

# The Role of MSMEs in Community Empowerment: A Study in Malang Regency, East Java, Indonesia

Sulismadi<sup>1</sup>, Safri<sup>2</sup>, Ahmad Sofwani<sup>3</sup>

<sup>1</sup>Study Program of Sociology, FISIP, Muhammadiyah Malang University, Indonesia

<sup>2</sup>Department of Public Administration, College of Administrative Sciences (STIA) BANTEN, Indonesia

<sup>3</sup>Faculty of Agriculture, Institute of Agriculture Malang, Indonesia

## Abstract

This research aims to analyze and describe the impact and contribution of Micro, Small, and Medium Enterprises (MSMEs) in community empowerment. In various developing countries, MSMEs have become the economic backbone of local communities and have a significant influence on improving welfare and strengthening social networks in various communities. This research uses a qualitative descriptive approach, with a study focus on Super Heru MSMEs in Pakis District, Malang Regency, East Java, Indonesia. The research results show that MSMEs have played a crucial role as economic drivers by creating jobs for residents. Its existence can form strong bonds between business actors, consumers, and the community, as well as contribute to local economic growth and increase a sense of community ownership and involvement. MSMEs also play a role in providing access to disadvantaged groups, such as women, youth, and marginalized community groups, by providing business opportunities and skills training. MSMEs have succeeded in empowering many individuals to create their own sources of income, increase economic independence, and reduce social disparities. The conclusion of this research confirms that MSMEs have great potential in strengthening community networks and advancing social welfare. Researchers suggest that with the right support from the government, non-governmental organizations, and society, MSMEs can continue to be agents of positive change in advancing social, economic, and environmental welfare in various communities.

**Keywords:** Role, Empowerment, Community, MSMEs, Social, Economic.

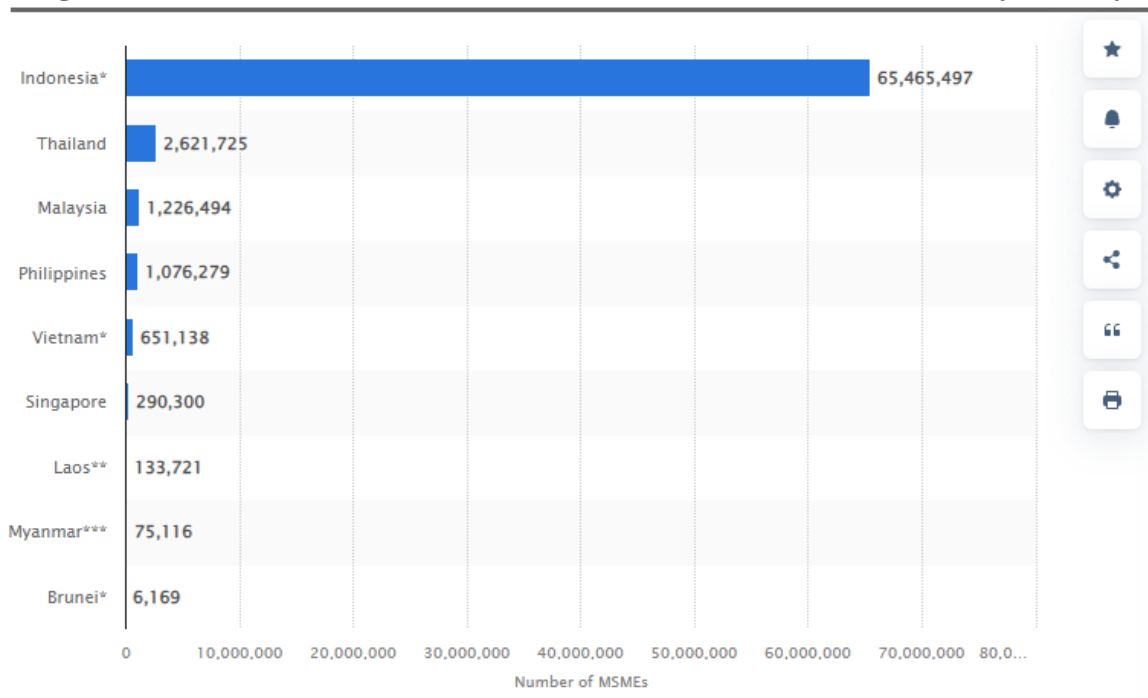
## INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) play a crucial role in a country's economy (Raja et al., 2023; Rustan, 2024; Syaifulloh, 2021). According to research conducted by Usman et al., (2022) MSMEs are the backbone of the economy by creating jobs for various levels of society. MSMEs also make a significant contribution to economic growth (Anggarini, 2021). However, MSMEs often face various challenges that hinder their growth (Ningsih et al., 2023; Sinuhaji & Ibrahim, 2024; Triwijayati et al., 2023). One of the main challenges faced by MSMEs is access to financing. The research results of Perdana et al., (2023) show that limited access to financing is often an obstacle for MSMEs in developing their businesses. Apart from that, limitations in terms of human resources, technology, and capital are also significant obstacles (Laili & Setiawan, 2022; Nabawi & Basuki, 2022). Not only that, intense competition

with large companies and companies from abroad is also a serious challenge for MSMEs (Andriyanto, 2019; Tambunan, 2012; Zaelani, 2019). Research results of Soviyana et al., (2022) show that intense competition in the global market can hinder the growth of MSMEs and threaten the sustainability of their businesses. Apart from that, complex regulations and excessive bureaucracy can also become obstacles for MSMEs (Herdinata & Pranatasari, 2019; Syafiq, 2019). According to Triastuti (2013) bureaucratic obstacles often make it difficult for MSMEs to fulfill licensing and other administrative requirements, which can hinder business growth and development.

Despite facing various challenges, MSMEs remain an important economic driving force and make a significant contribution to economic development and community welfare (Tambunan in Halim, 2020; Windusancono, 2021). Therefore, appropriate support from the government and other stakeholders is essential to help MSMEs overcome challenges and reach their full potential in advancing the economy and overall welfare of society.

**Figure 1. Number of micro to medium-sized businesses ASEAN 2021, by country**



Source: Adopted from Databok, Ahdi Ahdiyati 2022

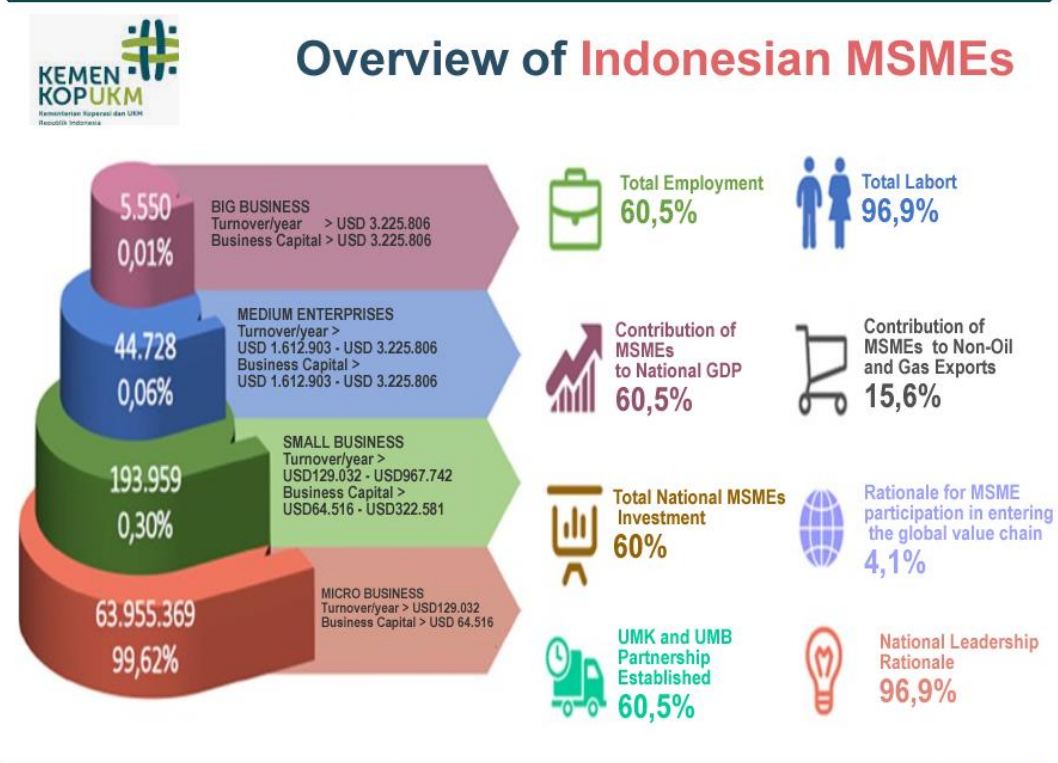
According to the ASEAN Investment Report released in September 2021, Indonesia has the most micro, small, and medium enterprises (MSMEs) in the ASEAN region. At the end of 2019, the number of micro, small, and medium enterprises (MSMEs) in Indonesia amounted to more than 65.46 million. Indonesia also has the highest number of people working in MSMEs in Southeast Asia, namely more than 119.5 million people. This number is much higher than neighboring countries as seen in the graph.

Based on data from the Ministry of Cooperatives and SMEs, shows the large contribution of MSMEs to the national economy. MSMEs can absorb up to 96.9 percent of the total workforce in Indonesia, contribute 60.5 percent of total national GDP, contribute 15.6 percent of total non-oil and gas MSME exports, and contribute 60.0 percent of total investment. This data shows that MSMEs are one of the

backbones of the national economy. However, the high number of MSMEs in Indonesia cannot be separated from various challenges (Metro, 2022).

To response this challenge, the Government has implemented some MSME support programs, including incentives and financing assistance through the PEN program, People's Business Credit, National Movement Proud to be Made in Indonesia (Gernas BBI), Digitalization of MSME marketing, Strengthening Entrepreneurship Alumni of the Pre-Employment Card Program through People's Business Credit (KUR) Financing, and also includes a long-term strategy to raise the class of MSMEs through the Job Creation Law (Metro, 2022).

**Figure 2. Overview of MSMEs in the Indonesian Economy**



Source: Ministry of Cooperatives and MSMEs of the Republic of Indonesia, Christian Benardo, 2023

Meanwhile, regarding MSME data at the local level, Malang Regency stands out as an area with a significant number of MSMEs. According to Pantjaningsih Sri Redjeki, the Head of Malang Regency Cooperatives and MSMEs Service, there were 425,561 MSMEs in 2019, which increased to 427,706 in 2020, leading to a rise in turnover from Rp. 50.7 million in 2019 to Rp. 50.9 million in 2020. Community empowerment efforts represent a policy aimed at fostering the development of Micro, Small, and Medium Enterprises (MSMEs), which serve as crucial components of the Indonesian economy and play a pivotal role in national development. Law No. 02 of 2008 concerning MSMEs emphasizes the significance of MSMEs as key pillars of the national economy, deserving primary opportunities, support, protection, and extensive development to bolster economic empowerment among the people, while also acknowledging the roles of Large Businesses and State-Owned Enterprises.

It is hoped that the existence of MSMEs can contribute to community empowerment, especially in overcoming problems such as poverty and unemployment. Through the role of MSMEs, it is hoped that they can help poor and unemployed people feel empowered because they play an important role in creating

jobs and empowering the community. Therefore, the author is interested in researching the role of Super Heru Micro, Small and Medium Enterprises (MSMEs) in Community Empowerment in Pakis District, Malang Regency.

In the field of Sociology, a role is defined as a socially constructed set of attributes and expectations linked to a particular social position. Roles hold significance in sociology as they illustrate how individual behaviors are shaped by social influences and conform to established patterns. According to Turner et al., (1978 ), role formation entails the creation and adaptation of expected behaviors in social interactions, a process where roles are identified and imbued with evolving content through interaction. Micro, Small, and Medium Enterprises (MSMEs) are clearly outlined in Law No. 20 of 2008. Community empowerment refers to a process aimed at strengthening vulnerable groups to enhance their quality of life. MSMEs play a vital role in community empowerment by offering employment opportunities, entrepreneurship training, and other forms of support.

## RESEARCH METHODS

This research adopts a qualitative descriptive approach, focusing on analyzing data derived from observation studies and field interviews. This methodology facilitates a detailed examination of research findings and allows for an in-depth exploration of the underlying issues. Additional data sources include literature reviews, regulatory documents, and official government statistics concerning MSMEs in Indonesia. By employing this approach, the researchers aim to gain a comprehensive understanding of MSME implementation and practices in Indonesia, particularly their role and contribution to community empowerment. Progress, challenges, and potential enhancements are meticulously identified, providing a robust framework for analyzing empirical evidence and presenting a holistic view of MSMEs' role and contribution in Indonesia.

A qualitative approach allows researchers to understand the context better and describe the diversity of approaches applied in waste management efforts in Indonesia. According to Strauss & Corbin, (2003) One of the advantages of qualitative research is that it is usually used to explain complex details of a phenomenon that are difficult to explain using a quantitative approach. Apart from that, this type of research can be used to study organizations, groups, and individuals.

### *Theoretical Framework*

This research adopts a theoretical approach including 2 (two) main conceptual frameworks, namely the theory of "community empowerment concept" and "micro, small and medium enterprise (MSME) concept":

- **Community empowerment concept:** Empowerment is a process that involves increasing control, participation, and welfare of individuals or groups. Empowerment includes four main dimensions, namely: Cognitive, Emotional, Behavioral; and Communal (Rappaport, 1987). Empowerment occurs when individuals are empowered to take an active role in changing their reality, rather than being passive objects of other people's power and control (Paulo Freire, 1970)
- **The concept of micro, small, and medium enterprises (MSMEs):** Skills development, number of workers in the household, physical assets, and family patterns have a significant influence on the economy. To overcome poverty, it is necessary to encourage participation in the workforce, provide educational facilities, especially in rural areas, promote technical education, improve transportation facilities, and provide credit facilities with interest to support MSMEs (Riaz & Chaudhry, 2021).

By integrating these two frameworks, this research offers a comprehensive understanding of how the concept of community empowerment, which stresses enhancing individual or group control and participation, intersects with the concept of micro, small, and medium enterprises (MSMEs), which underscores the significance of skills development and economic assistance. Furthermore, this study examines how MSMEs can contribute to poverty alleviation by increasing workforce participation, offering education, particularly in rural areas, promoting technical skills training, enhancing infrastructure, and providing low-interest credit to support MSMEs. Consequently, this integrated approach aims to present a thorough perspective and effective strategies in addressing poverty and enhancing community welfare.

### ***Research Sites***

The location of this research is JL. Orchid 4 no.2, Bambon, Asrikaton Village, Pakis District, Malang Regency. The informants for this research were actors from UMKM Super Heru. The informants in this research were determined using a technique, of purposive sampling. Sugiyono (2010) explains that "purposive sampling is a sample determination technique that is carried out with certain considerations".

### ***Data Collection Technique***

Researchers employ data collection techniques including observation and in-depth interviews. Observations are conducted to elucidate the significance of an event, while observations of research objects, such as specific locations within an organization or particular groups of people, are made to gather insights. Documentation, such as photographs of activities, further supplements the data to strengthen its validity and comprehensiveness.

### ***Data Analysis***

Researchers will analyze the data collected from interviews along with documentation to generate new insights, understandings, opinions, theories, and ideas arising from this research. This data analysis methodology offers a robust framework for systematically and informatively detailing research findings. Consequently, this study can present comprehensive results, enhancing understanding of the dynamics of MSMEs in community empowerment..

## **LITERATURE REVIEW**

### ***Previous Researchers***

In the past few decades, there has been a notable surge in research attention towards Micro, Small, and Medium Enterprises (MSMEs) and their involvement in community empowerment. These investigations have garnered substantial focus from academics and practitioners alike, acknowledging the pivotal role of MSMEs in regional economies and their influence on social empowerment. Noteworthy researchers in this field include:

- Endris & Kassegn, (2022), research title "The Role of Micro, Small and Medium Enterprises (MSMEs) to the Sustainable Development of sub-Saharan Africa and its Challenges: A Systematic Review of Evidence from Ethiopia. The results of his research show that MSMEs contribute significantly to sustainable development goals in Ethiopia through job creation, poverty alleviation, and improving their living standards. However, access to funding, access to electricity, and trade regulations are the main obstacles to the development of this sector.

- Sindhvani et al., (2023), research title "Exploring the "what," "why" and "how" of resilience in the MSME sector: a m-TISM approach". The research results show the importance of the MSME sector and its important contribution to the development of the Indian economy. The results of m-TISM in his research reveal the important commitment of hierarchical design related to MSMEs by considering the perspective of future development. Well-planned traditional designs in MSMEs help establish government policies and programs as well as better transportation infrastructure.
- Setyorini, R., & Pangarso (2023) research title "Circular economy and Indonesia's MSMEs". This research explores the important role of Micro-Small-Medium Enterprises (MSMEs) in the Indonesian economic landscape. With 53.95% of Indonesia's GDP coming from household consumption, MSMEs are the backbone of the country's economy and show agility in facing unexpected challenges. During the COVID-19 pandemic, MSMEs, even though they are the most affected, are still prioritized in Indonesia's economic recovery policy, this shows the importance of their strategic role. This research emphasizes empowerment strategies, capital management, intellectual and human capital, as well as the transformative influence of digital technology on company performance and productivity.

Studies conducted by Endris & Kassegn (2022), Sindhvani et al. (2023), and Setyorini & Pangarso (2023) reveal the pivotal role of Micro, Small, and Medium Enterprises (MSMEs) in fostering sustainable development in Ethiopia, India, and Indonesia respectively. These enterprises significantly contribute to job creation, poverty alleviation, and economic expansion. Nevertheless, challenges such as limited access to funding, inadequate infrastructure, and restrictive trade regulations remain primary barriers to MSME sector growth. Conversely, the importance of empowerment strategies, effective capital management, and leveraging digital technology is underscored in enhancing MSME performance and productivity. Overall, these findings underscore the immense potential of MSMEs as key drivers of economic growth and sustainable development..

### ***MSMEs Concept***

Micro, Small, and Medium Enterprises (MSMEs) are an important business sector in a country's economy (Ananda & Dwi Susilowati, 2017; Sofyan, 2017; Yahaya et al., 2016). The MSME concept highlights the important role of small businesses in driving economic growth, creating jobs, and reducing poverty. Endogenous Economic Growth Theory states that MSMEs are an important source of innovation and creativity in creating sustainable economic growth (Bent, 2019; Kashif et al., 2011; Sultani & Chandrashekhar, 2023; Wanjiku & Njiru, 2016).

MSMEs are often defined based on the number of employees, annual turnover, or assets owned. MSMEs tend to have a smaller operating scale than large companies but have flexibility and advantages in responding to market changes. According to Gebremariam et al., (2004) MSMEs are often defined based on the criteria of number of employees, annual turnover, or assets owned. MSMEs have an important role in creating jobs, encouraging innovation, expanding market access, and supporting local economic growth. They are also often a source of inclusive and sustainable economic growth (Gade, 2018; Onodugo et al., 2019; Toran et al., 2019).

Results of research conducted by Kachachat (2022) that in Armenia MSMEs often face challenges such as limited access to funding, complex regulations, tight market competition, and lack of market access. However, they also have opportunities to grow and develop through institutional support, training, and access to technology (Ebitu et al., 2016; Harvie, 2019; Singh & Singh, 2014).

Micro, Small, and Medium Enterprises (MSMEs) are the heart of the economy that drives the wheels of development in many countries around the world (Diaz et al., 2023; Hatta & others, 2014; Sungkawaningrum, 2018; Zuhra, 2023). With their large numbers and widespread distribution, MSMEs are the main pillars in creating jobs, increasing income, and supporting inclusive economic growth. MSMEs are often started by individuals or small groups with limited capital (Pusporini, 2020; Vinatra, 2023; Zahra Firdausya et al., 2023). They may start businesses in the trade, service, manufacturing, or agricultural sectors. Despite having a small scale of operation, MSMEs have flexibility and agility that allow them to adapt quickly to market changes and new opportunities.

One of the main advantages of MSMEs is their ability to create jobs locally (Harahap et al., 2023; Utomo et al., 2023; Vinatra, 2023). By opening businesses in their communities, MSMEs not only provide jobs for residents but also drive economic activity in the region. This contributes to alleviating poverty and improving community welfare. Apart from that, MSMEs also play an important role in expanding market access and increasing economic competitiveness. They are often a source of innovation and creativity, producing new products and services that meet evolving market needs. With the right support, MSMEs can become strong agents of change in driving sustainable economic growth.

However, MSMEs also face various challenges (Fauziyah, 2020; Simangunsong, 2022; Yuniarti, 2023). Limited access to funding, complex regulations, intense market competition, and lack of global market access are some examples of challenges often faced by MSMEs. To overcome this challenge, there needs to be support from the government, financial institutions, and other organizations in the form of training, financing, and access to markets.

Thus, MSMEs have a very important role in the global economy. They are not only the backbone of the local economy, but also the motor of inclusive and sustainable economic growth. With the right support, MSMEs have great potential to make a significant contribution to achieving sustainable development goals worldwide (Anshor, 2022; Budiman et al., 2023; Piri & Gaffar, 2023).

### ***Empowerment Concept***

Empowerment is a process that aims to increase the capacity of individuals, groups, or communities to be able to control and improve the quality of their lives independently (Mahoney & Zgoda, 2010; Maton, 2008; Zimmerman, 2000). This concept involves providing knowledge, skills, and access to resources needed to overcome problems or achieve certain goals (Febriana, 2011; Lee & Koh, 2001).

One important aspect of empowerment is giving individuals or groups control over the decisions and actions that affect their lives (Maspaitella & Rahakbauwi, 2014; Pigg, 2002; Staples, 1990). This involves giving them autonomy and trust to take appropriate steps according to their own needs and aspirations. Research on the concept of empowerment has been carried out by many researchers in various fields, including sociology, anthropology, and international development. One of the leading researchers in this field is Paulo Freire, a Brazilian philosopher and educator known for his work in the field of liberation education.

Paulo Freire (1970) view of empowerment is an educational process that frees individuals from oppression and injustice. Freire developed the concept of "liberatory learning" which emphasized the importance of education as a tool for changing unjust social and political realities. According to Freire, empowerment occurs when individuals are empowered to take an active role in changing their reality, rather than being passive objects of the power and control of others.

Paulo Freire (1970) opposes authoritarian educational approaches and emphasizes the importance of dialogue and active participation in the teaching and learning process. According to him, education should encourage criticism and critical reflection, so that individuals can identify and overcome the power structures that oppress them. Freire believed that education should liberate individuals from backwardness, not only in terms of knowledge but also in terms of critical thinking and social sensitivity. Through liberation-centered education, individuals can better understand their realities, recognize their potential to play an active role in changing the world and work together to create a more just and egalitarian society. Paulo Freire (1970) posits that empowerment extends beyond imparting practical skills or technical knowledge; it entails enabling individuals to become catalysts for social and political transformation. Empowerment, as envisioned by Freire, involves individuals recognizing their capabilities and actively engaging in societal development. Through this active participation, individuals attain genuine autonomy and play a role in fostering a more equitable and just society for all.

Empowerment within the realm of Micro, Small, and Medium Enterprises (MSMEs) involves equipping MSME actors with the necessary strength, knowledge, and resources to foster independent and sustainable business growth. This encompasses diverse initiatives, including training programs, facilitating access to capital and technology, and extending support in marketing and business networking. The objective of empowering MSMEs extends beyond enhancing their business performance; it also seeks to bolster their social and economic standing within their communities. (Arliman, 2017; Hidayat, 2021). With empowerment, MSMEs can become agents of change in the local economy (Permana et al., 2021; Putrie et al., 2023; Ramadhan, 2023) creating jobs and improving the welfare of the surrounding community. Efforts to empower MSMEs can be executed through diverse avenues, including offering entrepreneurship training, aiding in business management, facilitating access to markets and business networks, and providing support in navigating external challenges like technological advancements and regulatory changes. Through such empowerment initiatives, MSMEs can fortify their resilience and competitiveness in an ever-evolving and intricate market landscape.

Empowerment in the context of Micro, Small, and Medium Enterprises (MSMEs) is the main focus of much research conducted by academics and practitioners. One of the researchers who studied the importance of empowering MSMEs is Setyorini, R., & Pangarso (2023) in his research entitled "Circular Economy and Indonesia's MSMEs". highlighting the crucial role of MSMEs in Indonesia's economic landscape, where MSMEs are not only the backbone of the country's economy, but also show agility in facing unexpected challenges.

Research conducted by Setyorini and Pangarso (2023) underscores that amid the COVID-19 pandemic, MSMEs remain a focal point in Indonesia's economic recovery strategy. This underscores the pivotal strategic role of MSMEs in fostering inclusive and sustainable economic development. They emphasize that empowering MSMEs encompasses not only economic facets but also social and environmental dimensions. The research illustrates that empowering MSMEs entails more than just granting access to capital and technology; it involves bolstering entrepreneurs' capabilities, fostering collaborative networks, and advocating for sustainable business practices. Therefore, empowering MSMEs not only fosters their business expansion but also empowers them as catalysts for change with a societal and environmental impact.

## RESULTS AND DISCUSSION

MSME Snack Super Heru is a clear example that a business can be built with minimal capital and



perseverance. With an initial capital of only hundreds of thousands of rupiah, Heru Nurwahyudin, a snack producer from Asrikaton Village, Pakis District, Malang Regency, East Java, managed to achieve success as a big businessman with a turnover of hundreds of millions of rupiah per year. This snack food manufacturing company was founded in May 2014 and received a Halal certificate in 2017 and the latest Home Industry Food permit certificate(P-IRT) in 2021 (Heru Nurwahyudin /Doc. BRI, 2023).

Super Heru MSME's vision and mission is to support the growth of new entrepreneurs in Indonesia and provide training to the community and students. Heru started his business journey in 2014 by joining the Malang Regency Job Training Center (BLK), where he learned about agricultural processing. The initial capital was only USD 16 (Sixteen US dollars) , but with determination and persistent effort, the capital managed to grow to around USD 161 (One hundred sixty-one US dollars). This MSME also plays a role in empowering the Pakis community by providing opportunities for those who want to become resellers with a minimum requirement of purchasing 25 packs of goods. Apart from that, Super Heru MSMEs also help make their stickers or brands for resellers who want them (Heru Nurwahyudin /Doc. BRI, 2023).

Collaboration for community empowerment in Pakis District involved various stakeholders, such as the Malang Regency Department, Malang Asia Campus, Bank Jatim, Bank BRI, and the Business Practice Community. Training sessions for Super Heru MSMEs typically spanned over 4 months, while workshops and webinars were completed in just 1 day. These initiatives not only led to the success of Super Heru MSMEs but also actively contributed to the development of local communities, fostering economic independence.

**Figure 3. Product Sales Store Super Heru MSMEs**



Source: Adopted Picture from Heru Nurwahyudin (BRI Doc.), 2023

Super Heru MSMEs have initiated various empowerment programs, encompassing digital marketing training, financial literacy, and banking management tailored for MSMEs. These initiatives adopt diverse interaction patterns, ranging from direct to indirect engagement. For instance, through the "Camelia Pakis Woman Entrepreneur" program, Heru Nurwahyudin delivers financial literacy and digital marketing insights to participants. The program, spanning 4 months, draws the attendance of 30 individuals per

session. Mrs. Rima, Heru's wife, plays a pivotal role in crafting training materials. Meanwhile, Super Heru MSME employees like Mbak Risa, Mas Rafi, and Mas Adam contribute to on-ground execution, including tool preparation and showcasing MSME products during training sessions.

**Figure 4. Go Digital and Go Global Micro, Small and Medium Enterprises (MSMEs) Training**



Source: Adopted Picture from Lizza Arnofia (Dok. BRI), 2023

Drawing from George Herbert H. Mead (2018), Symbolic Interaction theory, Super Heru MSMEs employ Indonesian and Ngoko Javanese languages to interact with empowered communities, ensuring clear comprehension of the presented materials. Direct interaction patterns involve face-to-face meetings between Super Heru MSMEs and empowered communities or collaboration partners. Indirect interactions occur when communicating with partners through platforms like Zoom and Google Meet. This approach enables effective communication between Super Heru MSMEs and the community, as well as collaboration partners, fostering community empowerment in Pakis.

### ***Community Empowerment Analysis***

MSMEs Snack Super Heru presents a compelling case study demonstrating how businesses can serve as agents of positive change within a community through resilience and modest resources. Their approach to community empowerment encompasses diverse training initiatives and partnerships with governmental bodies, educational institutions, and financial entities.

In their empowerment endeavors, Super Heru MSMEs prioritize not only economic facets but also emphasize financial literacy and digital skills enhancement. The "Family Fern Entrepreneur Camelia" program exemplifies their commitment to empowering the community, particularly women, by imparting knowledge and skills in business management.

Moreover, the various direct and indirect interaction patterns employed by Super Heru MSMEs underscore their adaptability and versatility in engaging with both the community and collaboration partners. This underscores the significance of employing diverse communication and collaboration strategies to enhance the efficacy of empowerment endeavors. George H. Mead's Symbolic Interaction Theory proves pertinent

in comprehending the dynamics of interaction between Super Heru MSMEs and empowered communities. By utilizing Indonesian and Javanese Ngoko, MSME Super Heru effectively communicates empowerment materials to the community, ensuring comprehension and application.

Through the lens of this case study of Super Heru Snack MSMEs, it becomes evident how businesses can significantly contribute to community empowerment by leveraging available resources and fostering collaboration with various stakeholders to achieve shared objectives. This highlights that community empowerment transcends mere provision of aid or training, but rather entails fostering opportunities for individual growth and self-reliance.

### ***Social and Economic Impact Analysis***

The presence of Super Heru Snack MSMEs significantly contributes to both economic and social development, aligning with the principles of Community Empowerment Theory. This theory underscores the importance of enhancing control, participation, and welfare of individuals or groups within society. Through this framework, Super Heru MSMEs effectively influence the economic landscape and social fabric of the Pakis community by offering training programs, fostering the emergence of new entrepreneurs, and creating avenues for aspiring resellers.

By facilitating opportunities for individuals to become resellers, Super Heru MSMEs actively promote increased economic participation within the community, thereby bolstering income levels and economic well-being. Furthermore, the provision of various training initiatives, including digital marketing, financial literacy, and banking management for MSMEs, serves to enhance individuals' skills and knowledge in business management, thus further contributing to economic empowerment.

Moreover, Super Heru MSMEs play a pivotal role in fortifying social networks and fostering collaboration among diverse stakeholders, such as governmental bodies, educational institutions, and financial entities. Through these collaborative efforts, Super Heru MSMEs cultivate an enabling environment conducive to the expansion and sustenance of their business ventures, while simultaneously empowering the broader society.

In essence, Super Heru Snack MSMEs epitomize a successful embodiment of the concept of community empowerment, yielding positive economic and social outcomes within their locale. This underscores the pivotal role of MSMEs in driving economic progress and enhancing social welfare at the grassroots level..

## **CONCLUSIONS AND RECOMMENDATIONS**

### ***Research Conclusion***

This research unequivocally asserts that Super Heru Snacks MSMEs serve as a tangible testament to how businesses can ignite positive societal change, even amidst modest resources and unwavering determination. Embarking on his entrepreneurial journey with meager capital, Heru Nurwahyudin's endeavors culminated in remarkable success, boasting an annual turnover in the hundreds of thousands of US dollars and solidifying his position as a trailblazing entrepreneur. The profound impact of Super Heru Snacks MSMEs on the local community, both economically and socially, cannot be overstated.

Beyond the pursuit of individual business expansion, the overarching vision and mission of MSME Super Heru encompass nurturing a new generation of entrepreneurs in Indonesia and imparting invaluable training to community members and students alike. Through an array of meticulously crafted training programs, spanning from digital marketing proficiency to financial literacy and MSME banking

management, Super Heru MSMEs actively contribute to augmenting the business acumen and aptitude of local residents.

Central to this narrative is the collaborative synergy fostered with stakeholders such as the Malang Regency office, educational institutions, and financial establishments, which serves as the linchpin in fortifying community empowerment within Malang Regency. Through strategic partnerships of this nature, Super Heru MSMEs cultivate an enabling ecosystem conducive to business expansion and holistic community empowerment initiatives.

In the theoretical analysis, the community empowerment approach employed by MSME Super Heru aligns with George Herbert H. Mead (2018) Symbolic Interaction theory, wherein they utilize Indonesian and Ngoko Javanese languages to engage with the empowered community. This linguistic strategy facilitates the effective dissemination of empowerment materials to the community, enabling them to comprehend and apply the information provided.

In essence, the success story of Super Heru Snack MSME underscores that with modest capital and unwavering determination, a business can wield substantial economic and social influence within society. The empowerment strategy adopted by MSME Super Heru not only affords individuals the opportunity for independent growth and development but also catalyzes positive societal transformation within their communities.

### ***Researcher Suggestions***

Several key considerations are essential to enhance the effectiveness and impact of MSME Super Heru's empowerment initiatives. Here are some actionable suggestions:

1. **Enhanced Collaboration:** Strengthen partnerships with government agencies, educational institutions, financial organizations, and other MSMEs to broaden the scope and resources available for empowerment programs. By engaging more collaborators, MSME Super Heru can access a wider range of opportunities, resources, and support crucial for expanding their empowerment endeavors.
2. **Program Diversification:** In addition to existing initiatives like digital marketing and financial literacy training, MSME Super Heru could explore introducing new programs tailored to the specific needs and interests of the local community. For instance, developing technical skill-building sessions in food processing or leadership training for aspiring young entrepreneurs. Diversifying programs enables MSMEs to better address the diverse needs and potential within society.
3. **Technological Integration:** Leveraging technology, such as online platforms for training and marketing, can enhance the efficiency and accessibility of empowerment programs. MSME Super Heru might consider adopting online training applications or e-commerce platforms to broaden their product outreach and facilitate easier access for customers and resellers. Embracing technology expands MSMEs' reach and amplifies the effectiveness of their empowerment endeavors.
4. **Network Expansion:** Cultivating collaborative networks with fellow MSMEs, non-profit organizations, and educational bodies can unlock fresh opportunities for knowledge exchange, resource sharing, and business ventures. Actively participating in local business forums, networking events, or industry communities can help MSME Super Heru expand its network. A robust network fosters mutual support and fosters innovation, propelling MSMEs towards further growth and development.
5. **Marketing Advancement:** Marketing, within the context of MSME empowerment, extends beyond product promotion to encompass community awareness-building and value creation for customers and

partners. Implementing these recommendations can bolster MSME Super Heru's position as change agents with a tangible impact on community empowerment and local economic vitality.

In summary, these suggestions underscore the importance of expanding collaboration, diversifying programs, leveraging technology, fostering collaborative networks, and advancing marketing strategies in MSME empowerment endeavors. These efforts are crucial for fostering community resilience and driving inclusive economic growth at the grassroots level.

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