

Implementation of the Tumbas Application as a Digital Ecosystem in Promoting the Growth of MSMEs in Mojokerto Regency

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ABSTRACT

Objective: This study aims to analyze the implementation of the Tumbas application as a digital-based public service innovation initiated by the Mojokerto Regency Government to support the empowerment of local MSME actors, emphasizing not only the provision of technology but also the effectiveness of policy execution and community acceptance. **Method:** The research adopts a descriptive qualitative approach with data collected through in-depth interviews with policy implementers and MSME actors, field observations, and document analysis. Data were analyzed using the Miles and Huberman model, consisting of data reduction, data presentation, and conclusion drawing. **Results:** The findings show that the Tumbas application has successfully connected MSME actors with the digital market, enhancing accessibility and openness, though challenges persist in technological literacy, sustainability of assistance, and inter-agency coordination. Additionally, bureaucratic structures and human resources have been streamlined to better support this digital service system. **Novelty:** This research provides an evaluative perspective on the Tumbas application as a localized digital ecosystem, positioning it not only as a transaction platform but also as an instrument of regional economic development policy, integrated with George C. Edwards III's public policy implementation framework.

INTRODUCTION

Public services are the responsibility of the government that must be carried out by all government agencies. This includes local governments that play an important role in providing services to the community. Tujuannya adalah untuk memenuhi kebutuhan publik dengan cara yang lebih baik, sesuai dengan prinsip-prinsip good governance. The government plays an important role in providing optimal public services for all of its citizens as stated in the law, specifically in Article 1 of Law Number 25 of 2009 concerning public services, which defines public service as follows : Public service is an activity or a series of activities in order to meet the service needs in accordance with laws and regulations for all citizens and residents regarding goods, services, and/or administrative services provided by public service organizers [1].

Along with the importance of public service in creating community welfare, local governments are also demanded to be able to manage and encourage economic growth in their regions. Public service is not solely related to administrative aspects, but also serves as a foundation in creating a supportive climate for the development of Micro, Small, and Medium Enterprises (MSMEs) and economic growth [2]. In this context, the local economic conditions become one of the important indicators in assessing the effectiveness of the role of local government as an adaptive and innovative provider of public services. The decline in economic growth in Mojokerto Regency in recent years

has been driven by various external and internal factors, including one of them being the COVID-19 pandemic. Despite having experienced such events, the economy of Mojokerto Regency is gradually showing signs of recovery and strengthening. To provide a clearer picture of the economic development, the following presents data on the economic growth of Mojokerto Regency from 2019 to 2024 :

Table 1. Economic Growth Rate of Mojokerto Regency

Year	Economic Growth (%)
2019	5,81
2020	-1,11
2021	4,12
2022	5,82
2023	5,15
2024	5,29

Source: Processed by the Mojokerto Regency BPS

The data shows that Mojokerto Regency has successfully navigated the economic crisis with a fairly consistent recovery from year to year. The drastic decline in 2020 was a direct effect of the COVID-19 pandemic, thus becoming a turning point that encouraged local governments to strengthen economic recovery policies. This is evident from the increase in growth figures in the following years, which not only signifies stability but also reflects the responsiveness of the region to the challenges faced. Key sectors such as manufacturing, trade, and MSMEs also contribute significantly to this growth.

In line with these efforts, the role of local governments in providing public services has also changed, from previously being merely technical executors to now becoming guides, drivers, and facilitators. This change is marked by a stronger orientation towards community participation and the development of public service innovations[3]. The government is no longer just focused on providing conventional administrative services, but is also required to create innovations that are responsive to the times. One concrete form of this active role is the development of technology-based innovations as a means to improve the quality of public services. As stated in Government Regulation Number 38 of 2017 Regarding Regional Innovation, which explains that regional innovation aims to maximize performance in the administration of local government and improve public services.

In order to achieve good public service, the Mojokerto Regency government through the Department of Industry and Trade created an innovative application in 2022 intended for the empowerment of MSMEs in Mojokerto Regency. This application is called Tumbas, Tumbas (Mojokerto Quality Superior Product Transactions) is one of the innovations in public services aimed at improving the welfare of the community in the economic sector by selling through the application. According to Law Number 23 of 2014 concerning Regional Government which states, 'The organizers of local government are aimed as intermediaries in realizing community welfare through improving the quality

of services, empowerment, community output, and enhancing regional competitiveness. This application is motivated by the difficulties faced by MSME actors in marketing during the Covid-19 outbreak, so the Department of Industry and Trade took the initiative to create this application so that MSMEs can survive and develop amid the challenges they are facing. The Mojokerto Quality Superior Product Transaction Application (TUMBAS) is a technology-based application that, with its launch, will assist the community in shopping for daily needs without having to go to the market. This application not only provides a platform for MSMEs to sell their products online, but also serves as a more effective digital-based promotional medium to introduce the products they sell. With the presence of this application, it is hoped that SMEs in Mojokerto Regency can grow more rapidly, reach a broader market, and enhance their competitive abilities in the digital era.

The presence of this application innovation addresses the challenges of business competition in the rapidly advancing world of information technology. In the era of increasingly profound digital transformation, the application of information technology is no longer seen as an additional option, but rather as a strategic necessity for business actors[4]. The development of mobile devices and increasingly widespread internet facilities is driving innovation in digital transaction systems. The Tumbas application emerges as a solution to simplify the interaction between sellers and buyers, providing a platform that not only facilitates buying and selling but also enhances the efficiency and speed of service. The success of this implementation greatly depends on the ability to adapt to new technologies as well as to adjust to the needs and habits of consumers[5]. On the other hand, challenges such as integration with logistics systems, training human resources, and policy preparation are serious factors that must be addressed to achieve optimal performance. User acceptance factors and digital cultural adaptation also play an important role in the successful implementation of the Tumbas application. The changing behavior of consumers, who now prefer the convenience and speed of digital transactions, demands application developers to continuously innovate and conduct ongoing evaluations to optimize services [6].

The implementation of public policy is not a simple process; it requires a comprehensive understanding of various factors that influence it. In this case, George C. Edwards III explains that the success of policy implementation is closely related to four key indicators: communication, resources, disposition, and bureaucratic structure. These four indicators are interconnected and form an analytical framework that can be used to understand the effectiveness of policy implementation in the field. Communication, Communication is the main key in the implementation process. Policy communication must be conveyed in an effective manner to the implementing staff[7]. If the policy organizers do not clearly understand what needs to be done, then the policy will not be able to be implemented effectively. Ineffective communication will lead to mistakes in conveying messages, or even obstacles from the executors. Therefore, clarity, consistency, and timeliness in conveying policy messages are very important aspects. Resources also play a crucial role in the implementation of policies. The diversity of resources and the

involvement of all parties are increasingly considered as determining factors in assessing the performance and success of a policy[8]. Although a policy has been communicated well, if there is no adequate support of resources, the policy will still face obstacles. These resources include competent employees, adequate funding, and supporting facilities. Disposition, the disposition or attitude of the policy organizers indicates the extent to which they accept and support the policy. The result of the disposition indicator serves as the potential of the variable for the administration of implementation management[9]. If the implementers have a positive attitude and feel that the policy is worthy and important to be executed, then they will work more effectively. On the contrary, if there are differences, then the implementation of the policy will be hindered, and may even fail. Bureaucratic structure, the bureaucratic structure as the last factor in Edwards III's theory reflects how policies are organized and implemented within the government structure. The implementation of policy becomes ineffective if the bureaucratic structure does not align with the flow of its implementation[10]. A rigid bureaucracy often hampers the smooth implementation of policies. Therefore, a flexible bureaucracy structure is needed while still having clear implementation mechanisms, including Standard Operating Procedures (SOP) and a clear and efficient task distribution system.

In the preparation of this scientific article, previous research plays a significant role as a reference or guideline in this study. The first research conducted in 2025 entitled "The Application of the PIECES Framework for Analyzing the Performance of Tumbas Application," This study shows that the Tumbas Application is capable of providing complete and relevant information for users, including product details, transaction notifications, and updates that align with user needs. This ensures that users receive the necessary data to make informed and effective purchasing decisions, enhancing the overall shopping experience. Although the Tumbas application provides many benefits, the results of this research show that user data security is a major concern. This challenge includes the need to enhance security systems to protect users' personal data from potential misuse or possible cyber attacks. This is important to build user trust, which is key to the sustainability and growth of the application[11]. Next, the research in 2021 titled "Implementation of E-Market Application for Sales and Financial Programs for Micro, Small, and Medium Enterprises with Monthly Sales Graphs at the Cooperative, Micro Business and Labor Office of Banjarmasin City", based on the research that this article specifically discusses the condition of MSMEs in Banjarmasin City, providing a local context that may not be present in other articles that are more general or regional. This includes specific data regarding the number of registered MSME actors and the challenges faced in the region. The implementation of a web-based e-market application demonstrates how technology can be used to help SMEs expand their market share. By utilizing the internet as a marketing platform, this research highlights the potential of digitalization in optimizing the advantages of small and medium enterprises in the modern era. In this e-market application, the use of the waterfall model in system development provides a clear and systematic framework for creating the application. It demonstrates best practices in software development that are relevant in the context of

SMEs[12]. The next research is titled 'Innovation of E-Peken Application: Optimization of MSME Potential in Surabaya City' in 2023, the research results show that this application aims to help expand the marketing reach of MSME products, which was previously limited to the scope of the domicile of MSME actors, thus offering broader opportunities for the marketing of superior products. The research identifies several constraints, including the lack of adequate order cancellation features and issues with the application server that cause errors, disrupting the user experience. The policies related to encouraging civil servants to shop through the E-Peken application have not been supported by clear written regulations, thus there needs to be legal and administrative clarity to strengthen the implementation of these policies[13]. The next research is titled 'E-Marketplace Media for the Development of Promotion for Micro, Small, and Medium Enterprises of the Cooperatives Service of Pekanbaru City' in the year 2020, Based on this research, the analysis results using the User Acceptance Test (UAT) method indicate that the average user acceptance rate from business actors is 88.4%, while from the general public is 82.6%. This shows that the system is still well accepted by users. The research also conducted a cost and benefit analysis using the Payback Period and Return on Investment (ROI) methods, which showed that the development of this e-Marketplace system is feasible to be optimized. This system is capable of assisting the department in managing MSME data and making it easier for business actors to promote their products[14]. Another research titled "Development of a Marketplace Application for Micro, Small, and Medium Enterprises (MSMEs) Based on Android" in 2021, The result of this research is the development of an Android-based marketplace software application aimed at micro, small, and medium enterprises (MSMEs). This application allows MSME actors to create accounts, add products, and manage their sales easily, directly without intermediaries. This improves efficiency in the marketing and sales of their products. Although the basic functionality is available, the existing features are still limited. For example, there is no chat feature that can enhance interaction between MSME players and consumers. The addition of communication features can increase user comfort and satisfaction[15].

Based on the references from the previous research mentioned above, the difference between the existing research and the research conducted by the author is that the author will conduct research and pay special attention to the Implementation of the Tumbas Application as a Digital Ecosystem in Encouraging the Growth of MSMEs in Mojokerto Regency. If linked to the issues that have been described, then the aim of this research is to understand how the Implementation of the Tumbas Application as a Digital Ecosystem in Encouraging the Growth of MSMEs in Mojokerto Regency.

RESEARCH METHOD

In the research related to "The Implementation of the Tumbas Application as a Digital Ecosystem in Promoting the Growth of MSMEs in Mojokerto Regency", this study is a form of qualitative research with a descriptive approach. Qualitative research is a type of research aimed at understanding the phenomenon of what is happening to the

research subjects in an overall manner and by explaining it in the form of language and words. Through descriptive research that is qualitative in nature, the researcher seeks to understand and explain in detail and depth the implementation of the Tumbas Application as a digital ecosystem in encouraging the growth of MSMEs in Mojokerto Regency.

The data collection methods used in this research are interviews, observations, and documentation. Data collection technique is the method used to gather materials that are used in a research study. The data sources in this research were obtained from primary data where the researcher conducted direct interviews with the informant, Mrs. Iis Fitriyaningsih, who is a functional official of young trade analysis expert and also handles the Tumbas Application. And to fulfill the results of this research, the researcher also used secondary data sourced from existing documents. The data analysis technique of the research refers to the data analysis model from Miles and Huberman. Miles and Huberman divide the data analysis process into three steps: data reduction, data presentation, and conclusion drawing. The focus of this research is related to the Implementation of the Tumbas Application as a Digital Ecosystem in Driving the Growth of SMEs in Mojokerto Regency, The theory used in this research is the implementation theory according to George C. Edward III, which includes the variables of communication, resources, disposition, and bureaucratic structure.

RESULTS AND DISCUSSION

Results

In the implementation theory approach based on George C. Edward III, there are four variables that influence the success of the implementation of a policy, namely: 1. Communication; 2. Resources; 3. Disposition; and 4. Bureaucratic structure. This theory is used by the researchers because the indicators proposed by George C. Edward III are expected to provide a deep explanation.

1. Communication

According to the policy implementation theory by George C. Edwards III, communication plays a very vital role in ensuring that the formulated policies can be conveyed accurately into the actions of implementers in the field. Edwards III emphasizes that communication is not merely a mechanical process of sending messages, but rather something that underlies mutual understanding between policymakers and implementers. With effective communication, information about the goals, objectives, and policy steps is conveyed comprehensively to all parties involved, so that they can understand precisely what needs to be done.

In addition, effective communication can also provide feedback from the field, so that information about challenges and actual conditions can be quickly understood and taken into account by decision-makers. Thus, the communication process not only conveys instructions but also facilitates the situation on the ground. Through structured communication, the strategic vision contained in the policy can be translated into concrete actions that effectively and efficiently support the achievement of policy goals.

According to the interview results with the Disperindag related to the Tumbas application, communication plays a very important role in every stage of the implementation of this application, from planning to daily operations. It was found that when introducing the Tumbas application, there were significant challenges in the socialization process. This is because the launch of the application coincided with the Covid-19 pandemic. Thus, budget limitations and the Covid-19 pandemic situation have caused the outreach process between the government and MSME actors to not take place optimally. This can be seen from the statement of Ms. Iis, a functional officer handling the Tumbas Application, who stated that:

"The Department of Trade and Industry has actually conducted socialization, but it has not been maximized due to limited budget and time. Moreover, at that time it was also still during the pandemic." (interview dated March 25, 2025)

The limited communication at the start of the introduction of this application also caused information about the existence and benefits of the Tumbas application to not be evenly distributed among MSME actors or the general public. As a result, most SMEs in Mojokerto do not yet have a comprehensive understanding of the objectives and functions of the application. This is in accordance with what Mrs. Iis stated that:

"Many MSME actors do not really know how to use the Tumbas application, because they are not used to using technology." (Interview March 25, 2025).

Mrs. Iis's statement is supported by the statement made by one of Mrs. Yeni, which states as follows:

"When I first heard about the Tumbas Application, I didn't immediately understand its function. In my opinion, the outreach is still unclear and has not reached all MSME players, especially those who are not used to using technology. Many are still confused about how to access and use it, so we actually need direct assistance, not just information through flyers or a short meeting." (interview on March 27, 2025).



Figure 1. Socialization Activity of the Tumbas Application

From the image above, it can be seen that over time, the implementation of the Tumbas application socialization in Mojokerto Regency has started to show better progress. The local government, through the Department of Industry and Trade, is

striving to expand the reach of information not only to MSME actors but also to civil servants in the Mojokerto Regency government through various media, including face-to-face meetings, group counseling, and the use of digital platforms. This was expressed by Mrs. Yeni, one of the MSME actors who uses this application,

"If we compare it to the early days of its release, the socialization of the Tumbas Application is now much better. We are now getting more information from the department, either through direct meetings or from social media. There are also short training sessions that help us understand how to use it better. Not all SMEs have participated yet, but there have been some good changes." (interview on March 27, 2025).

From the presentation above, it can be concluded that communication in the socialization of the Tumbas application plays an important role in connecting local government digital policies with MSME actors as the main target. The socialization efforts carried out by the Department of Industry and Trade of Mojokerto Regency show an increase in the delivery of information, clarity of messages, and the use of more diverse media. This is in line with the views of George C. Edwards III, who places communication as one of the determining factors for the success of policy implementation. Although it is not yet fully equal, the socialization process has opened up opportunities for MSME actors to better understand and begin to adopt applications as part of their marketing strategies.

2. Resources

In the theory of policy implementation proposed by George C. Edwards III, resources are one of the basic elements that impact the success of policy implementation. Resources in this context not only include the number of personnel available, but also their quality and competence, as well as the adequacy of the budget, facilities, and supporting information resources. According to Edwards III, although the policy has been communicated effectively, without adequate resource support, the implementation of the policy will be hindered. The availability of competent staff allows implementers to translate instructions and policy strategies into appropriate operational actions. In other words, resources serve as the foundation that provides the means for policies to be implemented effectively so that the established objectives can be achieved. Without synergy between clear communication and the availability of adequate resources, policy implementation will be vulnerable to obstacles and deviations from the initial objectives.

Based on the interview results, it reveals that the existence and level of human resources are important elements that support the smooth operation of the Tumbas application in Mojokerto. The implementation of policies does not only depend on the structure or written policies, but is also heavily influenced by the capacity and involvement of available resources, including field operators. In this case, the Mojokerto Regency Government demonstrates active efforts in ensuring that the technical personnel handling the applications have adequate competencies. Through collaboration with other parties as system service providers, the government provides technical support that routinely performs maintenance and updates on the application, and is ready to respond in case of technical issues in the use of the application in the field. This was emphasized

by a representative of the Industry and Trade Office, who also handles the Tumbas Application, namely Mrs. Iis, stating that,

"We cooperate with a third party that is always on standby, so if there is a problem, it can be communicated immediately and handled quickly." (interview dated March 25, 2025).

In addition, the function of human resources is not limited to technical aspects, but also includes mentoring and education activities for MSME actors as the main users of the application. An MSME actor named Mas Adi, when interviewed stated,

"Now I understand it better, because someone came directly and helped teach me. I used to be confused about how to use it, but after being taught directly, I became more understanding. Now I can even add my own products." (interview dated March 27, 2025).

This reinforces the finding that the presence of competent and responsive human resources is essential in improving digital literacy and the trust of business actors in applications. Thus, Tumbas's operations not only depend on the digital system itself but also on the support of human resources that ensure the application can be accessed, used, and understood well by its users. This proves that human resources are an important aspect in connecting digital policies with real practices on the ground.

3. Disposition

In the theory of policy implementation proposed by George C. Edwards III, the disposition or attitude of policy implementers is one of four key factors that drive the effectiveness of policy implementation, along with communication and resources. Disposition refers to the tendencies, commitments, and attitudes of the implementers towards the policies that will be applied. If the organizers have a positive and supportive attitude towards the policy, they tend to carry out their duties with full dedication and in accordance with the set goals. Conversely, if there is disagreement among the implementers, this can hinder the implementation process and lead to deviations from the original objectives of the policy.

In the process of implementing the Tumbas application by the Mojokerto Regency Government, the disposition of policy implementers plays a crucial role in determining the extent to which this program can be accepted and effectively utilized by the community, particularly by micro, small, and medium enterprises (MSMEs). Based on the interview with Mrs. Iis from the Department of Industry and Trade of Mojokerto Regency, it appears that the implementers have shown commitment to this policy.

"We also went directly to the field, participated in socialization, accompanied the SMEs, and made sure that this Tumbas application is truly in use." (interview on March 25, 2025).

This indicates that the implementers have a proactive attitude in bringing digital policies closer to the community, especially to the SMEs that are the target of the Tumbas program. However, in its implementation, the readiness and enthusiasm of the implementers still face challenges in terms of perceptions and understanding in the community. This was conveyed by Mas Adi as an MSME who uses the Tumbas Application that,

"I was once invited to a socialization about the Tumbas application, but to be honest, I am still confused about how to use it. It's because I'm not used to applications like that, so I need time to really understand it." (interview on March 27, 2025).

This statement reflects that although the executor shows good intentions and has implemented socialization, the success of the disposition is also greatly influenced by communication skills, the level of digital understanding of the community, and the continuity of assistance. A strong disposition should not stop at formal socialization activities but should continue with monitoring, evaluation, and adjustments to implementation strategies that are responsive to the needs of the community.

4. Bureaucratic Structure

In the theory of policy implementation according to George C. Edwards III, the structure of bureaucracy plays a central role as the framework that supports the entire process of policy execution. The structure of bureaucracy does not only refer to the existence of written rules and standard operating procedures (SOP), but also encompasses the hierarchy system, division of tasks, and coordination mechanisms among units within the organization. Edwards III argues that the success of implementing a policy heavily depends on the extent to which the organizational structure can systematically convey orders to all levels of execution, so that each party clearly understands their roles and responsibilities. An effective bureaucratic structure must be able to overcome the obstacles arising from the complexity of the organizational structure and unclear division of tasks. In this case, the designed SOP not only ensures consistency but also provides the freedom for the implementers to adapt to the dynamics of the situation in the field. A good working system within the bureaucratic structure will help connect various work units, resulting in uniformity in the implementation of policies, while also minimizing overlaps in duties and internal conflicts.

Based on the interview results, it shows that the bureaucracy involved in the management of the Tumbas application has a relatively structured division of labor, starting from the application development team, the administrative manager, to the operators handling the data upload process and requests from MSME actors. This can be seen from Mrs. Iis's statement,

"Our operators include those who manage product data, and those who record active MSMEs. We have mapped out their tasks." (interview on March 25, 2025).

This indicates the existence of specific internal role division in the operationalization of the system, reflecting the fundamental principles of an orderly bureaucratic structure. The division of tasks in the implementation of the Tumbas application involves various parties, such as the Communication and Informatics Department, Trade and Industry Department, IT partners, MSMEs, Tumbas Express couriers, and the community of application users. As mentioned by Mrs. Iis,

"Yes, the implementation of the Tumbas Application certainly involves other parties for system optimization. These parties include Kominfo as the network provider, third parties (IT) collaborating with Disperindag as the provider (Tumbas Application Maintainer), SMEs as sellers (Tumbas sellers), and couriers as goods deliverers (Tumbas

express). And also to clarify the division of work systems, in the IT section we use a Work Order, with Diskominfo Dsiperindag adhering to the SOP issued by Diskominfo, with JNE having made an MOU with the Mojokerto Regency Government. The remaining passive communication is conducted through meetings or verbal communication by phone. With Tumbas Expres, we issue a Letter of Assignment (LA).” (interview on March 25, 2025).

The implementation of the Tumbas application in Mojokerto Regency is supported by the regulatory framework found in the Mojokerto Regent Regulation Number 15 of 2021 regarding the Management of the Electronic-Based Government System (SPBE). This regulation establishes guidelines for regional devices in the development and management of digital services, including the Tumbas Application, with the aim of creating an effective, efficient, transparent, and accountable government system. Although the regulation provides a legal basis for the operation of the Tumbas Application, the effectiveness of its implementation depends on inter-agency coordination and infrastructure readiness. Challenges such as system integration, human resource training, and community outreach are key factors in the success of this application in supporting local MSMEs.

Discussion

The discussion of this study highlights that the implementation of the Tumbas application illustrates how digital-based public service innovations can transform local economic ecosystems. By applying George C. Edwards III’s framework, the study demonstrates that communication, resources, disposition, and bureaucratic structure are interdependent variables that determine success. The findings show that although socialization at the early stage was constrained by budget and pandemic conditions, gradual improvements in communication strategies have expanded awareness and adoption among MSMEs. Resources, both in human and technological form, play a vital role in ensuring smooth operations, particularly in enhancing digital literacy through mentoring and technical support. Likewise, the positive disposition of implementers indicates commitment, but challenges remain in aligning community readiness with policy execution. The structured bureaucratic system has provided a legal and institutional foundation, yet inter-agency coordination and infrastructure readiness require further strengthening. Therefore, the Tumbas application not only addresses the marketing challenges of MSMEs during the pandemic but also serves as a model of adaptive governance, where digital transformation is positioned as a strategic tool for regional economic resilience and participatory development.

CONCLUSION

Fundamental Finding : This research concludes that the implementation of the Tumbas application in Mojokerto Regency has successfully established a digital ecosystem that empowers MSMEs by bridging them with wider markets, supported by improvements in communication, resources, disposition of implementers, and bureaucratic structures, in line with George C. Edwards III’s policy implementation

framework. **Implication** : The findings imply that digital-based public service innovations can strengthen local economic development and serve as strategic tools for adaptive and participatory governance, particularly in responding to societal shifts toward technology-driven behavior. **Limitation** : However, the study is limited by persistent challenges such as technological literacy gaps among MSME actors, uneven communication during the early stages of implementation, and the need for stronger inter-agency coordination, which restrict the full optimization of the application. **Future Research** : Further studies should explore the long-term sustainability of such digital public service platforms, comparative evaluations with similar initiatives in other regions, and strategies for enhancing inclusivity to ensure that vulnerable groups are not left behind in digital transformation efforts.

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