

Optimizing Centralized Financial Management for MSMEs in the Mbulak Wilkel Tourism Area of Bantul with the Approaches of (Tri-N) Niteni, Nirokke, Nambahi, and Tri Pantangan

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ABSTRACT

This study aims to optimize centralized financial management for MSMEs in the Mbulak Wilkel tourism area of Bantul through a local wisdom-based approach, specifically the concepts of "Niteni, Nirokke, Nambahi," along with the "Tri Pantangan" teachings of Ki Hadjar Dewantara. This community service program, involving students and faculty from Universitas Sarjanawiyata Tamansiswa, emphasizes a one-door cashier system to enhance financial efficiency and transparency. The methods employed include socialization, training, and the implementation of simple digital technologies such as MokaPOS to facilitate transaction recording. The results indicate that local-based approaches and community cooperation significantly encourage resident participation in more professional and effective centralized management.

Keywords: Centralized Financial Management; Efficiency in Financial Management; Local Wisdom; Micro, Small, and Medium Enterprises (MSMEs); Technology Adoption.

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INTRODUCTION

MSMEs (Micro, Small and Medium Enterprises) play an important role in the Indonesian economy, especially in developing regions such as Mbulak Wilkel, Bantul. As the driving force of the local economy, MSMEs not only create jobs, but also contribute to the economic growth of the community by providing diverse products and services. However, despite their great potential, many MSME players still face various challenges, especially in effective financial management.

One of the main issues hindering the growth of MSMEs is the decentralized financial system, which often results in a lack of coordination between businesses. This leads to operational inefficiencies, including wastage of resources and time that could be utilized for product innovation and development. In addition, a poor understanding of basic financial management principles makes it difficult to accurately record income and expenditure and plan effective budgets.

Limited access to finance is also a serious challenge for many MSME players. Many of them do not have the necessary collateral or transparent financial records, making it difficult to obtain loans from financial institutions. This not only limits their ability to grow, but also creates distrust among customers. To address these issues, it is crucial to improve understanding of financial management and better access to finance.

In the study of MSME financial management, previous research has shown that an efficient and transparent management system is crucial in supporting business growth. For example, Rahayu and Kustanti (2021) emphasized the importance of financial management training to improve the skills of MSME actors in managing their finances. Similarly, research by Sudarma (2020) shows that the application of information technology in financial recording can improve the efficiency and accuracy of financial reports. While many studies address managerial techniques and technology, there is a lack of integration of local cultural values in financial management practices.

The proposed approach in this context is the implementation of a centralized financial management system that integrates the principles of "Niteni, Nirokke, Nambahi" and "Tri Pantangan." This approach aims to improve coordination and efficiency in the financial management of MSMEs that have been fragmented. By applying these principles, MSME players are expected to better understand and manage risks, as well as utilize resources more optimally, thus supporting sustainable growth.

More than just making theoretical contributions, the importance of local cultural values in business practices must be emphasized. By integrating local culture into financial management, MSMEs are not only able to operate efficiently, but also build trust and stronger relationships with the community. This approach provides a relevant and contextual framework for MSME actors, which in turn can improve business competitiveness and sustainability amidst changing economic dynamics.

Based on this background, the hypothesis proposed is that the implementation of a centralized financial management system that integrates local cultural values can have a positive impact on the transparency, ethics and efficiency of MSME financial management in Mbulak Wilkel, Bantul. The implementation of a centralized system is expected to facilitate better coordination between business actors, thereby reducing operational inefficiencies that have hindered growth.

Thus, the objective of this study is to analyze the impact of implementing a centralized financial management system on operational efficiency, transparency, and

ethics in the financial management of MSMEs. In addition, it is expected to explore how local cultural values can be integrated in financial management practices, thereby promoting sustainable growth and creating positive impacts for society as a whole.

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METHODS

Community service is packaged in the form of workshops for MSME players in the Mbulak Wilkel area which includes local stalls, landowners and local residents. With the aim of improving financial management through education and implementation of a one-door cashier system based on local wisdom. The target of this activity is the manager of Mbulak Wilkel, consisting of 5 managers and 8 MSME sellers in the Manunggal Gerjen Tambalan Farmer Group Area.

The implementation methods carried out in this community service activity are providing education and socialisation, a phased implementation approach through 3N (Niteni, Nirokke, Nambahi), Simple Digital Technology Development, Financial Management Training through Tri Pantangan, and Inclusive Business Models. In the education and socialisation phase, MSME players were trained on the importance of transparency and good financial management. They were introduced to the one-door cashier system that has been proven effective in other areas to improve financial management efficiency. In a phased implementation approach through the 3Ns (Niteni, Nirokke, Nambahi), the businesses observed (Niteni) the implementation of similar systems in other locations, then replicated (Nirokke) and customised the system according to local conditions. After that, they are given the opportunity to add local innovations (Nambahi) that can improve the success of the financial management system. Then in the Development of Simple Digital Technology, the manager can use digital cashier technology such as GoKasir or MokaPOS, used to simplify transaction recording. So that it can help the one-door cashier system run more efficiently with automatic recording and better accuracy in daily financial reports. Financial Management Training through Tri Pantangan teachings emphasises transparency, fairness and ethics in business management. This education aims to make business actors avoid unethical business practices, so that financial management is fair and professional. The final method in the form of the Inclusive Business Model developed respects the land ownership of local residents and ensures every business actor benefits from the management of Mbulak Wilkel tourism. This involves a profit-sharing agreement that maintains a sense of ownership among residents. A follow-up development and evaluation phase is conducted periodically based on feedback from businesses, and local residents. Assessments include how effective the one-stop cashier system is, the achievement of transparency targets and residents' satisfaction with the technology implementation.

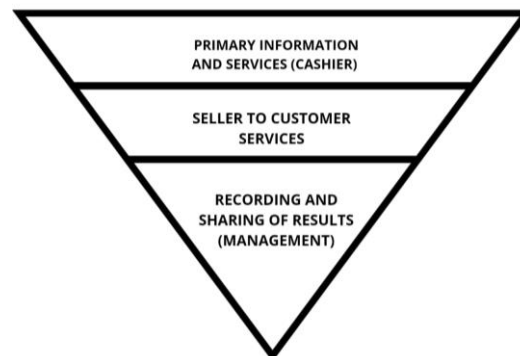


Figure 1: Mbulak Wilkel's One-Stop Financial Management Flow Concept

The one-door concept is expected to facilitate reporting, transparency and cash flow control, so that centralised financial management can be managed effectively. A Community Based Tourism, Murphy argues that the success of tourism management is strongly influenced by the participation of local communities. Community-based tourism development allows local people to take part in management, even contributing directly. The one-door concept implemented at Mbulak Wilkel can involve local people in the role of managing and welcoming visitors, thereby improving the economic welfare of the local community.

Here is how financial management can be carried out using the inverted pyramid theory, where the most important financial aspects are prioritised first.

1. Main Information and Reports (Cashier) being the top of the inverted pyramid. The one-door concept contains important information and presents key services to customers first. Where the cashier plays an important role in recording every transaction made by visitors, so that all payments and information service providers by the manager are the main focus that is easily accessible to visitors. The cashier becomes the only transaction centre in direct payments that are recorded in one place. This helps with transparency and makes it easier to track incoming money without the need to check from multiple points. The way it works is that visitors exchange cash at the main cashier before connecting to the vendor. Coins are given according to the nominal amount based on the colour of the coin. For example, a red coin is worth Rp 1,000, a yellow coin is worth Rp 2,000, a green coin is worth Rp 5,000, a blue coin is worth Rp 10,000, an orange coin is worth Rp 20,000, a white coin is worth Rp 50,000, a purple coin is worth Rp 100,000.
2. Customer to Customer service is the centre of the inverted pyramid. After the main information and services are accessed, customers can then connect with various vendors who provide products such as food and beverages. After getting coins from the cashier, visitors can purchase products from vendors using the coins. This reduces direct cash transactions and creates a traditional atmosphere. In addition, visitors can use QRIS for transactions quickly and efficiently.

3. Recording and Profit Sharing becomes the bottom of the inverted pyramid. After recording the transaction is completed from the cashier, the financial management allocates the revenue according to the agreement such as dividing the proceeds between the manager, the vendor, and other parties involved. with a clear division, each party knows their respective rights, so there is no misunderstanding in the profit.

RESULTS AND DISCUSSION

The program has succeeded in improving MSME players' understanding of the importance of centralized financial management, transparency, and effectiveness through the application of digital disruption. The implementation of a technology-based one-stop cashier system has seen improved efficiency and coordination between managers and vendors, creating a smoother transaction flow and less risk of errors. This digital disruptive approach involves simple yet impactful technology to record and track transactions, enabling accurate and real-time financial management. By introducing digital technology in the transaction process, MSMEs can now conduct financial records more quickly, easily and efficiently, and reduce manual management practices that have the potential to trigger errors.

The system is supported by the "Niteni, Nirokke, Nambahi" approach, which integrates local wisdom in financial management, so that people feel directly involved in decision-making. In addition, the "Tri Pantangan" concept encourages better business ethics, reduces unethical practices, and increases professionalism in financial management.

According to Clayton Christensen, "Disruptive innovation arises when a product or service starts with lower than expected performance in an existing market, but then improves and eventually replaces more established products" (Christensen, 1997). In this context, the implementation of a one-door cashier system is an innovative step that helps small businesses adapt to the needs of the modern market.

Meanwhile, Roger L. Martin emphasizes that "Digital disruption is a transformation that changes the way businesses operate, interact with customers, and create value" (Martin, 2017). The application of this simple technology not only facilitates more efficient financial management but also enables MSME players to contribute to local economic growth.

With this disruptive digital implementation, MSME players are not only able to adapt to technological changes but also contribute to local economic growth. This process shows that digital transformation can facilitate businesses to face challenges and seize opportunities in an increasingly competitive market. The following are the results and discussion:

1. Optimization of Centralized Financial Management



Optimizing centralized financial management is important in supporting MSMEs in the midst of rapid and challenging global economic development. With effective financial management, MSMEs can manage cash flow, control expenditure, and optimize capital utilization to achieve business stability despite facing various external factors such as international market changes, economic policy shifts, and currency fluctuations (Hanelt et al., 2021; Vial, 2021). In this context, structured financial management is key for MSMEs, including Mbula Wilkel, in maintaining their competitiveness amid global market dynamics.

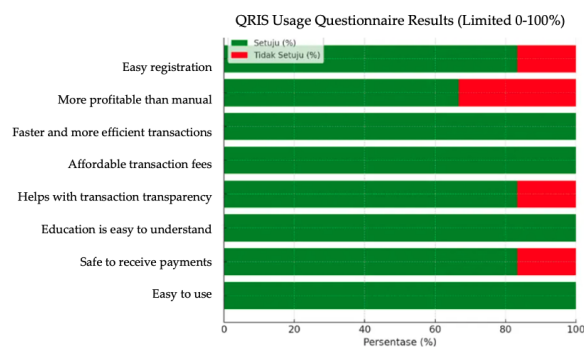
At Mbula Wilkel, efforts to optimize centralized financial management are realized by implementing a one-stop cashier solution using QRIS, which not only facilitates cash flow recording, but also aims to overcome funding limitations in facility development and infrastructure reconstruction. With this one-stop payment system, the manager hopes to increase revenue efficiently and facilitate cash flow monitoring with neater and more accountable records, thus minimizing the risk of double recording that often occurs in manual financial systems. The implementation of QRIS also allows managers to allocate funds as needed, such as managing salaries for management staff, who are in charge of running daily operations at Mbula Wilkel. Digital record-based payroll through QRIS helps create financial stability while providing certainty for managers so that they can focus on work without the constraints of payment irregularities. As such, it facilitates more effective budgeting, while increasing accountability in financial record keeping (McMenamin, 2002; Baker & Powell, 2009).

On the other hand, implementing a one-stop cashier solution faces a number of challenges. For some merchants, adapting to the digitally-based QRIS system is an obstacle, especially for those who are not fully accustomed to the new technology. This digital disruption creates concerns regarding direct control over their transactions. However, the use of QRIS aims to speed up transactions and create a more modern financial ecosystem in Mbulak Wilkel, making it easier for MSME players to operate in a more stable and sustainable manner. Ultimately, the implementation of this one-stop solution not only supports the long-term growth of MSMEs but also creates the efficiency and financial stability needed amidst market fluctuations and other economic challenges.

The implementation of centralized financial management through a one-stop solution provides Mbulak Wilkel with the opportunity to manage assets, cash flows, and liabilities more comprehensively (McMenamin, 2002; Baker & Powell, 2009). Through comprehensive financial planning, funds for payroll and facility development can be optimally allocated. This system also supports better accountability, so that MSMEs in Mbulak Wilkel can be better prepared for the changing economic dynamics. With regular monitoring and evaluation of financial performance, MSMEs can adjust their financial strategies to dynamic conditions and identify emerging risks and opportunities (Aslam et al., 2021). In an increasingly globally integrated economic environment, these strategic steps in financial management are decisive for the success of MSMEs to survive and develop sustainably (Ahmad et al., 2021).

Impact of QRIS Implementation

Monitoring and evaluation of the impact of QRIS implementation shows significant results, as seen in the accompanying graph. Based on the questionnaire results from eight businesses, 100% of respondents stated that QRIS is easy to use, speeds up transactions, and has affordable transaction fees. This shows that the implementation of QRIS has fulfilled its initial objective of improving efficiency and transparency in financial management. With 83.3% of respondents feeling safer using QRIS compared to cash payments, there are indications that the system is helping to mitigate risks often encountered in manual transactions, such as counterfeit money fraud and lack of change.



Source: <https://jurnalpost.com/qris-hadir-di-mbulak-wikel-transaksi-lebih-cepat-aman-dan-tanpa-tunai/73552/>

However, while most respondents are satisfied, there are still 33.3% who feel that manual methods are more profitable than QRIS. This finding shows that while QRIS has been implemented quite well, there is still room for improvement. This includes the need to provide a deeper understanding of the benefits of using QRIS for all businesses, especially those who are more comfortable with traditional methods. This research graph was taken by Elisa Putri Maharani, Novana Fitria Cahyani, Tereza Febrian Loveleen, Afrizal Azwan Dinzar, Benowo, Alfin Syahrul Mubarok, and Zulhan Choirul Muhayat, UMB Yogyakarta students who collaborated with the UST Abdimas group which shows the importance of collaboration and integration in this program.

Implementing a one-stop cashier solution through QRIS faces a number of challenges, especially for merchants adapting to the new technology. This digital disruption creates concerns regarding direct control over their transactions. Nonetheless, the use of QRIS aims to speed up transactions and create a more modern financial ecosystem at Mbulak Wilkel. The implementation of this solution is expected to not only support the long-term growth of MSMEs but also create the financial efficiency and stability needed amidst market fluctuations and other economic challenges.

Close collaboration between educational institutions, the banking sector, and the community is a key factor in the success of this programme. This integrated approach can build an inclusive and sustainable digital ecosystem. It is hoped that the QRIS implementation model in Mbulak Wilkel can become an example that can be replicated in other regions to accelerate digital transformation in the micro and small business sector and encourage local economic growth.

2. Mbulak Wilkel MSMEs

Mbulak Wilkel MSMEs have a crucial role in supporting the local tourism sector, especially in increasing the attractiveness of tourist destinations through a variety of distinctive local products, such as culinary, souvenirs, and authentic cultural products. Tambunan (2009) explains that MSMEs not only provide services and products that enrich the tourist experience, but also serve as the backbone of the local economy that supports the tourism sector through its unique cultural identity.

However, like many MSMEs in rural areas, MSMEs in Mbulak Wilkel face a number of distinctive challenges. For example, access to adequate financial resources, technology and human resource capacity are still major constraints to the sustainability and professionalism of their businesses. According to Pramono (2020), "MSMEs in rural areas have unique constraints in terms of accessibility to technology and capital that affect their growth and professionalism." This shows that to survive and thrive, Mbulak Wilkel MSMEs need the support of access to technology as well as sufficient funding. With these limitations, most MSME players in Mbulak Wilkel have not been able to implement a formal and efficient management system, so their business management and financial management still need improvement to be more structured.

Optimizing centralized financial management is a relevant solution for MSMEs in Mbulak Wilkel. Through the implementation of this system, cash flow management, recording, and financial transparency can be more assured, especially if supported by technology solutions such as an integrated QRIS payment system. A one-stop system through a centralized cashier not only makes it easier for MSME players to record and manage funds, but also allows managers to focus on developing facilities and services in the Mbulak Wilkel area. With regular payroll and allocation of funds, financial transparency is more assured, so that managers can be more motivated in carrying out their duties and contribute to long-term business stability.

Overall, the development of a centralized management system with the optimization of technology and access to finance is a strategic step needed for MSMEs in Mbulak Wilkel to maximize their potential in supporting the tourism sector, while increasing business sustainability in the face of growing economic challenges.

3. The “Niteni, Nirokke, Nambahi” Approach

The “Niteni, Nirokke, Nambahi” approach consists of three steps, namely niteni, nirokke, and nambahi, which emphasize that learning things can be done through a systematic process. Niteni means observing and recognizing the things one wants to learn; this includes in-depth observation of the environment and existing practices. Next, nirokke means to imitate or follow; at this stage, individuals learn by following and imitating what has been observed, so that they can understand the workings and processes involved. Finally, nambahi refers to adding relevant innovations or adjustments, where individuals not only repeat what has been learned, but also strive to improve and develop new ideas based on their understanding.

The “Niteni, Nirokke, Nambahi” approach comes from Javanese local wisdom that focuses on a gradual learning process. By applying these steps, individuals, particularly Micro, Small and Medium Enterprises (MSMEs) actors, can develop effectively. In a business context, this approach allows MSME players to observe existing practices, analyze successful ways of working, and then make modifications according to their needs and market characteristics.

This approach is not only relevant in the business world, but can also be applied in the context of education and self-development. By using this approach, individuals can learn effectively and efficiently, and are able to adapt to changes that occur in their environment.

Thus, “Niteni, Nirokke, Nambahi” serves not only as a learning method, but also as a philosophy that encourages individuals to continuously learn, innovate, and contribute to the development of their surrounding communities and environment. This approach is particularly important in the ever-changing global context, where adaptation and innovation are key to success.

4. Teaching of “Tri Pantangan”

This Centralized Financial Management Optimization Program at Mbulak Wilkel MSMEs not only focuses on the technical aspects of financial management, but also applies the Tri Pantangan Teachings as important moral

guidelines in business practices. These teachings consist of three main prohibitions: the prohibition of abuse of power, the prohibition of violation of decency, and the prohibition of financial misappropriation. These three principles are designed to build ethics and integrity in business management, which is particularly relevant in the context of MSMEs in Mbulak Wilkel.

1. Prohibition of Abuse of Power

In the context of financial management in Mbulak Wilkel, this prohibition reminds business actors not to use their position for personal gain or to harm others. In this program, every business actor is taught to manage finances transparently and fairly. For example, the implementation of a one-door cashier system is intended to avoid misuse of funds and ensure all profits generated can be shared fairly among all business actors. As such, no single individual has power over financial decisions that could harm other businesses.

2. Prohibition of Violation of Decency

MSME players in Mbulak Wilkel are encouraged to run their businesses with integrity and respect for prevailing social values in the community. The program involves financial management training that emphasizes the importance of honesty and responsibility in every transaction. By respecting norms of decency, businesses can build trust with customers and the surrounding community. This trust is crucial for business sustainability, especially in the tourism sector which relies on good reputation and visitor satisfaction.

3. Prohibition of Financial Misappropriation

This program specifically emphasizes the importance of transparent and accountable financial management. By implementing a one-door cashier system, financial management at Mbulak Wilkel is expected to avoid the practice of fraud, where every transaction is properly recorded and open for inspection. The involvement of all business actors in financial management together also creates a sense of collective ownership and responsibility, thus encouraging them to maintain financial integrity.

This community service program has implemented the Tri Pantangan Teachings through various activities, such as:

- Gotong Royong-based Financial Education: Teaches MSME actors about the importance of transparency and accountability in financial management. This helps them understand and apply the prohibition of abuse of power and financial misappropriation in their daily practices.
- Ethical Management Training: This training teaches MSME players to conduct business with decency, respect local values, and maintain good relations with the community and customers. By understanding these values, they are expected to avoid breaches of decency in doing business.
- Monitoring and Evaluation: A monitoring process is conducted to ensure that each business follows the principles of the Tri Pantangan Teachings. Periodic evaluations help identify problems that may arise and provide appropriate solutions to maintain ethics in financial management.

Thus, the application of Ajaran Tri Pantangan in the community service program in Mbulak Wilkel aims to not only improve financial managerial capacity, but also build a strong ethical foundation in business practices. With these principles, it is expected that MSMEs in Mbulak Wilkel can develop sustainably and responsibly, maintaining local wisdom while facing the challenges of modernization in business management.

Overall, the "Tri Pantangan" concept serves as an essential ethical guide for MSME actors to maintain integrity and trust in running their businesses. By adhering to these ethical principles, Mbulak Wilkel MSME players can create a good reputation and ensure the long-term sustainability of their businesses.

5. Implementation of a Centralized Financial Management System in Mbulak Wilkel MSMEs

The use of a centralized financial management system that is integrated in transactions at Mbulak Wilkel culinary MSMEs aims to achieve efficiency and transparency. This concept is in line with the opinion of Umar (2020) which states that "Centralized financial systems provide better control over cash flow and minimize the risk of transaction leaks, especially in a business environment with many parties involved." In the context of this MSME, the manager applies a one-door cashier with wooden coins as a transaction medium to facilitate management, record transactions centrally, and create a unique transaction experience for visitors.

Workflow of Wooden Coin System as a Centralized Transaction Tool

1. Purchase of Coins by Visitors at the Central Cashier

Based on the transaction flow, every visitor who comes to the UMKM area is required to buy wooden coins at the main cashier with a predetermined nominal, for example "1" for Rp1,000 or "5" for Rp5,000. Once purchased, these coins are non-refundable, which allows the manager to control the number of coins in circulation without the need to incur additional costs for minting or managing coin returns. This opinion is in line with the theory of Wibowo (2019), which emphasizes the importance of reducing the operational burden on cash transactions with a tokenization system, "The tokenization system simplifies cash flow recording and provides greater control over transaction inventory."

2. Use of Coins as Payment at Each Stall

After purchasing coins at the central cashier, visitors can use the coins to purchase products at each stall. Each stall accepts these coins as the primary means of payment, which means they do not need to manage cash. This creates efficiency and security because the stallholders do not need to store or count cash, as Suhendra (2021) states, "The use of tokens or coins as a substitute for cash in business transactions helps small businesses reduce the risk of theft and facilitate accurate financial records."

3. Coin Collection and Counting at the End of the Day

At the end of the day, each vendor submits the coins they have collected to the central cashier for counting. The manager records the number of coins received from each vendor and documents the sales

results of each. The manager then stores the coins for future transactions, ensuring that the number of coins in circulation remains stable without requiring significant additional coin procurement.

4. Distribution of Transaction Results to Treadmills

After the calculation is complete, the manager makes payments to the sellers based on the agreed percentage share:

- 80% of the total coin value, returned to the vendors, which serves as their main income.
- 15% for market operations, including payroll for cashier and management staff.
- 5% is allocated for market infrastructure, such as facility improvements and payment technology development, including the use of QRIS.

According to Rahayu (2022), this fair revenue sharing system is crucial to maintaining morale and satisfaction in a centrally managed business environment. He stated, "Clear and transparent revenue sharing provides income security to treaders and increases their trust in the centralized financial system."

With the policy that coins are not returned, managers can optimize coin circulation without the need for excessive minting. According to Handoko (2023), "A no-return coin system provides advantages in terms of operational efficiency, especially in an environment that requires stable circulation of currency." This approach allows managers to make optimal use of available coins and keep the number of coins under control.

Site Benefits and Infrastructure Support:

1. Security and Convenience for Vendors

The one-stop cashier system provides a sense of security to treaders as they do not need to handle cash. Rahayu (2022) mentioned that "Cashless payment systems reduce security risks and provide convenience for treaders, as they can focus on the product without having to think about money management."

2. Transparency in Finance and Market Management

By centralizing transactions at the main cashier, the manager can efficiently control the market's finances. Financial reports are generated daily, ensuring all cash flows are recorded and auditable. This is in line with Suharto's (2021) view, which emphasizes that "Transparency in centralized financial management increases trust between the management and the businesses and maintains cash flow stability."

Strategies to Convince Customers of the One-Stop Cashier System:

1. Guaranteeing a Stable Income for Vendors

The market manager guarantees a fair share of revenue (80%) to the treaders, ensuring that they continue to get the main income from transaction results. Rachman (2020) explains that "Fair revenue sharing is a major factor in maintaining the morale and loyalty of small business owners."

2. Transparency in Daily Financial Reporting

Customers can access clear daily transaction reports, increasing trust and providing an accurate picture of their income. The system prevents potential errors in recording transactions and ensures traders know the amount of their sales every day.

3. Training and Assistance in the Use of QRIS Technology

For sellers who are not familiar with QRIS technology, the manager will provide training so that they are easier to understand and use this system. Rachman (2020) also emphasizes that "The use of modern technology such as QRIS requires an adaptive approach to introduce convenience and increase adoption by traditional business actors." By using QRIS, visitors can make digital payments through e-wallet applications such as GoPay, OVO, LinkAja, and other digital banking. The way it works, visitors scan the QR code provided by the merchant using their payment application, enter the amount to be paid, and the transaction will be completed automatically.

By prioritizing transparency, security, and efficiency in this one-stop cashier system, Mbulak Wilkel culinary MSMEs are expected to maintain an effective transaction flow and create a balance between the interests of vendors and market managers.

CONCLUSION

The community service program carried out by students and lecturers of the Management Study Program of Sarjanawiyata Tamansiswa University in Mbulak Wilkel succeeded in achieving several important objectives in the financial management of MSMEs. First, optimizing financial management through the implementation of a centralized financial system is proven to increase transparency and efficiency in the management of tourism funds. By using simple digital cashier technology, MSMEs can record transactions more accurately and reduce potential errors that often occur in manual management.

Local wisdom-based approaches, such as the principles of Niteni, Nirokke, and Nambahi, as well as Ki Hadjar Dewantara's Tri Pantangan teachings, strengthen the system to fit the local cultural context and business ethics. This helps create awareness of the importance of integrity in financial management and maintaining good relations with local communities.

Despite challenges in technology integration and understanding of modern financial systems, the program is expected to help MSME players in Mbulak Wilkel to operate more professionally and compete in the digital era, while still respecting local values. As such, the program not only focuses on the technical aspects of financial management, but also contributes to sustainable local economic growth and better development of MSMEs.

Thank-you note

We would like to express our sincere gratitude for the opportunity to publish our research in this journal. We greatly appreciate the professional editorial process and constructive feedback from the reviewers, which has helped improve the quality of our writing.

The publication of this journal is an important step in our efforts to share knowledge and experience regarding the optimization of MSME financial management in Mbulak Wilkel. We hope these findings can make a positive contribution to local economic development and serve as a reference for future research.

Once again, thank you for the tremendous support and cooperation from all parties who have helped make this paper possible. We hope to contribute more in the future.

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