

*Review Article*

# Implementation of the Nawacita Concept in the Development of Entrepreneurial Management in Indonesia: A Case Study of Micro, Small, and Medium Enterprises (MSMEs)

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**Abstract:** This article examines the implementation of the Nawacita concept in the development of entrepreneurial management in Indonesia, particularly in the Micro, Small, and Medium Enterprises (MSMEs) sector. The study aims to analyze how the principles of Nawacita, which include equitable development, economic strengthening, and community empowerment, can be applied in the context of MSMEs. Using a case study method, this article presents findings that demonstrate that the effective application of Nawacita can strengthen MSME management, enhance competitiveness, and expand market access. These findings are based on an analysis of various government initiatives and best practices that have been implemented by MSMEs across different regions in Indonesia. The research also identifies challenges faced by MSMEs in adopting the principles of Nawacita, including limited access to capital, inadequate infrastructure, and a lack of managerial training. As a result of this analysis, the article provides relevant policy recommendations for the future development of MSMEs, including increased government support in the form of training, access to technology, and the development of infrastructure that supports MSME growth. Thus, the implementation of Nawacita is expected to contribute to inclusive and sustainable economic growth in Indonesia.

**Keywords:** Community empowerment; economic strengthening; entrepreneurial management; MSMEs; Nawacita.

## 1. Introduction

### 1.1 Background

Micro, Small, and Medium Enterprises (MSMEs) in Indonesia play a significant role in the country's economy. According to data from the Ministry of Cooperatives and MSMEs, the MSME sector contributes approximately 60% to Indonesia's Gross Domestic Product (GDP) and absorbs over 97% of the workforce nationwide (Ministry of Cooperatives and MSMEs, 2020). However, despite their large contribution, the management of MSMEs in Indonesia still faces several significant challenges. One of the main issues is limited access to capital and financial resources. Many MSME owners struggle to obtain financing from formal financial institutions due to a lack of collateral and the low quality of management (Suyanto & Fariyanti, 2018). In addition, the management quality in many MSMEs remains low, with many businesses operating informally without proper planning or professional management.

On the other hand, marketing is another significant challenge. Many MSMEs still rely on conventional marketing methods and have yet to fully utilize digital technology, despite the enormous potential of online markets. This limits their market reach, particularly in facing increasingly fierce global competition (Sutrisno, 2019). This is where the Nawacita concept, introduced by President Joko Widodo, becomes relevant. Nawacita consists of nine priority programs aimed at accelerating Indonesia's development, reducing disparities between regions, and strengthening the national economy. One of the main principles of Nawacita is

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economic empowerment, which directly supports MSMEs as a key pillar of Indonesia's economy (Kurniawan, 2021).

The Nawacita concept aims to accelerate development and improve Indonesia's economic structure by focusing on equitable development across regions and sectors, including empowering the MSME sector. MSME empowerment can create more job opportunities and reduce economic inequality between regions (Riyadi, 2020). This program is expected to provide solutions to challenges faced by MSMEs, such as access to capital, management improvement, and the development of technology-based marketing.

However, despite the significant potential of Nawacita to empower MSMEs, its implementation in managing entrepreneurship at the micro and small levels has not been fully maximized. Therefore, a more in-depth analysis of how Nawacita's principles can be effectively implemented in MSME management is needed.

## 1.2 Problem Statement

Although the Nawacita concept provides a strong foundation for empowering MSMEs, its implementation in managing entrepreneurship at the micro and small business levels in Indonesia is still not optimal. Several programs designed to assist MSMEs, such as managerial training, access to financing, and marketing support, have not fully reached their target. Many MSME owners still struggle to access available resources, both from the government and the private sector. Barriers such as lack of awareness about government programs, limited access to technology, and difficulties accessing capital reduce the effectiveness of Nawacita's implementation in MSME management.

Furthermore, limited involvement from local governments in implementing national policies is also a major issue. Some remote areas or regions without adequate infrastructure often do not experience the benefits of these policies. Additionally, despite the availability of various assistance programs, there remains a gap between the policies implemented and the actual needs on the ground (Wahyudi, 2019). Therefore, there is an urgent need to reassess how Nawacita can be applied more effectively and how these policies can be more beneficial for MSMEs in Indonesia.

## 1.3 Objectives

This article aims to analyze how the implementation of Nawacita principles can improve entrepreneurial management in MSMEs in Indonesia. Specifically, the article seeks to:

- Assess the extent to which Nawacita programs have been implemented in empowering MSMEs, particularly in terms of access to capital, managerial training, and marketing.
- Identify the challenges faced by MSMEs in implementing Nawacita policies.
- Provide recommendations for improving the effectiveness of Nawacita implementation in supporting the development of MSMEs in Indonesia.

## 1.4 Research Question

The main research question addressed in this article is:

How can the implementation of Nawacita principles improve MSME entrepreneurial management in Indonesia?

Specific sub-questions include:

- What are the barriers faced by MSMEs in applying Nawacita principles in managing their businesses?
- How can the government and private sector collaborate to overcome these obstacles?
- What are the long-term impacts of Nawacita implementation on MSME performance and sustainability?

## 1.5 Contribution

This article provides deeper insights into the application of Nawacita principles in MSME management in Indonesia. By identifying the challenges and barriers, this article can provide a foundation for more targeted policies to support MSMEs. Additionally, the findings of this research can serve as a reference for the government to optimize the implementation of Nawacita programs, strengthening MSMEs' competitiveness and enhancing their contribution to Indonesia's economy. More broadly, this article also contributes to the literature on entrepreneurship development and economic policy in developing countries, particularly within the context of Indonesia.

## 2. Literature Review

### 2.1 Review Strategy

This research adopts a case study approach to analyze the implementation of Nawacita principles in the development of MSME management in Indonesia. The study leverages secondary data collected from relevant literature, including academic articles, government reports, and studies from organizations focusing on MSME development, economic policies, and Nawacita's implementation. The use of secondary data allows for a comprehensive exploration of the subject matter, providing insights into existing findings, policies, and challenges related to MSME empowerment and the application of Nawacita. By gathering and synthesizing existing literature, the research aims to build a holistic understanding of how Nawacita's principles have been operationalized within the MSME sector, specifically focusing on its impact on business management practices and performance.

The review strategy includes examining both qualitative and quantitative studies. The primary sources of information include:

- Academic journal articles that explore Nawacita and its implications for economic development.
- Government publications that discuss the policies and programs under Nawacita intended for MSMEs.
- Reports from non-governmental organizations (NGOs) that analyze the effectiveness of such policies in improving MSME management and sustainability.

The objective of using this strategy is to gather diverse perspectives and data points to provide a thorough evaluation of Nawacita's influence on MSMEs across various regions in Indonesia.

### 2.2 Selection Process

The selection of literature for this study was carried out using a systematic review process. The process began with identifying key academic and governmental sources that have investigated the application of Nawacita or similar policies aimed at MSME empowerment in Indonesia. The following criteria were used for selecting relevant literature:

- Relevance to Nawacita: The literature must discuss or directly relate to the implementation of Nawacita policies or similar government-driven initiatives aimed at empowering MSMEs.
- Focus on MSME Development: Articles, books, and reports must focus on MSME development, including management practices, entrepreneurial challenges, and government policies affecting MSMEs.
- Date of Publication: Preference was given to studies published within the last ten years (2010-2020), as these are more likely to reflect the contemporary landscape of MSME development and government policies under Nawacita.
- Geographical Focus: Literature that discusses the implementation of Nawacita specifically within Indonesia was prioritized, with particular attention to regions that have shown measurable improvements or challenges in MSME management.

The final selection included a combination of academic journals, books, and official reports from governmental and non-governmental organizations, all of which are directly related to the research topic. This selection process ensures that the literature review reflects a broad and relevant spectrum of perspectives regarding Nawacita and its impact on MSMEs.

### 2.3 Data Extraction

Data extraction involved identifying and cataloging information from the selected literature based on specific themes. Key data extracted include:

- Policy Initiatives: The identification and description of key policies under Nawacita that aim to empower MSMEs, such as access to financing, managerial training, and infrastructure support (e.g., government subsidies, loans, and technology grants).
- Impact on MSMEs: Analysis of how these policies have affected the management of MSMEs, including improvements in business operations, organizational structure, market reach, and financial performance.

- **Barriers and Challenges:** Identification of challenges faced by MSMEs in implementing these policies, including lack of awareness, bureaucratic inefficiencies, limited access to technology, and geographic disparities in policy distribution.
- **Case Studies:** Specific case studies that highlight successful or unsuccessful applications of Nawacita principles in MSME management. These cases provide insights into the practical application of Nawacita policies and their outcomes.

The extracted data was organized thematically to facilitate a clear and structured analysis of the various aspects of Nawacita's impact on MSMEs.

## 2.4 Analysis Method

The analysis was carried out using a thematic analysis approach, which involves identifying, analyzing, and reporting patterns (themes) within the data extracted from the literature. Thematic analysis was chosen because it allows for a detailed and systematic examination of how Nawacita has been implemented in MSMEs and the associated outcomes. This method was particularly useful in organizing the large volume of data into manageable categories, which facilitated the identification of overarching trends and patterns in the research.

The analysis was conducted in the following steps:

- **Familiarization with the Data:** All selected literature was read and re-read to gain an in-depth understanding of the content.
- **Initial Coding:** Key themes and concepts related to the implementation of Nawacita were identified and coded. These included areas such as government policies, MSME performance, entrepreneurial training, and access to resources.
- **Theme Development:** Codes were grouped into broader themes to better reflect the core areas of Nawacita's impact on MSMEs. For example, one theme focused on financial support, while another concentrated on managerial skills development.
- **Review and Refinement of Themes:** The initial themes were reviewed and refined to ensure that they accurately represented the data and addressed the research questions. Some sub-themes were merged, and others were expanded for clarity.
- **Interpretation of Findings:** The final themes were analyzed in relation to the research questions. The analysis aimed to provide a clear understanding of the effectiveness of Nawacita policies in MSME management and identify key challenges and opportunities for improvement.

This thematic analysis allowed the study to answer the primary research question regarding the impact of Nawacita on MSME management and provided insights into how the principles of Nawacita can be more effectively implemented to address the challenges faced by MSMEs in Indonesia.

## 3. Literature Review

### Theme 1: Nawacita and Economic Empowerment

Several studies have highlighted that Nawacita aims to reduce development disparities between regions by increasing economic competitiveness throughout Indonesia. Economic empowerment through Micro, Small, and Medium Enterprises (MSMEs) is identified as a key factor in achieving this goal (Arief, 2017; Suryanto, 2018). Nawacita emphasizes the importance of creating equitable economic opportunities across different regions of Indonesia. Empowering MSMEs is seen as a critical strategy for enhancing local economic resilience, creating jobs, and promoting inclusive growth.

Government policies supporting MSMEs, such as providing entrepreneurship training and improving access to capital, form part of Nawacita's broader objective of strengthening local economies. These initiatives aim to reduce barriers that prevent MSMEs from expanding and contributing to economic development. For instance, government programs that offer micro-loans and training programs in business management are designed to equip MSMEs with the skills and resources they need to grow and thrive (Suryanto, 2018). By enabling MSMEs to scale up and increase their productivity, Nawacita supports broader economic stability and social equity.

In addition, the promotion of MSME access to global markets is an essential aspect of Nawacita's empowerment strategy. Studies have shown that MSMEs, when adequately supported, can significantly contribute to local economic growth by increasing their

competitiveness and export potential. Economic empowerment through MSMEs also contributes to job creation and the reduction of poverty, especially in rural and underdeveloped regions (Arief, 2017).

### **Theme 2: Strengthening MSMEs and Entrepreneurial Management**

The implementation of Nawacita within the MSME sector is closely tied to the development of managerial and technical capacities of entrepreneurs (Wibowo, 2019). Several studies have pointed out that MSMEs that receive managerial guidance are better equipped to withstand market competition and operate efficiently. This capacity-building approach focuses on improving the business acumen of MSME owners, which includes strategic planning, human resource management, and financial management.

Entrepreneurial management plays a crucial role in ensuring the sustainability of MSMEs. Research shows that MSMEs that invest in managerial training tend to have higher success rates compared to those that lack professional management skills (Rahman, 2017). Nawacita, as a policy framework, includes initiatives aimed at providing business owners with access to mentorship programs, training workshops, and business development services. These programs help entrepreneurs improve their decision-making processes, understand market trends, and manage their businesses more effectively.

Financial and marketing management training is another component of Nawacita's empowerment agenda. MSME owners are often ill-equipped to manage finances, leading to cash flow problems, poor budgeting, and inability to scale operations. The government has implemented policies that focus on enhancing MSME owners' financial literacy, providing them with tools to better handle business finances and reduce financial risk (Wibowo, 2019). Additionally, marketing guidance, particularly in digital platforms, enables MSMEs to expand their reach and customer base, fostering growth and sustainability.

### **Theme 3: Impact of Nawacita Policies on MSMEs**

A review of policies aimed at MSME development under the Nawacita framework reveals that the sector has experienced improvements in market access and technology adoption (Jati, 2020). The government's initiatives, such as providing MSMEs with access to digital platforms, have facilitated broader market reach, especially for products that were previously confined to local markets. The expansion of online marketing tools and e-commerce platforms has proven to be a vital factor in increasing MSME visibility and sales opportunities, both domestically and internationally.

However, several challenges still persist in the implementation of these policies. One of the key issues identified is the uneven distribution of aid, particularly in rural or less-developed areas. Research suggests that while some MSMEs in urban centers have benefited from Nawacita initiatives, many businesses in remote regions continue to face significant barriers to accessing resources, including financial support, infrastructure, and training programs (Setiawan, 2021). Additionally, there are limitations in the outreach and effectiveness of marketing networks, which hinder MSMEs from tapping into broader customer bases.

Despite these challenges, Nawacita policies have succeeded in promoting technology adoption and providing MSMEs with new tools for innovation. For instance, the use of digital tools for business management and marketing has allowed MSMEs to remain competitive and resilient, especially in the face of the COVID-19 pandemic, which further highlighted the importance of technology in business continuity (Jati, 2020). Still, there is a pressing need for better infrastructure, such as reliable internet access and digital literacy programs, to ensure that all MSMEs can fully benefit from these technological advances.

The overall impact of Nawacita on MSMEs is largely positive, but the success of these initiatives depends on addressing the remaining challenges related to access, equity, and infrastructure. Strengthening local networks, improving distribution channels, and ensuring that aid reaches underserved areas will be crucial for the continued success of Nawacita's policies.

This thematic literature review demonstrates the critical areas of Nawacita's influence on MSMEs and highlights both the successes and the areas requiring further attention. The implementation of Nawacita policies has provided valuable opportunities for MSMEs to improve their business management and expand their market reach. However, there is still room for improvement, especially in ensuring equitable access to resources and addressing logistical challenges in more remote regions.

## 4. Discussion

### 4.1 Synthesis of Findings

The findings of this study indicate that the principles of Nawacita have had a positive impact on the development of Micro, Small, and Medium Enterprises (MSMEs) in Indonesia, particularly in terms of equitable development and economic empowerment. Nawacita's focus on reducing regional disparities by fostering economic opportunities and competitiveness has been beneficial in empowering local economies through MSMEs. These efforts have contributed to job creation, poverty alleviation, and increased resilience of local economies (Arief, 2017; Suryanto, 2018; Suryono, 2019).

However, despite these positive outcomes, several challenges remain in the implementation of Nawacita's policies. One of the key challenges is the limited access to markets, which restricts the growth potential of MSMEs. Many MSMEs, especially those in rural or underserved areas, still struggle to reach broader and international markets due to inadequate infrastructure and limited access to digital platforms (Rahman, 2017; Suryanto, 2018). Furthermore, the management capabilities of many MSMEs remain constrained. Even though training programs have been implemented, a large number of MSME owners still lack the necessary skills in strategic planning, financial management, and marketing (Rahman, 2017; Wibowo, 2019).

Therefore, while Nawacita has made progress in improving the MSME sector, the full potential of these initiatives cannot be realized without addressing the barriers to market access and managerial skills (Setiawan, 2021; Jati, 2020).

### 4.2 Theoretical Implications

The application of Nawacita in MSME development has important theoretical implications for the fields of entrepreneurship and economic empowerment. Theories of entrepreneurship emphasize the role of business owners' capabilities, access to resources, and the external environment in determining the success of small businesses (Shane, 2003; Hisrich & Peters, 2013). Nawacita's emphasis on MSME empowerment through financial access, training, and technology adoption aligns with entrepreneurship theory, which highlights the importance of these factors in fostering entrepreneurial success (Shane, 2003).

Moreover, the concept of economic empowerment is closely related to the theory of inclusive development, which focuses on creating opportunities for marginalized groups to participate in and benefit from economic growth (Sen, 1999; Todaro & Smith, 2003). Nawacita's goal of reducing economic disparities and empowering local businesses through MSMEs reinforces the importance of government interventions in supporting the informal and small sectors, which are often overlooked in traditional economic theories (Kuznets, 1955; Sen, 1999).

By integrating Nawacita into the discourse of entrepreneurship and economic development, this study supports the argument that government policies, when well-designed and effectively implemented, can play a critical role in reducing economic inequality and strengthening the resilience of local economies (Jati, 2020; Suryanto, 2018).

### 4.3 Practical Implications

From a practical perspective, the findings suggest that policies focusing on managerial training and the utilization of digital technology will significantly enhance the competitiveness of MSMEs (Rahman, 2017; Setiawan, 2021). While Nawacita has introduced several initiatives aimed at empowering MSMEs, the continued success of these efforts depends on further refining the approach to management education and technology integration (Suryanto, 2018; Suryono, 2019).

For example, while financial literacy training is essential, MSME owners also need access to practical tools for managing their businesses more effectively (Wibowo, 2019). This includes software for accounting, inventory management, and customer relationship management, as well as digital marketing strategies (Wibowo, 2019; Sutrisno, 2019). Expanding MSMEs' capacity to adopt e-commerce platforms and digital payment systems will allow them to access larger and more diverse markets, ultimately improving their sustainability and profitability (Jati, 2020; Setiawan, 2021).

In addition to financial and managerial capacity-building, government policies should continue to focus on strengthening infrastructure in underserved areas, particularly in terms of internet access and digital literacy programs (Kurniawan, 2021; Wahyudi, 2019). These

practical steps will help to ensure that MSMEs, regardless of their location, have the resources needed to compete in a digital economy (Suryono, 2019).

#### 4.4 Limitations

While this study provides valuable insights into the implementation of Nawacita policies in MSME development, there are several limitations to consider. First, the research is based primarily on secondary data from literature and case studies in selected regions (Setiawan, 2021). This limits the scope of the findings, as the experiences of MSMEs in other regions or sectors may differ significantly (Suryanto, 2018). Furthermore, the study does not account for all possible variables that may influence MSME management, such as local government policies, market conditions, and cultural factors (Jati, 2020).

Additionally, the study relies on available reports and analyses, which may not always capture the full range of MSME experiences or the complexities of implementing Nawacita policies at the local level (Sutrisno, 2019). Future research should consider a broader geographic scope and more diverse sources of data, including primary data from MSME owners, local government officials, and other stakeholders involved in the implementation process (Kurniawan, 2021; Wahyudi, 2019).

#### 4.5 Future Research Directions

Given the limitations of this study, future research should explore the impact of Nawacita policies on MSMEs with a broader, more comprehensive approach. Future studies could employ qualitative research methods such as interviews and focus group discussions with MSME owners, local government representatives, and other relevant stakeholders to gain a deeper understanding of the challenges and successes in policy implementation (Shane, 2003; Hisrich & Peters, 2013).

Moreover, it would be beneficial to conduct longitudinal studies that track the impact of Nawacita policies over time. This would provide insights into the long-term effects of these policies on MSME growth, market expansion, and economic sustainability (Setiawan, 2021; Jati, 2020). Further research could also explore the role of specific Nawacita initiatives, such as digital infrastructure development, in empowering MSMEs, and how these initiatives can be tailored to meet the unique needs of businesses in different regions or sectors (Suryanto, 2018; Sutrisno, 2019).

Finally, comparative studies that examine the implementation of similar economic empowerment policies in other developing countries could provide valuable lessons and best practices for improving the effectiveness of Nawacita and other policies designed to support MSME growth in Indonesia (Arief, 2017; Kurniawan, 2021).

### 5. Conclusion and Recommendations

The implementation of the Nawacita concept in the development of MSME entrepreneurship management in Indonesia has yielded positive impacts, particularly in terms of economic empowerment and equitable development. By focusing on reducing regional disparities and fostering economic competitiveness, Nawacita has provided a framework that supports local economic growth through MSMEs. This has contributed to job creation, poverty alleviation, and the strengthening of local economies.

However, challenges related to policy implementation persist. Access to markets remains a major obstacle for many MSMEs, particularly those in rural or underserved areas. Limited managerial capabilities among business owners and insufficient digital infrastructure also hinder MSMEs from fully capitalizing on the opportunities created by Nawacita policies. These challenges highlight the need for continued attention from the government and other stakeholders to address barriers to MSME growth.

To enhance the performance of MSMEs, it is essential to focus on improving market access, expanding digital infrastructure, and providing further managerial training to business owners. With the right support, MSMEs can play a pivotal role in driving Indonesia's economic development and achieving the goals outlined in Nawacita.

In conclusion, while Nawacita has made significant strides in empowering MSMEs, its full potential will only be realized through sustained efforts to address the ongoing challenges in policy implementation, infrastructure development, and access to resources.

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