

## MANAGEMENT OF HANDCRAFT MSME SECTOR POLICY DURING THE COVID-19 PANDEMIC IN MALANG, EAST JAVA PROVINCE, INDONESIA

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### ABSTRACT

**Background:** During the COVID-19 pandemic, many sectors are affected, one of which is the economy in the practice of SMEs. The practice of MSMEs in the world and Indonesia especially Malang as one of the cities in East Java was present in sales. This is due to a decrease in purchasing power caused by many employees who was being laid off. Therefore, it is necessary to innovate in order to increase sales. Before and after the pandemic there were changes in conditions that affected policy decisions. Determination of this policy affects the performance of MSMEs in Indonesia, it is necessary to further review how the impact is given as a form of optimizing MSME activities in Indonesia. **Objectives:** This study aims to analyze how government give intervention and setting policies for the MSME management sector is carried out to increase sales and optimize intervention as a form of assistance in maintaining the existence of MSMEs. **Methods:** The research method used is a literature review study design and a qualitative descriptive approach. **Results:** The results showed that in order to improve the effectiveness of human resources can be based on technology and information. In the other hand, optimization of human resources can be done through training on the application of technology and information in sales. **Conclusion:** The government's policy implementation of MSME with usage of information and technology at COVID-19 era is considered as significant approach.

Keywords: Management, MSMEs, Policy, COVID-19 Pandemic

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### INTRODUCTION

Micro, Small and Medium Enterprises (MSMEs) are businesses that support the national and regional economy growth that needs to be developed in order to support the Indonesian economy (Febriyantoro, 2018; Mandasari, 2019; and Rahman, 2020). The impact of the COVID-19 pandemic in Indonesia on the MSME sector is quite significant with one of the evidences shown is the decline in term of people's income. The whole world and the European continent, which is the reference continent, have been affected by COVID-19, one of which is the MSME factor. In addition, the Southeast Asia continent is also affected, especially in the tourism sector due to policies that regulate social restrictions. Indonesia is also affected as the country most affected by the MSME sector. MSME activities are supported by regulations that have been regulated by the government, therefore it is necessary to study how regulations have been implemented and how regulations should be formed to optimize a MSME defense process during the COVID-19 pandemic. It was studied in Soetjipto's report (2020) that the most affected sector of MSME was the handicraft sector due to the decrease in tourism visitors to the city.

The perceived constraint is significant because changing marketing adjusts to consumer behavior. MSME marketing that has become a potential during the COVID-19 pandemic is marketing with the implementation of information technology. Based on a study conducted by Alford (2015) and Mashuri (2019), one of the weaknesses of MSME is that they still do marketing by using traditional methods and lack the ability to organize marketing strategy. In line with the two previous research, Lubis (2016) emphasizes that some business actors have not optimally implemented marketing strategies using technology and information. Supported by Mukhsin (2019), businesses that implement the outdated strategy will have the potential to lag behind other business competitors who implement the latest strategy.

There are also various studies on policies that taken by the Government during the COVID-19 pandemic in various countries and their impact on MSMEs (Hrivnák et al., 2021; Burhan et al., 2021; Razumovskaia et al., 2020; Al-Hyari, 2020 & Lamoureux, 2019). This study links and enriches existing literature by analyzing the impact of COVID-19 as well as investigating the impact of government policies during the COVID-19 pandemic. In contrast to previous studies which tend to have a broader focus, the authors would like to explore the Indonesian government's policies aimed at aiding MSMEs in Indonesia.

Efforts to support MSMEs during the COVID-19 pandemic in Indonesia have carried out research studies in the concept of central and local government policy management which were reviewed by Mufida (2020), Wibawa (2021), and Hanifa (2021). However, research on the optimization of government policy management in handicraft business has not been significantly carried out. In order to fill the gap, the purpose of this study is reviewing the latest literature providing recommendations in increasing the optimization of government policy for MSME during the COVID-19 pandemic, particularly in the field of cultural crafts. Therefore, from the significant impact given by the COVID-19 pandemic, the authors are interested in examining how to implement policies before and after the COVID-19 pandemic for the handicraft MSME sector. Based on a report by NDPA (2020) the East Java government, that the handicraft sector is the second highest affected sector that needs more and specific attention to maintain the activities and existence of MSMEs.

The urgency of this research is the increasing number of handicrafts MSME entrepreneurs who stop their business because the products sold are not absorbed in the global market and have an impact on MSME workers and the process of introducing Indonesian culture through product sales. It is hoped that with innovation, MSMEs' handicraft will rise again from their slump and re-introduce Indonesian culture. It is hoped that the analysis of the problems of handicraft MSME entrepreneurs during COVID-19 can provide recommendations in the role of the Malang government in supporting efforts to maintain the existence of MSMEs, especially in the field of handicrafts. Through well-organized and progressive policy management, it is hoped that it will be able to intervene in the MSME group who is currently experiencing difficulties. MSME must develop innovation and create a new model of cultural handicraft product innovation management strategy that is acceptable in the global market.

In general, previous studies related to MSMEs during the pandemic in Indonesia were still more focused on the impact of COVID-19 on MSMEs (Pakpahan, 2020), social distancing or lockdown policies for MSMEs (Lutfi et al., 2020), adoption of social media for SMEs affected by the pandemic. COVID-19 (Effendi & Istanto, 2020), adoption of internet technology and e-business technology for SMEs during the COVID-19 pandemic (Patma et al., 2020), and digital transformation of SMEs during the COVID-19 pandemic (Priyono et al. 2020). The information generated from this research can help MSME actors to survive and improve their economic conditions through innovation to support the sustainability of national development. It is also important to know the strategy of the cooperatives and SMEs Office in re-empowering MSMEs that have fallen due to the COVID-19 outbreak.

**METHOD**

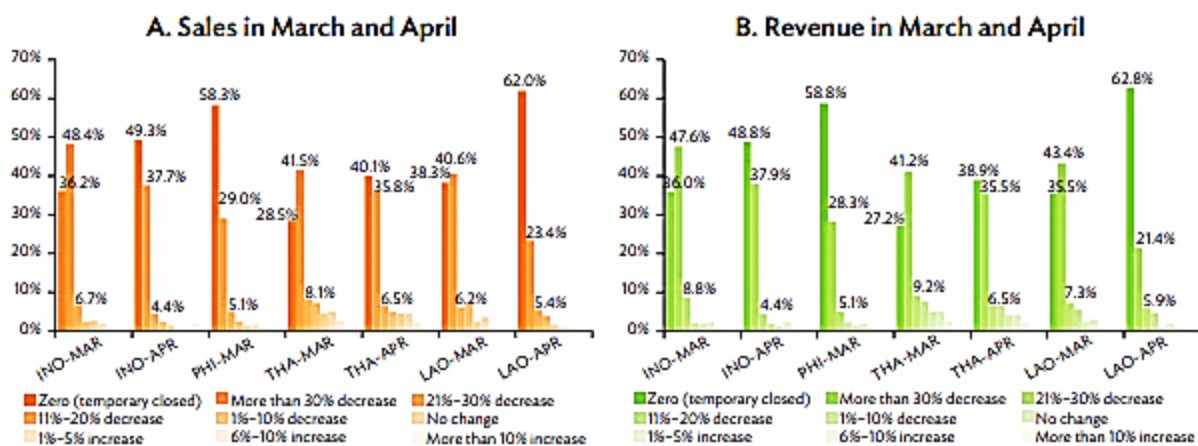
The research is using literature review method and a qualitative descriptive approach. A literature review is research that examines or critically topic and research question in relation to previous studies. In reporting your critical perspective on the relevant literature and identifying a gap that your research will attempt to address, it situates and establishes the importance of your topic or question (Aveyard, 2010). Source of data is secondary data based on research results published in the form of books and journals from Indonesia's and other countries' journal in the period 2016-2021. Literature searches were carried out using google scholar repository databases and the government annual report related to literature search keywords, including management, MSMEs, Policy, COVID-19 Pandemic.

Based on the search for articles in this literature review study, data collection techniques review sources based on research abstracts, full research papers and text book research journal articles. It was found that of the 60 articles reviewed, there were 44 articles that met the criteria, namely those that discussed managing of MSMEs policy during COVID-19. The majority of the content of the article discusses how the government policies before and after during the COVID-19 pandemic in the MSME sector which aims to encourage optimization of the effectiveness of MSME activities.

**RESULTS AND DISCUSSION**

*THE IMPACT OF THE COVID-19 PANDEMIC ON THE HANDICRAFT MSME BUSINESS*

During the COVID-19 pandemic, several sectors experienced a significant economic impact in terms of sales. Analyze by Asian Development Bank (2020) that company's business conditions based on sales and revenue during the pandemic in Asian countries gets results like the figure below



INO = Indonesia; LAO = Lao People's Democratic Republic; MSME = micro, small, and medium-sized enterprise; PHI = Philippines; THA = Thailand,

Notes: 525 valid samples in INO, 355 in LAO, 1,804 in PHI, and 1,147 in THA. Calculated based on data from the rapid MSME surveys in Indonesia, the Lao People's Democratic Republic (Lao PDR), the Philippines, and Thailand, April-May 2020.

Source: Asian Development Bank.

**fig 1. sales and revenue during the pandemic – total MSMEs**

Sources: Asia Small and Medium-Sized Enterprises Monitor 2020. Study of Policies for Mitigating the Impact of COVID-19 on MSMEs Survey of Business Recovery Needs for Indonesian MSMEs. Asian Development Bank, 2020.

MSME sales and revenue dropped sharply in March and deteriorated further in April, with increased business closures leaving no sales or revenue. Monthly sales volumes fell over 30% for a large number of MSMEs in March in Indonesia (48.4% of MSMEs), Thailand (41.5%), and the Lao PDR (40.6%), with a larger number in April posting no sales (49.3% in April from 36.2% in March in Indonesia, 40.1% from 28.5% in Thailand, and 62.0% from 38.3% in the Lao PDR) due to the rising number of temporary closures.

It was reported by Soetjipto (2020) that MSMEs experienced a decline in sales which forced many businesses to close. The decline in MSME sales is classified by business scale as shown in the graph below

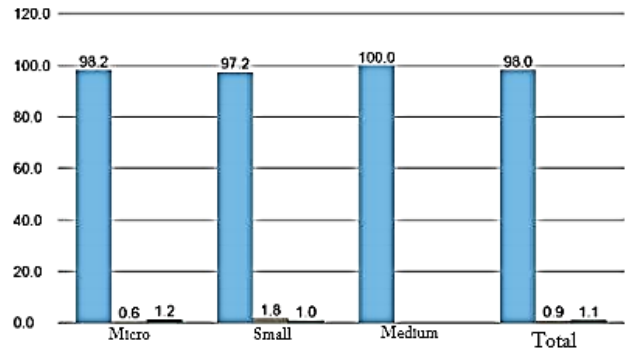


fig 2. income decreases by scale

Sources : Study of Policies for Mitigating the Impact of COVID-19 on MSMEs Survey of Business Recovery Needs for Indonesian MSMEs. National Development Planning Agency, 2020.

The graph above explains the decline in sales based on the significant business classification, the majority in medium scale businesses with a decrease of 100%, followed by the micro scale, and finally on the small scale. The average decline in sales in MSME business management is 98% which is included in the very high category. Therefore, it needs to be a concern in increasing sales interventions.

A further impact caused by the decline in sales is a decrease in revenue. Based on the Bappenas report (2020), the income scale of MSMEs in Indonesia averaged 98.35%, followed by 82.5% income increased, and the remaining 24.75% there was no change. Completing the description of the decline in income, a report in the form of a percentage is also presented as follows

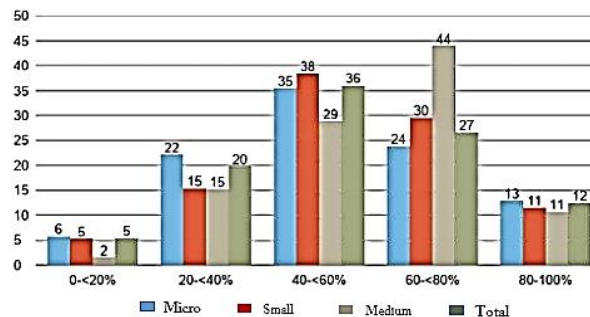


fig 3. income decrease rate (%)

Sources : Study of Policies for Mitigating the Impact of COVID-19 on MSMEs Survey of Business Recovery Needs for Indonesian MSMEs. National Development Planning Agency, 2020.

Based on the data above, it can be seen that the income of MSMEs during the pandemic in terms of the level of income decline by 60-<80%. This was felt by medium-sized businesses the most. If we look at each province that experienced a decline in income, it shows that East Java is one of the 34 provinces in Indonesia that is affected. It was reported by Soetjipto, (2020), Widjaja (2020), and BPS (2020) that in East Java province up to 100% of MSMEs experienced losses and decreased sales. Meanwhile based on the product type, the decline in revenue is reported in the graph below

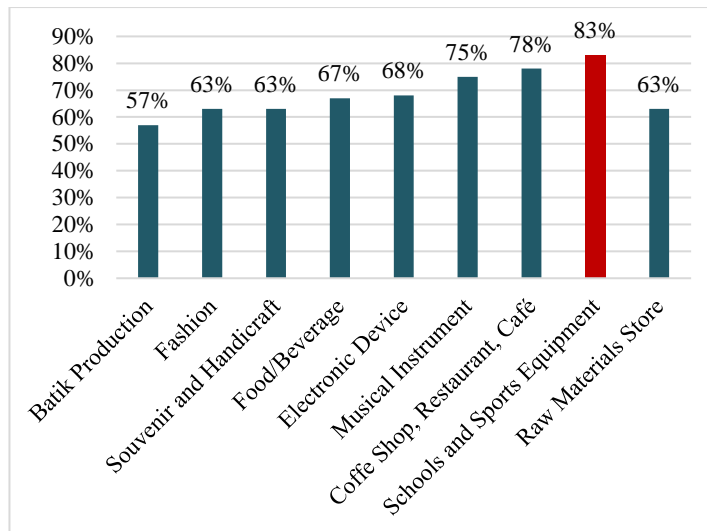


fig 4. income decrease rate (%)

Sources: Study of Policies for Mitigating the Impact of COVID-19 on MSMEs Survey of Business Recovery Needs for Indonesian MSMEs. National Development Planning Agency, 2020.

The rate of decline in sales turnover is between 57% to 83% for variety of types of business and trade products of MSMEs in Java East in the time span between February 2020 until May 2020 as follows. The highest drastic decline was felt by MSMEs in clothing and batik handicrafts up to 64% -70%. The results of a study by the Malang Regency Cooperatives and Micro Business Office on 686 MSMEs during the COVID-19 pandemic show that the problems of MSMEs in Malang Regency due to the COVID-10 pandemic are reported in the graph below

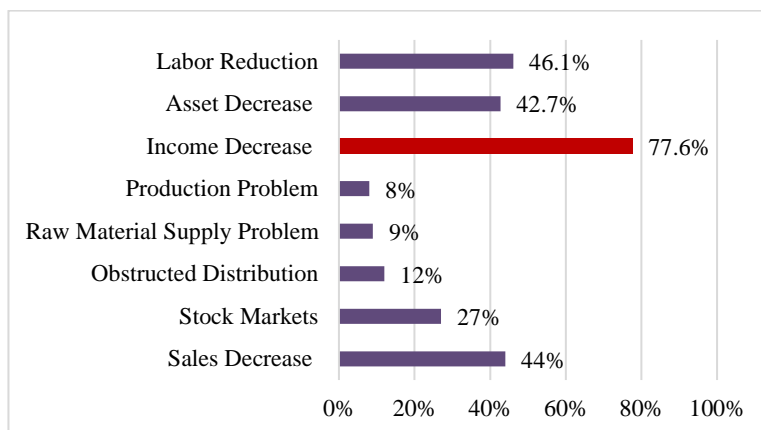


fig 5. constraints msme during covid-19 pandemic era (%)

Sources : Report from the Malang Regency Cooperatives and Micro Business Office, 2020.

The report by the Department of Cooperatives and Micro Enterprises in Malang Regency in 2020 above explains that the obstacles faced by MSMEs during the COVID-19 pandemic were significantly as income decrease (77.6%), labor reduction (46.1%), sales decrease (44%), asset decrease (42.7%), stock markets (27%), obstructed distribution (12%), raw material supply problem (9%), production problem (8%).

#### INTERNATIONAL MSME POLICY DURING THE COVID-19 PANDEMIC

Facing the COVID-19 pandemic requires collaboration between the government and the community as described by Arif (2020), Fuqoha (2021), and Rosmadi (2021). The collaboration will be beneficial to be carried forward in the initiative. Alternative technology implications for small business can be the prospects for the global trade to lead us back to recovery are rather uncertain conditions. The COVID-19 pandemic has the potential to technology international investment flows. Therefore, digital marketing can be one of the options for business marketing innovation (IMF, 2021).

Depending on the length and severity of the outbreak, it needs policy responded (ADB, 2020). Without any policy interventions, the predicted result as the unprecedented wave of corporate bankruptcies. In order to face the crisis, government institutions, business institutions, and academic centers have innovation initiatives. It will make companies have the capabilities to develop their progress of business in marketing with technology and information.

As reported by CNN (2020) that the United States had a significant increase in revenue with the use of social media, such as Facebook, Instagram, Line, and WhatsApp, which managed to increase up to IDR 344.6 trillion. The application of technology and information has been proven to create higher productivity and innovation (ECLAC, 2020; IMF, 2021).

#### *MSME POLICY IN INDONESIA DURING THE COVID-19 PANDEMIC*

The impact of the pandemic on MSMEs was of great concern to most governments mainly because of the key role they play in local economics and global supply chains. In addition to addressing the health crisis, governments had to come up with ways to try and alleviate the impact of COVID-19 on small business by introducing policies targeted at building their resilience (ITC, 2020).

Like other developing countries, Indonesia is very vulnerable to the Covid-19 pandemic (Barbier et al., 2020). This is partly due to international support in every development problem as mandated in the 17 Sustainable Development Goals (SDGs). When Covid-19 hit, donor countries were busy with their respective internal affairs, considering that this pandemic is also very difficult to contain. A large country like the United States is also very overwhelmed, so that positive cases and deaths due to being infected with Covid-19 are among the highest in the world.

The implementation of PSBB is regulated based on Government Regulation (PP) Number 21/2020 concerning PSBB. The PSBB stipulation imposes requirements such as the number of cases and/or the number of deaths due to the disease, which has increased significantly and spread rapidly to several regions and has epidemiological linkages with similar incidents in other regions or countries. This is affected by activities sector of SMEs (Small Medium Enterprises), Industry, Tourism, and Creative Economy. During the Covid-19 pandemic, a survey conducted by BPS (2020a) showed that more than 80 percent of companies experienced a drastic decline in income. The business world's decrease in income was felt, both small and large, in various sectors. However, SMEs and low value-added companies felt the most significant impact. The decline in SMEs income fell by more than 50 percent, compared to large companies, which fell by around 29 percent (Eka et al., 2021).

The government's attention to the MSME sector is getting bigger and bigger. This can be seen from various policies, both in terms of assistance programs, supporting regulations, and institutions that handle MSMEs. Research that have been done by Rifai, et. al (2016) show that there have been high efforts supported by the government for entrepreneurs in Indonesia, such as facilitation, capital access, legality, and training about standardization of Indonesian national product. Facing the economic impact of the pandemic, the government gives priority to support for MSMEs with budget allocations. This aims to protect and restore MSMEs in the midst of the COVID-19 pandemic. There are several governmental assistance programs, including:

1. Small Investment Credit (KIK)
2. Permanent Working Capital Credit (KMKP)
3. Productive Financing for Micro Business Loans (P3-KUM)
4. People's Business Credit (KUR)
5. Ultra Micro Credit (UMi)

Supporting rules:

- a. Law 9/1995 on Small Business
- b. Law 20/2008 on Micro, Small and Medium Enterprises

Facing the economic impact of the pandemic, the government gives priority to support for MSMEs with a large budget allocation. Various policies are designed to protect and restore MSMEs in the midst of the COVID-19 pandemic. One of them is the budget allocated by the government for the handling of COVID-10 in 2020, amounting to IDR 695.2 trillion, a total of IDR 123.46 trillion was allocated specifically to support MSMEs.

The MSME sector is handled specifically by the Ministry of Cooperatives and SMEs, as well as other ministerial divisions that have programs for MSMEs, namely the Ministry of Social Affairs, the Ministry of Agriculture, the Ministry of Maritime Affairs and Fisheries, the Ministry of Public Works, as well as People's Charity and the Ministry of Industry.

The following is the effectiveness of government support in helping MSMEs during the COVID-19 pandemic



**Table 1: protection and recovery of msmes fiscal and monetary stimulus**

No.	Policy Type
1	Social Assistance
2	Tax Incentives
3	Micro Business Productive Assistance
4	Investment Financing
5	Provision of Product Support
6	Credit Relaxation and Restructuring

Sources: *The Role of Regional Governments in Developing MSMEs Affected by COVID-19*. Islami, 2021.

**MSME POLICY DURING THE COVID-19 PANDEMIC IN MALANG**

The impact of COVID-19 is not only felt by the state but also the people in Malang, especially SMEs. The impact of COVID-19 on the Indonesian economy which caused MSMEs to close 50% of their businesses in the second quarter. Economic growth was minus 5.32% that leads to increase in layoffs which caused unemployment and also poverty.

The potential of Malang is a strong basic capital for determining strategic and quality policies (Malang City Regional Development Planning Agency, 2016). The central government program through the provincial government is flexibility in paying debts to banks or delaying loan interest for MSMEs. In fact, this program has not been realized optimally.

Therefore, the Ministry of Cooperatives and SMEs continues to improve the coordination of relevant agencies, SOEs, Universities, Private Agencies, and Start-ups. The activities carried out are the provision of digital access/infrastructure, access to financing, training, mentoring, incubators, and digital MSME information systems. The expected output is an increase in aspects of production, turnover, business scale, management funds.

The following is the effectiveness of government support in helping MSMEs during the COVID-19 pandemic

**Table 2: short-term msme protection and recovery**

No.	Policy Type	No.	Policy Type
1	Implementation of Health Protocol	7	Online Training
2	E-Learning Training	8	Non-Cash Payment QRIS System
3	MSME Go-Online	9	Free Legal Consultation

Sources: *The Role of Regional Governments in Developing MSMEs Affected by COVID-19*, 2021.

**Table 3: long-term protection and recovery of msmes**

No.	Policy Type	No.	Policy Type
1	Infrastructure Assistance	7	SME Digitization Promotion
2	Procurement of Product Expo	8	Technical Guidance for Human Resource Improvement
3	Business People Training	9	Online Service Delivery

Sources: *The Role of Regional Governments in Developing MSMEs Affected by COVID-19*, 2021.

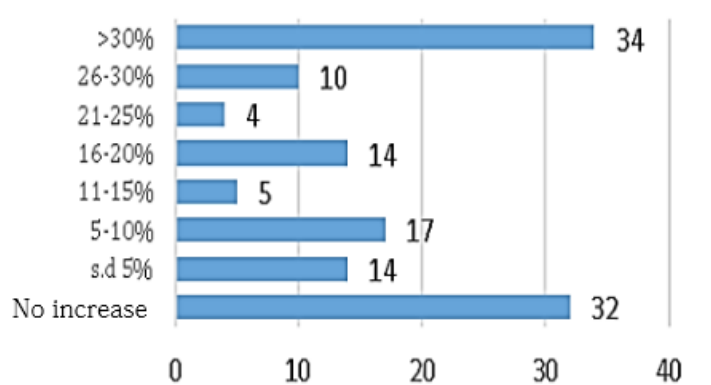
Digitalization strategy needs to be supported by training programs that aim to broaden understanding and reach wider access to digital infrastructure and connectivity among MSMEs. In line with the direction of Department of Industry and Commerce (2020) explaining the contribution and potential of the digital industry sector is quite large. Agile steps are needed in the development of the creative industry to encourage economic growth and the advance of the digital industry.

In addition, the East Java provincial government is also a platform to present MJC (Millennial Job Center) as a forum for employment in the creative and digital industry sector. In accordance with the Ministry of MSME program (2020) to increase competitiveness in the digital era, this activity can be a breakthrough to reduce unemployment in East Java and make it easier for companies to access professional workers. Based on the data presented above, it is hoped that it can illustrate of how the government responds to or supports the ability of MSMEs to survive globally and nationally.

Therefore, the research shows that COVID-19 pandemic has had an impact on MSMEs in Indonesia. As for the benefits of assistance the government has been felt by most recipients of government assistance. Research findings this has been proven also in other jurisdictions such as in Malaysia (Ratnasingam et.al., 2020), Pakistan (Burhan et al., 2021), Poland (Warsame, 2020), and China (Lu et. Al., 2021). Government Assistance has been proven to provide assistance to perpetrators SMEs. Government assistance has been directed to sectors in which MSMEs operate, however the government for MSMEs is also directed to other affected sectors, namely for the handicrafts.

*EFFORTS TO INCREASE MSMEs DURING THE COVID-19 PANDEMIC IN THE FIELD OF HANDICRAFTS*

It is known that the tactical steps taken by business people in the field of cultural crafts are by innovating to invite customers, establish customer communication, promotion via internet. The highest dominant is 79% of MSME business actors joining social media groups (Soejipto, 2020).



**fig 6. impact of digital marketing strategy on increasing msme income**

*Sources: The Role of Regional Governments in Developing MSMEs Affected by COVID-19. Islami, 2021.*

The use of digital marketing tools has an impact on increasing company turnover and revenue. 75.4% of MSME actors benefited from an increase in income, even 26.2%, their income increased by more than 30%. This is in accordance with the findings which conclude that digital marketing has a positive impact on the marketing performance and income of MSMEs (Hardilawati, 2019; Setyorini, 2019). Management of government policies in supporting the productivity of community MSMEs through the development of Village Community Empowerment Institutions (LPMK) at the regional level. This institution is a forum formed on the initiative of the community as a partner of the Regional Government in accommodating and realizing the aspirations and needs of the community in the field of MSME development.

The central government creates a forum for the community called the Community Information Community (KIM) which is managed by the Ministry of Communication and Information at the center and the Office of Communication and Information within the city/regency. This forum is oriented towards online marketing in the social sector, such as MSMEs, Family Welfare Empowerment, Community Activities, and Tourism. Quoted from the report of the Community Information Community in Sukun Village in 2020 that activities in this community are an alternative innovation that can bridge between communities in increasing MSME productivity during the COVID-19 pandemic. One of the implementations that have been implemented is marketing activities for batik, kebaya, and other handicrafts that can be attended by the general public. In addition, training was held for business people and youth groups to optimize marketing with digital marketing, this includes increasing human resources to support the revival of business production.

**CONCLUSIONS**

During the COVID-19 pandemic, MSMEs in Indonesia and East Java experienced a significant decrease in terms of their income when compared to before the pandemic. One of the methods to develop a business is innovating the marketing strategy by using digital marketing. The development of a marketing strategy that focuses on technology and information can be seen as one of the solutions, efforts, and innovations that have the potential to maintain the existence and quality of MSMEs during the pandemic. One of the biggest obstacles that MSMEs face even during normal times relate to access to finance. Governments therefore have to come up with policies that encourage the financial inclusion for MSMEs for the broader post COVID economic recovery. For MSMEs in developing economies to harness the potentials that result from the pandemic, governments should put in place policies that support MSMEs. Governments are inarguably an important player within the MSME ecosystem. As such, for these enterprises to thrive amidst the pandemic, governments have to play a part. This journal is expected to be a deeper study of how policies in Indonesia to deal with COVID-19 for MSME actors implemented by the Indonesian government can be more optimal to support activities and maintain the existence of MSMEs.

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