THE ROLE OF E-COMMERCE IN CREATING CREATIVE AND INNOVATIVE MSME MANAGERS THROUGH TRAINING

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ABSTRACT

Empowering MSMEs is one of the national priorities considering their great potential and greatness in facing the economic crisis, helping to absorb labor, and as a motor of national economic growth. Therefore, MSMEs need to be managed by leaders who are creative and agile in all changes. This study aims to answer the question of how to implement "creative thinking and Innovation" training for MSME owners and managers and what problems are faced in implementing the training and what solutions are offered to overcome existing problems. This is a qualitative study with a phenomenological approach. Data collection was obtained through semi-structured interviews with MSME managers and training managers. The results of the study indicate that the role of E-commerce is very large in providing creative thinking training for MSME managers. To maintain the quality of training, aspects of materials, methods and instructors must be the concern of the organizers.

Keywords: Creative Thinking, Innovation, Training

INTRODUCTION

In developing countries such as Indonesia, Micro, Small and Medium Enterprises (MSME) are the main source of national income and create important areas for entrepreneurship. MSMEs also have a role in the development of the national economy, namely by reducing unemployment and poverty rates in Indonesia. MSMEs are even considered as one of the fields that can create the economic strength of a country. Apart from Indonesia, many other developing countries feel the importance of the role of MSMEs in developing their regions (Hunjra, 2011).

According to data from the first semester of 2021 from the Ministry of Cooperatives and MSMEs, Indonesia currently has around 64.2 million MSMEs which of course can make a major contribution to GDP, reaching 61.07%, or almost equivalent to 9 trillion rupiah. In addition, we can see the contribution of SMEs to Indonesia's development in terms of human resources which is almost 97%, or around 117 million workers. The low level of education of MSME managers can be one of the factors that causes difficulties for SMEs in developing. Financial problems of MSMEs, such as poor financial performance, difficulty increasing company profits, and inability to use accounting. In addition, several other factors that can hinder the growth of MSMEs in Indonesia are: limited access to capital,

limited management capacity and skills, tight competition and lack of market access, minimal access to technology, minimal digital literacy so that profits are not sustainable.

The Ministry of Cooperatives, Small and Medium Enterprises (2021) even released data on the education of MSME managers in Indonesia, and the results can be seen in the following table:

Table 1

Educational Background of MSME Managers in Indonesia in 2021

No	Level of Education	Percentage
1.	Drop out of Elementary School	11%
2.	Finished Elementary School/ Equivalent	36%
3.	Finished Junior High School/Equivalent	12%
4.	Finished Senior High School/ Equivalent	36%
5.	Finished Diploma 1 or above	5%

Source: Ministry of Cooperatives, Small and Medium Enterprises

(2022)

With an average education of high school and elementary school, this certainly has a great influence on the management that is carried out. In general, the management of MSMEs that is implemented still uses a conventional management system and is not yet modern, let alone using digital methods. With such conditions, it can be imagined how MSMEs can maintain their sustainability without any significant changes in their management system. When talking about management, of course it cannot be separated from its human resources. In this case, it is the manager of MSMEs. The rapid and unlimited development of technology must of course be a reference for anyone interested in developing MSMEs. For this reason, creativity and innovation that are also unlimited are really required if we want the MSMEs that are built to continue to climb the ladder of success and have high competitiveness.

One strategy to improve the ability of MSME managers in their creativity is through training programs. In fact, training related to "increasing creativity and innovation" for MSMEs has been carried out by the government, such as the Ministry of Cooperatives and MSMEs, the Ministry of Trade of the Republic of Indonesia, government banks such as BRI, BNI and Bank Syariah Indonesia. However, based on initial studies conducted by researchers, the training held was not all effective. The problems faced by MSME actors include the delivery method being more one-way, only listening and not interactive, the language used is too high so that many terms are not understood by training participants, the training atmosphere is less relaxed and pleasant. Therefore. This study will not only

focus on MSME training held by the government, but also by the market place, namely the Shopee Training Center, so that it can be seen how the differences are and what is felt by MSME managers after participating in training.

This study will answer the question of how the implementation of training that has been followed by MSME managers, what difficulties they experienced and what solutions were taken. The results of this study are expected to contribute to the development of MSMEs in Indonesia, and also provide input for the Indonesian government to provide quality creativity enhancement training needed by MSME owners and managers.

LITERATURE REVIEW
Definition of MSME

The position of MSMEs in Indonesia as a major player in economic activities in various sectors. According to Law No. 20 of 2008, MSMEs are defined as productive businesses owned by individuals and/or individual business entities that meet the criteria of micro businesses, it is expected that MSMEs will become the main productive and competitive actors in the national economy. The MSME industry in the country is currently facing such a difficult situation amidst changes in the complex business environment, market competition is getting tighter with the rapid flow of free trade which has an impact on market competition not only from the domestic market but also regionally, and globally (Ira & Penta, 2017).

According to the Central Statistics Agency (BPS), micro businesses are business units with up to 4 permanent employees, for small businesses the number of permanent employees is between 5 and 19 people, and for medium businesses the number of permanent employees is between 20 and 99 people. Companies with more than 99 employees are included in the large business category. The importance of the existence of micro, small and medium enterprises in the national economy is not only because of their large number, but also in terms of their ability to absorb labor (Al Farisi et, al, 2022).

There are several specific criteria for a business to be considered an MSME according to Government Regulation Number 7 of 2021 concerning Ease, Protection, and Empowerment of Cooperatives and Micro, Small, and Medium Enterprises (PP 7 of 2021), the following is an explanation:
  a. Micro Enterprises have a business capital of up to a maximum of IDR 1 billion, excluding land and buildings for business premises.
  b. Small Enterprises have a business capital of more than IDR 1 - 5 billion, excluding land and buildings for business premises.
  c. Medium Enterprises have a business capital of IDR 5 - 10 billion, excluding land and buildings for business premises.

Meanwhile, based on its assets and turnover (Law of the Republic of Indonesia No. 20/2008), MSMEs are divided into three categories, as follows:

a. Micro businesses are business units that have assets of up to IDR 50 million excluding land and buildings for business premises with annual sales results of up to IDR 300 million.

b. Small businesses with assets of more than IDR 50 million up to a maximum of IDR 500 million excluding land and buildings for business premises have annual sales results of more than IDR 300 million up to a maximum of IDR 2,500,000.

c. Medium businesses are companies with net assets of more than IDR 500 million up to a maximum of IDR 100 billion, annual sales results above IDR 2.5 billion up to a maximum of IDR 50 billion.

Definition of Training

Training is a systematic effort organized, planned and implemented by the community to transfer knowledge, values, attitudes and skills to experts in their fields, as an effort and work to strengthen and develop individual potential and human change (Iswan, 2021). Training is a systematic process to change employee work behavior in order to improve organizational performance. (Ivancevich (2008). Likewise, Kasmir (2016) said that training is a process to shape and equip employees by adding skills, abilities, knowledge and behavior, meaning that training will shape employee behavior according to what the company expects. So it is important for every company to understand that training programs are held not only to transfer new knowledge but also to change employee behavior for the better according to what the company expects.

The training indicators according to Triton (2005) quoted from Wattiheluw's research (2019), are as follows:

a. Training Objectives. These are the objectives set, especially related to the preparation of action plans and target setting, as well as the expected results of the training to be held.

b. Trainers. Given that training is generally oriented towards improving skills, the trainers selected to provide training materials must really choose adequate qualifications according to their fields, professional, and competent.

c. Training Materials. Human resources require materials or curricula that are in accordance with the objectives of human resource training that the organization wants to achieve.

d. Training Methods. The method will better ensure the implementation of effective human resource training activities if it is in accordance with the type of material and the abilities of the training participants.

Definition Creativity and Innovation

According to Clarkl Monstakis in (Hayati 2016), the definition of creativity is the experience of expressing and actualizing individual identity in an integrated form between the relationship between oneself, nature, and others. Meanwhile, James R. Evans (1991) stated that the definition of creativity is the skill of determining new relationships by seeing new perspective subjects and forming new combinations of two or more concepts in the mind, and according to Santrock (2007) the definition of creativity is a person's ability to think about something in a new and unusual way and get unique solutions.

Creativity is being able to find new things and being able to solve problems brilliantly. In this creativity, a person always thinks positively to find new things by creating processes (systems) and products. All of this will later find a creative concept or ideal in a person (Campbell, et.al, 2018). The characteristics of creative thinkers are (Rusdiana, 2014): (a). Sensitive to problems (b). Able to produce a number of big ideas. (c). Flexible (d). Authenticity (e). Want to follow feelings (f). Can see the subconscious mind (g). Have motivation (h). No fear of failure (i). Able to concentrate (j). Have the ability to choose an entrepreneur who has a high sense of creativity will provide benefits to increase work efficiency, increase initiative, improve appearance, improve product quality, increase profits.

Innovation requires the search for new opportunities. This means improving existing goods and services or creating new goods and services. Innovation is also the ability to combine existing production elements in new and better ways. According to KBBI, Innovation is a new discovery that is different from what already exists or has been known before (ideas, methods, or tools).

Kotler & Keller (2012), argue that Innovation can continue to develop if changes are made continuously, present in the rhythm of modern life, and up-to-date. According to Suryana (2013:73), Innovation has three important meanings, namely:
   a. Innovation as innovation
      In essence, innovation is a renewal or novelty that produces new added value for its users. Innovation is always new, the key parameter of innovation is added value for users.
   b. Innovation as change
      Change can be in the form of transformation, diffusion, which leads to change. Thus innovation refers to transformation for diffusion and ultimately to change something.
   c. Innovation as excellence

With innovation means we create excellence in a new form. Innovation can be in various forms, such as product innovation, processes, methods, technology, and management.

According to Setiadi (2010: 78), he stated that the characteristics of innovation consist of 5 things, namely: (a). Relative advantage, (b). Compatibility, (c). Complexity, (d). Trialability, (e). Observability.

RESEARCH METHOD

This is a qualitative research with a phenomenological approach. Phenomenology is a type of qualitative research method that is applied to reveal the common meaning that is the essence of a concept or phenomenon, which is consciously and individually experienced by a group of individuals in their lives. The purpose of phenomenological research is to reduce individual experiences of a phenomenon into a description that explains the universal essence of the phenomenon. Phenomenologists try to "understand the essence of a phenomenon". Phenomenology concentrates on personal experiences including parts of individuals who share experiences with each other (Suyanto, 2019). Basically, phenomenology is a tradition of study used to explore human experience. The main focus of phenomenology in training is the aspect of the informant's experience when participating in training and the impact he feels by describing or depicting the phenomenon consistently.

Phenomenology as a method has four characteristics, namely descriptive, reduction, essence and intentionality. As stated by Tom Donoghue and Keith Punch Ed. (2003:44) in Sudarsyah (2013), namely Descriptive, is the goal of phenomenology or description of phenomena, and not explaining phenomena. Phenomena in any aspect such as emotions, thoughts and human actions that occur as they are. Meanwhile, reduction is a process in which assumptions and prejudices about phenomena are postponed in bracketing to then ensure that prejudices do not contaminate the description of the results of observations and ensure that the form of description as the things themselves. Essence. is the core meaning of an individual's experience in a phenomenon as it happens as it is. The search for essence, essential themes or essential relationships in phenomena as they are involves exploring phenomena using the process of free imagination, intuition and reflection to determine whether a particular characteristic is an important essence. Phenomenology uses two concepts of noesis and noema to express intentionality. Noema is an objective statement of behavior or experience as reality, while noesis is a subjective reflection (consciousness) of that objective statement.

In this study, the researcher interviewed 10 MSME managers who had participated in training organized by both the government and the private sector. The researcher also

conducted triangulation by interviewing 2 trainers from the government and 2 trainers from the private sector. Denzin and Lincoln (2009) define triangulation as a combination of various methods used to study interrelated phenomena from different points of view and perspectives. Until now, Denkin's concept has been used by qualitative researchers in various fields. According to him, triangulation includes four things, namely: (1) method triangulation, (2) inter-researcher triangulation (if the research is conducted with a group), (3) data source triangulation, and (4) theory triangulation. In this study, the researcher used data source triangulation.

In the phenomenological data analysis stage (Modified Sanders, 1982) in (Chariri 2020) there are five stages, namely; (a) Data description. Researchers make a list of data descriptions from respondents' answers, researchers apply Epoche, namely postponing all prejudices or assumptions about the phenomenon so that the expressions that appear appear as they are. (b) Phenomenological reduction. Phenomenological analysis is carried out based on mapping interview results to identify important themes that emerge. (c) Noetic/Noumatic Correlate. Namely finding a correlation between noema and noesis. (d) Eiditic Reduction. Namely the process of finding the essence of noetic/noumatic correlates where researchers intuitively and subjectively reflect on the entire synthesis of meaning into one frame (framing) to reveal the essence or overall meaning of the phenomenon being studied. (e) Reconstruction (Individual Critical Review). At this stage it is also referred to as the core stage of phenomenological analysis, where researchers study the informant's conscious experience of the phenomenon and analyze the meaning constructed in the process of consciousness and finally carry out an individual critical review.

RESULT AND DISCUSSION

The results of interviews with informants consisting of MSME owners and managers showed that there are differences between training conducted by the government and training conducted by the private sector, including training held by the E-Marketplace Training Center, namely the Shopee Training Center. The differences can be seen from the following elements: Trainer or instructor, training materials or modules, and training methods. The informants interviewed had on average participated in training programs 3 times, so they could explain how the training was carried out, what difficulties were faced and the impacts it caused. Of the 10 MSME managers interviewed, 5 had experience in training held by the government, in this case the Ministry of Trade and Industry, and the Ministry of Cooperatives and MSMEs. Meanwhile, 5 MSME managers interviewed had experience in participating in training held by the Shopee Training Center.

In terms of the training module or material aspect, informants who attended government training generally said that the module was less appropriate for the background of MSME

managers who were mostly high school graduates and not college graduates. This was complained about because the language used was too high, there were many economic terms that were difficult to understand, and it was presented in a fairly thick book. This is very different from the training held by the Shopee Training Center, where informants said that the material or module was made simpler, with easy-to-understand language. In addition, the material presented was not boring because it was very varied, not only in the form of books, videos, and teaching aids,

When viewed from the aspect of the delivery method, informants who attended UMKM training from government agencies said that the training method made participants bored, because they only listened to lectures and Q&A. Meanwhile, the training held by the Shopee Training Center uses a variety of training methods, so that participants do not only listen passively, but are also made active group discussions, sharing sessions, and participants are asked to make presentations both individually and in groups.

In addition, the training held by the government does not present competent trainers, because the instructors or trainers are taken from ministry staff who understand the substance of MSMEs but are less skilled in delivering them. The trainers are less communicative so they are less able to create a dynamic and enjoyable classroom atmosphere. These trainers also do not understand adult learning techniques, as explained by Lunandi (1987) that adult learning requires a combination of various suitable methods, which are in accordance with the situation and conditions needed so that satisfactory results are achieved. Lunandi (1987) also emphasized that the ability of adults to learn can be estimated as follows: (a) 1% through the sense of taste, (b) 1½% through the sense of touch, (c) 3½% through the sense of smell, (d) 11% through the sense of hearing, and (e) 83% through the sense of sight. Malayu (2008) stated that a good trainer is a trainer who can create a conducive learning atmosphere so that participants are motivated to absorb the information conveyed by the trainer.

The training held is a training that aims to improve the creativity of MSME managers so that they can continue to produce innovations for their MSMEs. However, in the training held by the government, participants are not given enough opportunities to practice how to express their ideas and concepts, and how to foster courage in producing an innovation that is different from other people's products, including the courage to produce a number of big ideas and increase initiative and continue to be motivated to produce something different (Rusdiana, 2014). This is very contradictory to the training held by the Shopee Training Center, where participants are asked to create product and business development programs from new ideas and the courage to be different. Participants are also increasingly enthusiastic about analyzing similar products and optimizing their creativity to produce product innovations.

CONCLUSION

The results of this study indicate that there is a very striking difference between creativity and innovation training organized by the government and the private sector in this case the Shopee marketplace. The training organized by the Shopee marketplace is of better quality compared to the training organized by the government, in terms of the quality of the material, methods and instructors. Meanwhile, participants' knowledge regarding creativity and innovation is better after participating in the training organized by the Shopee marketplace. The limitation of this study is that this study does not discuss the evaluation conducted after the training. Therefore, the researcher suggests that in future research, research related to training evaluation for MSME actors be conducted with a different approach.

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