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## Analysis of Business Processes and Performance of Manufacturing MSMEs in Village Cileles Lebak Banten

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### ABSTRACT

Business process analysis is a term that has a broad enough meaning for a structure of different tactics such as simulation and diagnosis, verification and performance analysis of business processes. This study aims to 1) analyze the business processes of manufacturing MSMEs ranging from production processes to marketing 2) How problems and constraints on business performance conditions now and in the future 3) What factors cause the fluctuating performance of MSMEs, knowing what problems and constraints arise in the business process of MSMEs, 4) Knowing the size of the performance of MSMEs, analyzing the data and concluding the right problem solutions to improve the business processes of MSMEs and utilizing information technology more maximally for the business processes of MSMEs. So that in the end, it can increase its income more maximally by itself can contribute to increasing the income of rural communities. Considering that the village is still classified as a lagging village. The methods used to answer the problems in this study are Location Quotient Analysis (LQ), Descriptive Analysis, and SWOT Analysis. The result of LQ is known that in Kec. Cileles 6 sectors are the base sector, namely agriculture, mining and quarrying, building, trading, home industry and restaurant, finance rental, and corporate services, as well as other services. Then the absorption of labor dominant sector is in the processing industry sector. While swot results are known that the strategy that can be done is to maximize the potential of the industrial sector of horticulture product processing, improve the quality of human resources, and provide specifications on the type of superior products.

Keywords: Performance, Business Processes, MSMEs manufacturing

### INTRODUCTION

A business process is an industrial process to mass-produce writing and drawings, especially with ink on paper using a printing machine. Every day, billions of printed materials are produced. Starting from newspapers, newsletters, magazines, and others. This is because MSME results can quickly communicate thoughts and information to millions of people. In manufacturing MSMEs, there are various business process activities carried out. According to Davenport and Short (1990, p.2), business processes are a collection of logically connected tasks performed to achieve a definite business outcome. Meanwhile, according to Harmon (2007) and Harrington & Lomax (2000) as quoted by Susanne Leist, et al (2011, p.57-58) define business processes as a process that can be seen as a series of activity unity that adds value to inputs and changes the output of MSMEs manufacturing has high market potential.

This can be seen from the finances of manufacturing MSMEs which are categorized as good because annual income continues to increase in the last five years. This decrease occurred due to the decrease in the performance of current manufacturing MSMEs as well as problems

and constraints that occur in the business process. For manufacturing MSMEs to be able to identify and recognize areas of possible changes to improve the performance of their business processes, a business process analysis is needed. Business process analysis according to Vergidis, et. al (2007,p.5) is a term that has a broad enough meaning for a.susunan of different activities such as simulation and diagnosis, verification and analysis of performance business process.

This study aims to analyze the business processes of manufacturing MSMEs, know what problems and constraints arise in the business process of manufacturing MSMEs, know the size of the performance of manufacturing MSMEs, analyze the data and conclude the right problem solutions to improve the business processes of MSMEs manufacturing and. utilize information technology in more MSMEs email to manufacturing MSME business processes. So that in the end, MSMEs manufacturing can increase their income more maximally this is supported also by the local government is committed to increasing MSMEs to be the driver of the community economy so that it can absorb jobs. Besides, it can also control and help poverty alleviation.

The development of MSMEs in Cileles grow in 28 sub-districts, even from year to year as market demand tends to increase. Currently, the number of MSMEs has recorded 49,686 units from the previous 49,400 business units. "We believe the presence of MSMEs has a positive impact on improving the welfare of the Lebak community the local government is now optimizing socialization and promotion activities ag MSME actors develop in the community. The socialization activity aims to convey information to MSMEs because several state-owned companies provide capital strengthening including BRI through The People's Business Credit (KUR) as well as PT Pos, PT Telkom, BPR, and the KEMENKOP Assistance Program.

In addition, promotional efforts include cooperation with the Government of Serang, Pandeglang, Tangerang, Bandung, and Bogor. Similarly, all MSME actors are carried out verification and validation of group data, including the type of goods carried out by MSMEs. "We continue to encourage MSMEs to develop to contribute to the economic growth of the community. In general, manufacturing MSMEs established aims to obtain profit or profit that is reviewed from the performance conditions of MSMEs manufacturing. Profit is the result obtained by MSMEs manufacturing on the activities carried out by MSMEs manufacturing in a certain period. But in its development, MSMEs have limitations in various ways, including the limitations of accessing market information, limitations of market reach, limitations of networks, and limitations of accessing strategic business locations. Therefore, efforts are needed to improve MSMEs' access to market information, business locations, and business networks to increase productivity and competitiveness. Especially for MSMEs in Cileles, the development has been very worrying. Development in Cileles, which used to be intensive in the industrial sector, has now turned to the trade and services sector. This of course threatens the existence of MSMEs.

Problem in research 1)analyze the business processes of manufacturing MSMEs ranging from production processes to marketing 2)How problems and constraints on business performance conditions now and in the future 3) What factors cause fluctuating performance of MSMEs, knowing what problems and constraints arise in the business process of MSMEs, 4) Knowing the size of the performance of MSMEs

## METHOD

This study took place in Cileles. Selection of research locations to find out the types and potential products developed by MSMEs in Cileles. Research from May 2020 to August 2020. This research uses a qualitative descriptive form of research conducted on an object and conditions it as it is. Data sources The types of data sources used in this study include (1). Informant; (2). Places and Events; and (3). Documents and Archives.

Data collection techniques are the ways taken to obtain the necessary data in research using a certain tool. The data collection techniques used in this study are 1. This research interview uses in-depth interviewing techniques. Interviews were conducted with DEPERINDAGKOP officers, cooperative managers, and MSMEs. 2. Observations or observations can be classified on open observations and closed observations. The type of observations made in this study is open observations. Researchers legally ask the relevant parties for permission to conduct research there. in this case The Deperindagkop, Cooperatives, and craftsmen of MSMEs and related agencies. Observations are made by observing the empowerment of MSMEs and Cooperatives, as well as the obstacles experienced and their countermeasures during the implementation of empowerment.

This research documentation uses the documentation method, the purpose of which is to collect data in the form of documents, archives, records, and other objects contained in research objects, related to MSMEs and Cooperatives.

In this study, the validity test used triangulate method. The directive by the researchers became a reference that the information obtained either from interviews with the authorities, observations, or documents in cooperatives related to the productivity of MSMEs Cileles Subdistrict. Furthermore, it is processed and tested so that it can determine whether or not there is a harmony between one type of information coming from various data sources.

Sampling in this study using purposive sampling techniques or aiming samples. The sample taken is emphasized the quality of understanding of the problem to be studied. The researchers did not specify the number of samples but determined the number of informants is interviewed to obtain information about the problems studied. Informants to be interviewed are DISPRINDAGKOP and MSMEs Cileles Officers, Cooperative Managers, and MSME Customers.

The data analysis technique in this study is to use: (1) Interactive analysis techniques starting from the stage of data collection, data reduction, data presentation, and conclusion drawing; (2) Cluster Analysis and Multidimension Shelling; and (3) SWOT Analysis, to know the competitiveness of MSMEs.

## RESULTS AND DISCUSSION

### Swot Research Analysis Matrix

	<b>STRENGTH(S)</b>	<b>WEAKNESS (W)</b>
	<ul style="list-style-type: none"> <li>- Location Cileles strategic</li> <li>- Adequate facilities and infrastructure</li> <li>- Strong commitment of local governments in carrying out programs planned in the regional development process</li> <li>- Large population as a resource</li> </ul>	<ul style="list-style-type: none"> <li>area development</li> <li>- Facilities and infrastructure centered on a specific area</li> <li>- Sectoral development and trade that suppresses the industry sector</li> <li>- Wide gaps between residents</li> </ul>

	potential and productive development for-area	
<p><b>OPPORTUNITIES(O)</b></p> <ul style="list-style-type: none"> <li>• The high interest of investors who want to invest in Kec.Cileles has the potential to develop industrial estates to increase employment and the welfare of the community</li> <li>• The opening of AFTA opens export opportunities and increases the competitiveness of local products</li> <li>• The opening of the climate SO Strategy Optimizes all available resources to increase the role and benefits of the existence of MSMEs</li> </ul> <p><b>WO Strategy</b></p> <ul style="list-style-type: none"> <li>• Maximize existing resources</li> <li>• Equalization of business development can encourage the increase of informal sector employment</li> </ul>	<p><b>SO Strategy</b></p> <p>Optimizes all available resources to increase the role and benefits of the existence of MSMEs</p>	<p><b>WO Strategy</b></p> <ul style="list-style-type: none"> <li>• Maximize existing resources</li> <li>• Equalization of business development can encourage the increase of informal sector employment</li> </ul>

<p><b>THREATS (T)</b></p> <ul style="list-style-type: none"> <li>- The impact of globalization leads to a decrease in people's moral values</li> <li>- Competition between regions either directly or indirectly in the development of economic growth centers such as industrial estates and business central areas affects investor interest</li> <li>- The existence of discourse and plans for the expansion of other districts/cities bordering with Cileles</li> </ul>	<p><b>ST Strategy</b></p> <ul style="list-style-type: none"> <li>• Improve the quality of resources.</li> <li>• Improving the quality of highly competitive products</li> </ul>	<p><b>WT Strategy</b></p> <ul style="list-style-type: none"> <li>• Maximize existing resources</li> <li>• Equitable development</li> </ul>
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### Business process conditions of MSMEs in Cileles

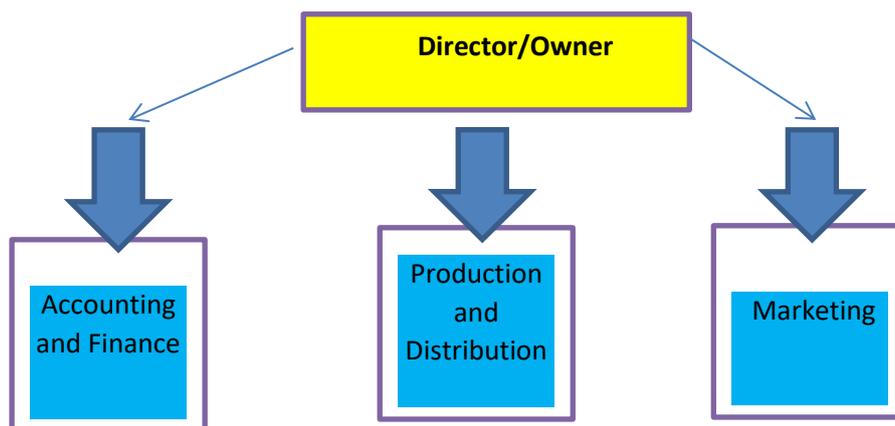
Effective and efficient business processes can generate competitive values for companies for MSMEs in Cileles kec has not been managed properly if managed this right will be able to grow opportunities. But companies sometimes lack understanding and are unable to control their business processes. Management may have managed to create an ideal procedure for running its business processes, but in reality, implementation in the field can be very different from what has been previously designed. In the implementation of a business process sometimes redundancies, inefficiencies, stagnation, and sharing of other mistakes that can not be anticipated in advance. Businesses that are not agile in controlling their business processes tend to hinder the company's

efforts in achieving the desired goals. The ideal business process objectives are as follows: (1) Improving the organization's ability to produce special goods or services and maintain mass production; (2) Increase satisfaction with goods or services so that customers will choose the company's goods or services over competitor companies; (3) Make it easier and fun for customers to do business with the company; (4) Break organizational boundaries, bring customers to information channels through communication, networking, and computer technology; (5) Speed up response times to customers, eliminate errors and dissatisfaction, and reduce the development of goods or services within the factory cycle; (6) Process more customer requests and increase the volume of each customer as well as set a "value-driven" price for the customer without compromising profitability; (7) Improving the quality of work and the ability of individuals in contributing to the company; and (8) Improve the division and usefulness of organizational knowledge so that the organization does not depend on the expertise of some people only. According to its function, the business processes of companies that make and sell products have business processes involving Marketing and Sales.

Production and Manufacturing, Accounting and Finance and Human Resources have not done the function well, actually the condition of MSMEs in Cileles if performing the functions well so that: (1) Marketing and selling product price sets, promoting products through advertising and marketing, taking customer orders, supporting customers, and creating sales estimates; (2) Production develops production plans, orders raw materials from suppliers, receives raw materials to facilities, manufactures products, main facilities, and ships products to customers. Functions in supply chain management include product manufacturing and purchasing raw materials (purchasing). Production of Micro Small and Medium Business Process Analysis (MSMEs) is planned so that, as much as possible, products are available when needed, without overproduction. Sales forecasts are analyses that try to predict the future of product sales. The accuracy of the forecast will improve if it is based on sales figures based on time series. Production plans are also used to develop requirements for raw materials; (3) Accounting and Finance conducts financial reporting and management activities to provide a summary of operational data in managerial reports and is also responsible for tasks such as account control, planning and budgeting, and cash flow management; and (4) Recruit human resources, and compensate employees, ensure compliance with government regulations, and supervise employee evaluation.

### **Discussion of MSME Business Process Conditions in Cileles District**

Discussion In producing products, there are several parties related to both external parties and internal parties. For external parties in question is a supplier. This supplier serves as a provider of fabrics that are processed into finished clothing. The supplier is a party invited to cooperate by MSMEs after going through the selection stage conducted. As for the internal parties concerned is processing, as well as finishing. The finishing part consists of the packaging and packing process. Based on the formulation of the problem, then in this case the researcher seeks to provide an alternative solution that is, firstly the researcher proposes to develop an organizational structure that has implications for the extension of the business process model, and the second proposes a business process model on MSMEs. The proposed organizational structure can be described as follows:



Based on the current business processes, then guided by the results of interviews conducted with owners of several MSMEs who conduct business processes, Director (Owner) of Accounting and Finance of Production and Distribution of Marketing by considering the resources owned, as well as considering the obstacles and constraints that exist, the Diagram of the Business Process Model of MSMEs. Based on the business process model can be put forward stages as follows: (1) Consumers place product orders by filling out the order form obtained from the marketing department; (2) The marketing department accepts orders from consumers; (3) The marketing department checks the stock of goods ordered by consumers, there is a possibility; (4) If the stock is sufficient/ there, then the marketing department makes a sales order and coordinates with the production and distribution department to create a product delivery path letter; (5) Furthermore, the accounting and finance departments create and send invoices according to sales orders to consumers; (6) After the consumer receives the invoice, the consumer makes a payment; and (7) After the consumer makes a payment, the product is then sent to the consumer. 8. Consumers receive products.

### Business Process Maturity Level Analysis

Existing business processes are well defined and documented with SPK so that employees' work can be accounted for

**Tabel 1.**  
**Business Process Maturity**

Area	SV	DDP	MMP	POS	UK	POK	TU	VD
<b>Total</b>	<b>31</b>	<b>39</b>	<b>37</b>	<b>30</b>	<b>20</b>	<b>39</b>	<b>21</b>	<b>16</b>
<b>FLAT</b>	<b>4,43</b>	<b>5.63</b>	<b>5.26</b>	<b>4.35</b>	<b>4</b>	<b>5.63</b>	<b>3,2</b>	<b>5.3</b>
<b>Overall average</b>								<b>4.62</b>

When viewed on the value of each area obtained by UD. JB, there are varied results in each area. An area with the highest average is the Strategic View area, while the area with the lowest average is Market Orientation. The value is based on a variety of factors, both internal and external factors. The most influential internal factors are business owners who are actively involved in improving the business process of MSMEs.

The Strategic View category received an average of 5.5 as seen from the involvement of top management towards high process improvement efforts. MSMEs rely heavily on customers

for their business wheels, so the plan to increase MSMEs is directed by customers. The involvement of MSME owners is also influenced by existing human resources.

**Tabel 2.**  
**Strategic View Area Value**

CODE	PRACTISE	VALUE
sv1	Top management is actively involved in efforts to improve the process	5
sv2	The objectives of the sub-process are derived from and related to organizational strategy	5
sv3	Business process upgrades and redesigns often on the agenda in management meetings peak	5
sv4	Policies and strategies are communicated and distributed throughout the organizationn	6
sv5	Upgrade plans for the process at a high level and directed by customers and operation strategy	5
<b>FLAT</b>		<b>5,2</b>

The Definition and Process Documentation categories got an average of 4.67 due to lack of process definitions and documentation, as well as a simple structure allowing MSMEs to keep doing business. Definition and documenting are not done formally due to human resources and knowledge limitations.

**Tabel 3.**  
**Definition Process Area Values &documentation**

CODE	PRACTISE	VALUE
ddp1	Key business processes and advocates defined well within our organization	5
Ddp2	Processes in our organization are documented with clear inputs and outputs	5
Ddp3	Roles and responsibilities for well-defined and documented processes	5
Ddp4	The processes in our organization are defined until everyone in the organization knows how to work	6
Ddp5	A business process description (model) is available for each employees in the company	5
Ddp6	Our organization uses standard methodologies to describe business processes	2
<b>FLAT</b>		<b>4,67</b>

The Measurement and Management Process category has an average of 5.14 obtained from several factors, among others MSMEs consider the existence of measurements and performance indicators are not formally defined. The whole production process goes according to experience. MSME business processes rarely change.

**Tabel 4**

<b>Measurement &amp; Management Process Area Values</b>		
<b>CODE</b>	<b>PRACTISE</b>	<b>VALUE</b>
mmp1	Defined process sizes and documented for each process	<b>5</b>
mmp2	Process performance measured within the company	<b>5</b>
mmp3	Performance targets are used for each process objectives	<b>5</b>
mmp4	Performance indicators are communicated in an organization regularly	<b>5</b>
mmp5	Performance results are used in determining increase target	<b>5</b>
mmp6	Changes to the process must be through the formal change process	<b>5</b>
mmp7	Process changes communicated to all relevant parties	<b>6</b>
	<b>FLAT</b>	<b>5,17</b>

The Category of Human Management gets an average value that is influenced by the high responsibility of employees who are motivated by family factors and types of work, namely wholesale employees. A varied point in this area is the presence of training related to methods and techniques of improving business processes.

**Tabel 5**

<b>Value of Human Management Area</b>		
<b>CODE</b>	<b>PRACTISE</b>	<b>VALUE</b>
uk1	Employees are constantly learning new things in their work	<b>5</b>
uk2	Employees are trained in business process improvement methods and techniques	<b>5</b>
uk3	Employees are trained to operate new or modified processes before they are implemented	<b>4</b>
uk4	Employees are responsible for achieving business objectives	<b>5</b>
uk5	Employees' creative talents are excited by tiered improvements and breakthroughs	<b>5</b>
	<b>FLAT</b>	<b>4,8</b>

The Market Orientation category scored an average of 3.43 on the back of low responses to competitors, as competitor activity was not considered in the daily process

**Tabel 6**  
**Market Orientation Area Value**

CODE	PRACTISE	VALUE
tu1	Our organization conducts market studies to determine customer needs and wants	2
tu 2	Employees understand the characteristics of products most valued by customer	5
tu 3	Feedback received from customers is used systematically for the improvement of internal processes	5
tu 4	Our organization systematically and frequently measures customer satisfaction	5
tu5	Products and services are designed and developed based on customer needs and expectations	5
tu6	We monitor competitor activity	2
tu7	We respond quickly to competitor actions	2
	FLAT	3,43

The Supplier View category scored an average of 5 as seen from long-term relationships with suppliers. A varied point in this area is the level of cooperation with suppliers for process improvement. Some have signed contracts to get convenience compared to others, but some only do buy and selling activities with suppliers.

**Tabel 7.**  
**Supplier View Area Value**

CODE	PRACTISE	VALUE
vd1	Our organization partners (e.g. establishing long-term relationships) with key suppliers	4
vd1	Our organization is with suppliers to improve the process	5
vd1	Changes to business processes are formally communicated to suppliers	6
	FLAT	5

This subsection discussed the relevance of the results of the assessment of business process maturity with the readiness of information technology in MSMEs.

**Tabel 8**  
**IT Deployment Readiness**

INFRASTRUCTURE AREA	APPLICATION	HR
FLAT	1,8	2,2
Overall average	1,6	1,75

For the maturity of business processes, when compared to other MSME case studies, it is also supported by business owners who are technologically literate and do understand the benefits of technology to improve their business. This is also supported by human resources who do have an IT background so that the owner has implemented an attendance system to facilitate employee payroll. The owner also encourages his employees to be technologically literate, especially for admins and designers because it is related to the domain of work and the

heads of units that must be members of WhatsApp groups to facilitate coordination between sections.

## CONCLUSION

Sample MSME business process is at maturity level In BPOMM, defined with a final value of 4.62. It is based on the factors of MSME owners who do understand the importance of the documentation process and performance measurement so that the whole can be said to have been organized.

Based on the eight areas of BPMM, the highest average is the Strategic View due to the small size of the business with a simple process and organizational structure, so the operation depends heavily on the owner MSMEs.

Customers play a role in increasing revenue so that process improvement is directed by the customer. The lowest average area is Market Orientation due to the systematic absence of customer satisfaction measurement due to limited resources and external factors, i.e. single customers.

For information technology readiness assessment is divided into 3 categories, namely low, medium, and high. MSMEs fall into the category of MSMEs with low IT readiness with a value of 1.6.

Based on the three aspects examined in the information technology readiness area, the aspect with the highest average is IT Application. This is because the majority of points in the area do not require a special budget and are available for free, such as e-mail, social media, internet use, or software applications used.

Then followed by aspects of IT Infrastructure and IT Human Resources. Aspects of IT Infrastructure are based on the condition of MSMEs that have limited allocation of funds. Besides, the majority of MSMEs do their business offline, so there is no need for state-of-the-art infrastructure. The HR aspect of IT is the lowest average aspect because MSMEs business processes do not require state-of-the-art IT infrastructure, therefore MSMEs do not allocate employees specifically to handle IT

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