

Implementation of MSME Digitalization as an Effort to Expand Market Access

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ABSTRACT

Objective: The research aims to analyze the implementation of digitalization as a strategy to expand market access and improve operational efficiency. **Method:** A qualitative approach was employed through in-depth interviews, field observations, and documentation, analyzed using policy implementation variables including communication, resources, disposition of implementers, and bureaucratic structure. **Results:** The findings reveal that the use of social media platforms such as WhatsApp and Instagram significantly increases consumer reach and sales revenue, while also creating opportunities for product innovation. Nonetheless, challenges remain in terms of limited technological capacity and inadequate mentoring support, which hinder broader adoption. **Novelty:** This study contributes by linking MSME digitalization practices with policy implementation theory, emphasizing the importance of government support in providing structured digital literacy programs and accessible platforms tailored for MSMEs, thereby ensuring more inclusive and sustainable digital transformation in the local economy.

INTRODUCTION

Micro, small, and medium enterprises (MSMEs) are a very important business sector in the economy, especially in developing countries such as Indonesia. MSMEs also play a role in creating jobs, increasing economic activities, and encouraging development in various sectors, including construction and infrastructure. For this reason, the development of MSMEs must be encouraged through various policies that facilitate access to financing, training, and infrastructure support that facilitate business transformation through digitalization and operational efficiency. Digitalization allows MSMEs to access a wider market to improve operational efficiency, and develop products with high added value through e-commerce platforms, social media, and other digital technologies. However, many MSMEs face challenges in expanding market access especially in the Digital Age including constraints of limited resources, lack of technological knowledge, and resistance to change [1], [2].

MK Salted Egg MSMEs are one of the salted egg producers in Sidoarjo Regency which since 2022 has begun to implement digitalization to reach a wider market. This research aims to find out how the digitalization strategy is implemented and its impact on business growth and product distribution [3]. This side is now in the public spotlight to support MSMEs, especially during the post-Covid-19 economic period and still in crisis, with one of these programs that can support digitalization transformation through social media [4], [5]. The innovations and digital services presented by these MSME digital heroes are indeed able to solve local problems in the field based on BPS as of

September 2020, the conditions faced by MSMEs are indeed quite challenging. The Ministry of Cooperatives and SMEs itself has a strategy for the development of MSME digitalization in 4 steps, the first is to increase human resources by preparing MSME business actors so that their capacity can increase. The second is to intervene in the improvement of its business processes which are derived into several programs. The third is the expansion of market access, one of which is also the Ministry of Cooperatives and SMEs in collaboration with the Government Goods/Services Procurement Policy Institute (LKPP) so that MSME actors can become vendors for the procurement of government goods and services. The fourth is to glorify local heroes of MSME actors [6] (source from Jimmer Regency DiskopUM news).

MSMEs are one of the sources of income that are quite large with the contribution given in the Indonesian economy. Based on the statistics agency (BPS), the role of MSMEs in Indonesia reaches 99% of all business units, in addition to contributing to GDP, reaching 60.5%, MSMEs contribute to the implementation of the workforce, reaching 96.9% of the total national labor absorption [7]. Increasing in 2022 to GDP, increasing from 57.8% to 60.5%, then in 2023 the number of MSME actors reached 66 million, the number of MSMEs reached a record since at least 2018 and absorbed at least 117 million workers from 97% of the total workforce, this also absorbed various layers of MSME actors in Sidoarjo itself, the number of MSMEs reached 13,075 until 2021 which was spread across 18 sub-districts with 68 types of businesses, this criterion was also set by Law No. 20 of 2008 concerning micro, small, and medium enterprises has several points of rules that are closely related to the implementation of sustainable finance in Indonesia in Chapter II the principles and objectives of article 2 explain environmental sound which means by "environmentally sound principle" is the principle of empowering micro, small, and medium enterprises which is carried out while still paying attention to and prioritizing environmental protection and maintenance. Chapter VI article 20 regulates local governments to facilitate business development by providing incentives for micro, small, and medium enterprises to develop technology and environmental sustainability. Then it is supported by Presidential Regulation No. 74 of 2017 which regulates the roadmap of the electronic-based national trade system [8] (Road map e-Commerce). The MSME actors themselves have continued to increase over the past few years from the data on the number of MSMEs in Indonesia as follows:

Table 1. MSME Data 2018-2023

Year	2018	2019	2020	2021	2022	2023
Number of MSMEs (million)	64,19	65,47	64	65,46	65	66
Growth		1,98%	-2,24%	2,28%	-0,70%	1,54%

Source: <https://kadin.id/data-dan-statistik/umkm-indonesia/>

The strategy for developing the digitalization of MSMEs to expand market access itself is also to increase competitiveness and digital market access, where in this Generation Z Era, many young people also do business using Platforms to optimize the existence of marketplaces and E-Commerce such as (Shopee, Tiktok, Tokopedia, Lazada, Blibli.) using many features that have developed by providing good videos and photos for consumers to see [9], [10]. The use of social media and digital marketing by sharing several activities or products that will be marketed using videos and collaborating with how many influencers to increase sales. Furthermore, the digitization of payment systems and financial management in an era that has rarely used cash and prefers to use QRIS or other transactions, therefore to manage your own finances requires transaction recording management that can use BukuKas so that it is easier to manage money and see real-time financial statements.

The purpose of this study is to analyze the effectiveness of government communication in socializing MSME digital policies to business actors which will also be evaluation material for the government to provide assistance to MSME actors and to examine the attitude of MSME actors in adopting digitalization as a strategy to expand market access by coordinating government bureaucracy to influence the implementation of MSME digitalization. The MSME Implementation Approach is a theory by George C. Edwards III that there are four factors in public policy. According to George C. Edwards III, the implementation may begin with an abstract and a question about what are the requirements for the successful implementation of the MSME law, namely communications, resources, attitudes (dispositions or attitudes), and bureaucratic structure that can be carried out simultaneously. Digitalization readiness itself is still limited research that explores the readiness of MSMEs in adopting digital technology to expand market access, strategies that have not been planned for sure can also hinder the occurrence of effective digitalization and factors that affect the success of its implementation, the use and role of digital platforms is still lacking in research that evaluates the role of specific digital platforms such as Facebook Marketplace, Instagram Shop, and Tiktok shop in the development of MSMEs. A study by Oriza Satyva & Isna Fitriya Agustin [11] Every year innovates with the development of digitalization which every year will be increasingly supported by case studies by (Stuart et al., 2021).

Preparing for the arrival of generation Z (Gen-Z) in the 21st century, where the digital market will grow more significantly, digital literacy is increasingly important among MSMEs. In addition, increasing the digital literacy of MSMEs paves the way for a just digital transformation, which in turn has a greater positive effect on the macroeconomic support of the country's economy study by Bidasari¹, Goso², Sahrir³, Rahmad Solling Hamid⁴ [12]. According to Don Tapscott, the digitalization of the economy has been proven to have brought various changes, with the digital economy at least providing benefits in achieving efficiency, effectiveness, reducing cost production, collaboration, connecting one party with another, therefore the implementation of the digital economy, should be an alternative that has characteristics as an intelligence space, including information, various access instruments, capacity, and information ordering.

However, (Setyorini et al., 2019) in their research stated that MSMEs still face several obstacles in increasing the competitiveness and performance of MSMEs. These obstacle factors are limited capital, limited access to the market, and also limited access to information about resources and technology. The same is done by (Ikhsan & Hasan, 2020; Madrianah et al, 2023). In fact, based on Press Release No. 216/HM/KOMINFO/11/2017 by the Ministry of Communication and Information Technology (KOMINFO), the Indonesian government has a target to make the SME Go Digital MSME movement in Indonesia as The Digital Energy of Asia. (Ministry of Communication and Informatics, 2017) [13]. It is still the government's commitment to further develop and innovate to redevelop MSMEs through digitalization.

RESEARCH METHOD

This research is a qualitative research to examine the phenomenon by in-depth analysis of non-numerical data, such as texts, interviews, observations, and documents. The main focus of qualitative research is the meaning, experience, and views of the research subject, as well as the context in which the phenomenon occurs. The location of this research is in Banjarsari Village, Buduran District, Sidoarjo Regency. The data sources used in this study include Primary Data and Secondary Data. Primary Data is data obtained directly from interviews with MSME business owners. Meanwhile, Secondary Data is facts obtained from supporting documents such as activity documentation.

Interview techniques are dialogues that occur between the interviewer and the source and involve two or more people. In general, observation is defined as the act of closely examining a certain thing in the investigator's place. In addition, documentation refers to the collection, sorting, management, and archiving of data within the field of knowledge, while observation involves methodical recording of all the problems being studied, in addition, presenting or collecting evidence and information (such as images, quotes, newspapers, news, and other reference materials) is another definition of documentation, if the researcher obtains the source of the data indirectly. Then mass media literature and journals provide secondary data for this research. Techniques used in analyzing data. According to Sugiyono (2017), the data analysis procedure is defined as the process of collecting information from field records, interviews, and field matchmaking. This study uses Miles and Huberman analysis techniques. Based on the technical analysis of the two experts, there are three data analysis processes, namely data reduction that is necessary to filter and simplify the data from the interview results that have been obtained, the presentation of data that is in the form of compiling data in the form of *natsi* so that it is easier to understand, and drawing conclusions, namely to draw the meaning and conclusions of the data that has been obtained during interviews at MK salted egg MSMEs.

RESULTS AND DISCUSSION

Results

Based on the results of the study, it is shown that the digitization of MSMEs can increase the effectiveness of the promotion and sale of salted egg MSMEs. [12][14] MSMEs "MK Salted Eggs", for example, experienced a significant increase in 2023 to 50% after shoppe users and shipping package management for MK Salted Egg MSMEs began to adopt a digitalization strategy since the beginning of 2022. The process begins with creating an Instagram and WhatsApp Business account, followed by entering marketplace platforms such as Shopee and Tokopedia. The payment system is also changing towards digital with the use of e-wallets and QRIS. The monthly turnover increased from IDR 5 million to IDR 12-15 million after six months of implementation. Initially, before using digitalization, selling through the market then participating in exhibition activities organized by the Sidoarjo government which was divided into areas in Sidoarjo which were then invited to conduct a joint exhibition [14], [15].

1. Digitalization Policy Communication

In the context of MK Salted Egg MSMEs, communication is a fundamental aspect in carrying out digitalization. From interviews with MSME owners, it is known that before switching to digital platforms, marketing was done conventionally through word-of-mouth promotions, deposits to the market, and participation in local bazaars. After utilizing social media such as WhatsApp Business and Instagram, there has been a significant increase in consumer reach. Mas Momon as the owner of the MK salted egg business. Deliver

"In the past, customers were only from the surrounding villages, now many order from outside the city because they see our products on Instagram, shoppe, and Facebook."

The results of the interview with Mas Aziz as a digital marketer, said that:

"Initially, I had to be forced to use online sales because Mas Momon itself uses technology, so I helped to promote online sales by helping to create shoppe accounts and attractive packaging forms"

The results of an interview with one of MK's salted egg consumers, NH's mother, said that:

"I knew MK's salted eggs from Facebook, at first I saw the post, then I was interested and tried searching through Google then found the address and it turned out that I could order online"

This shows that digitalization has expanded the communication space and connected MSMEs with the wider market. Emotional support and the desire to continue learning are the main factors in the success of technological adaptation, in line with Marlina and Fauzi's findings [16].

2. Resource Availability

The application of digital technology requires readiness in terms of human resources and infrastructure. Based on interviews with e-commerce management staff, it is known that initially there were obstacles due to a lack of digital literacy. However, a

brief training from the Sidoarjo Regency Cooperative Office became an important turning point. The staff said,

"We used to be afraid to use applications, now we can upload products and manage our own orders in the marketplace."

The results of the interview with Mas Aziz as a digital marketer, said that:

"Most MSMEs here are gapttech, so I try to help with branding by creating content designs, managing delivery through applications but also constrained by the network and exploding orders"

This reflects the important role of training in improving internal capabilities. And it requires sustainability training in order to be able to promote development at large.

3. Implementing Disposition (Attitude and Commitment)

The attitude and commitment of MSME actors are crucial factors in the success of digitalization. A spokesman said,

"At the beginning of 2021 I made this business very difficult because I had to leave my old job, at the beginning of this I took only a few eggs and sold them to my closest friends first then tried to go to the market after getting some supporters, I just started to be brave to start this business and quit my job at the factory starting a business alone with my wife until finally having three employees"

This change illustrates the attitude and commitment that supports digital transformation. The enthusiasm of business owners is an internal driving force in the process of technological adaptation.

4. Bureaucratic Structure

Although MK Salted Egg MSMEs are home-based businesses with an informal structure, digitalization has encouraged a more systematic division of roles. From interviews with business owners, it is known that currently there is a division of daily tasks, especially in terms of online customer service and product packaging. He explained,

"Now we arrange it is the turn of who replies to messages from buyers and who delivers packages to expeditions."

The results of the interview with Mas Aziz as a digital marketer, said that:

"Maybe the government can help to provide digital training and help to provide tools that are used for promotion."

The results of an interview with one of MK's salted egg consumers, NH's mother, said that:

"It's easier to find the product, you can order it through shoppe and gosend, but sometimes it is still difficult to network"

This transformation shows the influence of digitalization in changing the work structure even on a small scale. In this case, it can be seen that small efforts will become big with the effort, courage, and transformation that are made.

Discussion

1. Digitalization Policy Communication

In Edward III's theory of implementation, effective communication between policymakers and implementers is the main foundation of successful policy implementation [10]. The MSME digitization program from the Sidoarjo local government has been introduced since 2021 through socialization in the sub-district and online training. However, interviews with MSME owners show that initial information is difficult to access because the communication media used is still limited to WhatsApp groups and village billboards [17]. This is in accordance with the findings that unstructured communication causes digitalization policies to not be fully understood by MSME actors. This is in line with the study of Oriza Satyva & Isna Fitria Agustin [11] every year innovates with the development of digitalization which will increase every year according to studies, which show that MSMEs that use social media have experienced an increase in transactions of up to 65% in three months.

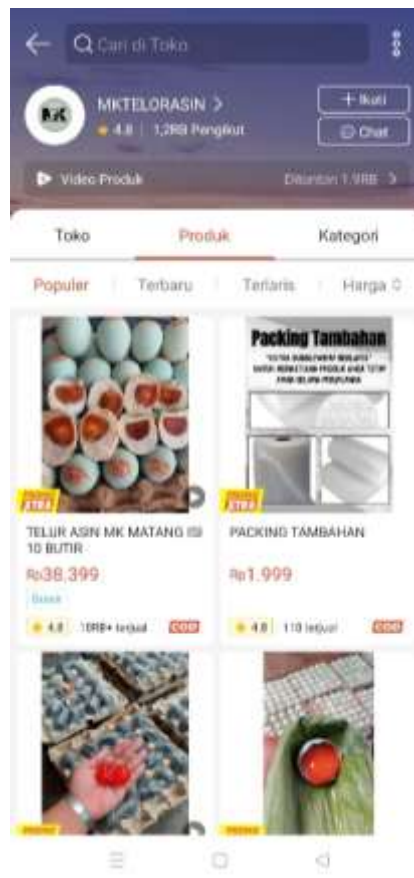


Figure 1. Website shoppe MKTELORASIN
Source: Website shoppe

The first situation shows that MSME actors know about the digitalization program only after participating in local bazaars. Second, when asked about the registration procedure for the government's official marketplace, the perpetrator was still confused about the technicalities. Third, there is a dependence on local community leaders to access information that should be open through official channels.

2. Resource Availability

Edward III's theory emphasizes that the existence of adequate resources, both in the form of human resources and facilities, is the main prerequisite for successful implementation. In the availability of these resources, digital training is one of the main factors driving the transformation of MK salted egg MSMEs. The training program from the Sidoarjo Cooperative Office provides training on how to create Instagram content, product design, and Shopee management. However, the limitations of devices such as smartphones with adequate specifications and internet networks remain the main obstacles. Study by Bidasari¹, Goso², Sahrir³, Rahmad Solling Hamid⁴ [12] So it is still a challenge for MSME business actors to carry out the training, but the Constitutional Court MSMEs collaborate with the second party to build personal branding through the digital shoppe platform by improving packaging and product photos assisted by people who already understand the characteristics of the digital market [4].

Table 1. Sales Data

Indicators	Before Digitization	After Digitization
Monthly Turnover	IDR 5 million	IDR 12–15 million
Marketing Region	Local (Sidoarjo)	East Java & Outer Island
Weekly Order Volume	±10 orders	±30 orders
Payment Methods	Cash	Cash, E-wallet, QRIS

Source: Results of interviews with business actors

The following data shows how effective digitalization is needed by the community to help develop their businesses with assistance from the government as well as to support MSME digitalization activities can run as expected for MSME actors by holding several trainings, MSME exhibitions, or financial assistance [8].

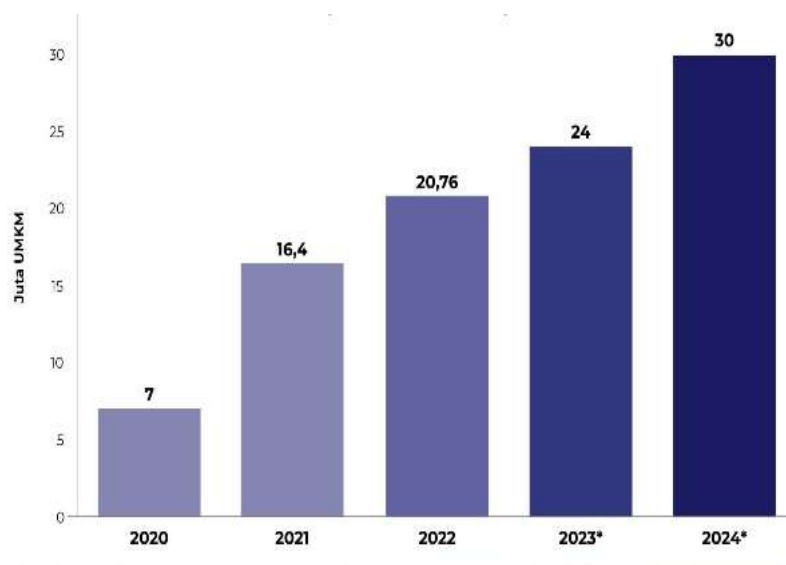


Figure 1. Number of MSMEs entering the digital ecosystem in Indonesia

Source: Ministry of Cooperatives and SMEs

From the results of the research and observations carried out, three important situations can be :p first, business actors who are still unfamiliar with managing business Instagram accounts [18]. Second, digital training is held only once per year with very limited participants. Third, there is no capital assistance or incentives to buy digital devices. This is in line with the study [19] which states that the digital gap in MSMEs generally stems from low access to tools and continuous training.

3. Implementing Disposition (Attitude and Commitment)

The executor disposition is an important dimension in the Edward III model. When business actors have an open attitude to change, implementation runs smoothly Despite technical obstacles, MK MSME owners show an enthusiastic attitude and a strong commitment to adapt to digitalization.[13][20] This can be seen from the initiative to open a Shoppe account and actively reply to customer messages So that many enthusiasts are overwhelmed and temporarily closed due to the large number of enthusiasts from outside East Java Support from families, especially the younger generation, is a driving factor in the technology adoption process. The business owner also said that it was not easy to build this business at the beginning because it still had a permanent job that could not be left behind.



Figure 2. Salted egg products
Source: Field observation results

The findings of MK's Salted Egg MSMEs show that the change in attitude from doubt to enthusiasm occurs along with the initial success of digital use. Research by Marlina and Fauzi, 2021 also confirms that the success of digital adoption in the MSME sector is greatly influenced by the enthusiasm and openness of owners to new technologies [21].

4. Bureaucratic Structure

Edward III's theory states that bureaucratic structures, even if informal, can affect the speed and effectiveness of policy implementation from the results of observational analysis with business owners mentioning "*He has participated in the cast from the Sidoarjo government through Buduran District and was given financial assistance twice from the government, but then the government still does not have any further programs.*" Therefore, the bureaucratic structure at the regional level is considered to be still formalistic. MSME owners mentioned that to get follow-up program support, they had to go through a fairly long administrative procedure. The lack of coordination between institutions, such as between the Cooperative Office, the Trade Office, and LPK, also makes the digitization process slow and not integrated. The previously fluid work structure has become more organized. Daily tasks began to be systematically divided to respond to the demands of digitalization. These findings are reinforced by the study of Ardiansyah et al., 2022 [22], which shows that digital-based task sharing can improve time efficiency by up to 25%. The government bureaucracy in supporting the digitalization of MSMEs still has shortcomings in program coordination and sustainability. Training programs often stand alone with no follow-up or mentoring system. In addition, there is no mapping of MSMEs that are digitally ready in real-time at the sub-district level.



Figure 3. Digital marketing product photos
Source: Field observation

CONCLUSION

Fundamental Finding : The implementation of digitalization in MK Salted Egg MSMEs in Sidoarjo has demonstrated significant potential to expand market access, improve competitiveness, and enhance brand perception through social media utilization, packaging innovations, and structured task division, although challenges remain in policy communication, resource limitations, and bureaucratic coordination.

Implication : These findings emphasize that government support through simplified bureaucracy, institutional synergy, and accessible digital literacy training is essential to strengthen MSME capacity and ensure sustainable economic growth at the regional level, positioning Sidoarjo as a model for MSME development. **Limitation :** This study is limited by its focus on a single MSME case, with qualitative insights that may not capture the full diversity of challenges and opportunities faced by other MSMEs across different sectors or regions. **Future Research :** Further studies should explore comparative analyses across multiple MSMEs, adopt mixed-method approaches to measure the quantitative impact of digitalization on sales performance, and investigate scalable strategies for packaging design, e-commerce integration, and cross-regional marketing to enhance MSME competitiveness in broader markets.

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