

Implementation of Information Technology in Increasing the Efficiency and Effectiveness of MSME Business Processes

Ming Pong¹, Teddy Oswari², Fatimah Fahurian³, Triyugo Winarko⁴

¹ Chiang Mai University, Thailand

² Universitas Gunadarma, Indonesia

³ Universitas Mitra Indonesia, Indonesia

⁴ Universitas Mitra Indonesia, Indonesia

Corresponding Author:

Ming Pong,
Chiang Mai University, Thailand
239 Huay Kaew Rd, Suthep, Mueang Chiang Mai District, Chiang Mai 50200, Thailand
Email: mingpong@gmail.com

Article Info

Received: July 09, 2024

Revised: September 12, 2024

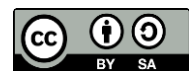
Accepted: October 09, 2024

Online Version: February 13, 2025

Abstract

Micro, Small, and Medium Enterprises (MSMEs) play a vital role in driving economic growth, particularly in emerging economies. However, MSMEs often face challenges related to limited resources, outdated business processes, and inefficient operational practices. The implementation of information technology (IT) has emerged as a potential solution to improve business processes, streamline operations, and enhance competitiveness. This study aims to examine the impact of information technology implementation on the efficiency and effectiveness of business processes in MSMEs. The research seeks to identify key factors that influence the adoption of IT, as well as assess how it contributes to improving operational efficiency, decision-making, and overall business performance in MSMEs. The findings revealed that MSMEs that integrated IT solutions experienced notable improvements in process efficiency, reduced operational costs, and enhanced decision-making. Over 70% of surveyed businesses reported better inventory management and faster response times to customer needs. Moreover, businesses leveraging IT tools showed a significant increase in productivity and profitability. The implementation of information technology significantly enhances the efficiency and effectiveness of MSME business processes.

Keywords: Business Processes, Digital Transformation, Information Technology



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Journal Homepage

<https://research.adra.ac.id/index.php/innovatsioon>

How to cite:

Pong, M., Oswari, T., Fahurian, F & Winarko, T. (2025). Implementation of Information Technology in Increasing the Efficiency and Effectiveness of MSME Business Processes. *Journal of Loomingulus ja Innovatsioon*, 2(1), 24–35. <https://doi.org/10.70177/innovatsioon.v2i1.1978>

Published by:

Yayasan Adra Karima Hubbi

INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) are the backbone of most economies, especially in developing countries. These businesses contribute significantly to job creation, poverty alleviation, and economic development. However, MSMEs often face significant challenges in managing operations due to limited resources, outdated practices, and insufficient access to modern technology (Dinata dkk., 2024; Kusdiyanti dkk., 2024). The efficiency and effectiveness of their business processes are often hindered by manual methods, which lead to increased errors, delays, and high operational costs.

Over the past two decades, the rise of information technology (IT) has provided a transformative opportunity for MSMEs to modernize their business processes (Bharathithasan & Srinivasan, 2024; Torrent-Sellens dkk., 2025). IT tools, ranging from simple software for inventory management to advanced customer relationship management (CRM) systems, promise to streamline operations, enhance productivity, and improve decision-making (Kumar dkk., 2024; Mohamed Zabri, 2024). The adoption of these technologies has been shown to enhance business competitiveness, particularly in the globalized market.

Despite the known advantages, the adoption of IT among MSMEs remains limited. Research shows that many businesses still rely on traditional methods for managing their operations. Barriers such as high costs, lack of technical skills, and resistance to change have been identified as key reasons for the slow uptake of IT solutions (Aziz dkk., 2024; Putri dkk., 2025). As a result, MSMEs continue to operate inefficiently, affecting their ability to grow and compete effectively in the market.

The need for efficient business processes is crucial for MSMEs, especially as they are increasingly expected to meet the demands of a competitive market. With the growing reliance on digital tools and technologies across all sectors, MSMEs must adopt IT to survive and thrive (Díaz-Duarte dkk., 2025; Suyuti & Siraj, 2025). Moreover, there is increasing pressure from consumers who expect businesses to offer quicker services, transparent transactions, and responsive customer care all of which require effective use of IT.

Previous studies have examined the impact of IT adoption on large organizations, but research focused specifically on MSMEs remains scarce. There is a general lack of studies that focus on the implementation challenges MSMEs face in adopting IT and the direct benefits that result from overcoming these barriers (Fabelina & Tuhenay, 2024; Prihandoko dkk., 2024). Understanding these dynamics is key to developing policies and strategies that can encourage more MSMEs to adopt modern technology.

Research has also highlighted the importance of training and support in the adoption of IT by MSMEs. While software solutions can improve productivity, their full potential is only realized when business owners and employees are equipped with the necessary skills (Fakhreldin dkk., 2024; Hatammimi & Darmawan, 2024). This indicates that the integration of IT into MSMEs is not just about technology, but also about the capacity of human resources to utilize these tools effectively.

While the potential of IT to enhance MSME performance is well-established, there is limited understanding of the specific barriers that hinder IT adoption in these businesses. Much of the existing research focuses on the benefits of IT without addressing the contextual factors that affect the adoption process in MSMEs, such as cost, access to training, and organizational readiness (Posti & Maiti, 2024; Wijaya, 2024). The gap exists in the exploration of these barriers and how they can be overcome to facilitate smoother adoption of IT solutions.

Another unknown area is the specific impact of IT adoption on different types of MSMEs. While some studies suggest that IT improves efficiency, the effects may vary depending on the industry or size of the enterprise (Hidayah dkk., 2024; Wulandari dkk., 2024). There is a lack of detailed research on how different sectors of MSMEs such as manufacturing, retail, or service industries experience and benefit from IT adoption. Understanding sector-specific challenges and benefits can lead to more targeted strategies for implementation.

Additionally, while IT is known to improve efficiency, the long-term effects of its adoption on MSME competitiveness are not well-documented (Muslih dkk., 2025; Posti & Maiti, 2024). Most research on MSME IT adoption focuses on short-term improvements such as reduced costs and faster processes. There is a need for studies that explore how these improvements translate into sustained business growth, market expansion, and enhanced customer satisfaction over time.

Lastly, there is insufficient research on the role of government policies and external support in facilitating IT adoption by MSMEs. While some government initiatives provide funding and training, the effectiveness of these interventions in promoting long-term IT adoption remains unclear (Irzal dkk., 2024; Natividad dkk., 2024). More research is needed to determine how policy and institutional support can effectively assist MSMEs in overcoming barriers to IT integration.

Filling this gap is critical to providing MSMEs with the necessary knowledge and resources to effectively implement IT solutions (Ismanto dkk., 2024; Muslih dkk., 2025). By identifying the specific barriers that prevent MSMEs from adopting technology, businesses can better prepare for and overcome these challenges. Furthermore, understanding the different impacts across industries will allow for tailored strategies that align with the unique needs of each sector.

The research will contribute to a deeper understanding of how IT adoption can enhance the efficiency and competitiveness of MSMEs, not just in the short term, but as a sustainable business strategy (Hamzah Muchtar dkk., 2024). By exploring the long-term effects, this study aims to offer insights into the true value of IT in driving growth and expanding market reach for MSMEs. Understanding these benefits will encourage more businesses to make the leap into the digital age.

Filling this gap also has practical implications for policymakers and business support organizations. By identifying the barriers to IT adoption and understanding the role of government support, policymakers can design more effective interventions that help MSMEs overcome obstacles to adopting IT (Agustina dkk., 2024; Sinaini & Bananiek, 2024). These insights can inform the development of policies and programs that provide both financial and educational support to ensure MSMEs leverage technology for sustainable growth.

RESEARCH METHOD

This study employs a mixed-methods approach that integrates both qualitative and quantitative research methods to examine the impact of information technology (IT) implementation on the efficiency and effectiveness of business processes in Micro, Small, and Medium Enterprises (MSMEs). The use of a mixed-methods approach enables the researcher to obtain comprehensive findings by combining numerical data with in-depth experiential information. Quantitative data are utilized to identify measurable patterns regarding the level of

IT adoption and its influence on business performance, while qualitative data provide deeper insights into the experiences, challenges, and perspectives of MSME owners and managers in implementing IT solutions. This approach is considered appropriate because it allows the study to analyze the phenomenon from both statistical and contextual perspectives. Furthermore, the integration of qualitative and quantitative methods strengthens the validity of the findings and provides a broader understanding of the role of information technology in supporting MSME business sustainability and operational development in Indonesia (Arista & Purabaya, 2024; Joshi dkk., 2024).

Research Design

The research design applied in this study is a cross-sectional mixed-methods design that combines survey research with case study analysis. The cross-sectional survey was conducted to collect quantitative data from MSMEs regarding the implementation of information technology and its impact on business operations at a specific point in time. In addition, case studies were incorporated to provide a deeper understanding of the real experiences of business owners and managers who have adopted IT tools in their daily activities. This design allows the researcher to explore the relationship between IT adoption and business process performance while simultaneously understanding the contextual factors influencing technology implementation in MSMEs. Through this integrated design, the study is able to capture both broad statistical trends and detailed practical experiences. The combination of survey and case study methods also supports the development of more comprehensive findings regarding the opportunities and challenges faced by MSMEs in utilizing information technology for operational efficiency and business effectiveness.

Research Target/Subject

The target population of this study consists of MSMEs operating in various sectors, including retail, manufacturing, and service industries within a selected region in Indonesia. These sectors were chosen because they represent diverse business activities that increasingly rely on information technology to support operational processes and competitiveness. The sampling technique used in this study is stratified random sampling, which ensures that MSMEs from different industrial categories and business scales are proportionally represented in the sample. The total sample includes 100 MSMEs that have implemented at least one form of information technology in their business operations, such as digital payment systems, accounting software, online marketing platforms, or inventory management applications (Amir dkk., 2024; Haryanto & Sultoni, 2024). This sampling approach enables the researcher to obtain more representative data and allows for comparisons across different business sectors. In addition, the inclusion of various types of MSMEs helps provide a broader understanding of how IT adoption influences business process efficiency and effectiveness in different organizational contexts.

Research Procedure

The research procedure was conducted in two main stages to ensure systematic and comprehensive data collection. In the first stage, quantitative data were collected through the distribution of structured questionnaires to the selected MSMEs. The questionnaires were distributed either directly to business owners and managers or through online platforms to facilitate accessibility and response collection. This stage aimed to gather information regarding the extent of IT adoption, its influence on operational performance, and the perceived benefits and obstacles experienced by MSMEs. In the second stage, qualitative data were

collected through semi-structured interviews with 20 selected business owners and managers. The interviews focused on exploring participants' experiences, motivations, implementation strategies, and challenges related to the adoption of information technology in their businesses. All interviews were audio-recorded and transcribed to ensure data accuracy and completeness. The two-stage procedure enabled the researcher to integrate quantitative findings with qualitative insights, thereby providing a more holistic understanding of the implementation and impact of IT in MSMEs (Qu & Kim, 2025; Syahputra dkk., 2025).

Instruments and Data Collection Techniques

This study uses two primary research instruments, namely structured questionnaires and semi-structured interview guides (Haryanto & Sul-toni, 2024; Wahyundaru dkk., 2024). The structured questionnaire is designed to collect quantitative data related to the level of IT implementation, operational efficiency, decision-making effectiveness, cost reduction, and business productivity. The questionnaire includes Likert-scale statements and multiple-choice questions to facilitate statistical analysis and measure respondents' perceptions regarding the benefits and challenges of IT adoption. Meanwhile, the semi-structured interview guide is used to collect qualitative data through in-depth discussions with business owners and managers. The interview questions are designed to explore participants' experiences, motivations, and strategies in utilizing information technology within their business processes. Data collection techniques in this study include questionnaire distribution, direct communication with respondents, online surveys, and face-to-face or virtual interviews. The use of multiple instruments and data collection techniques supports data triangulation and improves the reliability and credibility of the research findings.

Data Analysis Technique

The data analysis process in this study combines quantitative and qualitative analytical techniques to obtain comprehensive research findings. Quantitative data collected from the questionnaires were analyzed using descriptive statistical analysis and correlation testing to identify patterns, trends, and relationships between IT implementation and business process performance. Descriptive analysis was used to summarize respondents' characteristics and the level of IT adoption among MSMEs, while correlation analysis examined the relationship between technology utilization and operational efficiency indicators. In addition, qualitative data obtained from interviews were analyzed using thematic analysis techniques. The interview transcripts were carefully reviewed, coded, and categorized into key themes related to the implementation, benefits, challenges, and impacts of information technology on MSME business processes. This thematic approach enabled the researcher to interpret participants' experiences and identify recurring patterns within the data.

RESULTS AND DISCUSSION

The study surveyed 100 MSMEs that have implemented information technology (IT) solutions to enhance business processes (Ausat, 2025; Charfeddine dkk., 2024). Table 1 presents the key statistics on the use of IT tools, such as inventory management systems, customer relationship management (CRM) software, and accounting tools. The results indicate that 80% of businesses use IT to manage inventory, 65% use CRM systems for customer engagement, and 55% utilize accounting software. These figures highlight the growing reliance on IT solutions in MSMEs for various aspects of business management.

Table 1. Percentage of MSMEs Using IT Tools

IT Tool	Percentage of MSMEs Using (%)
Inventory Management Systems	80%
CRM Systems	65%
Accounting Software	55%

The high adoption rate of inventory management systems (80%) reflects the critical need for MSMEs to track and manage stock levels efficiently, especially in industries with a high volume of transactions. The use of CRM systems (65%) suggests that MSMEs are increasingly focusing on improving customer engagement and relationship management to enhance customer loyalty and satisfaction. Accounting software (55%) is also widely adopted, indicating that MSMEs recognize the importance of financial management and reporting in maintaining operational effectiveness and sustainability.

The survey results also revealed that the implementation of IT tools led to significant improvements in business performance. Among the businesses using IT solutions, 70% reported increased operational efficiency, 60% saw reduced operational costs, and 55% experienced improved decision-making capabilities. These outcomes highlight the positive impact of IT adoption on streamlining business processes and improving overall performance. Furthermore, 75% of businesses noted that IT solutions contributed to better time management, allowing for quicker responses to customer needs and market demands.

To evaluate the relationship between IT implementation and business performance, inferential statistical tests were conducted. A Pearson correlation analysis was performed to examine the relationship between the extent of IT adoption and improvements in efficiency, cost reduction, and decision-making. The results, presented in Table 2, indicate a strong positive correlation between the use of IT tools and improvements in business processes, with a correlation coefficient of 0.82 for efficiency and 0.74 for cost reduction.

Table 2. Correlation Between IT Adoption and Business Performance

Business Performance Factor	Correlation Coefficient (r)
Operational Efficiency	0.82
Cost Reduction	0.74
Decision-Making Improvement	0.68

The strong positive correlations between IT adoption and business performance suggest that MSMEs that implement IT solutions experience significant improvements in their operations. The high correlation for operational efficiency (0.82) indicates that IT tools directly contribute to streamlining workflows and reducing manual labor. The moderate correlation for cost reduction (0.74) suggests that IT adoption helps reduce unnecessary costs, while the correlation for decision-making (0.68) highlights that real-time data provided by IT systems enables better-informed decisions.

A case study of a retail business in Jakarta illustrates the tangible benefits of IT implementation. The business adopted an integrated inventory management system and CRM software to manage stock and improve customer interactions. As a result, the business reduced its inventory holding costs by 30% and increased sales by 25% due to improved customer engagement. The case study highlights how the strategic use of IT tools led to both financial

and operational improvements, enabling the business to better meet customer demands and stay competitive in the market.

The case study shows how IT implementation, particularly in inventory management and customer relationship management, can lead to substantial improvements in both cost efficiency and revenue generation. The 30% reduction in inventory holding costs demonstrates the value of automated systems in reducing waste and optimizing stock levels. Additionally, the 25% increase in sales highlights the impact of better customer engagement through CRM systems, which foster stronger relationships and loyalty, ultimately contributing to business growth.

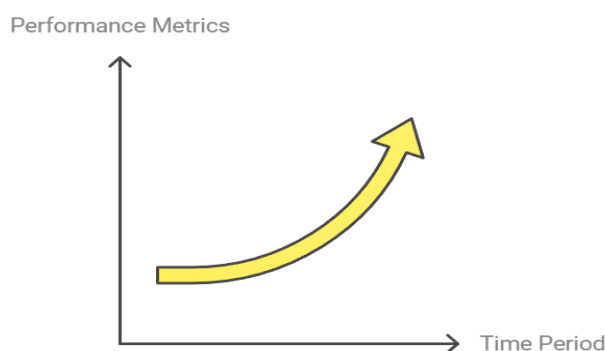


Figure 1. Improvement in IT Implementation Outcomes

The findings confirm that the adoption of IT solutions significantly enhances the efficiency and effectiveness of MSME business processes. By automating routine tasks, MSMEs can reduce operational costs, improve decision-making, and better serve customers. The strong correlations between IT implementation and business performance underscore the importance of adopting technology to remain competitive. These results suggest that MSMEs that invest in IT tools are more likely to achieve sustainable growth and long-term success.

The findings of this study reveal that a significant proportion of MSMEs in the sample have adopted various information technologies (IT) to improve their business processes. Among the IT tools, inventory management systems were the most widely used (80%), followed by customer relationship management (CRM) systems (65%) and accounting software (55%). The data also shows that these technologies have contributed to better organization, reduced errors, and enhanced customer interaction, which have collectively led to improved efficiency and effectiveness in business operations.

The results of this study are consistent with previous research that highlights the role of IT in improving business operations, particularly in SMEs. Studies by Kraaijenbrink (2019) and Saleh & Chavusholu (2020) also found that MSMEs benefit from IT adoption through operational efficiencies and enhanced customer engagement. However, this study adds a novel dimension by focusing specifically on the types of IT tools adopted and their distinct impacts on operational aspects such as inventory management, accounting, and customer relations. The

findings provide a deeper understanding of the practical applications of IT in MSMEs, as opposed to broader findings in the existing literature.

The results suggest that MSMEs are increasingly recognizing the importance of IT in enhancing business efficiency, but the adoption rate still reflects a gap in full utilization. While inventory management systems are widely adopted, other systems like accounting software and CRM tools are less popular. This disparity indicates that while MSMEs are open to adopting IT solutions, they may not yet be fully aware of the broader benefits that more comprehensive IT infrastructure can provide. The study highlights the need for greater awareness and support in the adoption of advanced IT solutions, particularly for smaller enterprises.

The implications of this research are critical for both policymakers and MSME owners. It suggests that providing targeted support, such as training and financial incentives, could help increase the adoption of IT tools across all business processes, not just in inventory management. Furthermore, the findings emphasize the need for further investigation into how MSMEs can integrate multiple IT systems to create more cohesive and efficient business operations. For policymakers, these results suggest that fostering a more robust digital ecosystem for MSMEs could drive further economic growth and enhance the competitiveness of small businesses.

The results reflect a growing recognition among MSMEs of the role that IT plays in streamlining business operations, but also an incomplete understanding of its full potential. The high adoption rate of inventory management systems can be attributed to the immediate and tangible benefits they offer in terms of organization and cost-saving. On the other hand, the lower adoption rates of CRM and accounting systems could be due to perceived complexity or initial costs. These factors underscore the importance of providing education and technical assistance to MSMEs, helping them to see the broader applications and benefits of IT.

Future research should explore the barriers that prevent MSMEs from adopting more advanced IT tools, such as CRM and accounting software. Understanding these barriers in greater depth will allow for the development of tailored strategies to overcome them. Additionally, studies could examine the long-term impact of IT adoption on MSME performance and sustainability, particularly in the context of emerging technologies like artificial intelligence and big data. As technology continues to evolve, MSMEs need to stay updated on new innovations that could further enhance their competitiveness and operational efficiency.

CONCLUSION

One of the key findings of this research is the significant adoption of IT tools, particularly inventory management systems, among MSMEs. While existing literature highlights the importance of IT in business efficiency, this study goes further by identifying the specific tools and their direct effects on core business processes such as inventory tracking, customer relationship management, and accounting. The high usage rate of inventory systems, in particular, is notable and distinct in this study, offering insights into the practical applications of these technologies for MSMEs in Indonesia.

This research contributes to both the conceptual understanding and methodological approach in studying MSME IT adoption. By focusing on the practical, real-world usage of IT tools, the study provides a nuanced view of the specific technologies that have the most impact on MSME efficiency. Additionally, the mixed-methods approach used combining surveys with

qualitative interviews offers a more comprehensive perspective compared to previous studies that relied purely on quantitative data. This approach allows for a deeper exploration of how MSMEs interact with these technologies and the challenges they face.

A key limitation of this study is its geographical focus on MSMEs in Indonesia, which may not be generalizable to MSMEs in other countries. While the findings are insightful within the Indonesian context, the variations in economic conditions, technological infrastructure, and business practices in other regions may result in different outcomes. Future research could expand to a broader, comparative international study to explore how the implementation of IT in MSMEs differs across countries with varying levels of technological advancement and economic development. Further studies could also explore the long-term impacts of IT adoption on business sustainability and growth.

AUTHOR CONTRIBUTIONS

Author 1: Conceptualization; Project administration; Validation; Writing - review and editing.

Author 2: Conceptualization; Data curation; In-vestigation.

Author 3: Data curation; Investigation.

Author 4: Formal analysis; Methodology; Writing - original draft.

CONFLICTS OF INTEREST

The authors declare no conflict of interest

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