

Empowerment Strategy for Muslim Entrepreneur Community in Jambi City

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ABSTRACT

This research aims to analyze and create alternative strategies for the GENPRO and IPEMI communities as communities oriented towards Muslim entrepreneurs in increasing the empowerment of their members. The type of research is descriptive quantitative, and uses the Quantitative Strategic Planning Matrix (QSPM) method. By using three strategy formulations, namely the data collection stage, the data matching stage, and the decision-making stage. It is hoped that the results of this study can become the basis for policies in increasing the empowerment of community members. The results showed that from the calculation of IFE and EFE analysis based on 65 respondents, the main strength is the routine coaching of members, while the main weakness is insufficient facilities and infrastructure. And the main opportunity is that members always participate in determining the direction of the community, while the main threat is that many members join more than one community. As well as the results of the QSPM calculation by 4 Respondents as those who determine the priority of policies to be taken, 7 strategies were chosen with the first priority being to accommodate cooperation between members by integrating all potential and productive resources with a TAS score of 5.596.



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Introduction

State development is a government effort to empower the community to make changes for the better. Development must involve the position of citizens as the main and as the party who wants to experience development. The main actor in national development is the community, while the

government has an obligation to protect and direct in order to support national development. One of the supports for the success of development, especially economic development, is the small and medium scale economy (Sudati, 2019).

Micro, small, and medium enterprises are very strategic national economic zones where many people live and become the backbone of the country's economy. The existence of MSMEs (Micro, Small and Medium Enterprises) should not be in doubt, considering that this MSME zone absorbs a lot of labor which has been tested to be able to survive the storm of the economic crisis and become the driving force of the economy. Therefore, the government needs to encourage the development of MSMEs through various efforts, both training programs and disbursement of funds (Gunartin, 2017).

MSMEs are industries that absorb large amounts of labor. In 1997, the number of workers in the small, medium and micro enterprise sector reached 65.5 million. Fifteen years later (2013), the workforce in the MSME sector increased by 74% to 114.1 million workers. The latest data from BPS shows that MSMEs absorbed 117 million workers in 2018 or 97% of the workforce absorbed by the business world. The rest (up to 3%) is absorbed by the community.

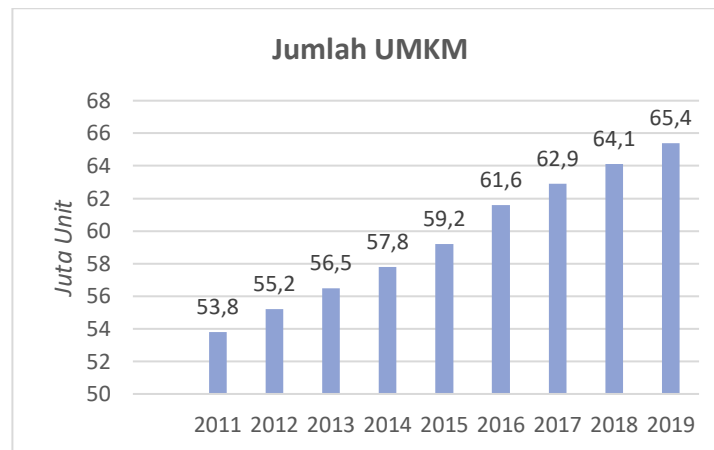


Figure 1. Data on the Development of MSMEs in Indonesia, MSMEs, 2020

From the data in Table 1. shows that the development of MSMEs in Indonesia in 2011-2019 has increased. Over time, the number of MSMEs in Indonesia continues to grow and this business group is able to face various shocks to economic problems.

Islam as a religion of rahmatan lil'alamin, provides normative sources related to work, work values, and work ethic. The three components of tawhid, piety, and worship must be the foundation of the work ethic. Tawhid makes work a way to worship Allah SWT and prevents the worship of worldly goods. Piety is a mental attitude that encourages to always remember, be vigilant, and carefully maintain from stains and sins, and maintain safety by acting right and refraining from mistakes. As a realization of the obligation as khalifah fi al-ardh to uphold prosperity and peace in the world and the hereafter.

Muslim entrepreneurship is also a very interesting spotlight in terms of looking at changing times. The performance of Muslim entrepreneurs themselves is affected by the uncertainty of the current conditions. They are tossed around in uncertain conditions. Their business performance fluctuates. In the Islamic perspective, this varied situation is considered more than just a financial or material issue, but also relates to how well it performs in terms of morality and religion. (Ludin, 2018).

The results of research from Reni Yanti (2020), show that the problems faced by MSMEs in Jambi City are the limitations of capable entrepreneurs in optimizing MSME development, the lack of information obtained by MSMEs from the world of entrepreneurship, the low education of business actors, lack of entrepreneurial skills, lack of knowledge about the world of technology,

and lack of capital in developing their business. Furthermore, the results of research from Hariyadi (2020) found that MSMEs found many problems, including the capital provided by the government not being used in accordance with the objectives of the initial plan, not only capital but also influenced by the low quality of human resources, planning, coaching, supervision, and government policies, and most of the MSMEs that received assistance from the government failed to improve their performance. In this case, of course, empowerment from the business association/community is needed in solving the existing problems.

The business community can play a role in the development of Islamic economics by introducing Islamic economic principles such as tawhid, justice, benefit, freedom and responsibility, brotherhood, and others (Hamidah, 2021).

Some of these communities are the Global Community of Professional Entrepreneurs (GENPRO), and the Indonesian Muslimah Entrepreneurs Association (IPEMI). As the name implies, this community was established specifically for Muslim entrepreneurs and Muslim women in Jambi. In this community, entrepreneurs are invited to share business knowledge and studies to balance the affairs of the world and the hereafter. Because in Islam every Muslim is obliged and has a responsibility to work (Hamidah, 2021).

Empowerment is now more widely recognized as a fundamental factor in socio-economic development. This can be seen from the variety of empowerment theories and initiatives that have emerged in various fields of human life. Many concepts of empowerment programs that have been implemented have been published in the form of modeling. Micro, small and medium enterprise groups are a form of economic life for some Indonesian people (Rusdin, 2013).

In empowering the economy of the Muslim business community, it is not enough to just provide capital. But there must also be a mentoring role by the institution, followed by infrastructure development, strengthening human resources, and strengthening cooperation between large and small businesses. Therefore, the strategies used to empower the Muslim economy now include individual strategies and group strategies in the form of collaborative efforts, such as in the form of cooperatives (Aulia, 2015).

Based on this background, the author is interested in conducting research entitled, Development Strategy for Empowering Members of the Muslim Entrepreneur Community in Jambi City.

Literature Review

According to Hari (1996), strategy actually comes from the Greek "Strategos", taken from the word stratos which means military and "Ag" which means to lead. So strategy in its context is interpreted as a general ship, which means something that generals do to make plans to defeat the enemy and win the war.

Empowerment comes from the English "empowerment" which is commonly interpreted as empowerment. In the sense of giving or increasing "power" (power) to weak or disadvantaged people. Rappaport defines empowerment as a strategy to give individuals, groups, and communities control over their lives. Community empowerment is a series of efforts to support community empowerment by increasing human resources and trying to maximize these resources so that they can increase their capacity and ability to utilize their potential while their economy grows through self-help activities.

Islam is a religion of rahmatan lil'alamin. In other words, it can be stated that Islam is a religion that is full of benefits and maslahat for both individuals and society. Islam is a religion that always teaches to provide benefits and maslahat to fellow humans and fellow creations of Allah.

Islam teaches its people to help each other. All forms of differences that color human life are one of the signals to mankind to help each other in accordance with Islamic provisions. The help

that is taught is help in terms of virtue and piety. Islam prohibits its people from helping each other in sin and transgression. As Allah says in surah Al-Maidah verse 2 which means: "And help you in (doing) virtue and piety, and do not help in committing sins and transgressions And fear Allah, surely Allah is very severe in His punishment." [QS. Al-Maidah (5): 2]

The existence of mutual assistance fosters the creation of brotherhood, unity and affection between Muslims. So as to make a strong and sturdy ummah. As for one form of this help is not to let his brother shrouded in helplessness. So that he helps his brother.

Community comes from the Latin *communitas* which means "similarity", then can be derived from *communis* which means "the same, public, shared by all or many". According to Kertajaya (2008), a community is a group of people who care about each other more than they should, where in a community there is a close personal relationship between members of the community due to a common interest or values. Meanwhile, according to Wenger (2004), a community is a group of people who share problems and solutions, concern or passion for a topic and deepen their knowledge and expertise by interacting with each other continuously.

According to Rudjito (2003), the definition of Micro, Small and Medium Enterprises (MSMEs) is a business that has an important role in the Indonesian economy, both in terms of employment created and in terms of the number of businesses.

In article 1 of Law No. 20 of 2008 concerning Micro, Small and Medium Enterprises (MSMEs), what is meant by Micro, Small and Medium Enterprises are: Micro Enterprises are productive businesses owned by individuals and/or individual business entities that meet the criteria for Micro Enterprises as stipulated in this Law. In terms of net worth, units included in micro-enterprises have a maximum net worth of IDR 50 million excluding the land and building of the business premises.

Small Business is a stand-alone productive economic business, carried out by an individual or business entity that is not a subsidiary or not a branch of a company that is owned, controlled, or a part either directly or indirectly of. Medium Enterprises or Large Enterprises that meet the criteria of Small Enterprises as referred to in this law. The criteria for units included in a small business usually have a net worth ranging from more than Rp50 million to Rp500 million, excluding land and business buildings.

Medium-sized Enterprises are stand-alone productive economic businesses, conducted by individuals or business entities that are not subsidiaries or branches of companies owned, controlled, or part of either directly or indirectly by Small Enterprises or Large Enterprises with a net worth or annual sales as stipulated in this Law. The net worth of a medium-sized business unit is more than 500 million to a maximum of Rp10 billion.

Based on the above definition, it can be concluded that Micro, Small and Medium Enterprises (MSMEs) is a form of productive economic business carried out by individuals or individual business entities that meet the criteria of Micro, Small and Medium Enterprises (Hamidah, 2019).

Method

This research is quantitative descriptive research. Sugiyono (2016) says descriptive research is research conducted to determine the value of independent variables, either one or more (independent) variables without making comparisons, or connecting with other variables.

This research was conducted in the Jambi Global Entrepreneur Professional (GENPRO) community, and the Indonesian Muslimah Entrepreneurs Association (IPEMI) community. The data source in this research is the data subject from which the data is obtained. Primary data is obtained directly from the research topic through interviews with respondents using tools, especially a collection of questions (questionnaires), and direct observation of issues related to empowerment strategies in the Muslim entrepreneur community in Jambi city.

The population in this study are entrepreneurs who are members of the IPEMI and GENPRO communities, totaling 365 people. In this study, researchers used the Taro Yamane formula (1973) in determining the research sample and obtained a result of 64.7 but the researcher made it 65 samples.

The questionnaire design was made as a measuring tool used for data collection based on SWOT factors, namely internal and external community factors. The scale used for filling out the questionnaire is a Likert scale. Weighting was carried out to determine the value of the level of importance of each attribute of the internal and external factors. The scale used for weighting is a Likert scale.

The rating illustrates how effective the current community strategy is in responding to the existing strategic factors. The rating value is based on the following information:

Table 1. Likert Scale Weight

Skala Bobot	Keterangan
4	If the community response is very strong to the factor
3	If the community responds strongly to the factor
2	If the community has a weak response to the factor
1	If the community response is very weak to the factor

Source: Sugiyono, 2013

Then the variable of this study is the community empowerment strategy with the definition, namely the formulation of the mission and objectives of the organization, including action plans to achieve these goals by explicitly considering competitive conditions and the influence of forces outside the organization that directly or indirectly affect the continuity of the organization. By covering 4 dimensions, namely: Kekuatan, yang terdiri dari beberapa indikator yaitu: Saran dan masukan, Konsep sejalan dengan kewirausahaan Islam, Inovasi dan Ide, Pengawasan dan evaluasi, serta Keilmuan yang selalu update.

1. Strength, which consists of several indicators, namely: Suggestions and input, Concepts in line with Islamic entrepreneurship, Innovations and Ideas, Supervision and evaluation, and Scientific knowledge that is always updated.
2. Weaknesses, which consist of several indicators, namely: Lack of coordination, Members are less than optimal in participating in the program, Do not yet have a funding program.
3. Opportunities, which consist of several indicators, namely: Always increasing members, Having national and international marketing networks, High interest in business development, High level of purchasing power for member products.
4. Threats, which consist of several indicators, namely: Members stop running their business, Product competition between members is very high, Limited capital.

The stages of data analysis are as follows: First, The Input Stage, The matrices used in this stage are Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE). Second, Matching Stage (The Mathcing Stage), Using the IE (Internal External) matrix which is useful for positioning the community into a matrix consisting of 9 cells and the SWOT matrix as a decision-making formulation tool to determine the strategy pursued based on logic to maximize strengths and opportunities, but can simultaneously minimize the company's weaknesses and threats. Third, The Decision Stage, the matrix used in this decision is QSPM. QSPM analysis is used to objectively evaluate strategies based on the key internal-external success factors that have been identified in the previous stage.

Results and Discussion

Internal environment analysis

The internal environment discusses the strengths and weaknesses of the community. The internal factors used in the research are based on the state of the community. The strength and weakness variables in each factor can be seen in Table 2.

External environment analysis

The external environment discusses community opportunities and threats. The internal factors used in the research are based on the state of the community. The opportunity and threat variables in each factor can be seen in Table 3.

IFE (Internal Factor Evaluation) Matrix

Internal environmental analysis is carried out through the identification of internal community factors to determine the strengths and weaknesses of the community. After identification, weighting and rating of each variable was carried out. Based on the results of weighting and rating using the IFE matrix, it can be seen that the total score of the IFE matrix is 3.124. The table of IFE matrix results can be seen in table 4. The total score shows a strong position.

EFE (External Factor Evaluation) Matrix

The analysis of the internal environment is carried out through the identification of external factors of the community to determine the opportunities and threats of the community. After being identified, the weighting and rating of each variable is carried out. Based on the results of weighting and rating using the EFE matrix, it can be seen that the total score of the EFE matrix is 3,084. The table of EFE matrix results can be seen in table 5. The total score shows a strong position.

Table 2. Identification of Strengths and Weaknesses

Strengths	Weaknesses
The community currently has a clear organizational structure.	Community facilities and infrastructure are not sufficient.
The community currently has experts in running its programs.	Most members have other activities, so they do not prioritize the community's agenda.
Current members have high loyalty to the community.	Many members are unaware of access to capital to develop their businesses.
Members are focused and competent in the business they run.	Most members still lack discipline in following the programs run by the community.
Member coaching is currently carried out regularly.	Members have different levels of ability and potential.

Source: Data processed, 2023

Table 3. Identification of Opportunities and Threats

Opportunities	Threats
Certification has a great influence on the business being run.	Many members join more than one community.
Members share business knowledge within the community.	Members do not contribute enough to the community's paid events.
Members always participate in determining the direction of the community.	Differences of opinion among members trigger conflicts within the community.
Attention and support from the government is high.	There is business competition among members for similar products.
Business digitalization is a prioritized program.	The application of Islamic entrepreneurship principles is still lacking.

Source: Data processed, 2023

Table 4. IFE Matrix Results

Strengths	Rata-rata Rating	Rata-rata Bobot	Skor Total
The community currently has a clear organizational structure.	3,030	0,096	0,290
The community currently has experts in running its programs.	2,984	0,095	0,283
Current members have high loyalty to the community.	3,153	0,100	0,315
Members are focused and competent in the business they run.	3,123	0,099	0,309
Member coaching is currently carried out regularly.	3,292	0,104	0,342
Weaknesses			
Community facilities and infrastructure are not sufficient.	3,384	0,107	0,362
Most members have other activities, so they do not prioritize the community's agenda.	3,123	0,099	0,309
Many members are unaware of access to capital to develop their businesses.	3,061	0,097	0,296
Most members still lack discipline in following the programs run by the community.	3,153	0,100	0,315
Members have different levels of ability and potential.	3,092	0,098	0,303
Total		1,000	3,124

Source: Data processed, 2023

Table 5. EFE Matrix Results

Opportunities	Rata-rata <i>Rating</i>	Rata-rata Bobot	Skor Total
Certification has a great influence on the business being run.	3,169	0,096	0,304
Members share business knowledge within the community.	3,000	0,095	0,285
Members always participate in determining the direction of the community.	3,200	0,100	0,320
Attention and support from the government is high.	3,015	0,099	0,298
Business digitalization is a prioritized program.	3,061	0,104	0,318
Threats			
Many members join more than one community.	3,184	0,107	0,340
Members do not contribute enough to the community's paid events.	3,276	0,099	0,324
Differences of opinion among members trigger conflicts within the community.	2,923	0,097	0,283
There is business competition among members for similar products.	3,061	0,100	0,306
The application of Islamic entrepreneurship principles is still lacking.	3,123	0,098	0,306
Total		1,000	3,084

Source: Data processed, 2023

Table 6. Result Quantitatif Strategic Planning Matrix (QSPM)

Alternatif Strategi	Total TAS	Peringkat
Facilitate community members with government and private parties to gain access to capital.	6.314	IV
Provide a forum for cooperation between members to integrate all potential and productive resources.	6,596	I
Presenting periodic discussions and studies on Islamic entrepreneurship.	5,995	VII
Assist members in finding ideas and innovations in developing their products and services.	6,167	VI
Affirming the SOP rules within the community.	6,189	V
Maximizing technology in an effort to improve the coordination function of the management and friendship between members.	6,441	II
Conducting member contributions in equipping community facilities and infrastructure and attending paid MSME training together.	6,334	III

Source: Data processed, 2023

IE Matrix (Internal External)

Based on the results of the IFE matrix and EFE matrix, it can be further compiled in the IE matrix. The average IFE value is 3.124 and the average EFE is 3.084. The average value of IFE and EFE is obtained from the sum of the scores on each factor, where the score is obtained from multiplying the average rating and average weight on each factor. This value shows the position of quadrant I, which shows that the strategy needed for the community at this time is the penetration strategy, the development of community empowerment programs or integration, namely forward integration, backward integration and horizontal integration can be the most appropriate for these divisions. The IE matrix can be seen in the Figure below.

	4,0	Kuat	3,0	Sedang	2,0	Lemah	1,0
Tinggi	I 3,124 3,084		II		III		
Sedang		IV		V		VI	
Rendah		VII		VIII		IX	

Figure 2. IE Matrix of GENPRO and IPEMI Community, Hasibuan, 2019

SWOT Matrix

The SWOT matrix produces several alternative strategies obtained from internal and external variables according to the community's position in the IE matrix, namely penetration, development of community empowerment programs or integration. The alternative strategies are as follows:

SO strategy; Facilitate community members with government and private parties to gain access to capital and program collaboration between parties. Contain to work together between members by integrating all potential and productive resources.

WO Strategy; Presenting periodic discussions and studies of Islamic entrepreneurship. Assist members in finding ideas and innovations in developing their products and services.

ST Strategy; Affirming the SOP rules that exist in the community. Maximizing technology in an effort to improve the coordination function of the management and friendship between members.

WT Strategy; Conducting membership fees in equipping community facilities and infrastructure and attending paid MSME training together.

Quantitative Strategic Planning Matrix (QSPM)

The final stage of the strategy analysis is the selection of strategies that are suitable and can be implemented by the community. The selection of a suitable strategy is done by using the QSPM analysis tool. Alternative strategies are obtained from the SWOT matrix where the matrix produces several alternative strategies through the community's internal and external factors.

The results of the TAS calculation, the first alternative strategy that is most prioritized to be carried out by the community is to accommodate to work together between members by integrating all potential and productive resources with a TAS score of 6.596, then the second strategy maximizes technology in an effort to improve the coordination function of the management and friendship between members with a total TAS value of 6.441, Then the third is to collect member fees in equipping community facilities and infrastructure and attending paid MSME training together with a total TAS score of 6.334, then the fourth strategy is to facilitate community members with government and private parties to gain access to capital with a total TAS score of 6.314, the fifth is to emphasize the SOP rules in the community with a total TAS of 6.189. Furthermore, the sixth helps members find ideas and innovations in developing their products and services with a total TAS value of 6.167. Then the seventh presents periodic discussions and studies of Islamic entrepreneurship with a total TAS value of 5.995. QSPM results can be seen in table 6.

Conclusion

The conclusions of this study are as follows, Based on the results of the IFE (Internal Factor Evaluation) and EFE (External Factor Evaluation) analysis that affects the empowerment strategy in the Muslim entrepreneur community, namely the internal factors that affect the empowerment strategy of the main strength is the regular coaching of members, while the main weakness of the community is the insufficient facilities and pre-facilities while the external factors that affect the empowerment strategy of the main opportunity in the community is that members always participate in determining the direction of the community, while the main threat to the community is that many members join more than one community.

The results of the SWOT method analysis resulted in 7 alternative strategies that can be chosen by the Muslim Entrepreneur Community, with the most prioritized alternative strategy to be implemented, namely to facilitate cooperation between members by integrating all potential and productive resources with a TAS score of 6.596.

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