

SMALL BUSINESS EMPOWERMENT STRATEGY IN MEDAN CITY, NORTH SUMATRA PROVINCE

Ti Aisyah¹, Mauludi², Muhammad Hasyem³, Aiyub⁴, Murhaban⁵

^{1,2,3,4}FISIP, Universitas Malikussaleh

Jl. Sumatra, Blang Pulo, District. Muara Satu, Lhokseumawe City, Aceh

⁵FE, Universitas Malikussaleh

Jl. Kalimantan, Muara Satu District, Lhokseumawe City, Aceh

Email: ¹tiaisyah@unimal.ac.id, ²mauludi@unimal.ac.id, ³mhasyem@unimal.ac.id, ⁴drs.aiyub@unimal.ac.id,
⁵murhaban@unimal.ac.id

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ABSTRACT

Community empowerment is a strategy used in community development as an effort to achieve competence and independence in social, national and state life. (Permendagri No. 7 of 2007). The government's empowerment strategy for small businesses has not been optimal. The problem is that small businesses do not have the ability to finance their businesses because they are vulnerable to capital, small businesses tend to have low ability to use technology. This research aims to find out how to empower small businesses in Medan City. The research method used is a descriptive qualitative method. Data collection techniques are observation, interviews and documentation. Data analysis techniques use data display, data reduction and verification and drawing conclusions. Based on the results of research on strategies for empowering small businesses in the city of Medan, it can be seen from the development dimension (enabling), the lack of training and development programs means that small business actors are not developing their businesses. Strengthening the potential (empowering) of capital and equipment assistance is still lacking and there is no equality in the distribution of this assistance. Furthermore, the dimension of creating independence for some small business actors still needs guidance to run their businesses independently. It is hoped that the empowerment of Small Businesses in the City of Medan can be increased to create independent Small Businesses which can have an impact on expanding employment opportunities and improving the economy of local communities.

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Corresponding Author:

Ti Aisyah

FISIP, Universitas Malikussaleh

Email: tiaisyah@unimal.ac.id

1. INTRODUCTION

Community empowerment is an effort to increase people's abilities and potential, so that people can maximize their identity to develop independently both socially, economically and politically. Empowerment strategy is a process of developing, becoming independent, self-sufficient, strengthening the bargaining position of the lower levels of society against suppressive forces in all fields and sectors of life (Suntoro Eko, 2002). Seeing the very important role of micro, small and medium enterprises (MSMEs), especially small businesses in Indonesia, in terms of stabilizing the Indonesian economy, the Indonesian government made a policy regarding the empowerment of MSMEs in Indonesia as stated in Article 1 Number 20 of 2008 concerning Micro, Small and Medium Enterprises. Medium (MSME).

There are 112 small businesses in Medan City (Cooperative Department). The right strategy is needed through empowerment so that later small businesses can grow into businesses that have capital strength, business

sustainability and independence. In developing industrial areas, the Medan City Government seeks to empower small businesses that have competitive strength and business independence, so that the existence of small businesses can have a better impact on the community's economic turnover.

Responding to the phenomenon of the current condition of small business development after the pandemic, there is a need for development (*enabling*) which is carried out systemically, planned and directed at increasing community access to achieve socio-economic conditions, strengthening potential (*empowering*) in empowerment efforts, the most important thing is improving the quality and improvement of business as well as access to sources of economic progress such as infrastructure, capital, technology and marketing.

The Medan City Department of Cooperatives, Small and Medium Enterprises (UKM) has collaborated with Dekranasda and PT. Medan Industrial Zone (KIM), regional and other private entrepreneurs in efforts to empower MSMEs, especially small businesses, through Expo activities by presenting bazaars, strengthening marketing and conducting training, also including capital assistance. As well as empowerment programs related to efforts to develop and strengthen the potential of small businesses, but the efforts made by the Medan City Government cannot be said to be optimal in increasing the empowerment of small businesses at this time.

This can be seen from the phenomenon that the potential strength and sustainability of small businesses are still vulnerable, people's purchasing power after Covid is still low. This means that the level of demand for products produced by small businesses has not improved. Small businesses do not have enough capacity to raise their business capital, because their business capital is lacking. Meanwhile, the level of demand for small business products in the market

decline. The ability of small businesses tends to be low in using technology to develop marketing of small business products to local markets and outside the region.

Many small business actors are less productive in developing their businesses, so the Cooperative Service needs to develop a strategy for empowering small business actors to increase development through the development of training programs and digital marketing. Strengthening capital, increasing business facilities. Digitalization has become an important need in the world of economic globalization. The current condition of society tends towards the use of e-learning, e-Commerce. However, we cannot deny that there are problems with digitalization of small businesses in remote areas, limited internet access is an obstacle. Small business actors' understanding of technology, online marketing is limited, production processes and online market access are still considered not optimal enough. Furthermore, consumers still lack control and have limited access to digital transactions. Small business actors who do not have the capital to finance their business, and whose capital turnover is constrained due to their products not selling well due to the lack of development of product innovation and lack of development of marketing digitalization, can be threatened with going out of business. Due to low access to business competition.

Based on the background of the problem that has been explained, the focus of this research is as follows: Small Business Empowerment Strategy in Medan City, studied from the indicators of enabling, empowering and independence. and obstacles faced by the Medan City Cooperatives and SMEs Department in empowering Small Businesses in Medan City?

2. RESEARCH METHODS

This research method uses descriptive qualitative methods. Qualitative research aims to describe, summarize various situations and phenomena of social reality that exist in society which are the object of research and attempts to draw this reality to the surface as a characteristic, character, trait, model, image of the conditions of certain situations and phenomena (Bungin, 2017:49) . study The location of this research will be carried out at the Medan City Cooperatives and SMEs Department. Informants in this study used purposive sampling techniques. The technique for determining informants is based on certain considerations. The informants interviewed were heads of departments, Head of the Empowerment Section, Medan City Cooperative and SME Service Staff, MSME actors, Non-Governmental Organizations, Community Leaders and the Community. Data sources taken through primary data and secondary data. Data collection techniques through observation, interviews and documentation as well as technical data analysis using data collection, data reduction, data presentation, and drawing conclusions regarding the Small Business Empowerment Strategy in Medan City.

3. RESULTS AND DISCUSSION

Medan City's small business empowerment strategy includes enabling, empowering and independence aspects: Enabling

Developing training programs that can improve the innovation capabilities of every small business actor. In improving the quality of small business products. The aim is that each program or activity is able to develop or improve its business through the production of small business actors. The following are the programs implemented by

the Medan City Cooperatives and SMEs Department. The Medan City Government through the Cooperatives Department, in creating an atmosphere of potential for community businesses to develop by providing motivation and encouraging the strength of small businesses, has implemented several programs, as stated by Mr. Rahmd Saleh as follows. :

"The small business development strategy carried out by the Department is to hold several training programs including entrepreneurship training, digital marketing training, business licensing training for human resource development, providing facility assistance, with the hope that this activity program can increase the potential of small business actors in running their businesses" (interview 22 May 2022).

The same thing was also stated by Mrs. Rudhmayanti as Head of the Entrepreneurship Quality Improvement Section, as follows:

"The efforts we have made to develop the business, abilities and skills of small business actors include holding training programs to encourage and increase the potential of small business actors in developing their business including training in basic accounting and preparing financial reports, training to improve human resources for beginner business actors, marketing training. digital trends, socialization of business licensing and provision of equipment grants (facilities) which was attended by 60 business actors. "With the hope that business actors can apply their knowledge in developing their businesses and be recognized by the outside community" (interview, 23 May 2022).

The statements of the two informants above were corroborated by Mrs. Yunita Ningsih as a business owner in Medan City, explaining as follows:

"Business people like me must be able to develop their own business with guidance from the Department, so that to develop our business we must be able to create new innovations. The Department has implemented several activity programs to improve human resources, including entrepreneurship training activities, digital marketing, socialization on business licensing. By following this training, I have been able to innovate existing local potential, namely processing banana stem material into a chips business.

And the banana chip business products that I manage are popular with buyers and my business is progressing. And I have to be enthusiastic about continuing to innovate so that the marketing of the chips business continues to increase and develop and my business continues to survive" (interview, 25 May 2022).

Based on the interview above, we can conclude that the Medan City Government, through the Medan City Cooperative and UKM Department, has carried out development (enabling) for small business actors in Medan City with several activity programs including HR training activities, socialization of business licensing and providing equipment for business actors with It is hoped that business actors with the knowledge they have been given can develop their business in a more advanced direction and make their business known to the wider community

Strengthening potential (empowering).

The efforts made by the Medan City Cooperative and UKM Dias to strengthen business access and improve the quality of small businesses have been coordinating with the Medan City National Dekranas and PT. The Medan Industrial Zone (KIM) with entrepreneurs, the private sector and local investors in empowering small business actors to improve quality and improve business access can develop more widely both at local and outside the region.

Table 1 . Training Program in Developing MSMEs in 2022

No.	Type of activity	Realization Plan
1.	Entrepreneurship Training Program for Beginner Entrepreneurs	It will be held from 23 to 26 February 2022 at the Griya Hotel.
2	Basic Accounting Training Activities and Preparation of Financial Reports for MSME Players	It was implemented on t March 21 2022 at Hotel Griya.

3.	Marketing Training with Digital Trends	Will Be Implemented In September 2022
4.	Equipment Assistance Program (Grant)	The time has not been determined yet
5.	Licensing training for MSME players	The time has not been determined yet

Source: *Medan City Cooperatives and SMEs Department (2022)*

Based on the table above, all activities planned by the Medan City Cooperatives and SMEs Service are expected to increase and develop participants' knowledge about entrepreneurship as well as provide motivation and increase the enthusiasm of small business actors to survive and sustain their business.

Based on an interview with Mr. Anwar Syarif as Head of Empowerment Division of the Medan City Cooperatives and SMEs Service as follows:

"To strengthen the potential of small business actors, we have provided business capital assistance sourced from funds from the Ministry of Cooperatives and SMEs and budget source stimulant assistance from the Medan city government and aid funds from PT. Medan Industrial Area (KIM). It is hoped that small business actors can use the financial assistance to improve the quality and improve access to business to become more widespread and sustainable" (interview, 26 May 2022).

The same thing was stated by Mr Rahmad Saleh as Head of Small Business Development, Strengthening and Protection, namely:

"Efforts to strengthen the potential of small business actors in the city of Medan we are at Diskopukm by carrying out positive actions through activity programs, in addition to training and outreach activities. A capital assistance program was also implemented. We also hold a program to provide equipment assistance to strengthen broader business access. "With the aim that actors can use this assistance to improve quality and strengthen access, and the strength and sustainability of their businesses" (interview, 27 May 2022)

The statement from small business actor Mrs. Ongko Suratih is as follows:

"To increase access to my culinary business, the Department of Cooperatives and SMEs has provided guidance and capital assistance for my business amounting to 4.5 million (two stages). Apart from capital assistance, I also received equipment assistance in the form of a slicer machine (printing machine) and freezer (storage area). With this equipment, I was able to increase the production of empek-empek. "This capital assistance is very helpful in strengthening my business potential" (interview, 28 May 2022).

Based on the interview above, it is clear that the Medan City Cooperatives and SMEs Department has taken positive actions to strengthen the potential (empowering) of small business actors through several activity programs apart from training and outreach programs. It has also implemented a program of activities to provide equipment and provide capital assistance with the hope that small business actors can use the assistance to improve quality, strengthen the potential and strength of wider business access so that their businesses are capable and sustainable. The Department of Cooperatives and SMEs must continue to improve programs that have a greater impact on increasing potential

small businesses and providing more equal assistance to all small business actors.

3. Creation of Independence

Positive actions need to be continuously increased by the Medan City Cooperatives and SMEs Department to increase the access, strength and capability of sustainable small business potential in order to achieve business independence for small business actors.

Table 2. MSME Independence Activity Program for 2022

No.	Type of activity	Realization
1	Ternd digital marketing training	Executed month september

2.	KUR CSR and Partnership Socialization Activities for MSMEs	It was held on January 24 2022 at the Griya Hotel.
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Source: Medan City Cooperatives and SMEs Department (2022)

Based on the table above, participants in basic accounting and report preparation training activities are registered as UKM assisted by Diskopukm. The aim of this training is to create a small business that has the potential to advance in all respects. Furthermore, the aim of the KUR CSR Socialization Activities and partnerships for MSMEs is to facilitate relationships between MSME actors, especially small businesses, and banks so that they can build cooperation in terms of capital for smooth business production in order to improve household economic finances.

Conduct an interview with Mr. Anwar Syarif as head of the small business empowerment sector as follows:

"Efforts have been made by the Department of Cooperatives and SMEs for small business actors by continuing to encourage small business actors to develop digital marketing so that marketing access can be expanded. Optimizing social media in conducting business and encouraging the use of marketplaces. Training materials are tailored to business needs (market). Providing education through training materials that can improve the mindset of small business actors to be more knowledgeable. By strengthening business potential, it is more directed towards digital media. So that business actors have more business skills, are able to innovate products according to market needs, have strength and business sustainability towards independence. Don't depend on government assistance. It is hoped that the

"In the future, business actors will be more independent in running their businesses and their businesses will remain sustainable" (29 May 2022).

The same thing was also explained by Mr. Rahmad Saleh Harahap as Head of Development, Strength and Protection, explaining that:

"In creating independence for small businesses, the Department of Cooperatives and SMEs continues to carry out program activities on an ongoing basis. In addition to the training and outreach program that has been carried out. In 2022, we will also hold basic accounting training and preparation of financial reports and furthermore, carry out socialization on KUR CSR and partnerships. The aim of the program is to develop small businesses gradually towards independence. With the hope that gradually small businesses will be able to become independent. "By increasing small businesses to be independent and have the potential for wider marketing, it will have an impact on improving the community's economy by expanding employment opportunities" (interview 29 May 2022).

This statement is strengthened by the explanation given by Mrs. Ety as a small business actor as follows:

"Training and outreach activities carried out by the Department of Cooperatives and SMEs have had a positive impact on our business. We have been able to market the products of our business outside the region by partnering with service bureaus and we have also marketed our products online. Basic accounting training and report preparation have given us the ability to manage our business finances well. With our business having obtained access permits, our business is getting better and getting guidance from the government or the Department. We hope that in the future our business will become broader and more independent." (interview May 30, 2022).

Based on the interview above, it gives us an idea that the empowerment strategy implemented by the Department of Cooperatives and SMEs for small business actors through training programs, outreach, providing assistance with facilities and infrastructure and providing capital assistance can gradually increase development, strengthen the potential of small business actors and by The hope is that small business actors will be independent in running their business.

Obstacles faced by the Medan City Cooperatives and SMEs Department in empowering Small Businesses in Medan City

The Medan City Government, through the Department of Cooperatives and MSMEs, has empowered small business actors through several programs, including training, outreach and also providing assistance with equipment and business capital. However, empowerment cannot be implemented optimally because there are obstacles in the implementation strategy. As the results of interviews conducted with Mr. Rahmad Saleh Harahap as Head of Development. Strengthening and protecting small businesses, explained as follows:

"The strategy for empowering small business actors implemented by the Cooperatives Service through development, strengthening the potential and independence of small businesses with the activity programs implemented has not been able to be implemented optimally due to budget limitations so that access to capital assistance for all small business actors is not evenly distributed. The budget is limited while the number of small businesses reaches 112. There are still small business actors who have not been properly trained. There are also small business actors who do not receive assistance from equipment grants" (interview: 27 May 2022).

Furthermore, Sari Tarigan as promotional staff for the Cooperatives and UMKM Service explained as follows:

"In implementing the empowerment of small business actors, there are obstacles in providing assistance to small business actors. Providing equipment assistance cannot be done equally to all small business actors. due to limited supply of equipment. And each SME only receives equipment assistance only once. Efforts are made to gradually provide this assistance evenly to all small business actors. That is if there is a sustainable budget allocation for this program assistance. at DI APBK Medan City. So that all small business actors can be given equipment assistance evenly." (interview, May 27, 2022).

Mr Anwar Syarif also explained the same thing as follows:

"In terms of empowering small business actors, there are also several obstacles, apart from limited availability of capital and limited availability of equipment assistance, also due to limited access to marketing technology. There are still many small businesses who still do marketing manually/offline. With marketing still offline, it becomes an obstacle to access to marketing expansion. Only a small number of business actors have used digital marketing. Offline marketing becomes an obstacle to increasing access to marketing expansion. Marketing access is still limited" (interview, 29 May 2022).

Small Business Actor Mrs. Adlina Riyai explained that:

"I once attended training conducted by the Department. But I haven't mastered the technology well. So digital marketing is still difficult for me to implement. So digital mastery is still lacking, which is an obstacle for me to market my products online. So far, I have only promoted my business products through bazaars held by the Department.

Based on the results of the interview above, we can conclude that the Department of Cooperatives and MSMEs in empowering small businesses has several obstacles, including limited availability of capital, limited availability of assistance.

equipment and limited marketing assistance and technological improvements so that empowerment programs are not evenly accessible to all small business actors, so that empowerment of small business actors is still limited and the impact on development, increasing potential and independence cannot be realized optimally, only some small business actors can new capabilities can be increased.

Discussion

Empowerment is the process of providing power and strength to communities to be independent in living their lives economically, socially and politically. The role of small business actors is very important in stabilizing the economy of a region. So the right strategy is needed to empower small business actors. Empowerment continues to be needed by small business actors so that they can increase their empowerment. The government, through the Department of Cooperatives, continues to take persuasive steps, positive actions, which are more targeted by preparing appropriate empowerment programs that suit the needs of business actors so that the empowerment of small business actors can be increased and their existence can have a positive impact. to the community's economy. Appropriate training, outreach and guidance programs are very important in advancing and making small businesses independent in the city of Medan.

Empowerment of small businesses in Medan City has not been implemented optimally, due to limited capital assistance and limited marketing assistance *offline* as well as limitations in increasing the use of technology. This is completely inconsistent with the principle of empowerment which actually adheres to the principles of development, strengthening potential and creating independence.

The community empowerment strategy refers to Winarni's theory by reviewing three indicators, namely developing (enabling), strengthening potential (empowering), and creating independence. The strategy for empowering small businesses in the city of Medan is here examined in three aspects in accordance with Winarni's theory, namely developing (enabling), strengthening potential (empowering) and creating independence.

Development (Enabling)

Development of one of the important variables that has an impact on the empowerment of small businesses in Medan City. In this case, effective development will determine the success of achieving the goals of empowerment. The problem that occurs in developing the empowerment of small business actors in Medan City is the ineffectiveness of the Medan City Cooperatives and SMEs Department regarding empowering small business development. The

Department of Cooperatives and UMKM should empower small businesses equally to all small businesses with more appropriate coaching programs to increase the capability, strength and resilience of independent small businesses. Efforts to develop small business actors are carried out by preparing good empowerment program plans more targeted and sustainable in order to produce empowerment that can improve the development of better small businesses which has an impact on the sustainability and strength of small businesses.

Strengthening Potential (Empowering)

Strengthening the potential is an important indicator in empowering MSMEs, especially small businesses. For an empowerment or program formulated by the department, there must be a commitment to implement it so that its objectives are achieved. Efforts to increase and strengthen adequate potential require comprehensive actions so that empowerment can run effectively which has an impact on business resilience and sustainability. Strengthening the intended potential includes things such as receiving various input from empowered communities, namely business actors. Providing facilities and infrastructure for MSMEs, especially small businesses.

The most important effort to strengthen potential in empowering small businesses is improving quality and access to sources of economic progress such as capital, technology, information and markets. Improving the quality and availability of equipment for MSMEs is one thing that the Department must pay attention to. Thus, for the community's economic progress, the government and the community must be open to each other and cooperate in improving small business products in Medan City.

Developing training programs that can improve the innovation capabilities of every small business actor. In improving the quality of small business products. The aim is that each program or activity is able to develop or improve its business by increasing the production of small business actors. The following are programs implemented by the Medan City Cooperatives and SMEs Department.

Creation of Independence

Building economic independence is the hope of every country so that in conditions of open economic dependence between countries it can minimize the risk of instability and build a position towards equality. In building independence, a person must live independently of other people. As is the case, small business actors in the city of Medan must be able to run their businesses independently without having full expectations of the local government.

The Department of Cooperatives and SMEs has created an activity program to create independence for small business actors. The following are the types of activities carried out by the Department of Cooperatives and SMEs in Medan City: apart from several activities that have been carried out to develop and strengthen potential. So, in the stage towards independence, the department provides them with digital trend marketing training and socialization of CSR and partnerships with the hope that small business actors will be able to apply knowledge and skills to increase the strength, resilience and sustainability of their business towards independence.

Barriers to Small Business Empowerment in the Medan City area

The obstacles experienced by small business actors themselves are characterized by a lack of ability to finance businesses with low business capital, a lack of ability to market products online, decide and do something that is deemed appropriate in order to achieve solutions to the problems faced by using the power or abilities that are available to them. owned. The process of empowering small business actors is carried out in stages by the Department of Cooperatives and MSMEs

Empowerment of small businesses in Medan City continues to be carried out by the Department of Cooperatives and MSMEs with the aim of increasing the capabilities, strengths and potential of small businesses towards independence. However, in the process of empowering small business actors, the Department of Cooperatives and SMEs certainly faces obstacles, here are some of the obstacles:

Limited Capital Assistance

Medan City Cooperatives and SMEs Department empowerment program in the field of capital. This capital empowerment program takes the form of assistance in the form of business equipment and assistance in providing business capital. The equipment assistance program is provided on a grant basis. However, the Medan City Cooperatives and SMEs Service will continue to carry out direct checks on MSMEs that have received equipment or supplies with a schedule determined one month after the equipment is provided. However, this assistance has limitations and cannot be distributed evenly due to the large number of small businesses and the available equipment being limited. The provision of equipment assistance will be distributed in stages every year, the amount of financial assistance depends on the funds budgeted by the Medan City Government in the Medan City APB.

Not only that, the types of equipment and supplies provided have also been classified and are limited in number per year. MSMEs may only receive one piece of equipment or one equipment package per year, which is meant by one equipment assistance package, namely assistance consisting of several types of equipment that have

been grouped at a price almost comparable to one piece of equipment. Like the price of a package consisting of a stove and pan, the price is comparable to one oven.

Limited Marketing Assistance and Increased Use of Technology

Empowerment of the Medan City Cooperatives and SMEs Department in the field of marketing in the form of bazaar and exhibition activity programs held inside and outside Medan City, some of the bazaar activities are in Medan City activities

such as at the North Sumatra Fair (PRSU) and several other regional events. There are at least 30 Medan City MSMEs offered in every bazaar and exhibition activity. However, in terms of marketing, small businesses are hampered by technological capabilities. Small business actors are unable to access digital (online) marketing widely. So they are forced to market their products offline. The limited space and activities of the bazaar mean that not all small businesses can access the use of marketing for product promotion. So there is potential for product marketing opportunities for some small businesses to be limited.

4. CONCLUSION

Conclusion

From the research results obtained in the field, it can be concluded that:

1. The Small Business Empowerment Strategy in Medan City, seen from the development (enabling) aspect, has been running but has not been optimal, seen from the implementation of socialization activities with the aim of increasing the insight of small business actors in running a business. The aspect of strengthening potential with several programs that have been implemented can improve the quality and potential strength of small business actors. However, the benefits of the program are not yet accessible to all small businesses. Those who received guidance and training programs were only a small portion of small business actors in the city of Medan. The provision of business funding and equipment assistance has been implemented but is still limited, not all small business actors can access it. Furthermore, to create independence, in addition to the program of providing business capital assistance, programs have also been carried out to increase the strengthening, resilience and sustainability of businesses through activity programs such as digital marketing training activities and partnership CSR training which have not been effective in creating independence for small business actors as a whole because access opportunities cannot be utilized. by all business actors.
2. Obstacles that occur in empowering small businesses in Medan City include: limited capital assistance, lack of equality in obtaining capital assistance. The next obstacle is the limited use of marketing technology and increased use of technology. Small businesses still tend to carry out marketing offline, which will have an impact on limited expansion of marketing access.

Suggestion

Based on the research that has been carried out, the author provides the following suggestions:

1. Medan City Cooperatives and SMEs Department, to increase access to small business actors who have not received socialization, training, capital and equipment assistance programs. And it can also improve empowerment programs that are more targeted at increasing the independence of small business actors. The activity program for improving access marketing technology has been expanded to be utilized by all small businesses.
2. The community or small business actors should be able to apply the knowledge and skills received for progress, resilience, increasing potential towards independent business. Business actors must continue to innovate in business management, both management techniques and product innovation in accordance with market demand. To increase business independence. So that the existence of small businesses can have a significant impact on the economy of the surrounding community.

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