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## **Strategic Management of MSME Individual Company Program by the Ministry of Law and Human Rights**

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### **ABSTRACT**

Indonesia has the largest number of MSMEs in Southeast Asia. Very few of them are legal. The government introduced the Individual Company (Perusahaan Perseorangan) program to address this issue. The highlighted issue is the socialization activities by the Ministry of Law and Human Rights of the Republic of Indonesia. This study aims to assess whether the socialization strategy conducted is well received by MSMEs, as well as its sustainability strategies, and whether this socialization strategy can move MSMEs toward the objectives set by the organization. This study was conducted in the West Nusa Tenggara Province (Nusa Tenggara Barat/NTB) with phenomenological principles, using Interpretative Phenomenological Analysis (IPA) as data analysis by combining two measurements, namely RMT and EPIC Model, which have never been done before in other studies. Based on Relationship Management Theory and the EPIC Model, this study shows that the Ministry of Law and Human Rights applies an attractive and persuasive strategy so that MSMEs understand the objectives it conveys through the socialization of Individual Companies. An ongoing strategy is also carried out to maintain relationships with MSMEs.

**Keywords** : MSMEs; Management; Strategic Management; Individual Company; Phenomenology

### **ABSTRAK**

Indonesia memiliki jumlah UMKM terbesar di Asia Tenggara. Hanya sedikit dari mereka yang berbadan hukum. Pemerintah memperkenalkan program Perusahaan Perseorangan untuk mengatasi masalah ini. Isu yang disoroti adalah kegiatan sosialisasi yang dilakukan oleh Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia. Penelitian ini bertujuan untuk menilai apakah strategi sosialisasi yang dilakukan dapat diterima dengan baik oleh UMKM, serta strategi keberlanjutannya, dan apakah strategi sosialisasi tersebut dapat menggerakkan UMKM ke arah tujuan yang telah ditetapkan oleh organisasi. Penelitian ini dilakukan di Provinsi Nusa Tenggara Barat (NTB) dengan prinsip fenomenologi, menggunakan Interpretative Phenomenological Analysis (IPA) sebagai analisis data dengan menggabungkan dua pengukuran, yaitu RMT dan EPIC Model yang belum pernah dilakukan sebelumnya. Berdasarkan Relationship Management Theory dan EPIC Model, penelitian ini menunjukkan bahwa Kementerian Hukum dan HAM menerapkan strategi yang menarik dan persuasif agar UMKM memahami tujuan yang disampaikan

*melalui sosialisasi Perusahaan Perseorangan. Strategi berkelanjutan juga dilakukan untuk menjaga hubungan dengan UMKM.*

**Kata Kunci : UMKM; Manajemen; Manajemen Strategi; Perseroan Perorangan; Fenomenologi.**

## INTRODUCTION

Based on the ASEAN Investment Report in October 2022, the survey results of the number of Micro, Small, and Medium Enterprises (MSMEs) in Southeast Asian countries. MSMEs in Indonesia are 65.5 million and growing, far above Thailand and Malaysia, with 3.1 million units and 1.2 million business units (Ahdiat, 2022). The development of MSMEs, which increases every year, shows that MSMEs are one type of productive business that must receive special attention from the government, both at the central and regional levels. Thus, MSMEs can contribute to national development and support the realization of a just and prosperous society that is equally material and spiritual based on Pancasila and the Constitution of the Republic of Indonesia (Putri & Sari, 2022). In line with the Coordinating Ministry for Economic Affairs of the Republic of Indonesia, which states that MSMEs are an important component of the national economy.

A new program launched by the government aims to help MSMEs mainly by providing them with business licenses through the Individual Company program. By Law No. 11 of 2020 on Job Creation, an individual company is a business entity established by one person and falls under the category of micro and small businesses. The aim is to provide support and convenience for business actors in building their businesses (Erniwati, 2022). The representative of the Ministry of Law and Human Rights in NTB stated some of the benefits through Individual Companies, MSMEs are easier to borrow capital from financial institutions, get access to participation in local government programs, ease of obtaining trade stalls because they are assisted by the local government, as well as have competitive value.

However, there is a problem as only a fraction of MSMEs have registered their businesses (Betlehn & Samosir, 2018). One of the provinces where the ratio of the number of MSMEs units is not balanced with the number of officially registered MSMEs in West Nusa Tenggara (NTB) Province. Data from the Provincial Government shows that there are 103,284 MSME businesses consisting of micro-businesses with a total of 86,922 units, small businesses with 15,119 units, and medium businesses with at least 1,243 units. Only 0.88 percent, or 90 businesses, of these MSMEs have been registered as Individual Companies (Diskop UKM NTB, 2024; NTB Satu Data, 2022). This shows that the number of MSMEs in NTB is not proportional to the awareness of MSME players in NTB about the importance of business entity legality. As a result, there is a difference between the expected situation and the situation that occurs in the field.

If traced, the process of registering an Individual Company is quite easy. MSME players in NTB can simply visit the website <https://ptp.ahu.go.id/>. This website is a service of the General Legal Administration (AHU) of the Ministry of Law and Human Rights (Kemenkumham). However, the one-step registration process may lower the interest of MSMEs since it can be confusing due to the lack of requirements, as well as the registration steps using the online system, many people fail to register their business license (Farronato et al., 2024). This problem is related to the issue of promotion through

socialization, which is handled by the Ministry of Law and Human Rights as the authorized institution through the Regional Office of the Ministry of Law and Human Rights in NTB.

To enable MSME players in NTB to be educated and realize the huge potential available by registering their business as an Individual Company, an effective promotional approach through socialization activities is required. Based on the problem, citing a statement from Luthfillah et al. (2023), in the deployment of new technology-based services, the most important aspects are convenience and speed, in addition to weaknesses that need to be corrected. People will be interested in using it if they know how easy it is. Because the statement relates to research conducted by Marlapa et al. (2023), which states that socialization will not be effective if many people do not know how to use it. Therefore, what is more important is the agency's performance in terms of good promotion and socialization with the community. For that, Rosita (2020) used Philip Lesly's strategy steps, which include environmental analysis, strategy formulation, socialization program planning, promotional activities, evaluation, and feedback. In general, previous research suggests effective promotion methods to the public using digital communication through social media (Marlapa et al., 2023).

We used Relationship Management Theory to look at the internal communication process of the agency and the relationship between the agency, in this case, the Regional Office of the Ministry of Law and Human Rights NTB, and MSME players in NTB. This theory focuses on efforts to build or establish mutually beneficial relationships in organizations. This theory can be applied to relationship-building in organizations (Waters, 2008). It incorporates sociocultural theories of organizational surveillance and control and creates a new concept of internal organizational strategy. This helped researchers sharpen the results of the study. This connection process is balanced with empathy, understanding, and seeking mutual benefit (Busro, 2018). Therefore, the researcher used the EPIC Model (Empathy, Persuasion, Impact, and Communication) to evaluate how well the promotional strategy had been used previously. This model has evolved to be used not only for advertising but also for organizational promotional tools such as websites, applications, or even other technologies that connect people with organizations (Hidayat et al., 2024). Previous research did not use these two models together. Therefore, by using these two models to differentiate this research from previous research, this research aims to analyze the promotional strategy through socialization conducted by Ministry of Law and Human Rights NTB, how the sustainable strategy, and whether the strategy carried out can direct MSMEs to legalize their business into Individual Companies, based on Pace, Peterson, and Burnett quoted by Vanel et al., (2024), socialization activities must meet the elements; To secure understanding, Establish acceptance, To motivate action.

## **RESEARCH METHOD**

Phenomenological studies are qualitative research that aims to understand the meaning of a person's or group's lived experience. The process is done by analyzing informants' stories of their experiences (Murdiyanto, 2020; Creswell, 2007). This research explores the meaning of the Individual Company program by MSME actors through their stories. In this study, the principles of Interpretative Phenomenological Analysis (IPA) were used to analyze the data. Many researchers consider IPA to be the most 'participant-centered' qualitative research approach, meaning that the community is used as a sample.

The research process known as IPA analysis demonstrates sensitivity to the ‘experience’ of research informants (Alase, 2017; Barton, 2020). Therefore, this technique is considered suitable for exploring the assessment of the socialization activities of Individual Companies conducted by Kemenkumham NTB because it will get an objective perspective from the target of the activity, namely MSME actors. IPA consists of a set of flexible guidelines that researchers can adapt according to their research objectives (Noon, 2018), namely: Observing iteratively, recording preliminary data, developing emerging themes, and looking for relationships between emerging themes. The initial analysis of this research was conducted on MSME actors from various types of businesses spread across NTB. Of course, this is an iterative observation and recording of the initial data in question, because researchers cannot simply trust the information from some MSME actors, we consider the differences in their respective abilities and experiences. Therefore, to deepen the data, the informant determination technique used was a combination of purposive sampling and snowball sampling. In addition to MSME actors who were interviewed by Snowball, the Ministry of Law and Human Rights of NTB was selected purposively, namely, people who were involved and knew the Individual Company policy. This step was to ensure that the relationship between the theme and the phenomenon under study was appropriate. Furthermore, triangulation is carried out to ensure that the themes related to the research phenomenon will be correct, precise, and accurate so that the results of the analysis in the discussion can be used as a qualified conclusion.

## RESULTS AND DISCUSSION

### Relationship Management Theory Process of the Regional Office of the Ministry of Law and Human Rights NTB

The role of strategy is expected to make socialization relevant, effective, and efficient to the target audience (Saleh & Sihite, 2020). Relationship management theory assesses that organizational members interact with each other to achieve collective goals (Mak & Tse, 2022), and the EPIC Model is used in the context of socialization to a wide audience (Reyes et al., 2019). The scope of discussion using RMT is shown in Table 1.

**Table 1. RMT Question Components**

No.	General Questions	Discussion in it
1	What is the process within the Ministry of Law and Human Rights NTB to start socialization?	a. Select and assign communicators/resource persons b. Analyze the information needed by the community (MSMEs) c. Setting the target audience
2	What are the steps to develop a strategy for socialization?	a. Composing the message b. Selecting communication media (online media and offline media)
3	What is the ongoing maintenance phase of socialization?	a. Sustainable benefits for Individual Company actors b. Legal protection for Individual Companies.
4	What is the evaluation stage of the socialization that has been carried out?	a. Supporting factors for the socialization of Individual Companies b. Obstacle factors for the socialization of Individual Companies

*Source; Constructed by researcher based on Waters (2008); Sulaksono (2015)*

The questions in Table 1 above are based on the understanding expressed by Sulaksono (2015) where authority relationships, roles, communication networks, and the organizational environment are all results of the communication process within the organization. These various questions are first addressed to the Ministry of Law and Human Rights NTB to find out the basis for the socialization of Individual Company activities, which will then be seen as an assessment of the experience of MSME actors as the target of the activity.

### **The Process of Initiating Socialisation**

The research shows that the process of initiating socialization was discussed and agreed upon. Previously, a special team had also been formed to handle this activity. Before starting the socialization activities, the material is agreed upon, the selection of speakers who can master the character of the community, and besides the main target of MSMEs, socialization activities also try to integrate with related agencies. According to Philip Lesly (in Dharmatika, 2018), the organization functions as the main driver of the communication strategy. Therefore, the Ministry of Law and Human Rights NTB, as the driving force, agreed to involve other related agencies. Relationship management theory also pays attention to the integration of the organization's private interests with the public interest, which is the key to increasing pressure on elected officials and government agencies (Labarca et al., 2020). For this reason, internal communication is also carefully planned and agreed upon by the person who will deliver the material to participants so that they can understand and be interested in the program being promoted.

### **Steps to develop a socialization strategy**

Ministry of Law and Human Rights NTB is very concerned about the type of socialization that is attractive to MSMEs, therefore, it is said that the message to be conveyed must be carefully planned. It is understood that developing a socialization strategy that will be disseminated pays attention to an attractive communication style with the use of other elements besides writing as the main message. Foltean et al. (2019) highlighted that agencies must consider two factors, namely coercive pressure from the community and pressure from other agencies. In this process, there is an interaction of diverse perceptions, attributes, and identities, and also interaction between the public and the organization can occur (Brown, 2021). So, in developing a strategy, it is done in two ways, both face-to-face and using online media, as displayed in Figure 1.



Source; Instagram @kumhamntb (2024)

**Figure 1. Socialization through social media**

### Continuous maintenance process

Sustainable strategies are also applied to MSME participants who take part in socialization. Ministry of Law and Human Rights NTB provides ongoing services for MSMEs that have registered or have not registered as Individual Companies. Khan et al. (2020) suggest that public relations management and organizational reputation have a positive and significant impact on community loyalty. Dhanesh & Duthler (2019) also stated that awareness of the support provided is positively related to product recognition. For this reason, it is applied by providing a call center number and also a special admin number for the AHU service of the Ministry of Law and Human Rights of NTB. This is indeed what has been agreed upon in the organization to serve MSMEs optimally.



Source: Instagram @kumhamntb (2024).

**Figure 2. Call Center Service**

### Evaluation of socialization

This stage is carried out to assess the extent to which the success of socialization is carried out from supporting factors and obstacles in the socialization of Individual Companies. Ministry of Law and Human Rights NTB realizes the needs of MSMEs to develop their business. On the other hand, there are still MSMEs that have not registered their business as an Individual Company. Of course, these various factors depend on the conditions of each MSME, whether or not it is necessary to register its business as an Individual Company.

### Assessment with the EPIC Model for MSMEs

Oktafani & Suryawardani (2019) prove the efficacy of the EPIC model in assessing the socialization carried out by organizations. In this section, the scope of MSMEs is divided into two: MSMEs that have registered as Individual Companies, and MSMEs that have not registered but have participated in socialization either directly or through online media. The socialization strategy of Kemenkumham NTB is assessed based on the recognition of each of these MSMEs, with the scope of discussion based on the EPIC Model shown in Table 2.

**Table 2. Components of the EPIC Model Questions**

No.	EPIC Components	Discussion in it
1	Empathy	The empathy dimension communicates whether MSMEs like socialization and describes how people perceive the relationship between the Individual Companies and their personal affairs.
2	Persuasion	Wooing MSMEs on what Individual Companies can provide for the improvement or strengthening of their businesses
3	Impact	Whether Individual Companies are able to assist MSMEs through existing benefits.
4	Communication	Able to make MSMEs remember the main objectives delivered, MSMEs' understanding, and their assessment of Individual Company services.

*Source; Constructed by researcher based on Oktafani & Suryawardani (2019)*

The scope of discussion in Table 2 shows the measurement of the EPIC Model, where these four models see the objective perspective by the target of the activity, namely MSME actors. In the next section, the results of the research findings will be presented

### **Empathy**

In the Empathy dimension, MSMEs that have registered Individual Companies expressed a positive assessment because they felt empowered to move forward. They also stated that previously they did not know the benefits of an Individual Company, but after participating in the socialization, their knowledge became open and they also knew the benefits. MSMEs that have not registered stated that they do not concretely understand the benefits obtained if they register as an Individual Company. However, it is acknowledged that this socialization activity is enough to provide new knowledge to them and realize that the government cares about advancing MSMEs. The empathy dimension begins with people's cognitive and affective conditions. Cognitive which emphasizes knowledge of what others feel and affective which emphasizes feelings of concern (Abu-Mulaweh, 2022). From the two perceptions, it can be understood that there are differences in the understanding of cognition of the two types of MSMEs. This difference in view is where MSMEs that have registered for Individual Companies understand the benefits of this activity because they feel cared for, while MSMEs that have not registered do not really understand this Individual Companies program. This indicates that the socialization strategy carried out by the Ministry of Law and Human Rights of NTB does not create evenly distributed empathy because it is not understood and not felt by all participants. Patel (2023) states that socialization that has empathy can be assessed during dialogic interactions when participants feel (1) cared for as individuals, (2) supported in their learning, and (3) recognized for the struggles they face. Ministry of Law and Human Rights NTB did not fulfill this element.

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**Persuasion**

In the persuasion dimension, the Ministry of Law and Human Rights of NTB conducted a relaxed and informal method in explaining the steps and benefits of registering an Individual Company as well as containing invitations and guiding participants to register their businesses as Individual Companies. Persuasion shows that the invitation succeeded in attracting the attention of the participants, thus encouraging their interest and desire to follow (Muis et al., 2021). The persuasion dimension is related to changes in self-confidence and desire to behave (Wijaya et al., 2019). Although it contains an invitation with relaxed communication, the Ministry of Law and Human Rights NTB has not succeeded in changing the behavior of MSMEs as socialization participants to register their businesses as Individual Companies. MSMEs that have not registered stated that they do not concretely understand the benefits obtained if they register as an Individual Company. However, it is acknowledged that this socialization activity is enough to provide new knowledge to them and realize that the government cares about advancing MSMEs.

**Impact**

The desired impact of the Individual Company service is the ease and speed of licensing MSME actors in NTB so that the benefits to the community can be clearly felt. Although one of the MSME parties has not registered as an Individual Company, at least the impact of the socialization is felt. The impact of the socialization of the Individual Company is felt. MSMEs that have registered feel the real benefits received after registering as an Individual Company that are not obtained if they have not registered. However, the real benefits are felt more by MSMEs that have registered an Individual Company. This is as stated by Sembiring et al., (2019) that the benefits can be felt more strongly when participants enter the program, even so, MSMEs that have not registered admit to benefiting from new knowledge with the socialization of Individual Companies by the Ministry of Law and Human Rights of NTB. This is in accordance with the statement of Oktanizar & Kurniawan (2021) where the message conveyed must have an impact by providing new knowledge about the socialized program.

**Communication**

MSMEs understand the information in the Individual Company services and develop their own interpretation of their understanding. The MSMEs stated that they understood the purpose and objectives of the Individual Company. It is understood that the strategy carried out by the Ministry of Law and Human Rights of NTB is able to provide knowledge to MSMEs of this government program to advance existing MSMEs. This dimension provides information about the public's ability to remember the main message conveyed, public understanding, and the impression left (Reyes et al., 2019).

Based on the results of the research and discussion, researchers arrived at the final stage to assess how the communication strategy carried out by the Ministry of Law and Human Rights of NTB in socializing Individual Companies to MSMEs. Referring to the opinion of R. Wayne Pace, Brent D. Peterson, and M. Dallas Burnett quoted by Vanel et al., (2024), the strategy through socialization has 3 (three) main objectives, including: To secure understanding, which is to ensure that in the socialization process, participants understand the messages they receive; Establish acceptance, when participants already understand and accept then the acceptance needs to be fostered so

that it becomes better; To motivate action, and in the end will cause the desired action of the organization. Based on that, the essence of the results of this study can be drawn as a conclusion following the research objectives.

## **CONCLUSION**

Ministry of Law and Human Rights NTB was able to help MSMEs understand the objectives conveyed through the socialization of individual companies (To secure the understanding achieved). Then Ministry of Law and Human Rights NTB implements a persuasive strategy, uses communicators who are easy to understand with a relaxed communication style, and carries out ongoing strategies to foster and maintain relationships with MSMEs (Establish acceptance achieved). However, the socialization of Individual Companies did not make participants empathize. Thus, the activity has not been able to invite MSMEs to register their business as an Individual Company (To motivate action is not achieved). This is evidenced by only some MSMEs wanting to register themselves as Individual Companies, even though all of them feel the benefits.

## **RECOMMENDATIONS**

The findings of this research are only limited to what is experienced and recognized by MSME actors in NTB, there are still many MSMEs spread across Indonesia. Of course, the opportunity to be developed is still very broad in other regions. Moreover, further studies can use other concepts so that the research results are more comprehensive in order to add scientific and practical insights to the field of marketing science, for example, using Fred R. David's strategic management concept to simultaneously evaluate similar activities. Also, it can be studied using SWOT based on internal and external analysis of the organization, so that future researchers can explain the strengths and weaknesses of similar activities along with challenges and opportunities. Further research can also be conducted using the positivism paradigm, for example, the scope of the discussion here is made variable so that it can reach more MSMEs. In the end, it is hoped that the information will be more developed and comprehensive which is useful for related parties.

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