

Gap Analysis in Improving the Performance of BSN Assisted MSMEs

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Abstrak

Pembangunan ekonomi merupakan kebutuhan fundamental bagi setiap negara, di mana pertumbuhan ekonomi yang berkelanjutan berperan penting dalam meningkatkan pendapatan per kapita dan daya beli masyarakat. Usaha Mikro, Kecil, dan Menengah (UMKM) memiliki peran strategis dalam mendukung pembangunan ekonomi serta menciptakan lapangan kerja, khususnya di Indonesia. Penelitian ini bertujuan untuk menganalisis umpan balik dari pelaku UMKM terkait pandangan mereka terhadap kualitas layanan yang diberikan serta mengevaluasi hasil yang telah dicapai. Penelitian ini berfokus pada UMKM yang menerima bantuan dari Badan Standardisasi Nasional (BSN) dan menggunakan metode *purposive sampling* dengan jumlah responden 135. Hasil penelitian menunjukkan bahwa kinerja UMKM dalam berbagai dimensi yang diukur masih berada pada tingkat yang belum memuaskan, yang tercermin dari adanya gap negatif pada semua dimensi. Salah satu temuan penting adalah bahwa pelatihan terkait ISO yang dilakukan secara berkala perlu ditingkatkan untuk memperbaiki kinerja UMKM. Langkah-langkah yang disarankan meliputi peningkatan komitmen terhadap perbaikan berkelanjutan, analisis dan evaluasi sistem manajemen mutu, peningkatan kinerja sistem manajemen mutu, serta peningkatan keterlibatan karyawan di lingkungan UMKM. Penelitian ini menekankan pentingnya penyesuaian yang tepat guna dalam meningkatkan kualitas layanan dan kinerja UMKM di Indonesia.

Kata kunci: *Analisis gap, BSN, Importance Performance Analysis, Kinerja UMKM, UMKM*

Abstract

Economic development is a fundamental need for every country, where sustainable economic growth plays an important role in increasing per capita income and people's purchasing power. Micro, Small and Medium Enterprises (MSMEs) have a strategic role in supporting economic development and creating jobs, especially in Indonesia. This study aims to analyze feedback from MSME actors regarding their views on the quality of services provided and evaluate the results that have been achieved. The study focused on MSMEs that received assistance from the National Standardization Agency (BSN) and used a purposive selection method to 135 participants. The results showed that the performance of MSMEs in the various dimensions measured is still at an unsatisfactory level, which is reflected in the existence of negative gaps in all dimensions. One important finding is that regular ISO-related training needs to be enhanced to improve MSME performance. Suggested steps include increasing commitment to continuous improvement, analyzing and evaluating the quality management system, improving the performance of the quality management system, and increasing employee involvement in the MSME environment. This research emphasizes the importance of appropriate adjustments in improving service quality and performance of MSMEs in Indonesia.

Keywords: *BSN, Importance Performance Analysis, Gap Analysis, MSME Performance, MSMEs*

INTRODUCTION

Economic development is crucial in all nations, since it indicates wealth via higher per capita output, improved buying power, and income. OECD member nations have acknowledged the significance of Micro, Small and Medium Enterprises (MSMEs) in mitigating

unemployment.(Octasyilva et al., 2022a). Micro, Small, and Medium Enterprises (MSMEs) have a significant impact on Indonesia's economic growth and well-being by effectively employing a large number of workers and generating employment opportunities. Micro, Small, and Medium Enterprises (MSMEs), comprising around 70% of the labour force, provide 50% to 60% of the total revenue in the economy. Micro, Small, and Medium Enterprises (MSMEs) constitute a significant proportion of the total company population. This may be shown by analysing current data on the expansion of business organisations (Octasyilva et al., 2022a).

The Indonesian Chamber of Commerce and Industry (KADIN) reports that there are now 66 million micro, small, and medium enterprises (MSMEs) in Indonesia. This statistic has increased by 1.52% in comparison to the previous decrease in 2022. (Kamar Dagang dan Industri Indonesia (KADIN), 2023). It is crucial to acknowledge the substantial impact of MSMEs as the foundation of the national economy, particularly in this difficult era. Micro, Small, and Medium Enterprises (MSMEs) have a significant impact on the national economy, acting as a standard for community involvement in several areas of the economy.(Undari & Lubis, 2021)

In order to surmount the obstacles they encounter, it is crucial for Micro, Small, and Medium Enterprises (MSMEs) to enhance their quality and adopt modernisation, particularly in the digital marketplace. MSMEs have difficulties in adopting technology and acquiring digital literacy, generating digital financial reporting, and adhering to product standards. Teten Masduki emphasises that obtaining certification from the National Standardisation Agency (BSN) is essential for Micro, Small, and Medium Enterprises (MSMEs) to enhance their competitiveness (Badan Standardisasi Nasional, 2023). Implementing efficient management methods helps enhance productivity and uniformity in Micro, Small, and Medium Enterprises (MSMEs). MSMEs may successfully reduce waste, enhance product quality, and produce consistent outcomes by developing standard procedures, keeping rigors control over raw supplies, and routinely monitoring manufacturing processes.

The Business Support Network (BSN) plays a crucial role in enhancing the efficiency of Micro, Small, and Medium Enterprises (MSMEs) and boosting consumer trust. By placing a strong emphasis on quality management, customers may have confidence that MSMEs possess a highly efficient and uniform system. By implementing quality management, Micro, Small and Medium Enterprises (MSMEs) are able to adhere to globally recognised standards and acquire the necessary resources to improve their professionalism and competitiveness.

Several variables may impact the efficacy of applying standards such as SNI ISO 9001:2015 in BSN-assisted MSMEs. These factors include a wide range of possibilities, but are not limited to:

1. Effective adoption of standards requires the critical commitment and assistance from senior management. This include the provision of funds, allocation of resources, and formulation of choices that bolster quality efforts.
2. Knowledge Level: The extent to which managers and employees comprehend SNI ISO 9001:2015 has a direct impact on the implementation of the standard. A comprehensive understanding of the procedures, prerequisites, and advantages of the standard may facilitate the execution and therefore impact the efficiency of micro, small, and medium enterprises (MSMEs).
3. Employee engagement is crucial for the successful adoption of standards. When workers at all levels actively participate in the process, it enhances its efficacy. Efficient training and effective communication are crucial for attaining this goal.

The enhanced performance of Micro, Small and Medium Enterprises (MSMEs) significantly impacts a country's economy. Micro, Small, and Medium Enterprises (MSMEs) play a crucial role in the economy, making a substantial impact on reducing poverty, fostering local economic growth, and generating employment opportunities. Given these information, it is intriguing to analyse the effectiveness of BSN-supported MSMEs by the use of the gap technique and Importance Performance Analysis (IPA). The objective is to analyse and contrast the views and expectations about the enhancement of performance in BSN-assisted MSMEs using quadrant analysis. Importance Performance Analysis is a method used to identify the product or service

characteristics that need the greatest improvement or have the possibility of reducing costs without significantly compromising quality. (Martilla & James, 1977).

Performance encompasses the deliberate actions executed by individuals in accordance with predetermined plans. Performance is the outcome of the acts carried out by individuals within a collective or organisational setting. (Gaol & Jimmy, 2014). Performance refers to the combined outcomes of individual endeavors in accomplishing tasks, which include the attainment of specified and mutually agreed-upon standards, objectives, or criteria.(Zulhasanah et al., 2020). The degree of success in attaining pre-established objectives via the execution of pre-determined strategies.(Septiani & Wuryani, 2020).

The performance of MSMEs provides an indication of the overall condition of the company within a certain timeframe. Performance is the outcome or accomplishment that is impacted by the operational actions of a corporation in efficiently using its resources. Performance is a competency that company managers possess to make decisions that lead to favorable outcomes. Therefore, it may be inferred that performance is the collective outcome of individual efforts to accomplish tasks and achieve established standards, objectives, and criteria

Martila and James developed a method known as Importance Performance Analysis (IPA). The objective of this approach is to evaluate the degree to which people perceive enhancements in the quality of products and services. The objective of IPA is to identify service areas that need improvement in order for firms to maintain their service quality benchmarks.

The IPA approach may accurately represent data based on the perspectives of system users with little proficiency (Rahayu et al., 2019). Moreover, we use IPA to gauge how satisfied consumers are with the efficacy of other entities. This method involves the comparison of one party's anticipated outcomes with the actual results achieved (Mamangkey et al., 2021). We use the Importance Performance Analysis (IPA) approach as a methodology to thoroughly examine client preferences for the supplied service qualities. Using IPA, firms can effectively develop precise plans and implement suitable enhancements for the future.

Importance performance analysis utilises four Cartesian quadrants to identify the service aspects that need prioritisation. This research employs two methodologies: quantifying the performance disparity by computing the discrepancy between the anticipated score and the perceived score, and finding the service aspects that are pivotal in enhancing client satisfaction. (Aranningrum, 2013) The IPA cartesian diagram is as below:

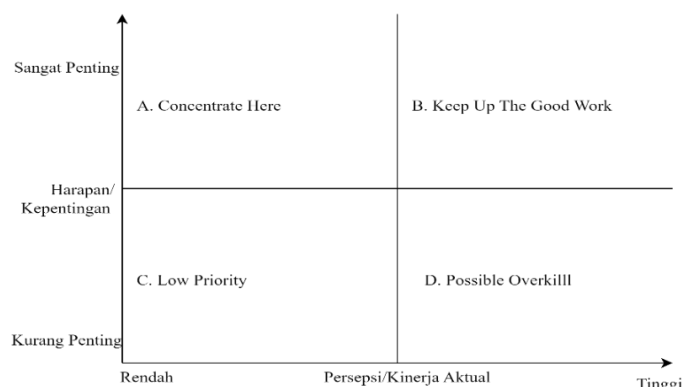


Figure 1 Matriks IPA
Source : (Supranto, 2006)

Description: (Martilla & James, 1977)

1. Quadrant A: indicates aspects that are considered important by consumers, but are provided with low quality by the company.
2. Quadrant B: quadrants that are considered important and are expected to be a supporting factor for customer satisfaction and the company must maintain.

3. Quadrant C: consumer satisfaction is quite good, consumers tend to ignore the attributes here. Therefore, attribute improvements in this area should be reconsidered.
4. Quadrant D: services that are not considered important by customers or service users, but the company or service provider provides high quality service.

METHODS

The study used a quantitative research methodology with a descriptive approach. The data used included both primary and secondary data. The primary data included information received directly from respondents evaluating their satisfaction with the performance of micro, small, and medium enterprises (MSMEs) supported by BSN. This study concentrates on the MSMEs that BSN has nurtured and is currently nurturing, encompassing a total of 135 individuals. (Hair Jr et al., 2010). method to multiply the number of indicators by a minimum of 5. A total of 146 questionnaires were issued and then screened, resulting in 135 replies. We conducted the data collection for this study through online distribution using Google Forms. The researchers used a questionnaire with a Likert scale ranging from 1 to 5. This research employs the importance-performance analysis (IPA) approach, which utilizes IPA diagram tools to analyze data. Once the study concludes, we will generate a refined formulation to improve the performance of BSN-assisted MSMEs. The operational factors in this research are managerial support, knowledge level, employee participation, and employee involvement.

RESULT AND DISCUSSION

The data will be collected by a questionnaire that includes two kinds of statements. The first type consists of nine statements that measure indicators of significance or expectations. The second type consists of nine statements that evaluate indications of performance or satisfaction. The respondents will rate each statement on a Likert scale ranging from 1 to 5. According to the collected respondent data, the findings on the characteristics of the respondents are as follows:

Characteristics of Respondents

Respondent Data Based on MSME Domicile

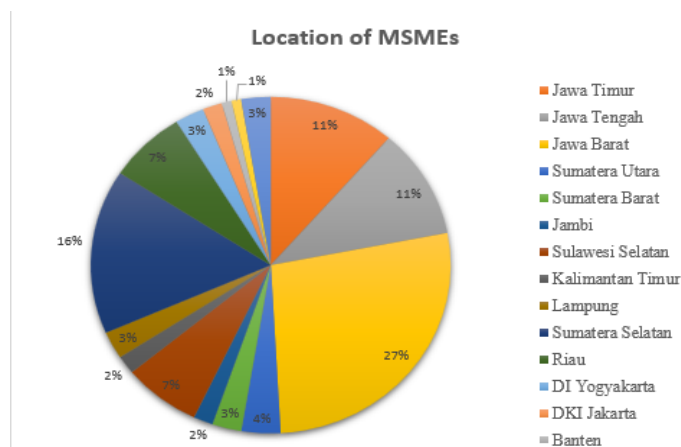


Figure 2 Distribution of respondents' domicile

Among the 135 respondents, East Java accounts for 27% and West Sumatra accounts for 16%, making them the areas with the highest number of MSMEs. North Sumatra and East Java are also home to a substantial number of MSMEs, with each area accounting for 11% of the total.

Respondent Data Based on Year of MSME Development

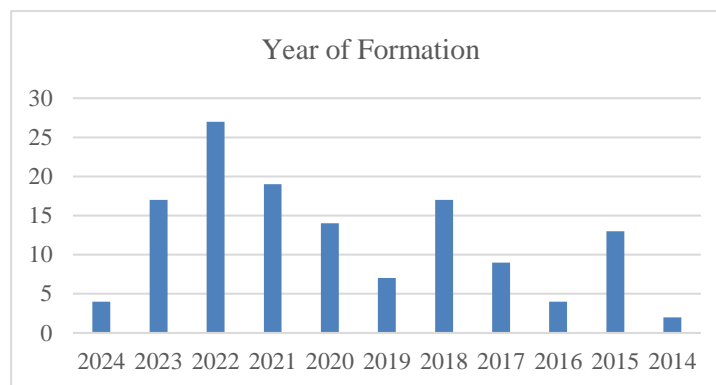


Figure 3 Distribution Year Of Formation

From 135 respondents, 22 respondents participated in coaching by BSN in 2022. In 2021, 19 respondents participated in coaching by BSN. In 2018 and 2023, 17 respondents participated in coaching by BSN.

This study uses the partial least square-structural equation modelling (PLS-SEM) with the SmartPLS program version 3.

Measurement Model Analysis

Table 1 Outer Loading Importance Performance

Indicator	Variable	Outer Loadings	Outer Loadings
		Importance	Performnace
DM 1	MSMEs have a policy in implementing quality standards referring to SNI ISO 9001: 2015	0.913	0.876
DM 2	MSMEs have a strong commitment in implementing quality standards referring to SNI ISO 9001: 2015.	0.906	0,848
DM 3	There is a budget allocation given by management to support MSMEs.	0.879	0,699
TP 1	Management understands the basis of "Standardization and Conformity Assessment"	0.879	0.865
TP 2	Employees understand the basic application of "Standards and Conformity Assessment"	0,883	0.865
TP 3	ISO-related training is conducted regularly	0.876	0.809
KK 1	Employees are given the opportunity to be actively involved in the process of standard implementation activities	0,912	0.871
KK2	Employees are given the opportunity to be involved in the audit process	0.902	0.893
KK 3	Employees are given the opportunity to suggest improvements	0.873	0.876

There is no text provided. Convergent validity is assessed by analyzing outer loadings and computing the average variance extracted (AVE). Research has shown that the ideal outer loading and average variance extracted (AVE) values should be equal to or higher than 0.5. Consequently, every indicator and variable in this study fulfills the requirements for convergent validity. Cross-loadings are used to ascertain the discriminant validity. (Hair Jr et al., 2010) (Octasylya et al., 2022b). Composite reliability and Cronbach's alpha coefficient are used for conducting reliability testing. The construct must have a stronger correlation value compared to other constructs, as well as higher outer loadings for each indication on the construct. The study has shown that the

correlation between each variable and indicator meets the requirements for discriminant validity. All indicators and variables in the study satisfy the criteria for convergent validity, discriminant validity, and reliability, suggesting that the research instrument is both valid and reliable.

Gap Analysis Performance-Importance (Gap P-I)

Gap measurement is used to measure quality that can evaluate services with a set of standards that have been set in advance.

Management Support

Table 2 Gap Analysis Management Support

Description	Mean Importance	Mean Performance	Gap (P-I)	Tingkat Kesesuaian (%)
	Per Atribut	Per Atribut		Per Atribut
MSMEs have a policy in implementing quality standards referring to SNI ISO 9001: 2015	4,06	3,70	-0,36	91%
MSMEs have a strong commitment in implementing quality standards referring to SNI ISO 9001: 2015.	4,11	3,79	-0,33	92%
There is a budget allocation given by management to support MSMEs.	4,04	3,18	-0,86	79%
Avarage	4,07	3,56	-0,51	87%

From the results of data processing, the average performance level is 3.56 while the average importance is 4.07 with a Gap value of -0.51. This shows (-) which means that the perception or perceived by MSME actors on performance is lower than user expectations. Where the average level of conformity is 87%, it is still below average.

Level of knowledge

Table 3 Gap Analysis Level of knowledge

Keterangan	Mean Importance	Mean Performance	Gap (P-I)	Conformance Rate (%)
Management understands the basis of "Standardization and Conformity Assessment"	4,09	3,73	-0,36	91%
Employees understand the basic application of "Standards and Conformity Assessment"	4,00	3,53	-0,47	88%
ISO-related training is conducted regularly	4,09	3,24	-0,85	79%
Average	4,06	3,50	-0,56	86%

The average result of the performance level is 3.50 while the average importance is 4.06 with a Gap value of -0.56. This shows that the level of MSME performance provided in the dimension of level of knowledge has not met the expectations of MSME actors, where the average level of conformity is 86%.

Employee Engagement

Table 4 Gap Analysis Employee Engagement

Description	Mean Importance	Mean Performance	Gap (P-I)	Conformance Rate (%)
Employees are given the opportunity to be actively involved in the process of standard implementation activities	4,12	3,70	-0,42	90%
Employees are given the opportunity to be involved in the audit process	4,03	3,56	-0,47	88%
Employees are given the opportunity to suggest improvements	4,10	3,84	-0,26	94%
Average	4,08	3,70	-0,38	91%

The results of data processing in the dimension of level of knowledge, the average level of performance is 3.70 while the average level of importance is 4.08. So that the Gap value in this dimension is -0.38. This shows that the level of performance of MSMEs has not met the expectations of MSME actors.

Recapitulation of Gap Values

Table 5 Gap Analysis Employee Engagement

Description	Mean Importance	Mean Performance	Gap (P-I)	Conformance Rate (%)
Management Support	4,07	3,56	-0,51	87%
Level of knowledge	4,06	3,50	-0,56	86%
Employee Engagement	4,08	3,70	-0,38	91%
Average	4,07	3,59	-0,48	88%

In Table 4, the respective results in seeing the overall performance of MSMEs are averaged across the three dimensions, namely Management Support, Level of Knowledge, Employee Engagement of -0.51 each. -0.56, -0.38. The calculation results show that it still does not meet the expectations of MSME actors. The average Gap value of the three dimensions is -0.48. This value is in between the performance value of 3.59 and the importance of 4.07. Which means that the overall performance of MSMEs is still not satisfying MSME actors. With an average suitability level of 88%, it means that there are still 12% of dimensions that do not meet expectations.

Diagram Cartesius

Variables	Performance	Importance	Conformance Rate (%)	Average Performance	Average Importance	Conformance Rate (%)	
DM 1	500	548	91%	3,70	4,06	91%	Above Average
DM 2	511	555	92%	3,79	4,11	92%	Above Average
DM 3	429	545	79%	3,18	4,04	79%	Below Average
TP 1	504	552	91%	3,73	4,09	91%	Above Average
TP 2	476	540	88%	3,53	4,00	88%	Above Average
TP 3	437	552	79%	3,24	4,09	79%	Above

Varia	Perfroma	Importa	Conforma	Avarage	Avarage	Conforma	Average
KK 1	499	556	90%	3,70	4,12	90%	Above Average
KK2	481	544	88%	3,56	4,03	88%	Above Average
KK 3	519	554	94%	3,84	4,10	94%	Above Average
Avara ge	484,00	549,56	0,88	3,59	4,07	88%	

Obtained the coordinate point of the (X) axis 3.59, and the average importance value of 4.07 is used for the (Y) axis on the Cartesian diagram. Cartesian diagram or Importance Performance Analysis is a method of determining to see the attributes of the research that become the company's priorities for improvement and improvement with the aim of increasing customer satisfaction. The Cartesian diagram is divided into four quadrants where each quadrant has a level of importance in determining proposals for improving and increasing service attributes. Quadrant A (Concentrate Here) has high importance and low performance, Quadrant B (Keep Up the Good Work) has high importance and high service performance, Quadrant C (Low Priority) has low importance and low performance, and in Quadrant D (Possible Overkill) high importance and high performance. After getting the coordinate points of each service attribute, a Cartesian diagram can be obtained such as. Figure 4 can be obtained as follows:

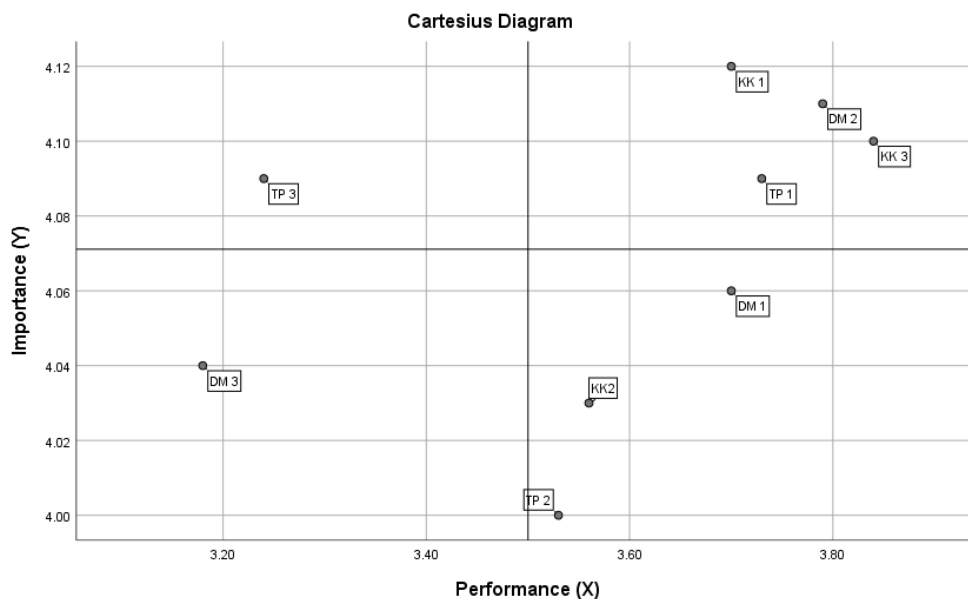


Figure 4 Cartesius Diagram

Based on the cartesian diagram above, it can be seen that the attribute items of MSME quality are spread across the four quadrants in the cartesian diagram. This can happen because the service has been in accordance with customer expectations where there are no attributes that are considered less important by the customer and the implementation of each attribute is not overvalued and all attributes used in measurement are considered important for their existence by the customer. Another interpretation of the cartesian diagram is explained as follows:

Quadrant A (Concentrate Here), the attributes that are in this quadrant are the top priority of the company to make improvements. The perception of performance given in this quadrant is not appropriate but very important for customers, so companies need to improve and improve the

performance of attributes in this quadrant so that they can meet their interests and increase customer satisfaction. The attributes included in quadrant A are as follows:

a. "ISO-related training is conducted regularly" (TP 3)

Quadrant B (Keep Up the Good Work), this quadrant contains attributes that have a high level of importance and a high level of performance. Therefore, the attributes in this quadrant are used as supporting factors for customer satisfaction so that their performance must be maintained. The attributes included in quadrant B are as follows:

- a) Employees are given the opportunity to be actively involved in the process of standard implementation activities (KK 1)
- b) Employees are given the opportunity to suggest improvements (KK 3)
- c) MSMEs have a strong commitment in implementing quality standards referring to SNI ISO 9001: 2015 (DM 2)
- d) Management understands the basis of "Standardization and Conformity Assessment" (TP 1)

Quadrant C (Low Priority), the attributes in this quadrant are attributes with low priority for improvement, because customers think that these attributes are not important and have very little effect on customer satisfaction. Attributes included in quadrant C include the following:

b. There is a budget allocation given by management to support MSMEs. (DM 3)

Quadrant D (Possible Overkill), a quadrant that contains attributes with low importance and high performance level. Attributes in this quadrant are not very important in the eyes of customers so they can be reduced to save costs. According to the calculations that have been made from each attribute used in this study, none of the attributes are included in this quadrant.

- a) MSMEs have a policy in implementing quality standards referring to SNI ISO 9001: 2015 (DM 1)
- b) Employees understand the basic application of "Standards and Conformity Assessment" (TP 2)
- c) Employees are given the opportunity to be involved in the audit process (KK 2)

Discussion

The results of this study show that there are still expectations from MSME actors that are not in accordance with their wishes so that MSME actors can increase and improve the gap between perspective and expectations. Based on the results of the overall GAP analysis, the total gap in the research dimension is -0.48 so that the satisfaction level of MSME actors based on performance reaches 88%,

Meaning that the performance of MSMEs experienced has been dissatisfied so far. In the dimension of research, there is a gap in several dimensions, namely the management Support in the statement "There is a budget allocation given by management to support MSMEs" of -0.86 with a conformity level of 79%, the level of knowledge dimension in the statement "ISO-related training is conducted regularly" of -0.85 with a conformity level of 79%. In the Employee Engagement dimension in the statement "Employees are given the opportunity to be involved in the audit process" of -0.47 with an adjustment rate of 88%.

From the research carried out, it can be known that the dissatisfaction of MSME actors who must be a concession to improve, namely in the TP 3 attribute "ISO-related training is conducted regularly" as MSMEs require ISO 9001:2015 training which is carried out regularly to increase satisfaction, it is important for MSME actors to improve and facilitate routine ISO training, so that MSME actors can continue to improve their quality and operational standards in accordance with provisions of ISO.9001:2015.

Some things that can be done to fix this problem include:

1. Committed to Improvement: MSME actors need to have a strong commitment to overcome problems and implement better ideas.
2. Training in accordance with the needs of MSMEs: developing a training program that is tailored to the specific needs of various MSME actors. This more tailored approach will be

- more relevant and beneficial for MSMEs.
3. Encouraging Employee Engagement: ISO 9001:2015 training encourages employee engagement in an effort to improve quality. They will feel more engaged and contribute to improving the quality of the product
 4. service Improving Management System Performance: ISO training helps improve the performance of management systems by providing employees with the necessary skills and knowledge. Then with ISO training can help in learning the best approaches and techniques to improve the quality of products or services

CONCLUSIONS

From the results of the data processing that has been carried out, the level of satisfaction with the performance of MSMEs is still not satisfactory. This is evidenced by the negative niali gap results obtained from all dimensions measured by the science quadrant. To improve the quality of MSME performance based on the priority of improvement from the IPA diagram, it can be done by Committing to Improvement, Training in accordance with the needs of MSMEs, Encouraging Employee Engagement, Improving Management System Performance

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