).
5. **Business capacity building:** Training can help MSMEs understand and implement business capacity-building strategies, increasing efficiency and effectiveness (de Abreu & Ceglia, 2018).

The Joho village hat production centre is weak in digital product marketing because the average business owner is elderly and stuttering about technology. This is a challenge for observers of small and medium enterprises, especially since Joho village is the largest hat confectionery centre in Sleman, Yogyakarta. The need for coaching for young people as business successors so that the title of Joho village as a centre is not lost. Some of the strategies that can be carried out are conducting training and outreach to young people, and innovation in the organization's means of production, and products must also be carried out. Some strategies that can be carried out in Joho village are skills training. This training aims to improve the skills and knowledge of MSMEs in specific fields, such as management, marketing, finance, etc. Business training aims to help MSMEs understand the principles and techniques of business management to increase their business's efficiency and effectiveness. Innovation training aims to help MSMEs implement innovation strategies.

CONCLUSION

The conclusion from strengthening businesses through legal entities and training for companies in Kampung Joho is that these two things are essential for the sustainability and success of MSMEs. Legal entities help MSMEs strengthen the legality and stability of their business and protect their rights and interests. Meanwhile, training helps MSMEs improve their skills, knowledge, and business capacity to increase efficiency and effectiveness. As such, businesses in Kampung Joho should consider forming a legal entity and taking business training to ensure the long-term sustainability and success of their business.

RECOMMENDATION

Here are some recommendations for strengthening existing businesses in Kampung Joho:

1. Form a suitable legal entity: MSMEs must ensure that they form a legal entity appropriate to the type and scale of their business to provide the legality and stability of their business. The form of legal entity most suitable for MSMEs in Kampung Joho is a cooperative.
2. Participate in relevant business training: MSMEs must attend business training that is relevant and following their business needs and goals, such as Marketing Management, Financial Management, Human Resource Management, and Organizational Management, to ensure that MSME actors have the skills and knowledge necessary to run their business successfully.
3. Updating knowledge: MSMEs must continuously update their knowledge and skills through training and practical experience to ensure their business remains relevant and competitive.
4. Collaborate with relevant parties: MSMEs should consider cooperating with appropriate parties, such as MSME associations, training institutions, and the government, to obtain the necessary support and resources to run their business.

By paying attention to these suggestions, Kampung Joho can ensure they have the legality and capacity to run a business to remain competitive in the current era and succeed.

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