INTERNATIONAL CONFERENCE STIAMI

INCREASING THE COMPETENCY OF MICRO SMALL AND MEDIUM ENTERPRISE (MSME) MANAGERS THROUGH LEADERSHIP AGILITY TRAINING

Jana Sandra [1] Munir Saputra [2] Saopasith Channgakham [3]
STIAMI Institute of Social Sciences and Management, Jakarta-INDONESIA [1][2]
Guangxi Normal University, Guilin-CHINA[3]
Email corresponding author : janasandra@gmail.com**[1]**

ABSTRACT

Micro, small and medium enterprises (MSMEs) have an important role in the Indonesian economy. There are at least 3 very important roles of MSMEs in the lives of small people, namely as a means of lifting people from the brink of poverty, a means of equalizing the economic level of small people, and a contributor to foreign exchange for the country. However, unfortunately, due to the limited capacity of MSME managers and owners, many MSMEs end up having to close, even though MSMEs need to be managed by leaders who are agile towards all changes in order to maintain their sustainability. This research is aimed at answering the question of how to implement agility leadership training for MSME owners and managers organized by the government and E-marketplace Shopee, and what difficulties are faced by participants in participating in the training and what are the solutions. This is qualitative research with a case study approach. Data collection was obtained through semi-structured interviews with MSME owners and managers. The research results show that the role of E-commerce is very large in providing agility leadership training for MSME owners and managers because it can change negative behavior into positive. In organizing training, it is necessary to pay attention to the elements, namely material, methods and instructors.

Keywords: Leadership agility, MSME, E Commerce, Training

INTRODUCTION

In advancing a country's economy, Micro, Small and Medium Enterprises (MSMEs) play a very important role (Hunjra 2011). MSMEs are even considered the main source of strength for the economy in both developed and developing countries such as Indonesia. MSMEs have provided many benefits to developing countries, which in general can be a source of national income and for the growth of entrepreneurship (Keskin and Senturk, 2010). With the growth of MSMEs in developing countries, this also plays a role in reducing the amount of unemployment and poverty in Indonesia.

Development of MSMEs in Indonesia must continue to be carried out, so that they can continue to develop and not be eroded by changing times. MSME managers in Indonesia have a low educational background. According to data from the Ministry of Cooperatives, Small and Medium Enterprises (KUKM) for 2022, information on the education level of MSME actors is obtained as shown in the following table.

Table 1
Educational Background of MSME Managers in Indonesia

Educational Level	Percentage
Not completed Primary School	11
Completed Primary School / Equal	36
Completed Junior High School/ Equal	12
Completed Senior High School/Equal	36
Completed Diploma 1 or higher	5

Source: Neubauer , et al. (2017)

From the table above, we can obtain data that in general MSME managers in Indonesia have a low educational background. Meanwhile, this will affect the leadership style and management system implemented. For example, in the marketing sector, on average MSMEs still carry out marketing using conventional and non-digital systems, as can be seen in the following table.

Table 2
Marketing Strategy of MSME

Marketing Strategy	Percentage
Digital (E-Commerce)	16
Non Digital (Market)	60
Mediator	8
Other marketing methods	16

Source: Reiner, et al. (2017)

Based on the data above, coaching for MSME actors must continue to be carried out to improve their leadership so they are agile in facing change. To be resilient in facing very rapid changes, MSME managers need to be coached and trained. However, it is not easy to invite MSME players to take part in this leadership training, especially MSMEs in villages or small towns, because many of them still think that training is only for those with higher education. However, this is also experienced by MSME players who are quite educated, but have experienced several failures in running their business, so they lack the motivation to try something new. This is an obstacle in itself for parties who want to provide training for MSME managers.

Based on research (Vagnoni, 2016) increasing agile leadership will be able to increase readiness to change and workforce transformation of existing human resources in MSMEs. Agile leadership is very important for MSMEs to implement and manage everything related to change in order to achieve business success (Hemme et al, 2018; Vakola, 2014). At the organizational level, readiness to change refers to the shared commitment of organizational members to implement change and shared belief in their collective ability to do so (Budhiraja, 2019). So it can be concluded that readiness to change is an individual's beliefs, attitudes and intentions in implementing and managing change which refers to the shared commitment of organizational members as a determining factor for success based on shared belief in the collective ability to adapt to change.

Training related to Agile Leadership has been carried out by the government through 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, unfortunately, apart from the lack of socialization, the system or training materials provided also do not provide insight for MSME owners or managers regarding the importance of having an agile leadership spirit, which can keep up with changes, so that their business can continue to develop. Problems faced by MSMEs during training include the instructor's delivery method being more one-way, namely the participants only listening and not being interactive, the language used is too advanced so that many terms are not understood by the training participants, the training atmosphere is less relaxed and enjoyable. . Apart from the government, the private sector which also often provides training for MSMEs is E Marketplace Shopee. Shopee is the only E Marketplace that has a large training center and is located in 9 cities, namely Jakarta, Bandung, Solo, Semarang, Yogyakarta, Malang, Medan, Makassar and Bali.

The aim of this research is to answer the questions: (1) How is agile leadership training implemented for current MSME owners and managers, (2) What are the difficulties faced by participants in taking part in the training and (3) What are the participants' suggestions for future improvements. The results of this research will contribute to e-commerce platforms in helping

MSMEs to develop and also provide input for the Indonesian government to provide quality agile leadership training needed by MSME owners and managers.

LITERATURE REVIEW

Definition of Leadership Agility

Leadership Agility is a leader who is skilled in implementing four types of leadership agility which are mutually reinforcing in highly turbulent organizational environments (Joiner, B., & Josephs, S. 2007b). Leadership agility is the ability to lead effectively at times of rapid change, uncertainty and increasing complexity and when success requires consideration of various views and priorities (Joiner, B & Josephs, S, 2007b).

Joiner, B., & Josephs, S. (2007), four types of leadership agility, namely: (1) Context-Setting Agility, where leaders use context-setting agility to scan their environment, anticipate important changes, and decide what initiatives will be taken next. (2) Stakeholder Agility, is the leader using "Stakeholders" to identify an initiative, understand and assess the extent to which their views and goals are aligned, (3) Creative agility, I s the creative agility to transform complex and new problems into desired results. The ability to find creative solutions, (4) Self-Leadership Agility, is the agility to lead oneself and master self-leadership.

This doesn't mean that traditional leadership is not good, this traditional leadership can be applied when the situation can be predicted, predicting performance in the next 3-5 years, if executed well, the results will be good. In contrast to unpredictable situations or the terms often used in VUCA World literature (Volatility, Uncertainty, Complexity, and Ambiguity). Agile leadership helps us to move quickly with technological advances and be able to adapt quickly amidst the demands of complex situations and high ambiguity. Agile leadership creates a critical source of competitive advantage"

Definition of Training

There are several opinions regarding the definition of training. According to Widodo (2015: 82), training is a series of individual activities to systematically improve skills and knowledge so that they are able to have professional performance in their field. Training is a learning process that enables employees to carry out current work according to standards. According to Rachmawati (2008:110), training is an environmental forum for employees, where they acquire or learn specific attitudes, abilities, skills, knowledge and behavior related to work. According to Rivai and Sagala (2011:212), training is a process of systematically changing employee behavior to achieve organizational goals. Training is related to the employee's skills and abilities to carry out the current job.

According to Hasibuan (2016:74), good training or instructors should have the following requirements: a. Teaching Skills. A trainer must have the skills to educate or teach, guide, provide instructions, and transfer knowledge to development participants. b. Communication Skills. A trainer must have effective communication skills, both verbal and written. c. Personality Authority. A trainer must have authority towards development participants. d. Social Skills. A trainer must have skills in the social field to ensure the trust and loyalty of development participants. e. Technical Competent. A trainer must have technical skills, theoretical skills, and be agile in making decisions. f. Emotional Stability. A trainer must not have negative prejudices towards his students, must not be quick to anger, have a fatherly nature, be open, not vengeful and provide objective values.

According to Sofyandi in Noviantoro (2009:39), the dimensions of effective training programs provided by companies to their employees can be measured through: a. Training Material (Training Content), namely, whether the content of the training program is relevant and in line with training needs is up to date. b. Training Methods, whether the training methods provided are appropriate for the subject and whether the training methods suit the training participants' learning styles. c. Attitude and Skills of the Instructor/Trainer, does the instructor have attitudes and delivery skills that encourage people to learn? d. Length of Training Time, namely how long it takes to provide the main material that must be studied and how fast the tempo of delivery of the material is. e. Training Facilities, whether the training venue can be controlled by the instructor, whether it is relevant to the type of training and whether the food is satisfactory.

Micro Small and Medium Enterprises

In Indonesia, the definition of MSMEs is regulated in Law of the Republic of Indonesia No. 20 of 2008 concerning MSMEs. Article 1 of the Law states that micro businesses are productive businesses owned by individuals and/or individual business entities that have the criteria for micro businesses as regulated in the Law. Small businesses are productive economic businesses that stand alone, which are carried out by individuals or business entities that are open, are subsidiaries or non-subsidiaries that are owned, controlled or become part, either directly or indirectly, of medium or large businesses that meet the criteria small businesses as intended in the Law.

Meanwhile, a micro business is a stand-alone productive economic business carried out by an individual or business entity that is not a subsidiary or branch of a company that is owned, controlled, or is part, either directly or indirectly, of a micro business, small business or large business that meet the criteria for micro businesses as intended in the Law (Tambunan, 2009).

In RI Law No. 20/008, the criteria used to define MSMEs as stated in Article 6 are net worth or asset value excluding land and buildings where the business is located, or annual sales proceeds. With the following criteria:
a) Micro businesses are business units that have assets of a maximum of IDR 50 million excluding land and buildings where the business is located with annual sales proceeds of a maximum of IDR 300 million.
b) Small businesses with an asset value of more than Rp. 50 million up to a maximum of IDR 500 million excluding land and buildings where businesses have annual sales proceeds of more than IDR 300 million up to a maximum of IDR 2,500,000,
c) Medium businesses are companies with a net worth of more than IDR 500 million to a maximum of IDR 100 billion with annual sales of more than IDR 2.5 billion to a maximum of IDR 50 billion.

METHOD

This is a qualitative study. According to Moleong (2017:6) qualitative research is research that intends to understand phenomena about what is experienced by research subjects such as behavior, perceptions, motivations, actions and so on holistically and by means of descriptions in the form of words and language, on a special natural context by utilizing various natural methods. This research uses a case study approach which is an empirical investigation that investigates contemporary phenomena in real life contexts (2009). According to Yin (2009), the case study research method is an appropriate strategy to use in research that uses how or why as the main research question, the researcher has little time to control the events being studied, and the focus of the research is contemporary phenomena, to track contemporary events. This research is very suitable to use a case study approach because it will explore data and information regarding how

and why training related to adaptive leadership is very necessary for MSME managers so they can keep up with changing times.

In this research, data collection was carried out through in-depth semi-structured interviews. According to Yin (2009), the case study research method is an appropriate strategy to use in research that uses the main research question "how or why", the researcher has little time to control the events being studied, and the focus of the research is contemporary phenomena, to track events. contemporary. In this research, researchers interviewed 20 (twenty) MSME owners and managers who had attended Leadership Agility training held at the Shopee Training Center, as well as training organized by the government, in this case the Ministry of Trade, the Ministry of Cooperatives and MSMEs, and government banks. . These criteria were set by the researcher, with the aim that the researcher would obtain accurate data and information from the informants about what was different from the training they had attended.

In this research, researchers used data analysis techniques from Miles and Huberman (2014). Data analysis is carried out during data collection and after data collection is complete, where the stages for conducting qualitative data analysis are divided into three, namely: (a) Data reduction. At this stage the data will be simplified to suit your needs. Too much data will make it difficult for researchers to get information quickly, (b) Presentation of data. At this stage, the data is presented in a neater and more systematic form. Can use tables, graphs or pictures, (c) Drawing conclusions. This stage is the final stage, namely drawing conclusions based on the data that has been compiled.

RESULT AND DISCUSSION

The results of interviews with informants consisting of owners and managers of MSMEs show that there are differences between the training carried out by the government and the training carried out by the E-marketplace Shopee. These differences can be seen, among other things, in the elements: training materials, training methods, and trainers/instructors.

1. **Training Materials**
   Informants said that in training organized by the government, the material was difficult to understand for those with low education because many words or terms were used. Apart from that, the module is also quite thick, making people a bit "lazy" to read it. When compared to training organized by Shopee, the modules provided are simpler and use language that is easy for all groups to understand. The material provided is also very varied, not only in the form of modules, but there are videos and also teaching aids.
2. **Training Method**
   In training organized by the government, the training method somewhat makes participants bored, because it only has one direction, namely the instructor gives a lecture without any interactive discussion. Meanwhile, in training organized by Shopee, training is implemented using various methods, including interactive discussions, sharing sessions, individual and group presentations.
3. **Teaching Method**
   The instructors who provide the material are very different between training instructors organized by the government and instructors from Shopee. Instructors from training organized by the government are generally not professional instructors but are mostly civil servants assigned to provide training. Meanwhile, the instructors prepared by Shopee work as professional instructors so they understand more about teaching techniques and how to motivate participants. The instructors from Shopee are very communicative so that participants don't feel bored.

After attending training organized by Shopee on Leadership Agility, all informants said that they understood that if we want our business to progress and be able to compete with other businesses, then we must have the courage to make new breakthroughs.

1. **Context Setting Agility**

   After participating in training organized by Shopee, participants said that they quite understand that if they want to have a business that continues to grow and can compete with other businesses, then the owner or manager of MSMEs must be willing to change, adapt to existing changes. As now, everyone has started using online marketing, we also can't be left behind. Must be willing to learn and do. The participants are also trained to be more sensitive to current developments, and must be able to adapt to changes that occur.

2. **Stakeholder Agility**

   The results of the training also showed that participants understood that being an entrepreneur requires being creative. It is not enough to be satisfied with what is currently obtained. MSME owners and managers must be willing to accept input from customers, and must always think positively. MSME players must understand that they have internal stakeholders, namely employees, and external stakeholders, namely customers, suppliers, vendors, and also the E Marketplace. In this training, MSME owners and managers are taught how to build relationships with internal and external stakeholders well so that business sustainability can be achieved.

3. **Creative Agility**

   MSME owners and managers also understand that for a business to be sustainable, creativity is needed to continue to innovate. Innovation is also carried out not only in the products produced but also in services. Creativity is also needed to resolve all existing problems, both problems with internal stakeholders and external stakeholders.

4. **Self Leadership Agility**

   MSME owners and managers already understand that if they want their business to continue to grow, they need to change their behavior, they must be more disciplined, neater in management, more communicative, and able to motivate their employees to work better. With this change in behavior, the MSMEs they lead will also experience progress and improvements in terms of management, so that their sustainability can be maintained.

DISCUSSION

The interview results showed that after participating in the Leadership Agility training organized by Shopee, the participants quite understood what was meant by agile leadership. The educational background of MSME players who take part in agility leadership training organized by Shopee is generally only middle school and high school, but there are also those who have only graduated from elementary school. Therefore, Shopee tries to assign the best instructors so that the goals can be achieved, namely instructors who understand the needs of the training participants, because the main aim of the training is to change the participants' attitudes. A training participant is considered successful in participating in training activities when there is a change in knowledge, attitudes and skills towards the expected direction in accordance with the training instructions (Kirkpatrick, 2008).

The training process followed by MSME owners and managers shows that in terms of materials, methods and instructors, it is in line with expectations. The material prepared is a module that is not too thick and uses language that is easy for all participants to understand. The material is also varied, not only modules, but there are also videos of success stories of MSME owners which are very inspiring. In terms of training methods, the participants admitted that they were very happy because the training turned out to be very enjoyable and did not make them tense and

bored. This is proof that the right training method will produce the results that are targeted. The instructors at Shopee also have excellent communication skills, so they can motivate participants not to be afraid of facing change, but to always try new things. This is in accordance with the opinion of Hasibuan (2008) 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.

Judging from the participants' understanding of what is meant by agile leadership, the interview results show that MSME actors already understand quite well what they have to do. Even though it is difficult, with a strong willingness to learn, success can be achieved. Participants understand enough how to change their behavior to become visionary people, who have clear targets, are accustomed to thinking before acting, are able to see their own strengths and weaknesses, have high initiative and are able to act based on logic, not on feelings or emotions. Agile leaders must also increase their creativity by being creative in creating products, being willing to accept criticism and suggestions, being keen to see opportunities, not giving up on finding new things, always thinking positively, because basically the essence of entrepreneurship is the ability to create something new and different. through creativity and innovation to create opportunities (Drucker, 2000).

Apart from that, MSME entrepreneurs must also be innovative by creating new products, able to think critically, and dare to be different from others. A creative, innovative person will never run out of ideas to develop their business. So that when the market for the products offered is starting to become saturated, you can create or develop new products to offer again. Apart from that, MSME entrepreneurs are not just organizers because they are also creators, inventors and innovators (Hendro, 2011).

CONCLUSION

The results of this research show that to improve the quality of MSMEs to become agile leaders, special training is needed. The training organized by the Shopee marketplace is of better quality compared to training organized by the government, in terms of the quality of the materials, methods and instructors. Meanwhile, participants' knowledge regarding agile leadership was quite good after attending training organized by the Shopee marketplace, namely in the aspects of context setting agility, stakeholder agility, creative agility and self-leadership agility. For future research, the researcher suggests conducting research related to training evaluation for MSME players with a different approach.

REFERENCE

[1] Albano,C.(2012). *What is adaptive leadership? Self Growth*. Diakses pada 4 Maret 2020 dari www.selfgrowth.com/articles/calbino. htm

[2] Alma'arif, (2017). Adaptive Public Leadership: Tantangan Kepemimpinan Menghadapi Masyarakat Ekonomi ASEAN (MEA). *Jurnal Administrasi Pemerintahan Daerah* Volume VIII, Edisi 1.

[3] Budhiraja, S. (2019). Organizational readiness for change: an inherent concern for Indian small and medium enterprises (SMEs). *Development and Learning in Organizations*, https://doi.org/10.1108/DLO-09-2018- 0118

[4] Databox.katadata.co.id (2023). 5 E-Commerce with the most visitors in Indonesia (1st Quarter of 2023)

[5] Drucker. Peter. (2000). *Innovation*. Jakarta: PT Gramedia Pustaka Utama.

[6] Hadiwijaya (2023) Manajerial Bagi UMKM Produktif di Kota Lubuklinggau. *Jurnal PMTND* Vol 2 No 1 (2023): Edisi Januari 2023 - Juni 2023.

[7] Hasibuan, *Malayu* S.P. (*2008*). *Manajemen Sumber Daya Manusia*. Edisi Revisi. Jakarta : PT. Bumi Aksara.

[8] Hasibuan, Malayu S.P. (2016). *Manajemen Sumber Daya Manusia*. Bumi Aksara. Jakarta. Hlm 74.

[9] Heifetz RA, Linsky M. 2002. A survival guide for leaders. Harvard Business Review. 80(6):65–74. [PubMed] [Web of Science ®], [Google Scholar]

[10] Hendro. (2011). *Dasar-Dasar Kewirausahaan*. Jakarta: Erlangga.

[11] Hunjra, A. (2011). Determinants of Business Success of Small and Medium Enterprises. *International Journal of Business and Social Science.*

[12] Ismi D. A. Nurhaeni , Asbiyal Nurdin , Prama Wiratama , Yusuf Kurniawan4. (2022).

[13] Gendered-Perspective Agile Leadership in the VUCA Era During the Covid-19 Pandemic. *Jurnal Ilmu Sosial dan Ilmu Politik*, Vol 26, issu 2, November 2022 (119-136).

[14] Isniar Budiarti. (2024). Pelatihan Leadership "Creative & Innovative Thinking For Leader And Employee" Pada Umkm Binaan Kadin Kota Bandung . *J-ABDI: Jurnal Pengabdian Kepada Masyarakat*, *3*(8), 1655–1664. Retrieved from https://bajangjournal.com/index.php/J-ABDI/article/view/7181

[15] Joiner, B., & Josephs, S. (2007b). Developing agile leaders. *Industrial and Commercial Training*, 39(1), 35–42. http://dx.doi.org/10.1108/00197850710721381

[16] Juwita, R.P., H. Fajriah, P. Hijriati. (2022). Application of Market Day Activities for Social-Emotional Abilities of Children Ages 5-6 Years in TK IT Mina Aceh Besar. KIDDO : *Jurnal Pendidikan Islam Anak Usia Dini.* 3 (2), 78-88 (2022).

[17] Kasmir. (2016). *Manajemen Sumber Daya Manusia* (Teori dan Praktik). Depok: PT. Rajagrafindo Persada.

[18] Keskin, H., & Senturk, C. (2010). *The importance of small and medium - sized enterprises (SME)s in the economies: SWOT analyses of the SME sector in Turkey and Albani*

[19] Kementerian Koperasi, Usaha Kecil, dan Menengah (KUKM) tahun 2022. *Data Tingkat Pendidikan Pengelola UMKM di Indonesia.*

[20] Kirkpatrick, D.L. & Kirkpatrick, J.D. (2008). *Evaluating training programs, the four levels (3nd ed).* San Francisco: Berrett-Koehler Publisher, Inc.

[21] Larasati, Sri. (2018). *Manajemen Sumber Daya Manusia.* Cetakan Pertama.. Cetakan. Pertama. CV.Budi Utama: Yogyakarta. Hlm 110.

[22] Mangkunegara*, A.A. Anwar Prabu (2016). Manajemen Sumber Daya Manusia. Perusahaan.* Bandung : PT. Remaja Rosdakarya.

[23] Miles*, M.B, Huberman*, A.M, & Saldana, J. (*2014*). *Qualitative Data Analysis, A. Method.* Sourcebook, Edition 3. USA: Sage Publications.

[24] Moleong*, L. J. (*2017*). Metode Penelitian Kualitatif.* Bandung: PT. Remaja. Rosdakarya.

[25] Neubauer Rainer, Andrew Tarling, Michael Wade. (2017). *IMD Redefining Leadership. Global Center for Digital Business Transformation for a Digital Age.* https://imd.widen.net/view/pdf/5pr3ajnrvl/redefining-leadership.pdf

[26] Northouse, P. G. (2016). Leadership: Theory and practice (7th ed.). Sage Publication. Ramalingam, B., Nabarro, D., Oqubay, A., Carnall, D. R., & Wild, L. (2020, September 11). 5 Principles to Guide Adaptive Leadership. *Harvard Business Review.* https://hbr.org/2020/09/5-principles-to-guide-adaptive-leadership. Pp 257-294.

[27] Noviantoro, Djatmiko. (2009). Analisis Pengaruh Pelatihan dan Pengembangan, serta Kompensasi Terhadap Kinerja Karyawan Pegawai pada PT Perusahaan Pengeboran London Sumatera Indonesia Tbk. Medan. Hlm 39. *Skripsi .*Tidak Dipublikasikan

[28] Nurjani, N. P. (2018). Disrupsi Industri 4.0; Implementasi, Peluang Dan Tantangan Dunia Industri Indonesia. *Jurnal Ilmiah Vastuwidya*, 1(2), 23–32. https://steemit.com/indonesia/@iqbalsweden/

[29] Rachmawati, Ike Kusdyah. (2008). *Manajemen Sumber Daya Manusia.* Yogyakarta : Andi. Hlm 110.

[30] Rivai, Veithzal & Jauvani *Sagala*. (2011). *Manajemen Sumber Daya Manusia. Untuk Perusahaan Dari Teori ke Praktik.* Jakarta: Rajawali Press. Hlm 212.

[31] Siswadi, Y. (2016). Pengaruh Pelatihan Dan Disiplin Terhadap Produktivitas Kerja Karyawan Padapt. Jasa Marga Cabang (Belmera) Medan. *Jurnal Ilmiah Manajemen dan Bisnis UMSU*, 17(01), 124–137. Https://Doi.Org/10.30596/Jimb.V17i1.982

[32] Suyatno Purnomo, Chamdan.2010. Motivasi dan Kemampuan Usaha Dalam Meningkatkan Keberhasilan Usaha Industri Kecil (Studi Pada Industri Kecil Sepatu di Jawa Timur *Jurnal Manajemen dan Kewirausahaan*, pp.177-184.

[33] Tambunan, Tulus T.H *(2009), UMKM Di Indonesia.* Bogor: Ghalia Indonesia.

[34] Travis Bradberry & Jean Greaves (2009) *Emotional Intelligence 2.0* . San Diego, Calif. : TalentSmart, Â©2009

[35] Undang-Undang Republik Indonesia No.20 Tahun 2008 tentang UMKM

[36] Vagnoni, E., & Khoddami, S. (2016). Designing Competitivity Activity Model through the strategic agility approach in a turbulent environment. Foresight, 18 (6), https://doi.org/http://dx.doi.org/10.1108 /MRR-09-2015-0216.

[37] Vakola, M. (2014). What's in there for me ? Individual readiness to change and the perceived impact of organizational change. Leadership and Organizational Journal, 35 (3), 195–209. https://doi.org/10.1108/LODJ-05-2012- 0064.

[38] Wattiheluw, A. (2019). Effect of Empowerment and Training on the Performance of Micro, Small and Medium Enterprises. *Development of Integrated.* 03(01), 49– 58.

[39] Widodo, Suparno Eko. (2015). *Manajemen Pengembangan Sumber Daya Manusia.* Yogyakarta: Pustaka Belajar, 2015.

[40] Yin, R. K. *(2009). Case study research: Design and methods* (4th Ed.). Thousand Oaks, CA: Sage