



Increased Productivity of Regional Potential-based MSMEs through Partnership Development

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ABSTRACT

The current existing condition in Labuhanbatu Regency, where the number and performance of SMEs are not yet competitive enough, especially in the digital market which currently holds significant influence in the buying and selling process of SME products. There is a need for further training related to digital transformation, considering that technology now plays a crucial role in SME development. This research aims to examine the average productivity index of SMEs in Labuhanbatu, the region's potential, and partnership strategies in Labuhanbatu Regency. The study employs average index analysis using a perception measurement scale of 1-7 on 81 SMEs in Labuhanbatu and 8 local government organizations, as well as a SWOT analysis. Based on the Strengths, Weaknesses, Opportunities, and Threats analysis, SMEs in Labuhanbatu have strengths such as optimized production, adequate local potential, support programs for SMEs, and fairly good SME skills. Weaknesses include limited production support equipment and inadequate marketing networks. Opportunities for SMEs include the growth of SME industries, supportive skills training programs, improved communication, ease of licensing processes, and non-burdensome taxes for businesses. Meanwhile, threats include unstable product prices, inadequate financial support from local government, and insufficient marketing awareness efforts by the local government.

Keywords: MSME Productivity, Regional Potential, Business Partnerships

ABSTRAK

Kondisi existing yang saat ini ada di Kabupaten Labuhanbatu, jumlah serta kinerja UMKM belum mampu cukup bersaing terutama di pasar digital yang saat ini cukup memiliki pengaruh dalam proses jual beli produk-produk UMKM. Dibutuhkan adanya pelatihan lebih lanjut terkait dengan transformasi digital mengingat saat ini teknologi menjadi salah satu faktor penting dalam perkembangan UMKM. Penelitian ini bertujuan untuk melihat tingkat indeks rata-rata produktivitas UMKM Labuhanbatu, potensi daerah dan strategi kemitraan di Kabupaten Labuhanbatu. Penelitian menggunakan analisis indeks rata-rata melalui skala pengukuran persepsi 1-7 terhadap 81 UMKM di Labuhanbatu dan 8 organisasi perangkat daerah dan analisis kekuatan, kelemahan, peluang dan ancaman. Berdasarkan Analisis Kekuatan, Kelemahan, Peluang dan Ancaman bahwa UMKM Labuhanbatu memiliki kekuatan yaitu produksi yang sudah optimum, potensi lokal yang memadai, bantuan program untuk pelaku UMKM, keterampilan UMKM yang cukup baik, Kelemahan UMKM yaitu keterbatasan peralatan pendukung produksi, jaringan pemasaran yang masih belum cukup baik. Peluang UMKM yaitu semakin banyaknya industri UMKM, program dan kegiatan pelatihan keterampilan yang mendukung, komunikasi yang semakin terjalin dengan baik, kemudahan dalam proses perijinan dan retribusi yang tidak memberatkan pelaku usaha sedangkan Ancaman UMKM yaitu harga jual produk yang tidak stabil, pendampingan permodalan yang masih kurang dari pemerintah daerah dan kurangnya sosialisasi pemasaran yang dilakukan pemerintah daerah.

Kata Kunci: Produktivitas UMKM, Potensi Daerah, Kemitraan Usaha



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1. Introduction

A Law No.20 of 2008 has regulated in detail and explicitly regarding MSMEs, namely that the Government and Regional Governments foster a business climate by establishing laws and policies covering aspects of funding policies, facilities and infrastructure, business information, partnerships, business licensing, business opportunities, trade promotion, and institutional support (Article 7 UU No.20 C.1). Menurut Law Number (No). 20 of 2008 ini pada Chap.6, C1-3 that the criteria for micro businesses are businesses that have a net worth of at most IDR 50,000,000. (fifty million rupiah) excluding land and building where the business is located or has annual sales revenue of IDR 300,000,000 at most (third million rupiah) (C 1a, 1b). The criteria for a small business is to have a net worth of more than IDR 50,000,000. (fifty million rupiah) up to a maximum of IDR 50,000,000 (fifty million rupiah) excluding the land and building of the place of business or has annual sales proceeds of more than IDR 300,000,000 at most (third million rupiah) up to a maximum of IDR 2,500,000,000 (two billion five hundred million rupiah) (C2a, 2b).

Meanwhile, the criteria for medium-sized businesses are businesses that have a net worth of more than IDR 50,000,000. (fifty million rupiah) up to a maximum of IDR10.000.000.000 (ten billion rupiah) excluding the land and building of the place of business or has annual sales proceeds of more than IDR 2.500.000.000 (two billion five hundred million rupiah) up to a maximum of IDR 50.000.000.000 (fifty million rupiah) (C 3a, 3b). A Law UU No.20 of 2008, Bab IX about Coordination and Control of Micro, Small and Medium Enterprises Empowerment at Article 38 C-2 mentions that the coordination and control of the empowerment of micro, small and medium enterprises as in C-(1) Implemented nationally and regionally, which includes the preparation and integration of policies and programs, implementation, monitoring, evaluation, and general control over the implementation of empowerment of Micro, Small, and Medium Enterprises, including the implementation of business partnerships and financing of Micro, Small, and Medium Enterprises.

In accordance with the existing conditions that currently exist in Labuhanbatu Regency, the number and performance of MSMEs have not been able to compete sufficiently, especially in the digital market which currently has quite an influence on the buying and selling process of MSME products. Further training is needed related to digital transformation considering that technology is currently one of the important factors in the development of MSMEs. In addition, it is necessary to cluster MSMEs based on regions in the Labuhanbatu Regency area to facilitate monitoring and evaluation for the development of MSMEs. That way the existence of a creative hub in accordance with the regional cluster will have a positive impact so that MSMEs can have a place to develop and as a place to share knowledge for each MSME itself. Through government agencies, Labuhanbatu must also be able to cluster the types of MSME businesses so that a pattern is formed that is able to highlight the various regional potentials that are owned. Under these conditions, the Labuhanbatu Regency Government through various related agencies must be able to bridge and open up opportunities for cooperation with the pentahelix model, so that stakeholders are able to contribute to development and growth and be able to show various regional potentials produced by Labuhanbatu Regency.

2. Literature Review

MSMEs

A Law UU No.20 of 2008, pada Bab I, C (1) stated that:

1. A microbusiness is a productive business owned by an individual and/or individual business entity that meets the criteria of a microbusiness as stipulated in this Law.
2. A Small Business is an independent productive economic business, conducted by an individual or business entity that is not a subsidiary or branch of a company owned, controlled, or part of either directly or indirectly a Medium Business or a Large Business that meets the criteria of a Small Business as referred to in this Law.
3. Medium Enterprises are productive economic businesses that stand alone, conducted by individuals or business entities that are not subsidiaries or branches of companies that are owned, controlled, or are part of either directly or indirectly by Small Enterprises or Large Enterprises with a total net worth or annual sales as stipulated in this Law.

According to Scot and Bruce (1987:45), small businesses have unattached management, usually the owner is also the leader (manager), capital is obtained from the owner himself or a small group, the operational area is local and the owner is also a worker.

Productivity

Productivity appeared for the first time in 1966 in a paper by a French economist named Qesnay (founder

of the Physiocratic school). But according to Walter Aigner in his book “Motivation and Awareness”, The philosophy and spirit of productivity has been since the beginning of human civilization because the meaning of productivity is the will (the will) and the effort (effort) of humans to always improve the quality of life and livelihood in all fields.

According Organization for Economic Cooperation and Development (OECD) the productivity is equal to output divided by one of its production element (produktivitas adalah output dibagi dengan elemen produksi yang dimanfaatkan). According ILO (international Labour Organization that: “Production are produced as a result of the integration of four mayor elements land, capital, labour and organization (Perbandingan antara elemen-elemen produksi dengan yang dihasilkan merupakan ukuran produktivitas, elemen-elemen produksi tersebut berupa tanah, modal, tenaga kerja dan organisasi). According European Produktivitas Agency (EPA) about that: “Produktivitas is the degree of the effective utilization of each productivity element (Produktivitas adalah tingkat efektivitas pemanfaatan setiap elemen produktivitas).

Regional Potential

The potential of the region/area is all that is owned (natural resources and human resources) of a region, both mobilized and not yet mobilized, which can support efforts to improve the welfare of the population in the region concerned (IPDN Sumatera Barat, 2017). Analyze the potential of the region/area can be interpreted as a scientific study of the details of all wealth/resources both physical and non-physical in a particular area/region/area so that it can be further developed into a particular strength (IPDN Sumatera Barat, 2017). Based on the analyzed LQ, There are two basic (leading) sectors in Pelabuhanbatu Regency in 2021, namely: the agriculture, forestry and fisheries sector and the processing industry. From the results of the shift share analysis, it is also found that the agriculture, forestry and fisheries sectors and the processing industry are progressive sectors and have a competitive advantage. (Statistik 77 Tahun Labuhanbatu, 2022:137)

Partnerships

Rusbult dan Buunk (1993) stated that satisfaction with the establishment of the partnership even though it can be break up when there is no strength of commitment and vice versa if there is strength of commitment each individual feels the strength of attachment to the relationship that occurs without having to feel happy about the relationship, therefore a theory is needed that not only explains how relationships are pleasant and more satisfying, but must be considered how attachment and commitment. According Rustbult & Buunk (1993) about the interdependence theory which was initiated by Thibaut dan Kelley (1959) and Kelley & Thibaut (1978) with the dyadic relationship model, this model is very close to attachment and commitment. Arriaga dan Agnew (2001) in his researched Being Committed: Affective, Cognitive, and Conative Components of Relationship Commitment In the abstract, his empirical research tested the form of partnership commitment previously developed by Rusbult and several of his colleagues, i.e.: affective, cognitive and conative components. Based on this view, these three forms of commitment have three distinct components: (a) psychological interaction (affective component), (b) long-term orientation (cognitive component), (c) intention to persist (conative component). The two forms of studies presented on individuals in partnership interactions (relationships) reveal that the three components each predict partnership relationship functioning and ultimately the occurrence of breakup status. These two studies (partnership relationship functioning and relationship breakup) provide evidence that long-term orientation is a critical component for commitment in relationship/partnership attachment. Stabilized relationships are characterized by communication implicitly indicating that the relationship remains intact well into the future (Marston et al 1998; Miller and Boster, 1988), even interdependent relationships show a cognitive tendency in general by showing a shared identity (Agnew et al, 1998; Stanley and Markman, 1992) and cognitive is also shown in long-term relationships continuously (eternal) (Murray and Holmes; 1999). Johnson (1991) suggests that a high intention for relationship sustainability is needed in order to carry out a more intact relationship far into the future.

Description of the Assessment of MSME Respondents and Regional Apparatus Working and Operating Partners (OPD)

Productivity appeared for the first time in 1966 in a paper by a French economist named Qesnay (founder of the Physiocratic school). But according to Walter Aigner in his book “Motivation and Awareness”, the philosophy and spirit of productivity has been since the beginning of human civilization because the meaning of productivity is the will (the will) and the effort (effort) of humans to always improve the quality of life and livelihood in all fields.

Business Partnership Factors include: ease of obtaining access to capital for your business, the Local Government is committed to helping develop your business, the cooperation / partnership relationship that is carried out is interdependent for the benefit of both parties, the cooperation / partnership relationship that has been carried out so far is established with communication that the relationship will remain intact in the future, has the intention to maintain partnership relationships with business partners, there is easy access to digital platforms, the Government facilitates partnerships with any party for business development. Assessment of Work Partners and Regional Apparatus Organizations (OPD) includes.

There is Clustering of Business Types, Creative Hubs in Several Regions, Local Government is committed to assisting business development, Cooperation/partnership relationships that are carried out are interdependent for the benefit of both parties, Cooperation/partnership relationships that have been carried out so far are established with communication that the relationship will remain intact well into the future, Have the intention to maintain partnership relationships with business partners, The government facilitates partnerships with any party for the development of MSMEs.

3. Method

The data analyzed technique used is a descriptive analysis technique because the data obtained is qualitative, namely by distributing questionnaires using a semantic differential scale. Then presenting the data starting with reviewing all available data from various data sources collected, reviewing, compiling them in units, which are then categorized at the next stage, and checking the validity of the data and interpreting it with analysis according to the researcher's reasoning ability to make research conclusions.

The sampling technique for this study used a random sampling technique (probability sampling). The population in the study was to use data on the Labuhanbatu Small and Medium Industry (IKM) in 2023 which amounted to 432 MSMEs. Given the limited time, energy and cost, this study took a research sample using the Taro Yamanedalam formula **Jalaludin Rakhmat** (1995: 85), as follows:

$$n = \frac{N}{Nd^2 + 1}$$

N = Size of the population

n = The sample size

d = Use precision (10%)

then the sample size in this study, namely:

$$n = \frac{432}{432(0.1)^2 + 1}$$

n = 80.20 or 80 respondents

The sampling technique for this study used a random opportunity sampling technique (probability sampling). Given that the sample used is MSMEs, the random opportunity sampling technique (probability sampling) used is Random Route Sampling. According to Ferdinan (2006: 230) usually Random Route Sampling is used in market surveys, especially sampling households, shops and the like. The address will be randomly selected from the sampling frame (sample list) specified as the starting point, the interviewer is given instructions to identify the next address, by giving alternatives to turn left or turn right at the crossroads and will enter the house with the address number-n.

4. Result and Discussion

Instrument Test

1. Validity Test

Respondents' Assessment of Self-Related Productivity (Mental Attitude of MSME Actors)

Based on Table 1 regarding respondents' assessment of Self-Related Productivity (Mental Attitude of MSME Actors) including: having business knowledge, having skills in business, having discipline, giving up, teamwork in running a business, motivation to run a business, creativity and innovation in running a business, professionalism in running a business, where the average index result is 89.60%

with the index category "High", meaning that Self-Related Productivity (Mental Attitude of MSME Actors) has a "High" level

Table 1 Respondents' Assessment of Self-Related Productivity (Mental Attitude of MSME Actors)

No	Indikator	Σ Resp.	r _{table}	Skor	Kategori
1.	Memiliki Pengetahuan Usaha	46	56.80	7	Sangat Banyak
2.	Memiliki Keterampilan dalam Usaha	51	63.00	7	Sangat Banyak
3.	Memiliki Disiplin	47	58.00	7	Sangat Tinggi
4.	Pantang Menyerah	55	67.90	7	Sangat Kuat
5.	Kerjasama Tim dalam Menjalankan Usaha	33	40.70	7	Sangat Kuat
6.	Motivasi Menjalankan Usaha	44	54.30	7	Sangat Kuat
7.	Kreatif dan Inovasi dalam Menjalankan	36	44.40	7	Sangat Tinggi
8.	Usaha Profesional dalam Menjalankan Usaha	42	51.90	7	Sangat Tinggi

Source: Pengolahan Data SPSS, Sampel 81 Respon

Respondents' Assessment of Work-Related Productivity (Internal Business)

Table 2 espondents' Assessment of Work-Related Productivity (Internal Business)

No	Indikator	Σ Resp.	r _{table}	Skor	Kategori
1.	Manajemen Dan Metode Kerja	32	39.5	7	Sangat Baik
2.	Efisiensi Biaya	31	38.3	6	Efisien
3.	Sistem Kerja, Peralatan dan Teknologi	26	32.1	5	Cukup Modern

Source: Pengolahan Data SPSS, Sampel 81 Responden

Based on Table 2 regarding respondents' assessment of work-related productivity (Internal Business) including: management and work methods, cost efficiency, work systems, equipment, and technology, where the average index result is 77.62% with the index category "High", meaning that work-related productivity (Internal Business) includes: having business knowledge, having skills in business, having discipline, giving up, teamwork in running a business, motivation to run a business, creativity and innovation in running a business, professionalism in running a business, work-related productivity (Internal Business) has a "High" level.

Respondents' Assessment of Regional Potential Factors

Based on Table 3 regarding the respondents' assessment of Regional Potential Factors including: Developing Business through Agricultural Products, Developing Business through Forestry Products, Developing Business through Fishery Products, Developing Business through Processing Industry, obtained an average index number of 54.01% and the Regional Potential Factor is in the "Medium" category.

Table 3 Respondents' Assessment of Regional Potential Factors

	Indikator	Σ Resp.	r _{table}	Skor	Kategori
1.	Mengembangkan Usaha melalui Produk Pertanian	23	28.4	6	Cukup Ada
2.	Mengembangkan Usaha melalui Produk Kehutanan	60	74.1	1	Sangat Tidak Ada
3.	Mengembangkan Usaha melalui Produk Perikanan	60	74.1	1	Sangat Tidak Ada
4.	Mengembangkan Usaha melalui Industri Pengolahan	24	29.6	5	Cukup Ada

Source: Pengolahan Data SPSS, Sampel 81 Responden

Respondents' Assessment of the Business Partnership Factor

Based on Table 4, the Business Partnership Factor includes: easy access to capital for your business, the Local Government is committed to helping develop your business, the cooperation / partnership relationship that is carried out is interdependent for the benefit of both parties, the cooperation / partnership relationship that has been carried out so far is established with communication that the

relationship will remain intact in the future, has the intention to maintain partnership relationships with business partners, there is easy access to digital platforms, the Government facilitates partnerships with any party for business development, has an average index number of 64.82%, this business partnership factor is in the "Medium" category

Table 4 Respondents' Assessment of the Business Partnership Factor

No	Indikator	ΣResp.	%	Skor	Kategori
1.	Kemudahan memperoleh akses modal	34	42.0	4	Ragu-ragu
2.	Pemerintah Daerah komitmen membantu pengembangan usaha	19	23.5	4	Ragu-ragu
3.	Hubungan kerjasama/kemitraan yang dijalankan saling ketergantungan untuk	45	55.6	4	Ragu-ragu
4.	Hubungan kerjasama/kemitraan yang dijalankan selama ini terjalin dengan komunikasi bahwa hubungan itu akan tetap utuh dengan baik di masa yang akan datang	38	46.9	4	Ragu-ragu
5.	Memiliki niat untuk mempertahankan hubungan kemitraan dengan mitra usaha.	34	42.0	4	Ragu-ragu

Source: Pengolahan Data SPSS, Sampel 81 Responden

Respondents' Assessment of Regional Apparatus Working Partners and Organizations (OPD).

Based on Table 5, Work Partners and Regional Apparatus Organizations (OPD) include: the existence of a cluster of business types, the existence of creative hubs in several areas, the Regional Government is committed to assisting business development, the cooperation/partnership relationship that is carried out is interdependent for the benefit of both parties, the cooperation/partnership relationship that has been carried out so far is established with communication that the relationship will remain intact in the future, has the intention to maintain partnership relationships with business partners, the Government facilitates partnerships with any party for the development of MSMEs, obtained an average index number of 8.75% and is in the "High" category.

Table 5 Respondents' Assessment of Regional Apparatus Working Partners and Organizations (OPD)

No	Indikator	ΣResp.	%	Skor	Kategori
1.	Adanya klasterisasi jenis usaha	4	4.9	7	Sangat Ada
2.	Adanya Creative Hub di Beberapa Wilayah	4	4.9	7	Sangat Ada
3.	Pemerintah Daerah komitmen membantu pengembangan usaha	6	7.4	7	Sangat Optimis
4.	Hubungan kerjasama/kemitraan yang dijalankan saling ketergantungan untuk keuntungan dua belah pihak.	6	7.4	7	Sangat Menguntungkan
5.	Hubungan kerjasama/kemitraan yang dijalankan selama ini terjalin dengan komunikasi bahwa hubungan itu akan tetap utuh dengan baik di masa yang akan datang.	6	7.4	7	Sangat Optimis
6.	Memiliki niat untuk mempertahankan hubungan kemitraan dengan mitra usaha.	6	100	7	Sangat Berniat
7.	Pemerintah memfasilitasi kemitraan dengan pihak manapun untuk pengembangan UMKM.	8	6.2	7	Sangat Memadai

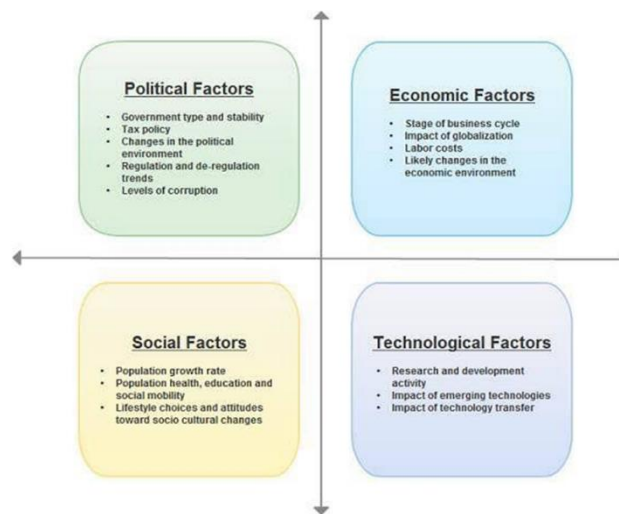
Source: Pengolahan Data SPSS, Sampel 81 Responden

The Labuhan Batu Regency MSME Productivity Factor is in the high category, both productivity related to oneself (mental attitude of MSME actors) and productivity related to work (Internal Business), but the Regional Potential Factor and the MSME Partnership Factor are in the medium category, but in terms of the Work Partners and Regional Apparatus Organizations (OPD) surveyed from 8 Work Partners and

Regional Apparatus Organizations are in the high category, while from the MSME side the business partnership factor is in the medium category, this indication indicates an imbalance in the services provided by work partners and regional apparatus organizations with MSME actors.

Strategies in the MSME Development Sector in Labuhanbatu Regency

According to North Sumatera Invest (2020) There are 2 leading sectors of Labuhanbatu regional potential consisting of: Agriculture Forestry Fisheries and Processing Industry. Based on this, it is necessary to make strategic planning to be able to find out all the factors both internally and externally in the development of MSMEs in Labuhanbatu Regency. This requires an in-depth analysis of internal factors using the SWOT Analysis method to be able to identify various strengths, weaknesses, opportunities, and threats. Meanwhile, to analyze external factors using the PEST Analysis method so as to identify various political, economic, social, and technological factors.



In connection with the SWOT analysis and PEST analysis, the Labuhanbatu Regency Government in increasing the productivity of MSMEs is expected to be able to organize training, seminars, and comparative studies as an effort to improve the skills and creativity of MSME actors. In addition, the formation of creative hubs can encourage innovation and diversification of business actors. The Labuhanbatu Regency Government itself needs to improve the quality and quantity of facilities and infrastructure, the government should also be able to facilitate the availability of affordable sources of business financing for MSMEs. The government is also expected to be able to build cooperation, especially with technology companies as an effort to introduce the various regional potentials owned by Labuhanbatu Regency.

5. Conclusion

Based on the results of the discussion described in Chapter 4, the research study can be concluded as follows:

1. Self-Related Productivity (Mental Attitude of MSME Actors) includes: having business knowledge, having skills in business, having discipline, perseverance, team work in running a business, motivation to run a business, creativity and innovation in running a business, professionalism in running a business, in the "High" index category.
2. Work-related productivity (Internal Business) including: management and work methods, Cost Efficiency, Work system, equipment, and technology, is in the "High" index category.
3. Regional Potential Factors include: Developing Business through Agricultural Products, Developing Business through Forestry Products, Developing Business through Fishery Products, Developing Business through Processing Industry, is in the "Medium" category.
4. Business Partnership Factors include: ease of obtaining access to capital for your business, the Local Government is committed to assisting your business development, the cooperation/partnership relationship that is carried out is interdependent for the benefit of both parties, the cooperation/partnership relationship that has been carried out so far is established with communication that the relationship will remain intact in the future, has the intention to maintain partnership

- relationships with business partners, there is easy access to digital platforms, the Government facilitates partnerships with any party for business development, is in the "Medium" category.
5. Working Partners and Regional Apparatus Organizations (OPD) include: the existence of a cluster of business types, the existence of creative hubs in several regions, the Regional Government is committed to assisting business development, the cooperation/partnership relationship that is carried out is interdependent for the benefit of both parties, the cooperation/partnership relationship that has been carried out so far is established with communication that the relationship will remain intact well in the future, has the intention to maintain partnership relationships with business partners, the Government facilitates partnerships with any party for the development of MSMEs, is in the "High" category.

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