



Change Management For Micro, Small, And Medium Enterprises (MSMES) In The Digital Era

Sri Djatnika Sya'diah¹

¹, Faculty of Economics and Business, Padjadjaran University

*Corresponding author: sri.djatnika@unpad.ac.id

Abstract

In the era of globalization and digitalization, change is inevitable in all fields, including MSMEs. MSMEs have a vital role in economic growth, but digital change brings new challenges. This research aims to evaluate change management in the context of digital MSMEs, focusing on the urgency of implementation, the change process, and triggering and inhibiting factors. The literature study method was used to collect data from related literature. Change management in MSMEs involves adaptation to changes in technology, markets, and the business environment. The stages of change involve decision, preparation, launch, implementation, and continuation. Internal and external factors influence the change process, with owner/manager characteristics, type of business, resources, customer demand, competition, innovation, and use of data being key. Principles for initiating change include assessing readiness, identifying strategic direction, rollout, implementation, and continuation. Awareness of the importance of change management in the digital era is the key to survival and development for MSMEs.

Keywords: *Change Management, MSMEs, Digital Era*

1. INTRODUCTION

In the current era of globalization and digitalization, change is inevitable in various fields, including in the context of the business world (Hartono, 2017). Many changes in human life arise suddenly, develop rapidly, and involve uncertainty (Rustandi, 2019). This phenomenon covers all aspects, from technology to the way we interact with information (Bengtsson & Ågerfalk, 2011). Micro, Small, and Medium Enterprises (MSMEs) play a significant role in economic development in a society that continues to develop. Achieving success for MSMEs has a very significant impact on the development and prosperity of the





entire region (Rawindaran et al., 2023). MSMEs are not only a driver of economic growth but also a significant source of employment (Tambunan, 2019).

The size and flexibility of MSMEs give them an advantage in facing external changes (Guo & Cao, 2014). However, in the context of the digital era, MSMEs often face new challenges related to change management. Various studies show that there is a gap between the capabilities of MSMEs and their ability to manage change (Chowdhury & Shumon, 2020), especially those related to digital transformation. Therefore, research on change management for MSMEs in the digital era is essential to understand its impact and provide strategic insights.

One of the most dangerous things in managing an organization is not because of the turbulence, but because the organization itself does not want to manage change as a force and opportunity (Suwandono & Laksmi, 2019). Currently, more and more organizations are faced with a work environment that is experiencing rapid change (Tampubolon, 2020). Therefore, organizations need to be able to adapt to these changes.

In today's work environment, awareness of the need for change has permeated every individual in the work environment (Bakker, 2017). Consumer behavior has transformed with the advent of the digital era, where they can easily access information, make purchases online, and demand more immersive, personalized experiences (Heriyanto & Manik in Aulia & Aslami, 2023). Change is not just something that happens suddenly, but is an ongoing need that must be integrated into daily activities. Change gives organizations the ability to respond to new and dynamic environments (Burke, 2017). Therefore, change is the basis for MSMEs to not only survive but also take advantage of opportunities in this digital era.

Making changes in the MSME context is not simple; planning and concrete contributions from all individuals involved are required. It is important to understand that change management is not just the task of leaders or employees, but is a shared responsibility of all elements of the organization (Tampubolon, 2020). The success of implementation and change management is largely determined by individual beliefs, attitudes, and intentions. These factors are related to the shared commitment of organizational members, which is based on the belief in shared capabilities, adapting to change becomes a strong foundation for joint continuity and progress (Arizqi & Kusumawati, 2023).

By referring to the background context that has been described, the main objective of this research is to examine change management for MSMEs in the digital era which focuses on 1) assessing the relevance and urgency of implementing change management, 2)





describing the change process and principles needed, 3) analyze the factors that trigger and inhibit changes in MSMEs in the digital era.

2. LITERATURE REVIEW

Change management is a systematically organized approach to managing transformation in an organization or business. In the context of MSMEs in the digital era, change management includes a series of activities planned and implemented to adapt and manage changes related to technology, markets, and the business environment. This concept emphasizes the importance of understanding and accepting change by all members of the organization, including MSME owners, employees, and other stakeholders.

Change is an inevitable aspect of corporate life, where internal changes are considered secondary, while external changes are primary (Zhang et al., 2020). Research (Chege et al., 2020) notes that issues of change have an impact on all organizations. On the other hand, (Cohen et al., 2019; Wibowo, 2016) have proven that changes in organizational structure generally occur in response to changes in the external environment.

According to (Giudici, 2018) change refers to the introduction of innovation to change company activities to suit market demands. Change implies making something different and this means that it implies intentional activity that is oriented towards a goal. Therefore, if we talk about change in the context of an organization or company, then the change is planned, not a change that occurs by chance. Planned change plays a role in helping individuals, organizations, communities, and society, solve problems, take lessons from past and future experiences, adapt to the environment and change existing perceptions, improve performance, and impact change in the environment future (Calder, 2013).

MSME change management in the digital era is a process that helps MSMEs to adapt to changes that occur in the digital era. Digital change for MSMEs requires careful planning, adequate resource allocation, and a commitment to learning and adapting to technological changes. By implementing the right digital strategy, MSMEs can increase their competitiveness, open new opportunities, and grow sustainably in the digital era (Condrobimo, 2023). Change management must be implemented effectively so that MSMEs can take advantage of available opportunities and face challenges well.

To implement change management effectively, changing mindsets is also an unavoidable necessity (Rinne, 2023), the key factor in successful change management is the leadership's attitude towards change. According to (Talessio, 2023) a leader in MSMEs needs to be prepared to face and lead change. They need to realize that change management is not





only the manager's job, but all employees can and should also contribute. A positive and open attitude towards change can form a company culture that supports innovation and welcomes new ideas.

3. RESEARCH METHOD

In this research, the library research method is used where data is obtained through understanding and mastering the theories contained in various literature that are relevant to the research focus (Adlini et al., 2022). Data was collected from various sources, including books, scientific articles, as well as previous studies related to the research subject. Nevertheless, this research still involves in-depth efforts to provide a comprehensive picture of the significance of change management for MSMEs in the digital era.

4. RESULT AND DISCUSSION

4.1 Relevance and Urgency of Implementing Change Management

Change management is a stage that involves carrying out management tasks to achieve the goals of organizational change effectively and efficiently. In different situations, change management is defined as the combination of knowledge and skills involved in planning change, by carrying out effective organizing actions through appropriate distribution of the workforce to carry out the change process (Rahayu, 2015). Within an organization, the task of managing change activities falls on the change agents. These change agents can consist of managers or non-managers, senior executives, work team members, or even external consultants who are not part of the company (Gibson et al., 2012).

Change itself can cover four categories, namely, structure, technology, physical arrangement, and people or human resources within the organization or company itself (Robbins in Rumandan, 2020).

1. Structural changes include transformations in aspects related to authority, coordination mechanisms, job redesign, or other structural variables. This change process may modify one or more key elements in the design of an organization, perhaps even introducing major changes in the existing organizational structure. For example, this change may involve a shift from a simple structure to a team-based structure or creating a matrix design. Change agents also have the option to redesign jobs or work schedules, such as redefining job descriptions, enriching jobs, or implementing flexible work hours. Organizational reward systems can also be changed, including the introduction of performance bonuses or profit-sharing schemes to increase motivation.





2. Technological change involves changes in the style/method of work processes and the use of equipment and methods. These changes may include increasing efficiency through the implementation of new technology, the adoption of more sophisticated systems, or adaptation to current technology trends. Change agents need to consider the impact of technological change on job tasks, system integration, and the organization's ability to adapt to technological change.
3. Physical changes involve changes in the layout and arrangement of spaces in the work environment. This may include changing the office design, equipment location, or room layout to increase interaction and collaboration between team members. These changes can impact work culture and team dynamics, as well as create a physical environment that supports productivity and creativity.
4. Changes in people/HR refer to changes in employee attitudes, behavior, expectations, perceptions, and skills. Change agents may consider employee development initiatives, training to improve skills or organizational culture changes. It is important to understand that change in people can also involve adjusting incentive structures, effective communication, and psychosocial support so that employees can better adapt to the change.

4.2 Change Process and Required Principles

4.2.1 Change Process

Many organizations or individuals are determined to make changes and implement them in different ways but fail when facing initial obstacles. With an understanding of the key steps in the change process and the ability to adapt to change, an organization, team or individual can develop an organizational or personal change strategy.

To support changes in behavior towards digitalization, several aspects support this change, the role of HR, technology, and business networks becomes dominant or important, because to achieve success in the MSME business, all three must work in harmony. According to (Wilantara, 2016) these aspects are divided into 4 dimensions, namely internal change, intellectual capital, environment, and business networks.

1. Internal Change: Aims to respond to problems that arise due to internal dynamics that can hinder business progress. This dimension can be divided into three sub-dimensions, namely: responding to opportunities, ensuring business continuity, and setting business performance standards.





2. Intellectual Capital: This is intellectual property owned by MSMEs in the form of expertise, intelligence, and mastery of digital technology to increase business excellence. MSMEs should initially focus on identifying the intellectual capital owned by their business organization.
3. Environment: This is a strategic approach that looks outward, including observations of the natural environment and socio-cultural environment. The point is to answer the question of how MSMEs can grow and develop by paying attention to their strategic context.
4. Business Networks: Respond to questions about how MSMEs can achieve long-term growth by promoting cooperation and building networks. MSMEs need to realize their existence in a business community where interaction and collaboration between community members are necessary for mutual progress.

4.2.2 Important factors that MSMEs must pay attention to in the Change Process

One important factor in initiating change is supporting each individual in exploring the motives behind their desire to change. Another important factor is the personal readiness of each individual who is motivated to change because of a strong internal drive. The change itself is influenced by many factors (Tampubolon, 2020), including:

- a. there is a change in CEO/management board members;
- b. feedback or criticism from stakeholders;
- c. various business outcomes;
- d. acquisition or merger;
- e. various issues related to the environment;
- f. restructurisation;
- g. career advancement;
- h. team or individual goals or targets;
- i. the need to adopt greater corporate social responsibility.

The digital era has brought significant changes to the business world, including MSMEs (Muhtar, 2023) This change requires MSMEs to carry out digital transformation to be able to survive and compete amidst increasingly fierce competition and in a more competitive era (Evangeulista et al., 2023). The factors that influence the process of change for MSMEs in the digital era will be explained as follows:





a. Internal factors

- Owner/manager characteristics, such as education level, age, and experience, may influence their attitudes and behavior toward digitalization. Owners/managers who have a high level of education, are young, and have experience in the technology sector tend to be more open to digitalization (AlBar & Hoque, 2019; Taylor & Owusu, 2012).
- Company characteristics, such as business type, business size (Dewi et al., 2022), and business location, can also influence the process of change in MSMEs. Companies that are involved in the service sector and have a large business scale tend to find it easier to digitize.
- Availability of resources (Dewi et al., 2022), such as capital, labor, and technology, is also an important factor in the process of change in MSMEs. MSMEs that have adequate resources tend to find it easier to digitize.

b. External factors

- Increasing customer demand for digital products and services is encouraging MSMEs to digitalize (Evangeulista et al., 2023). MSMEs need to utilize digital technology to meet customer needs and increase competitiveness.
- Competition with competitors is increasingly fierce, also encouraging MSMEs to digitalize (Evangeulista et al., 2023). MSMEs need to utilize digital technology to create a competitive advantage.
- Product and service innovation supported by digital technology can help MSMEs increase their competitiveness and attract new customers (Triwahyono et al., 2023)
- Digital technology can help MSMEs provide more significant extra benefits to customers (Yuwana, 2020). For example, MSMEs can utilize digital technology to improve product and service quality, creating a more satisfying customer experience, and increasing operational efficiency.
- Effective use of data can help MSMEs increase understanding of customers, formulate more accurate decisions, and increase operational efficiency (Subagja et al., 2023).

4.2.3 Principles for Initiating Change

One of the most important steps in any change process is to accurately identify our starting point to begin the change process. According to (Gryna et al., in Helmi & Aslami, 2023) five principles can be used as a reference for initiating change, namely:





1. Deciding to implement management change (decide), the steps that need to be taken are:
 - a. Research appropriate change methods to implement.
 - b. Assess the status of the organization to formulate change strategies and goals.
 - c. Design ways to align management change initiation with the methods used.
 - d. Identify the scope of change.
 - e. Assess the impact of changes on organizational resources.
 - f. Estimating other parties who can support the organization in carrying out changes.
2. Make preparations to make changes (prepare), the steps that need to be taken are:
 - a. Establish the structure needed to implement the change: determine the people who initiate the change and form the team that implements the change.
 - b. Determine change targets.
 - c. Design a plan for human resources.
 - d. Discusses aspects related to financial matters.
 - e. Identify initial activities that can be used to organize training.
 - f. Design a change plan.
3. Carrying out the launch of the changes (launch), the steps that need to be taken are:
 - a. Provide training to the management team.
 - b. Carrying out initial projects.
 - c. Support and monitor activities.
 - d. Measure and review various plans.
 - e. Determine whether changes will continue or be discontinued.
4. Carrying out changes (expand), the steps that need to be taken are:
 - a. Make changes by paying attention to the ongoing situation.
 - b. Informing about the success of the activities that have been carried out.
 - c. Rearranging organizational goals.
 - d. Assess, review, and control various activities.
5. The fifth stage is to continue implementing changes (sustain), what must be done is:
 - a. Carry out assessments of various activities.
 - b. measure, review, and control various activities.
 - c. remain focused on customer satisfaction.
 - d. conduct training for employees so that they understand the purpose of the change.

In the context of MSMEs in the digital era, efforts to initiate change need to consider digital communication strategies, the application of the latest technology, and the involvement of team members in the digital transformation process. In a teamwork, the





change process requires more attention, because it will be related to sharing responsibility for carrying out the change process. Several things can be used as a reference so that changes at the work team level can be carried out well, including:

1. Commit to holding a meeting once a week at a certain time, which is a relatively loose and productive time to review all the projects in our work plan.
2. Provide sessions where people can speak honestly and openly about the real progress that has been achieved.
3. Keep a judicious time limit for these sessions; encourage mutual exchange of information, not debate. If there are issues that need to be discussed, then this should be arranged during the meeting. Use this session to identify issues regarding resources and time limits.
4. Use project planning tools. Having a detailed project plan with an agreed deadline is a vital part of the transformation process.
5. As part of the process, identify exactly what has been achieved, what has been missed, and how time availability can be improved. Maybe one day we encounter several difficulties in acting correctly. time. Teams and organizations have different ways of dealing with this.

One approach is to accept the condition and take lessons from what is happening. Another approach is to be braver and more enthusiastic about completing an activity. The best solution is to set realistic time limits, at the first opportunity.

6. It requires mapping the journey towards change as a whole and a very detailed work plan, working effectively, digging up information about various possibilities that could occur, and building plans to anticipate them.
7. Assignments are reviewed regularly and no assumptions are made. Communication across all parts of the project is well maintained, and select people with the best performance to assume key roles.
8. If something is not implemented correctly, there are mechanisms to ensure that the impact of the problem is minimized. When details are not paid attention to, when things are not implemented properly, the impact becomes more serious.

4.3 Factors Triggering and Inhibiting Change in MSMEs in the Digital Era

4.3.1 Factors Triggering and Inhibiting Change

Some factors trigger changes in MSMEs in the digital era according to previous research. Research conducted by (Abdi et al., 2022; Bruce et al., 2023; Cueto et al., 2022;





Shetty et al., 2022) identified that the elements that influence the digitalization process in Micro, Small, and Medium Enterprises (MSMEs) inner motivation, understanding information and communication technology (ICT), as well as real application in marketing. According to research conducted by (Agarwal & Ojha, 2022), the factors that influence the digitalization process of MSMEs involve support from top-level management, costs to overcome cultural transitions, and implementation of system digitalization. When compared with several previous studies, differences were found in factors that could be attributed to different research locations and differences in the characteristics of MSMEs that were the objects of research.

Kadeni (2020) divides the inhibiting factors that MSMEs have into two, namely internal factors and external factors. Regarding internal factors that are often faced by MSME actors, they consist of:

1. Limited human resource skills are still an obstacle.
2. The product marketing area is limited, with many entrepreneurs in small industries placing more emphasis on the production side rather than capabilities in marketing functions, such as access to market information and marketing networks. Thus, the majority of them tend to only act as handymen.
3. The level of consumer confidence in the quality of small industry products is still unstable.
4. Business capital constraints occur in most small industries that only rely on their limited capital.

Meanwhile, external factors are generally related to parties who develop and foster MSMEs. For example, the programs given to MSMEs often overlap so that they do not have a clear direction, furthermore, there is no monitoring carried out and proposals for solving MSME problems are not on target.

5. CONCLUSION

1. Change in an organization or company is an inevitable aspect, with internal and external changes playing an important role. Planned change, which involves purposeful, goal-oriented activities, helps organizations and individuals solve problems, learn from experiences, adapt to the environment, and influence future change.
2. Change management is a process that involves the implementation of management functions to achieve organizational change goals effectively and efficiently. Change agents, including managers, senior executives, work team members, or external





consultants, are responsible for managing change activities. Change itself can cover four categories: structure, technology, physical arrangement, and people/HR in the organization.

3. Factors that trigger changes in MSMEs in the digital era involve inner motivation, understanding of information and communication technology (ICT), as well as real applications in marketing. On the other hand, there are factors inhibiting change, including limited human resources, limited product marketing, lack of consumer trust, and capital problems.
4. The change process requires an understanding of the main stages, joint commitment, and building a learning process. Important factors in the change process for MSMEs in the digital era involve owner/manager characteristics, company characteristics, resource availability, customer demand, competition, product and service innovation, and data utilization.
5. Principles for initiating change include assessing readiness, stating strategic direction, identifying key stages, building commitment, and establishing a learning process. Digital communication strategies, application of the latest technology, and involvement of team members are the keys to changing MSMEs in the digital era.

Based on the conclusions above, the author provides several recommendations as follows:

1. Increase Inner Motivation and Understanding of ICT: Encourage MSME owners and employees to understand inner motivation in facing change. Socialize the benefits of change and its positive impact on individual and organizational development. In addition, provide intensive training on ICT to improve knowledge, understanding, and digital skills.
2. Human Resource Management and Marketing: Oriented towards human resource management by providing training and improving skills in line with digital demands. Strengthen product marketing strategies by using the latest technology and exploring it on digital platforms. Ensure that employees are actively involved in digital marketing strategies.
3. Increased Consumer Confidence and Capital Settlement: Strive to increase consumer confidence with transparency in services and products. Provide quality assurance and social responsibility. Meanwhile, explore capital options that can support change, such as strategic partnerships, loans, or funding from trusted third parties.
4. Building Learning Processes and Utilizing Data: Prioritize building sustainable learning processes within the organization. Encourage employees to share knowledge and





experiences. Use available information to make more optimal decisions. Invest in data analysis systems that enable MSMEs to gain valuable insights from the information they collect.

5. Implement Digital Communication Strategy and Team Engagement: Design an effective digital communication strategy to explain the purpose of the change, its benefits, and the steps to be taken. Actively involve team members in planning and implementing changes. Provide a digital communication platform or channel that enables collaboration and exchange of ideas between teams.

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