

Learning Model and the Development of Micro, Small, Medium Enterprises in Indonesia

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ABSTRACT

The purpose of this study is to describe how the learning process is based on the value of “Gotong royong” which occurs in the MSMEs community in order to face the challenges of high competition in the current era of globalization. Gotong royong is a principle of reciprocity. It means that it does not aim to get money or other materials but it is a hope that when needed there are those who help in the community of gotong royong. This study applied a qualitative method using case study approach. This study was conducted in the MSMEs community consisting of 43 members in various business in Malang of Indonesia. The data were gathered through indepth interview, observation and a group discussion. The learning process that occurs between the community members who are members of the community raises the value of gotong royong (mutual cooperation) in accordance with the vision and mission carried out. With this spirit of gotong royong, it can overcome the difficulties together to advance together in the face of globalization. From the learning model produced, it can be used as literature for policy holders such as the cooperative and community service agencies in developing the community based on the cultural perspective of gotong royong that is characteristic of Indonesian. The essence of this cultural value is a driving force for common progress which is the philosophy of the development of the people economy.

Key words: *learning model, MSMEs, mutual cooperation, gotong royong, entrepreneurship.*

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INTRODUCTION

The role of Micro, Small and Medium Enterprises (MSMEs) in the absorption of labor occupies the largest portion of the private business sector. Almost 100% of business forms in Indonesia are MSMEs, but only contribute between 58 to 61% for Gross Domestic Product (Tambunan, 2019) small and medium enterprises (MSMEs).

Barriers faced by MSMEs include lack of knowledge about technology, marketing, inability to develop human resources, and lack of understanding of financial management (International Labour Office, 2019). According to Midgley, (2008); Das & Mohiuddin, (2015); Raghuvanshi, Agrawal, & Ghosh, (2017) we start by identifying barriers from earlier studies and explore possible causality among them. A framework based on cause and effect relationship among barriers is proposed. Decision-making trial and evaluation laboratory (DEMATEL) the main obstacle besides marketing is the difficulty of accessing loans to banks.

One effective way to overcome the limited resources of MSMEs is by utilizing Social Capital (Lu & Beamish, 2001). Social capital can provide potential benefits through social relationships (Rodrigues & Child, 2012) relatively little is known about how SMEs initiate, develop and maintain network relationships. This paper reports a study of 32 British SMEs exporting, or attempting to export, to Brazil and of

domestic institutional agencies whose role was to facilitate business conducted between British and Brazilian SMEs. The study explored both the functions of social capital for the SMEs and the process whereby it was developed. Its findings confirm the value of social capital in international entrepreneurship. It can provide information, interpretation, market opportunities, and some degree of protection against the risks associated with foreignness, newness and smallness. The study also confirms the vital importance of personal trust in sustaining social capital between small firms. Capital social pode ser definido como relacionamentos sociais que conferem benefícios atuais

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ou potenciais. Trata-se, portanto, de um tipo particular de recurso. As pesquisas recentes chamam atenção para a maneira como conexões e relacionamentos (networking).

The principles contained in mutual cooperation are attached to the aspects contained in social capital (Effendi, 2013). The gotong royong institution contains elements of a vision of the value of social life “ideology”, the spirit of collective struggle, the spirit of mutual respect (mutual collective trust), and organizational cooperation that is compatible with the progress of a nation’s society (Pranadji, 2009).

Benefits Social capital can increase productivity and economic efficiency, just like any other physical capital. Through social capital owned by individuals or groups, transaction costs can be minimized, so that economic activities become more efficient. Social capital is in a social network that includes information, trust, and reciprocal norms (Sinarwati, Budhi, Utama, & Marhaeni, 2019).

The use of the values of gotong-royong is likely to have a positive impact on the MSMEs community, because the values of gotong-royong have existed for a long time in Indonesia (Dewantara, 2017). The family principle is a characteristic of Indonesian society which has become a guideline in carrying out business activities. This principle contains two values as supporting pillars, namely deliberation and mutual assistance (Yani, Kamello, Jalil, & Jauhari, 2016)

Studies on the values of gotong royong have been carried out in the study of community traditions by (Somantri, 2012), its development in helping disaster victims, (Subagyo, 2012), public health by (Nelwan, Widjanto, Andarini, Djati, & Sumampouw, 2018), the case of settlement of the Buchholz settlement conflict, (2013) and even Mungmachon, (2012) has studied the importance of maintaining the value of local wisdom in the midst of the times.

The study of how the value of gotong royong has an impact on MSMEs is still limited. Research that examines the impact of social capital on the performance of MSMEs in Indonesia is mostly analyzed using quantitative approaches such as Yani, Eliyana, Hamidah, Sudiarditha, & Buchdadi, (2020) and Analia, Syaikat, Fauzi, & Rustiadi, (2020) using SEM, Walenta, (2019) and (Saskara & Marhaeni, 2017) using SPSS.

To obtain in-depth data, qualitative analysis is needed. A qualitative study conducted in Japan has examined the success of networking where cooperation in sales for MSMEs is correlated with commercial success in innovation (Fukugawa, 2006). Studies with a quantitative approach are also found, such as in Ghana, where social capital has a positive influence on performance in micro and small businesses (Agyapong, Agyapong, & Poku, 2017), in Brazil the influence of social capital for small businesses is more to build “market intelligence” and decision making about marketing. Thus the role of social capital has a positive impact

on the limited resources of micro and small businesses, so that networks for MSMEs need to be encouraged through the creation and strengthening of ties (De Oliveira, 2013) this article analyzes the relation between the social capital of entrepreneurs participating in horizontal networks and their companies’ performance. A survey of 218 business people from 34 horizontal business networks found that the absolute number of contacts of an entrepreneur within the network, the diversity and quality of the relationships and the cognitive similarity positively influence company performance. The results also show that entrepreneurs participating in horizontal networks have access to high levels of relevant information for their businesses, from the social capital developed within the network. The main theoretical contribution of this paper is that it confirms the relevance of social capital in business performance, thus confirming, in the context of inter-organizational networks, the studies by Ahuja (2000).

Therefore, based on the large amount of evidence of its effectiveness quantitatively, it is necessary to conduct an in-depth study of how the process of mutual cooperation values in an MSME community can provide solutions for limited MSME resources in the form of case studies.

Furthermore, in the field of learning, the values of gotong royong are widely studied in the formal education sector. Such as the study of the development of teaching materials based on the values of gotong royong (Mandala & Pujiati, 2020), (Hutama, Anhar, & Haidar, 2019) analysis of teaching materials containing character values (Subiyakto, Syaharuddin, & Rahman, 2016) and how the concept of mutual cooperation values is adopted in the development of learning (Utomo, 2018).

The role of trust and social capital in collective learning in MSMEs is important, amid limited MSME resources (Gubbins & Maccurtain, 2008). Science changes along with the development and demands of human life. Therefore, adjustment is needed by updating the knowledge, skills and competencies possessed (Popescu, 2012). Having knowledge in a business organization is needed in the face of global competition. Compared to ownership of land and access to capital, the amount of knowledge is a more important resource in competition (Dunford, 2000). The company’s ability to learn and adapt to the environment is an important factor for survival (Bosch, Baaij, & Volberda, 2005; Leiponen, 2006). Exchange and development knowledge management systems collectively enhance organizational learning and will ultimately lead to innovation and creative imitation (S. Kim & Lee, 2006). Thus, seeing the important role of mutual cooperation values for MSMEs, and the limited in-depth study of this, there are two focuses of this research, namely (1) How is the role of Gotong royong values in dealing with MSME’s problems, (2) How is MSME’s learning model that promote the values of gotong royong.

Gotong Royong

[Bowen, \(1986\)](#); [Scott, \(1988\)](#) explained that *gotong royong* is a principle of reciprocity. This means that it does not aim to get money or other materials but it is a hope that when needed there are those who help in the community of gotong royong. The term of *gotong royong* is a relatively new term because it is not found in ancient Javanese literature, inscriptions, or ethnic cultural history in Indonesia. However, what needs to be understood is the meaning of mutual cooperation has taken root in the lives of Indonesian people, especially in rural communities in Java ([Koentjaraningrat, 1974](#)).

The term of *gotong royong* according to [Bowen, \(1986\)](#) study means mutual help and mutual assistance describes the social relations that exist in rural areas that are still traditional. The social relations are going well, harmonious and closed. This means that the fulfilment of labor comes from villagers using the principle of mutual assistance and every citizen upholds the ethos of not being selfish and caring for the common good ([Bowen, 1986](#)). Gotong royong is a collective effort in achieving the common goal of ([Koentjaraningrat, 1961](#)). [Bowen \(1986\)](#) mentioned that *gotong royong* is described as one element of Indonesian culture nationally. Since independence in 1945, the term has been widely used throughout Indonesia ([Bowen, 1986](#)). The culture of mutual cooperation as one form of cooperative understanding or cooperation is spread throughout Indonesia ([Swasono, 2005](#)).

The element of *gotong royong* in Indonesian is the core of a joint effort on the principle of kinship ([Yunus, 1987](#)). Feelings in the bond of togetherness, solidarity, equality have become a tradition of society in Indonesia ([Buchholz, 2013](#)). In a community or family values of mutual help, good morals, and consensus agreement are highly prioritized. For people who do not apply these values will get moral sanctions from the community. Another meaning of gotong royong is a collective social activity. [Koentjaraningrat \(1958\)](#) revealed that there are seven types of gotong royong related to (1) death or misfortune of the village (2) public works for the village such as the construction of irrigation channels and places of worship (3) weddings, circumcisions (4) maintenance of ancestral meals (5) work in agriculture (6) helping people in need such as digging wells (7) work ordered by the mayor or village officials in the construction of village public facilities such as drainage.

The nature of help and mutual assistance are good joints for upholding economic democracy ([Hatta, 2014](#)). The Indonesian economy is based on economic democracy. The values of gotong royong in the *Pancasila* economy are implied in the third principle (Indonesian Unity). It was interpreted by [Wahjoedi \(2015\)](#) which mentioned that the economy is based on the principle of togetherness, family based, mutual cooperation, cooperation and non-lethal. How to respond to

global competition as it is today, still adhering to the principle of togetherness and *gotong royong*, the togetherness is carried out based on the principle of cooperation to compete then known as "coopetation". Competition and cooperation are two things that are common. To synergize the two, the term "coopetation" was coined. Coopetation is regulating competition through good cooperation ([Swasono, 2015](#)).

Learning at SMEs

Dealing with the rapid and sustainable change in the organization's external environment, learning makes it a necessity for an organization ([Gardiner, Leat, & Sadler-Smith, 2001](#)). Training is often seen as a way to encourage learning, by ignoring other approaches ([Taylor & Thorpe, 2004](#)). For small-scale businesses, formal training is considered unattractive, such as Australia ([Field, Jayachandran, Pande, & Rigol, 2016](#)), United Kingdom ([Smith, Sargeant, & Dawson, 1998](#)), Scotland ([Kerr & McDougall, 1999](#)) and the United States ([Fernald, Solomon, & Bradley, 1999](#)) formally and informally, in a sample of small businesses. According to the results of the study and a review of current literature, employees need training in a variety of areas and are not receiving adequate training in today's small business environment. The study specifically includes information with respect to: (1. This happens because the form of formal training is less relevant in terms of cost and time ([Gibb, 1997](#)) England. This paper begins with a review of the present concerns to link training with competitiveness in the United Kingdom and Europe. It notes that many of the issues raised in this respect are over 20 years old. It suggests therefore a new way to approach the problems, namely by considering the learning needs that will reduce the transaction costs of the small firm operating its stakeholder environment. After defining the concept of learning it makes the distinction between contextual learning (via experience. This also applies in other developed countries ([Field, 1997](#)). Large companies implement formal learning activities ([Mumby-Croft & Brown, 2005](#)) which are not attractive to small businesses ([Coetzer, 2006](#)).

SMEs prefer informal learning that is more general, cheaper, takes place at the right time in the right place. [Anderson & Boocock, \(2002\)](#); ([Keskin, 2006](#)) learning-orientation and innovativeness in medium-sized business (SMEs agreed that informal learning and work-based learning are more dominantly applied to small companies because they are more flexible and increase adaptability. Recent studies of training in small companies show that informal and in-house training is suitable to be applied in accordance with the conditions faced by small businesses. The results may be effective in improving company performance ([Rowden, 1995](#)). [Awazu, \(2004\)](#) stated that there seems to be an overlap between sharing informal knowledge, informal communication and conceptualizing informal networks.

Argote, McEvily, & Reagans, (2003) stated that business relationships between colleagues, and friendly relations between members, will increase the likelihood of knowledge exchange. Von Krogh et al. (2000) stated that trust and openness in business culture are prerequisites for the exchange of knowledge. Sturdy, Schwarz, & Spicer, (2006) revealed that in arranging informal knowledge exchange can be through lunch and dinner together and hanging out together. This informal meeting has been proven to facilitate a smooth exchange of knowledge between consultants and clients. Sharing informal knowledge is a form of sharing knowledge other than those institutionalized. Associated with resources, services and activities, which are used without prior planning. Examples of sharing knowledge through conversations and exchange of ideas at coffee, dinner, lunch, and when traveling together. One would expect that in a sector such as consulting where consultants talk a lot, they would rather share their knowledge verbally (Taminiau, Smit, & de Lange, 2009) since they are mainly rewarded for client related work (billable hours

Bartol & Srivastava, (2002) identified four mechanisms for sharing individual knowledge in organizations, namely (1) contributing knowledge to the organizational database, (2) sharing knowledge in formal interactions within or across teams or work units, (3) sharing knowledge in informal interactions, and (4) sharing knowledge within the community of practice (i.e., voluntary forums created around specific topics of interest). According to (Kim & Nelson, 2000) knowledge sharing also occurs as a dynamic learning process that involves organizational interactions with customers and suppliers, resulting in innovation or creative imitation. Because of advances in information and computer technology, this process often requires increasingly different knowledge that is shared between units and with external partners and clients (Bresman, Birkinshaw, & Nobel, 1999).

Social learning is non-formal education which suitable to be applied to SMEs where they like interaction and learning while working will ultimately have a positive impact on the development of SMEs (Bandura, 1977; Hamburg, 2015). Meanwhile, learning through social media can develop learning through discussion, collaboration with external experts, and access to the latest information. Problem Based Learning is also suitable for SMEs (Hmelo, 1998). The benefits of this learning are stimulating logical and creative thinking to solve problems in the workplace (Sendag & Odabasi, 2009). Problem-based learning using both formal and informal approaches (Hamburgh, 2015) using multimedia (Hoffman & Ritchie, 1997) is an ideal training method in the context of sustainable development in addition to being able to overcome problems there is also a transfer of skills (Hamburgh, 2015).

For learning to be more effective for individuals and organizations, learning needs to be integrated with work. Workplace learning is one way to maximize opportunities

for individual development (Mumford, 1995). Iles, (1994) advocated a new method for integrating work and learning in the form of a learning community, which combines a series of multi-skill work teams and self-management and values the diverse skills and backgrounds of team members, while maintaining a central focus on learning in organizations.

Informal Learning

Informal learning can be incidental and integrated into daily activities (Malcolm, Hodkinson, & Colley, 2003). Intentional informal learning activities are easier to observe, explain, and research than unintentional activities and are more integrated into other tasks. Some deliberate informal learning activities in the workplace include independent learning, mentoring (Conlon, 2004), networking (Eraut, 2004), asking questions (Eraut, 2004; Reardon & Polymers, 2004), and receiving feedback (Eraut, 2004). It is often difficult to separate work and learning because workers tend to equate basic actions of work, such as learning from mistakes or trial and error, with learning (Tikkanen, 2002). Informal learning also takes place through daily social interactions such as participation in group activities, working with others, handling challenging tasks, and working with clients; the success of these forms of informal learning is highly dependent on the quality of human relations in the workplace (Eraut, 2004).

RESEARCH QUESTIONS

Our study addressed the following two research questions:

- What is the role of the values of Gotong royong in dealing with MSME's problems?
- 2. How is the learning model for MSME's that elevates the values of Gotong royong?

METHOD

Research Design

This study applied a qualitative method using a case study. Qualitative studies focus on the social construction of reality (Denzin dan Lincoln, 2017). This method explores sociocultural meaning and experience.

Population and Sample/ Study Group/Participants

This study was conducted in the MSMEs community consisting of 43 members in various business in Malang of Indonesia. The attraction of this community is (1) it is one of the MSMEs communities that often gets visits from various regions in Indonesia (2) has the values of gotong royong that are still thick (3) educational media between members is still traditional. Informants are chosen based on the scale and type of business and their role in the community. Thus, the sampling technique using purposive sampling. There were 12

selected informants, including community leader, secretary, treasurer and 9 active members.

Data Collection Tools

The data were gathered through in-depth interview, observation and a group discussion. In-dept interview in the form of unstructured interviews. Thus, the researcher only uses the guidelines for the outlines of the research problem. The goal is to get as much data as possible according to the perception of the informant.

FGDs were conducted to explore members' perceptions while participating in community activities. In addition, it is used to maintain the credibility of the data using triangulation techniques. Observations were made during routine community agenda activities, to ensure that collective activities as a feature of the value of gotong royong did occur.

Therefore, the role of the researcher here is the participant as an observer. There is several information gathered from respondents including, first, vision and mission of the community, community programs that support the vision and mission and the role of community in facing existing problems in between members. In addition, it also provides question about marketing of products and the form of assistance that be provided by members in the community.

Data Analysis

For the analysis data, it applied an analysis model by [Miles and Huberman \(1994\)](#) with several stages including data reduction, data display, and conclusion drawing/verification. Data were collected through direct observation, in-depth interviews and documentation. The data that has been collected is analyzed through the stages of data reduction by the research theme. The next stage analyzed the data to get the most ideal theme or concept according to the conditions in the field as a research conclusion.

FINDINGS

The MSMEs Community in Malang was established in 2015 with total members of 43 MSMEs perpetrators. The types of businesses that are run are handicraft, processed food, and mortification. *Cobek* is a tool used for Indonesians pounding spices. Some are made of wood, earth, or cast. Crafts make up the largest portion, namely 23.53 percent of all types of businesses run in various work communities. In more detail, the types of business and marketing destination are explained in the Figure 1 and 2.

Figure 2 provides information about the types of business and marketing area of MSMEs community. The marketing area is divided into three parts which is local, national and international. For local destination, it includes Malang and Batu, while national area includes Java and Kalimantan. MSMEs also export their products internationally to several neighbourhood countries such as Malaysia and Singapore. The community management is taken from village elders, village officials, and members who are active in exhibition activities and actively fill seminars as resource persons, as well as having more networks among members.

The vision of the community is to prioritize the values of solidarity and unity with its mission is (1) unite the MSMEs by carrying out the principle of family and togetherness in the framework of unity in business. (2) synergize in developing tourist villages through professional business development. The strategy carried out is to undertake various collaborations, including cooperation with the government. As active MSMEs actors, members through exhibition activities found new relations starting with the MSMEs office and cooperatives. Related to government programs in the development of creative industries. The office has a lot of programs to provide guidance for the MSMEs actors. cooperation with Universities. Universities provide coaching programs within the framework of the services to the community program.

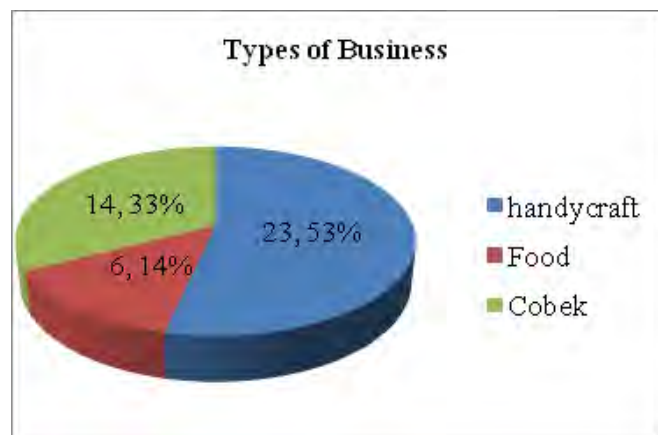


Figure 1: Types of MSMEs Business

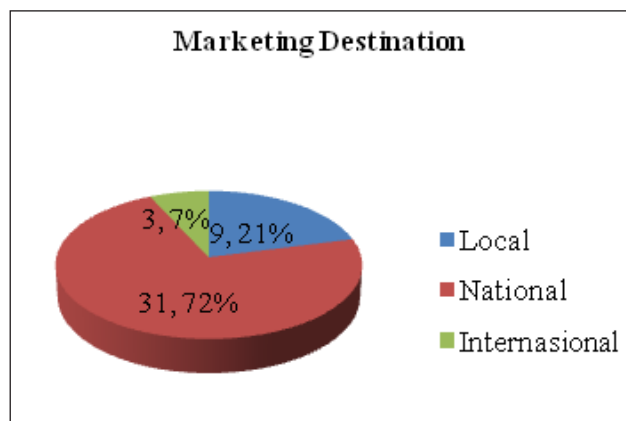


Figure 2: Marketing Destination of MSMEs

One of them is by embracing to encompass MSMEs so that they can be independent and develop. Collaboration with private companies such as PT. Telkom, PT. Angkasa Pura. In conjunction with the company's CSR program, the various works community is a target MSMEs. Collaborate with other MSMEs communities, in expanding the network of cooperation in terms of sustainable learning. The harmonious relationship between the government, the private sector, and the higher education institution in developing MSMEs provides opportunities for the MSMEs community in access to the development of knowledge related to business innovation. The hope is to facilitate access to knowledge, access to capital, and access to marketing.

Learning Process MSMEs Member

Door to door, means to establish mutual coordination between members. The activity of visiting each other between members became a habit of the villagers of Junrejo in Batu. From this habit provides its own benefits in order to tell each other, both family problems, community, and business. Therefore, it will be explored both explicit and implicit knowledge. Secondly, the learning process comes from the visiting activities. Every complaint and problem will arise. Then a consultation will be sought in the members' meeting which is held every three months. Third, from this quarterly meeting, members discuss opinions with each other to contribute ideas and thoughts in solving solutions. Example In a meeting discussing problems in the marketing field. Members have difficulty marketing the product on an ongoing basis. Most members of marketing strategies use the services of a sales agent. The disadvantage of using a sales agent is that the sale value to the final consumer is determined by the agent. If it only depends on the agent, then what happens (1) members cannot take higher profits, (2) if the agent establish prices are too high then it will indirectly

turn off the next marketing network, (3) There is dependency on the agent.

Based on these findings, the values of gotong royong through sharing experiences and knowledge as well as collaboration become a means to overcome existing problems. This collaboration is good between community members and with stakeholders. Then the habit of visiting each other which occurs incidentally and is informal also has a positive impact on the business development of members, by sharing complaints and tips in doing business.

From coordination in a member meeting, there are a number of ideas that are accommodated, including training is held on how to effectively process marketing, hire expert services in the field of marketing, use the services of members who have expertise in the field of marketing, recruiting interns to help market the product, marketing together with one door, submitting proposals to the government to help the process of building joint outlets. From the aforementioned ideas, referring to the vision and mission of the community the solution is directed to progress together not individuals. Social solidarity is prioritized not prioritizing individual interests but shared interests. Accordingly, from the deliberations it was agreed to conduct joint training, by submitting proposals to either the government or the private sector. trying to build a marketing system in an integrated manner, considering that many members are already old, it is considered to use professional services for marketing with payroll according to the minimum wage standard along with a sales bonus policy which will be determined next, regarding further rules about the technical implementation will be discussed at the next meeting. Lastly, evaluations are conducted periodically, through sharing opinions in the activities of visiting, drinking and eating together. Return to further deliberations on solving problems to the full guided by the vision and mission of the community.

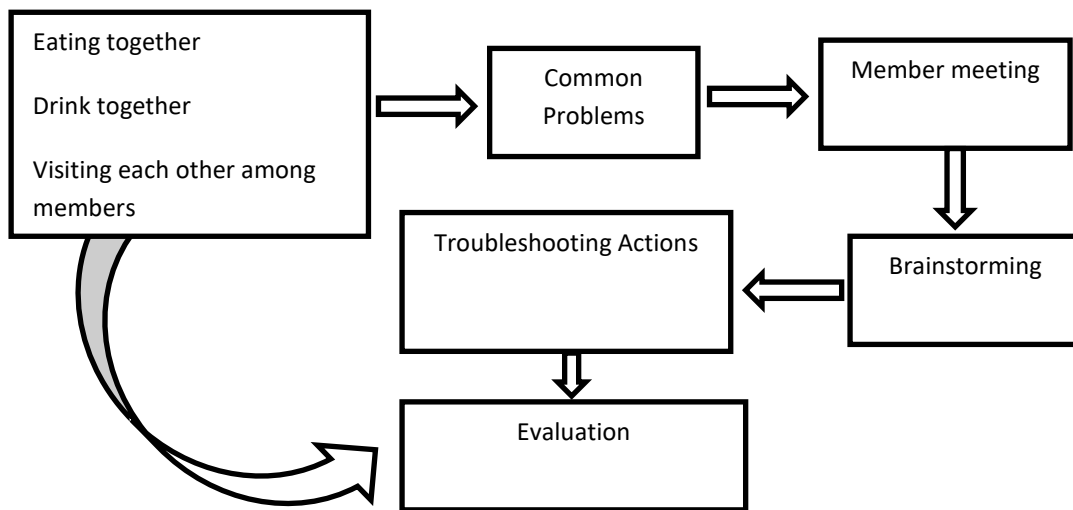


Figure 3: The learning process in the MSMEs community

From the explanation, a conclusion can be drawn about how the learning system in the various works community is shown in Figure 3.

DISCUSSION

Starting from visiting each other, eating and drinking together there is an activity of sharing knowledge between members. So small businesses need a more informal face-to-face mechanism (Byrom, Harris, & Parker, 2000).

Based on the continuum of sharing knowledge from formal to informal levels. Taminiau et al., (2009) since they are mainly rewarded for client related work (billable hours revealed that sharing knowledge through eating together is classified as the most informal. Friendly relations between members, will increase the possibility of exchanging knowledge (Argote et al., 2013). It is proven that brainstorming occurs when activities visit each other.

Informal learning can be incidental and integrated into daily activities (Malcolm et al., 2003). Bandura (1977) remarked that social learning is suitable to be applied to SMEs where they like interaction and learning while working will have a positive impact on development of SMEs (Hamburgh, 2015).

According to Sturdy et al. (2006), arrangements for informal exchange of knowledge through shared dining have been proven to facilitate the smooth exchange of knowledge. Anderson and Boocock (2002); Keskin (2006) argued that informal learning and independent and work-based learning are more dominantly applied to small companies because they are more flexible and increase adaptability. By sharing knowledge dynamic learning processes occur that will ultimately produce innovative work (Kim & Nelson, 2000).

MSMEs members of various works are a network of MSMEs incorporated in one village of Junrejo in Batu. The value of gotong royong in solving marketing problems becomes a solution when independent cannot solve. Through cooperation in the field of marketing can be the most efficient solution for micro and small businesses. This is in line with the study of (Machado, 2013), social capital is very important for building "market intelligence" and for making decisions about marketing. Networks, trust and norms as social capital play a very important role in the development of MSMEs (Saskara & Marhaeni, 2017).

The breadth of the MSME community network with stakeholders is a means for MSME innovation. The MSME community has collaborated with academics, local government agencies, and private companies. The advantage is the development of knowledge related to business innovation. This agrees with the findings of Fukugawa, (2006) that establishing relationships with external knowledge sources such as public research institutions is important to achieve technical success in innovation. Likewise with the involvement

of cooperation in the field of marketing both with fellow community members and parties outside the community.

Independence in learning becomes a community slogan. Therefore learning will continue even without help from anyone. Based on the presentation from the community leader, striving together to progress together is a principle in community members. Training does not have to wait from the government, universities or the private sector. Members who have more ability can contribute to other members through informal learning. Informal learning can take a reactive form, where learning is not planned but is still recognized by students retrospectively. Dengan demikian The application of the values of gotong royong is very relevant when applied to business activities (Sulistiwati, Ismail, Paripurna, & Sulastriyono, 2016).

Interaction between members that is always built through hospitality has never been specifically planned because it has become the custom of villagers. Interaction in informal learning ultimately provides a solution to the problems faced by the members as a whole. Through learning based on problems faced by members can stimulate logical and creative thinking to solve problems in the workplace (Sendag & Odabasi, 2009). Thus, problem-based learning is appropriate to be applied in SMEs (Hmelo, 1998).

Gotong royong in learning for members of the SMEs community in Indonesia inspires mutual help for the common progress, not for the benefit of a member (Oikawa, 2014). Mutual help and sharing have a meaningful value that needs to be maintained by incorporating new ideas and ways that do not damage the traditional structure (Mungmachon, 2012). This value is contained in gotong royong, a culture that has grown and developed in the social life of the Indonesian people as a cultural heritage that has existed for generations (Kartodijo, 1987).

CONCLUSION

Informal learning in the form of eating and drinking together and visiting each other between members becomes a strength for the community to always strengthen the bond of brotherhood in order to fight together to move forward together. This struggle is one of them through learning that leads to the value of gotong royong which is the culture of Indonesian society. Gotong royong can be seen from the concern of every member of the community various works to solve problems collectively. Solving problems together by upholding a selfless ethic and caring for the common good. The culture of mutual cooperation as one form of understanding cooperation or cooperation is spread throughout Indonesia. Feelings in the bond of togetherness, solidarity, equality have become a tradition of society in Indonesia. In a community or family values of mutual assistance, good morals, and consensus agreement are highly prioritized. The values of mutual

cooperation are interpreted by the fact that the economy is based on the principle of togetherness, family based, gotong royong, cooperation.

LIMITATION AND SUGGESTION

The limitation of this research is that most of the informants are the baby boomers and X generation that have not been studied from MSME actors from the millennial generation. Based on the results of the research, the value of Gotong royong has benefits for the sustainability of MSMEs in facing existing challenges such as in terms of marketing. Through collaboration and networking with fellow MSME actors and stakeholders, the problem of developing knowledge and innovation can be a solution with existing limitations. Therefore, it is recommended for further research to examine the impact of the value of Gotong royong in dealing with technological developments, in more depth. Considering that one of the weaknesses of MSMEs is the difficulty in adapting to very fast technological developments (International Labour Office, 2019).

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