



## Empowerment of Micro, Small, and Medium Enterprises (MSMEs) in Berau Regency (Case Study in Tanjung Redeb District)

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### ABSTRACT

This study aims to analyze the empowerment of Micro and Small Enterprises (MSMEs) in Berau Regency. The problems raised in this study are various problems faced by MSMEs in Berau Regency, both internal and external problems. Internal problems include low participation in government programs, lack of knowledge about business legality, and limited access to capital. External problems include limited government apparatus resources, inequality in aid distribution, and low capacity of MSME human resources in adopting technology and innovation. This study uses a descriptive qualitative approach with data collection methods through interviews, observations, and documentation. The results of the study indicate that MSME empowerment in Berau Regency is carried out through various efforts, namely the development of a conducive business climate, provision of access to capital, development of partnerships, training, and simplification of business licensing. The role of the Berau Regency Government, in this case the Cooperatives, Industry, and Trade Service (Diskoperindag), in empowering MSMEs is as a facilitator, catalyst, and regulator.

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## INTRODUCTION

The economic conditions in East Kalimantan show an interesting trend during the period 2022 to 2024. In 2022, East Kalimantan's economic growth was recorded at 4.48%. However, in 2023, economic growth in this province experienced a significant increase to 6.22%, which was largely driven by the construction sector related to the development of the Indonesian Capital City (IKN). This high growth continued until the third quarter of 2024, where East Kalimantan's economy still grew by 6.2%. In fact, East Kalimantan's economic growth potential for the whole of 2024 is projected to be between 5.50% and 6.30% (Puspitasari et al., 2023). This indicates that the development of the IKN provides a substantial economic boost for East Kalimantan.

Berau Regency, which is also located in East Kalimantan Province, shows a positive economic growth trend and tends to increase during the same period. In 2022, Berau Regency's economic growth was recorded at 3.95% (Ningrum, 2023). This growth then accelerated to 5.44% in 2023. In fact, in 2024, the economic growth of Berau Regency increased to 7.28%. The consistent increase in economic growth in Berau Regency shows strong local economic performance, possibly also influenced by the impact of broader development in East Kalimantan, including the development of the IKN.

Table 1 Economic Growth of Berau Regency (2022-2024)

| Year | GRDP Growth Rate (%) |
|------|----------------------|
| 2022 | 3.95                 |
| 2023 | 5.44                 |
| 2024 | 7.28                 |

Source: BPS Berau Regency, 2024

Micro, Small and Medium Enterprises (MSMEs) in Berau Regency has now started to develop, According to data from the Berau Regency Trade and Industry Office, the increase in the number of Micro, Small and Medium Enterprises (MSMEs) has now been recorded as increasing from 2018 to 2022, which has reached 14,460 Micro, Small and Medium Enterprises (MSMEs) registered with the Berau Regency Trade and Industry Office, both home industries and business groups, will be encouraged to be in an integrated ecosystem (Wurdaningsih et al., 2023). In addition to encouraging the active role of the Berau Regency Trade and Industry Office, Berau Dekranasda and all related stakeholders are asked to continue to synergize in fostering and empowering Micro, Small and Medium Enterprises (MSMEs), support and synergy are also expected from all parties, especially from the Ministry of Cooperatives and SMEs and the Ministry of Tourism and Creative Economy (Elani, 2024).

Based on data from the Central Statistics Agency from the Cooperatives, Industry and Trade Service of Berau Regency, the number of MSMEs in Berau Regency in 2021 was 13,097 units. If we look at the distribution, most of the MSMEs are concentrated in the capital of the Regency, namely Tanjung Redeb District, which is 4,592 MSMEs or 35.06% of the total MSMEs. On the other hand, the fewest MSMEs are in Biatan District, which is only 51 MSMEs. MSME data in

Berau Regency in 2021 has increased significantly compared to the previous year. For example, compared to 2020, MSMEs in Berau Regency in 2021 increased by 304.98% (Indriani & Misiyanti, 2022).

Table 2 Data on the Development of MSMEs Per District in Berau Regency, 2017 - 2021

| Subdistrict    | 2017  | 2018  | 2019  | 2020  | 2021   |
|----------------|-------|-------|-------|-------|--------|
| Tanjung Redeb  | 749   | 806   | 806   | 884   | 4.592  |
| Sambaliung     | 42    | 42    | 42    | 602   | 2.419  |
| Gunung Tabur   | 75    | 117   | 117   | 104   | 988    |
| Teluk Bayur    | 61    | 63    | 63    | 346   | 1.321  |
| Kelay          | 8     | 10    | 10    | 33    | 55     |
| Segah          | 23    | 24    | 24    | 52    | 131    |
| Pulau Derawan  | 61    | 76    | 76    | 147   | 779    |
| Maratua        | 22    | 22    | 22    | 200   | 340    |
| Tabalar        | 20    | 23    | 23    | 79    | 502    |
| Biatan         | 35    | 51    | 51    | 32    | 51     |
| Talisayan      | 44    | 45    | 45    | 386   | 673    |
| Batu Butih     | 36    | 39    | 39    | 300   | 351    |
| Biduk-Biduk    | 48    | 54    | 54    | 69    | 836    |
| KTP Luar Berau |       |       |       |       | 59     |
| Total          | 1.224 | 1,372 | 1,372 | 3.234 | 13,097 |

Source: Berau Regency Trade and Industry Office

Berau Regency Regional Regulation Number 6 of 2015 concerning the Development of Micro, Small and Medium Enterprises in Berau Regency is the basis and legal umbrella for the development and empowerment of Micro, Small and Medium Enterprises (MSMEs) in Berau Regency, where in the Regional Regulation, the development and empowerment strategy for Micro, Small, and Medium Enterprises (MSMEs) in Berau Regency is outlined. This strategy is expected to encourage the government and private sector to develop community competitiveness through the development of household resource potential as an object of development in Berau Regency. Several efforts as a follow-up to the strategy for developing household resource potential include strengthening the role of community institutions as a forum for community participation in economic development, strengthening the capacity of rural economic institutions, improving the quality and skills of the workforce, developing a capital system, expanding job opportunities, to controlling the prices of basic necessities for the community (shiyamurti 2020).

This study underlines the importance of government intervention and various related parties in creating a conducive ecosystem for the development of MSMEs through various empowerment programs. MSME empowerment in Berau is a challenge that must be overcome immediately. By addressing the problems of access to capital, marketing, training, and licensing, it is hoped that MSME actors can be more empowered and contribute to regional economic

development. This effort will not only benefit business actors, but also the community and local government as a whole. Effective MSME empowerment will create jobs, increase community income, and encourage sustainable economic growth.

## **LITERATURE REVIEW**

### ***Empowerment Concept***

Sulistiyani (2004:77) said that empowerment is interpreted as a process towards being empowered or a process to obtain abilities or a process of providing abilities from parties who have power to parties who are less or not yet empowered. The purpose of empowerment according to Sulistiyani (2004:80) is to form individuals and communities to be independent. This independence includes independence in thinking, acting and controlling what they do (Goodness 2023). Community empowerment is an effort carried out collaboratively to create a better life with various existing activities aimed at empowering the community (Patma, 2021).

### ***Empowerment of MSMEs***

The process of developing MSMEs where MSME owners and actors take the initiative to start a social activity process to improve their situation and conditions. MSME empowerment can occur if the owners and actors actively participate. In order to support efforts to overcome poverty and inequality, the policy steps taken are to provide support and facilities to develop productive micro-scale or informal economic businesses, especially among poor families or disadvantaged areas and pockets of poverty. The development of micro-scale businesses is carried out through increasing business capacity and business management skills, increasing access to microfinance institutions, and at the same time increasing the capacity and protection of their businesses so that they become more independent, sustainable and ready to grow and compete business units.

### ***Role Concept***

According to Hutami & Chariri, (2011) Roles in organizational behavior literature state that an organizational environment can influence each individual's expectations regarding a person's behavior in carrying out a role. Expectations in the role can come from the role itself, the individual who controls the role, society, or even other parties who have an interest in the role. In essence, roles can also be formulated as a series of certain behaviors that arise from a particular position. A person's personality also influences how the role should be carried out. The roles played/played by top, middle and lower level leaders will have the same role.

### ***The Role of Government in Empowering MSMEs***

In the context of empowering MSMEs, the role of government can be categorized into three main functions. Big Diva (2009) namely regulator, facilitator, and catalyst. Big Diva (2009) stated that the role of the government as a regulator is to create policies that make it easier for MSMEs to develop their

businesses. The role of government as a facilitator in empowering MSMEs emphasizes the provision of resources, support, and opportunities for MSME growth. The role of government as a catalyst in empowering MSMEs focuses on the initiation, stimulation, and acceleration of MSME development. The government plays a role in encouraging innovation, entrepreneurship, and a dynamic ecosystem.

## **METHODOLOGY**

Descriptive qualitative research is a methodological approach in social sciences that aims to understand and interpret social phenomena based on the meanings constructed by the individuals or groups involved in them (Creswell, 2008). The selection of the use of descriptive research with a qualitative approach is considered most appropriate by the researcher for this study, because the researcher wants to provide an in-depth description and analysis of the phenomena that occur in the process of empowering MSMEs in Berau Regency. The focus of this study is to determine and analyze the process of empowering MSMEs in Tanjung Redeb District by the Cooperatives, Industry, and Trade Service of Berau Regency. The empowerment is carried out through the development of a conducive business climate, access to capital, partnership development, training, and business licensing. In addition, it is also to identify and analyze the role of the Berau Regency Diskoperindag in empowering MSMEs in Tanjung Redeb District. These roles are as regulators, catalysts, and facilitators. Another focus of the study is to develop a model of MSME empowerment in Tanjung Redeb District, Berau Regency. The data collection techniques used are interview, observation and documentation techniques. In conducting data validity tests, researchers use data source triangulation. By using source triangulation, researchers conduct interviews, observations and documentation that are carried out directly on the implementation of the MSMEs empowerment program in Berau Regency. For data analysis in this study, the author used data analysis techniques from Miles, Huberman and Saldana known as the interactive model. According to Miles & Huberman (2016) activities in qualitative data analysis are carried out interactively and continue continuously until complete, so that the data is saturated. Activities in data analysis, namely Data Condensation, Data Presentation, and Conclusion Drawing and Verification (Fadli, 2021).

## **RESEARCH RESULT AND DISCUSSION**

### ***Empowerment of MSMEs in Berau Regency***

#### ***1. Empowering MSMEs through the Development of a Conducive Business Climate***

Creating a conducive business climate, the government needs to strive to create a conducive business climate, including by ensuring peace and security in business and all forms of services provided. The Berau Regency Trade and Industry Office plays an important role in creating a conducive business climate for Micro and Small Enterprises (MSMEs). One of the main efforts made is through the provision of adequate funding. In addition to funding, the Trade and Industry Office must also focus on providing facilities and infrastructure that

support business activities. One concrete step in collaboration with PT Berau Coal is the construction of the Batiwakkal Packaging House, which is a marketing center for MSME products and a training center for MSMEs which certainly provides various development services for MSMEs. The Batiwakkal Packaging House is equipped with adequate facilities, so that MSME actors can access various information needed to develop their businesses as well as exhibit and sell their businesses.

Table 3 Direction of policy for developing a conducive business climate

| <b>Creating a conducive business climate</b>             |  |  |  |
|--|--|--|--|
| <b>Objective</b>   | <b>Target</b>  | <b>Strategy</b>  | <b>Policy Direction</b>  |
| Improving excellent licensing services for the community | Realizing licensing and investment services to the community that are easy, fast and transparent | <ol style="list-style-type: none"> <li>1. Improving the quality of licensing and investment services</li> <li>2. Enforcing and socializing Regional Regulations and Regional Head Regulations by increasing institutional capacity</li> <li>3. Securing regional assets and escorting regional officials</li> </ol>  | <ol style="list-style-type: none"> <li>1. Improving the performance of licensing and investment services</li> <li>2. Increasing public legal awareness through counseling/socialization of Regional Regulations</li> <li>3. Increasing the active role of the community in community protection efforts and empowering Poskamling in the Sub-district</li> </ol> |
|  | Creating early warning and national insight in society   | Optimization of coordination and coaching  | Socio-political development and national insight for political parties and community groups  |
| Encouraging more equitable economic growth               | Increasing the trade, services and tourism sectors   | <ol style="list-style-type: none"> <li>1. Increase the number of visits and length of stay of domestic and foreign tourists to Pontianak City, thereby providing an impetus for increasing regional income.</li> <li>2. Increasing exports, controlling imports and improving domestic trade efficiency</li> <li>3. Increasing the creative industry base that produces highly competitive and export-oriented products</li> </ol> | Tourism resources, destinations diversification of commodities and destinations is supported by efficiency of distribution systems domestic trade, as well as access standardization facilities and community-based industries that have competitive advantages  |
|  | Creation of job opportunities in various sectors   | Developing the labor market and improving the quality of the workforce   | Improving labor market information<br>Improving labor protection and enforcement of labor laws   |

|   |  |   |   |
|---|--|---|---|
|   | Increasing the role of Micro, Small and Medium Enterprises Cooperatives (MSMEs)    | <ol style="list-style-type: none"> <li>1. Improving the institutional management system of businesses by prioritizing science and technology</li> <li>2. Encourage absorption of MSME business capital</li> </ol> | <ol style="list-style-type: none"> <li>1. Operating an Integrated Business Service Center</li> <li>2. Facilitating training guidance for MSMEs</li> <li>3. Optimizing the role of banking, especially Bank Kalbar and non-bank financial institutions to distribute financing to cooperatives and MSMEs.</li> </ol> |
| Improving food security   | Increasing the availability, distribution and consumption as well as food security | improve coordination, communication and fulfillment of the availability and distribution of consumer goods for food security  | Improving distribution and consumption performance and food security  |
| Improving the quality of human resources working in the food sector | Improving the quality of human resources working in the food sector                | Increasing the capacity of agricultural, fisheries and livestock extension services and their institutions  | Enhance skills and knowledge about new technological developments and methods   |

*Source: RPJMD Diskoperindag, processed by the author on July 16, 2024*

Overall, the efforts of the Berau Regency Trade and Industry Office in creating a conducive business climate for MSMEs have been running well. With various integrated programs, it is hoped that MSMEs in Berau Regency can grow and develop, and contribute to the regional economy. Through strong support from the Trade and Industry Office, MSME actors in Berau Regency are expected to be able to face challenges and take advantage of existing opportunities to increase their competitiveness and business sustainability.

## ***2. Empowerment through Access to Capital***

The capital conditions experienced by Micro and Small Enterprises (MSMEs) in Berau Regency are complex and multifaceted issues. MSMEs play an important role in the local economy, but they are often hampered by various challenges in accessing the capital needed for business development. One of the main problems is the lack of information on available financing sources, including government programs that can help MSME actors.

Many MSMEs in Berau do not have sufficient knowledge about various financing options, such as low-interest loans or grants. This shows the need for more intensive socialization and education efforts from the government and related institutions to improve MSMEs' understanding of access to capital. In addition, inadequate infrastructure in remote areas is also an obstacle, making it difficult for business actors to reach financial institutions and obtain the necessary information.

In facing this problem, the Cooperatives, Industry, and Trade Service (Diskoperindag) of Berau Regency has formulated several strategies to support

MSMEs. One of the main strategies is to increase access to information on available financing programs, including soft loans offered by the government. Diskoperindag also seeks to simplify the licensing process so that MSMEs can more easily obtain the permits needed to apply for loans. In addition, Diskoperindag focuses on strengthening economic institutions, including cooperatives, as a means of providing access to capital for their members. By strengthening cooperatives, MSMEs can more easily obtain loans with lighter requirements. Diskoperindag also encourages collaboration between MSMEs and financial institutions to create a better understanding of the needs of each party.

### ***3. Empowerment through Partnership Development***

Berau Regency's Trade and Industry Office has established close collaboration with PT Berau Coal in an effort to develop Micro, Small and Medium Enterprises (MSMEs) in the area. This collaboration aims to increase the capacity and competitiveness of MSMEs, which are the backbone of the local economy. Through this synergy, both parties strive to create an ecosystem that supports the growth of MSMEs, so that they can contribute more to the economy of Berau Regency.

One form of collaboration carried out is the implementation of training and workshops for MSMEs. Diskoperindag, with the support of PT Berau Coal, holds various training programs covering aspects of business management, marketing, and product development. This training aims to improve the skills and knowledge of MSMEs, so that they can manage their businesses more effectively and efficiently. In addition to training, Diskoperindag and PT Berau Coal also collaborate in providing access to capital for MSMEs. Through existing programs, MSMEs are given information about sources of financing, both from the government and financial institutions. Better access to capital allows MSMEs to develop their businesses, purchase raw materials, and increase production capacity. Diskoperindag also plays a role in facilitating the marketing of MSME products. Together with PT Berau Coal, they hold bazaars and exhibitions of MSME products which aim to introduce local products to the wider community. This activity not only increases product visibility, but also provides an opportunity for MSMEs to network with potential buyers and business partners.

In an effort to improve product quality, Diskoperindag and PT Berau Coal also provide support in terms of product certification. This certification is important to ensure that the products produced meet the established quality standards. By having certification, MSMEs can increase consumer trust and expand their market reach. This collaboration also includes the development of infrastructure that supports MSME activities. PT Berau Coal has invested in the development of basic infrastructure, such as roads and public facilities, which facilitate access for MSME actors in running their businesses. Good infrastructure will increase operational efficiency and support the growth of MSMEs in Berau Regency. This collaboration also contributes to improving community welfare. With the development of MSMEs, new jobs are created, and community income increases. This contributes to reducing poverty and improving the quality of life

of the community in Berau Regency. Diskoperindag and PT Berau Coal are also active in educating MSME actors about the importance of sustainable business practices. Through existing programs, they provide training on waste management and the use of environmentally friendly raw materials. Thus, MSMEs do not only focus on profit, but also on environmental sustainability.

#### *4. Empowerment through Training*

The training was attended by around 50 participants consisting of MSMEs, showing high enthusiasm for developing their skills. The material presented covered various aspects of packaging design, from creative concepts to choosing the right materials. Speakers from Samarinda Polytechnic provided in-depth insights into marketing techniques through effective packaging, which are very relevant for MSMEs who want to expand their market. Question and answer sessions and discussions were also an important part of the training, providing an opportunity for participants to interact directly with speakers and get constructive input.

In addition to packaging design training, Diskoperindag also holds business management and entrepreneurship management training. This training aims to equip participants with the ability to manage a business effectively, including preparing a business plan, financial management, and marketing. By providing comprehensive knowledge, Diskoperindag hopes that MSMEs can identify business opportunities and take the risks needed to develop their business.

In providing training to MSMEs, the Cooperatives and Industry Service (Diskoperindag) also collaborates with private stakeholders, namely PT Berau Coal. The collaboration carried out by PT Berau Coal and the Cooperatives and Industry Service (Diskoperindag) is committed to empowering Micro, Small and Medium Enterprises in Berau Regency through various training and mentoring programs. One of the main initiatives is the establishment of Rumah Kemas Batiwakkal, which functions as a center for MSME product development. Here, MSMEs receive training on product quality, packaging, and legal aspects, including halal certification. This is important to increase the competitiveness of local products in a wider market.

The training provided not only focuses on technical aspects, but also includes marketing strategies. PT Berau Coal realizes that many MSMEs have quality products, but do not understand how to market their products effectively. Therefore, marketing training is an integral part of the mentoring program offered. Thus, MSMEs can learn how to utilize social media and digital platforms to reach wider consumers. In addition, PT Berau Coal also provides support in terms of product legality. In this context, it is important for MSMEs to have the necessary business licenses and certifications so that their products can be accepted in the market. Diskoperindag plays a role in providing information and assistance related to the permit processing process, so that MSMEs do not feel hampered by complicated bureaucracy.

This training program also covers financial aspects, where MSMEs are taught about good financial management. This is important so that they can manage income and expenses more effectively, and understand the importance

of neat record keeping. With good financial management, MSMEs can more easily access financing from financial institutions. In this training, PT Berau Coal also involved alumni from the Sinar Mas Berau Coal Polytechnic as mentors. They share their experiences and knowledge about the industrial world, so that MSMEs can learn from best practices that have been implemented in the field. This creates a bridge between education and real business practices.

From the analysis above, it can be concluded that in supporting the empowerment of MSMEs, Diskoperindag actively provides trainings aimed at improving the soft skills of MSME actors in Berau. The training carried out collaborates with PT Berau Coal as a mentor and speaker in the training. In addition, Diskoperindag also makes efforts to improve capital capabilities to support MSME activities. In terms of human resources, the Cooperatives, Industry, and Trade Office of Berau Regency has competent human resources and is able to assist MSME actors in overcoming the problems they face, but the number of human resources in the Cooperatives, Industry, and Trade Office of Berau Regency is very limited, which means that their role has not been able to reach MSME actors in Berau Regency to the maximum. The limitations of Diskoperindag's apparatus in empowering and assisting MSMEs in Berau have been covered by PT Berau Coal. PT Berau Coal is currently actively assisting more than 200 MSMEs spread throughout Berau Regency. For budget resources and infrastructure, the Cooperatives, Industry, and Trade Office of Berau Regency has sufficient budget posts and adequate facilities to support MSME empowerment activities. For facility resources or infrastructure, Diskoperindag is also supported by PT. Berau Coal, where PT Berau Coal has distributed sales booths for MSMEs and built MSME Packaging Houses to support improving the quality of MSME products in Berau.

##### ***5. Empowerment through Business Licensing***

The licensing issues for Micro, Small and Medium Enterprises (MSMEs) in Berau Regency are quite complex. One of the main issues is the low number of MSMEs who have a Business Identification Number (NIB). Currently, only around 95 MSMEs have obtained a NIB, while many only have a business certificate from the village head. This shows that awareness of the importance of business legality is still low among MSMEs. One of the factors causing low NIB ownership is the lack of information and socialization regarding the process. Many business actors assume that taking care of business permits is complicated and time-consuming. In fact, the NIB application process can now be done online via the [www.oss.go.id](http://www.oss.go.id) page, which should make it easier for MSMEs to access it. However, there is still a perception that the process is difficult, which results in many business actors being reluctant to register. In addition, there are challenges for MSMEs in remote areas or blank spots. They often have difficulty accessing the online services needed to take care of the NIB. To overcome this, the Berau Cooperatives, Industry and Trade Service (Diskoperindag) has attempted to provide services through local village heads, but this still requires further strengthening and support.

Another obstacle faced is the lack of training and assistance for MSMEs in understanding the licensing process. The Berau Trade and Industry Office has opened training classes to help business actors, but the number of participants is still limited. This training is important to provide an understanding of business legality, including processing distribution permits and product certification, which are part of the broader licensing process. Data on the number of MSMEs in Berau is also a problem. The Trade and Industry Office recorded around 8,375 MSMEs, but this data needs to be re-verified to ensure the accuracy and validity of the information. The uncertainty of this data makes it difficult for the government to plan support and assistance programs for MSMEs. In addition, there are several versions of the data in circulation, which adds to the confusion in decision-making.

Table 4 Research findings from MSME empowerment in Berau

| Empowerment Aspect                      | Description   | Field Findings   |
|---|---|--|
| Developing a Conducive Business Climate | Creating a business environment that supports MSMEs through various local government initiatives. | <ul style="list-style-type: none"> <li>a) Provision of Batiwakkal Packaging House facilities as a marketing and training center.</li> <li>b) Implementation of the Berau MSME Single Data System for information transparency.</li> <li>c) Collaboration with PT Berau Coal in developing MSMEs. Focus on providing funding and infrastructure.</li> </ul> |
| Access to Capital                       | Efforts to make it easier for MSMEs to gain access to capital sources.                            | <ul style="list-style-type: none"> <li>a) Challenges related to the lack of information for MSMEs regarding financing sources.</li> <li>b) Low awareness of the importance of NIB for access to capital.</li> <li>c) Diskoperindag seeks to simplify the licensing process and strengthen economic institutions.</li> </ul>                                |
| Partnership Development                 | Encourage collaboration and partnership between MSMEs and various parties.                        | <ul style="list-style-type: none"> <li>a) Local governments facilitate partnerships through activities such as exhibitions and potential exhibitions.</li> <li>b) Partnership with PT Berau Coal for mentoring and development of MSMEs.</li> <li>c) on increasing the capacity and quality of MSME products through partnerships.</li> </ul>              |
| Training                                | Provision of training programs to improve the capabilities and skills of MSMEs.                   | <ul style="list-style-type: none"> <li>a) The training covers technical, management and entrepreneurial aspects.</li> <li>b) Collaboration with PT Berau Coal in providing training and product development.</li> <li>c) Packaging design training as an effort to increase product competitiveness.</li> </ul>  |
| Business Licensing                      | Efforts to facilitate and increase awareness of MSMEs regarding business licensing.               | <ul style="list-style-type: none"> <li>a) The low number of MSMEs that have NIB is the main problem.</li> <li>b) Lack of information and outreach regarding the licensing process.</li> <li>c) Diskoperindag strives to provide training and assistance related to licensing.</li> </ul>   |

Source: Author's analysis

*a. The role of Diskoperindag in empowering MSMEs*

Table 5 Important findings on the role of the Berau District Government in empowering MSMEs

| <b>Role Aspects</b> | <b>Description</b>  | <b>Key Findings</b>   |
|---------------------|---|---|
| <b>Facilitator</b>  | Bridging the needs of MSMEs with resources, providing access to capital, increasing the capacity of MSMEs through training, facilitating access to trading facilities, and building partnerships with the private sector.   | Budget constraints are a challenge, but Diskoperindag is committed to realizing the empowerment program. Cooperation with private parties such as PT Berau Coal strengthens facilitation efforts. |
| <b>Catalyst</b>     | Encourage innovation, independence, and growth of MSMEs through training, provision, and capital assistance.  | Diskoperindag faces challenges related to limited human resources and uneven distribution of aid.   |
| <b>Regulator</b>    | Creating a framework that supports the growth of MSMEs through policies and regulations, providing training and socialization regarding regulations, supervising the implementation of regulations, simplifying the licensing process, and creating a conducive environment for the development of MSMEs. | Berau Regency Regional Regulation Number 6 of 2015 is an important legal basis. Diskoperindag focuses on data collection and socialization of NIB and other business legalities.                  |

*Source: Author's analysis*

The Berau Regency Trade and Industry Office has a very important role in empowering Micro, Small, and Medium Enterprises (MSMEs) in its region, by carrying out various functions as a regulator, facilitator, and catalyst. As a facilitator, the Trade and Industry Office plays an active role in bridging the gap between the needs of MSMEs and available resources. This effort begins by identifying the challenges faced by MSMEs, especially related to access to capital, which is then followed up with programs such as providing soft loans through cooperation with local banks. Despite facing budget constraints, the Trade and Industry Office remains committed to realizing empowerment programs, including the development of MSME centers and promotion of MSME products at various events. In addition, the Trade and Industry Office also pays attention to increasing the capacity of MSMEs through financial management training and facilitating access to better trading facilities. Cooperation with the private sector, such as PT Berau Coal, is also an important part of this effort, by providing additional training and access to broader resources. The establishment of Rumah Kemas Batiwakkal is a real example of the role of Diskoperindag as a facilitator, which functions as a center for souvenirs and promotion of local MSME products, as well as a forum for training and mentoring.

As a catalyst, Diskoperindag plays a role in encouraging innovation, independence, and growth of MSMEs. This is realized through various training and provision programs aimed at empowering the creative community of MSMEs. Diskoperindag seeks to accelerate the process of MSME development by providing relevant capital and training assistance, including entrepreneurship

and technical skills training. Collaboration with PT Berau Coal also enriches training materials, with a focus on improving product quality, packaging, and marketing. In addition, Diskoperindag also provides assistance in the form of operational support facilities for MSMEs. However, in carrying out its role as a catalyst, Diskoperindag faces challenges related to limited human resources and uneven distribution of assistance.

As a regulator, Diskoperindag has the responsibility to create a framework that supports the growth of MSMEs through appropriate policies and regulations. Comprehensive policy formulation is the main focus, covering various aspects such as business licensing, consumer protection, and price regulation. Diskoperindag is also active in providing training and socialization regarding applicable regulations, as well as supervising their implementation to ensure compliance and create healthy competition. In terms of licensing, Diskoperindag strives to simplify the process of applying for business permits, and also acts as a mediator between MSMEs and financial institutions to facilitate access to capital.

***b. MSME Empowerment Development Model in Berau Regency with the Hexa Helix Approach***

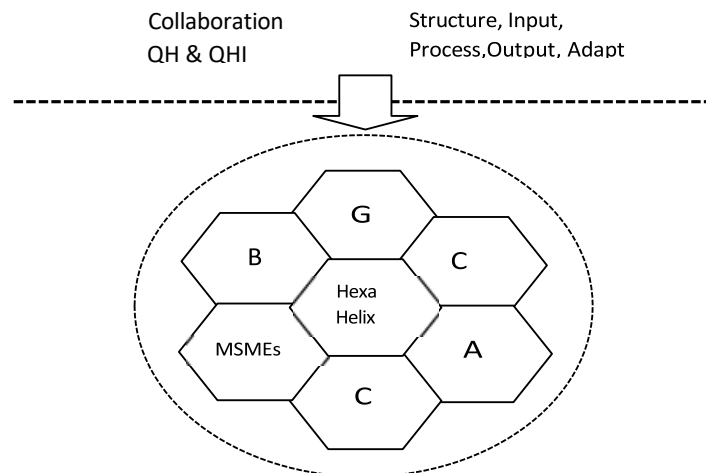


Figure 1 Hexahelix Concept

In the image above, it can be explained that the hexa-helix collaboration consists of 6 (six) actors, namely; (1) Academics, (2) Business, (3) Community, (4) Government, (5) Mass Media and (6) MSMEs. The six stakeholders have their respective roles in supporting the collaboration.

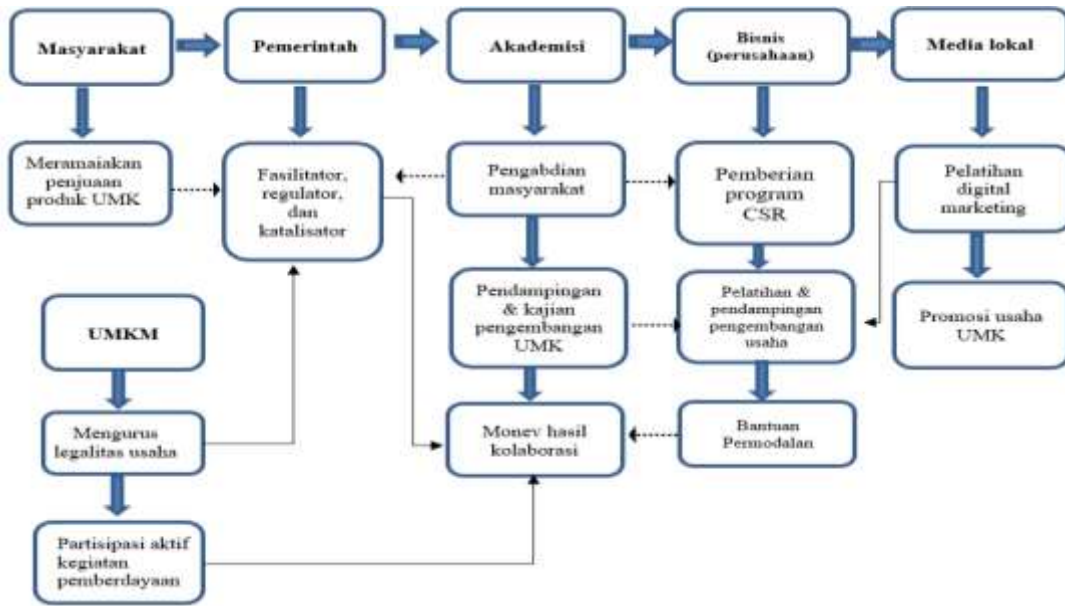


Figure 2 Design of MSMEs development model in Berau Regency  
 Source: author's analysis

Table 6 Relevance of empowerment theory

| Theory/Aspect   | Core Theory   | Relevance to Research  |
|---|---|--|
| <b>Empowerment Theory, Zimmerman (1995)</b>                           | Empowerment involves increasing the capacity of individuals and groups to be independent and competitive.   | Training, mentoring, and capacity building for MSMEs in Berau.   |
| <b>Support System Theory</b>  | A collaborative process between government, the private sector, and communities in decision-making and implementing public policies together to achieve more effective, inclusive, and sustainable results. | Collaboration between Diskoperindag, PT Berau Coal, and the community in empowering MSMEs.                                       |
| <b>Sustainable Development Theory, Brundtland Commission (1987)</b>   | Business development that takes into account economic, social and environmental aspects in a sustainable manner.  | Development of MSMEs based on local wisdom and tourism, as well as PT Berau Coal's social programs.                              |
| <b>Innovation and Technology Theory (Innovation Diffusion Theory)</b> | Adoption of technology and innovation as a driver of increased competitiveness and marketing.   | Utilization of digital media, the One Data MSMEs information system, and the Batiwakkal Packaging House as an innovation center. |

Source: Author's analysis

By integrating these four theories, the MSME empowerment model in Berau Regency is designed as a collaborative ecosystem which is expected to provide the following contributions;

- 1) Strengthening coordination and synergy between hexa helix actors through inclusive and participatory governance mechanisms (Collaborative Governance).
- 2) Increasing the capacity and independence of MSMEs through training, mentoring, and adequate access to information (Empowerment Theory).
- 3) Ensuring business sustainability by prioritizing social and environmental aspects in the development of MSMEs (Sustainable Development).
- 4) Encourage the adoption and dissemination of relevant technological and marketing innovations to improve the competitiveness of MSMEs (Innovation Diffusion Theory).

The designed model is expected to not only overcome the constraints of human resources and uneven distribution of aid, but also build a foundation for empowerment that is adaptive to global dynamics and digital developments, so that MSMEs in Berau Regency can grow independently, innovatively, and sustainably. Therefore, it is very important to develop an effective and inclusive empowerment model for the development of MSMEs in Berau Regency.



Figure 3 Integrated collaborative empowerment model  
*Source: Surya Ningsih (2025)*

The integrated collaborative empowerment model is an empowerment approach that integrates various important dimensions simultaneously and synergistically to create conditions that are conducive to the growth and development of individuals, groups, or communities. This model emphasizes collaboration between various parties (government, private sector, community, and other institutions) in creating a supportive environment and providing the resources and capacities needed so that empowerment subjects can be independent, competitive, and sustainable. The integrated collaborative empowerment model is an empowerment model that includes various important dimensions such as enabling environment, economic empowerment, social empowerment, psychological empowerment, capacity building, and legal empowerment.

Table 7 Analysis of the Integrated Collaborative Empowerment Model in Empowering MSMEs in Berau Regency

| <b>Dimensions of Empowerment</b> | <b>Concept Description</b>  | <b>Implementation in Berau Regency</b>   | <b>Effectiveness Analysis</b>   |
|----------------------------------|---|--|---|
| <b>Enabling Environment</b>      | Creating a conducive business climate through supportive policies, regulations and infrastructure.  | The Berau Regency Government through Diskoperindag is trying to create a conducive business environment by providing Batiwakkal Packaging House facilities, the MSME One Data System, and simplifying the licensing process through OSS. | Quite effective, seen from the efforts of local governments to create a conducive business climate with various programs and facilities. However, there are still challenges in terms of equal access to information and infrastructure in remote areas.  |
| <b>Economic Empowerment</b>      | Providing access to economic resources, capital and market opportunities to improve the welfare of business actors.   | Diskoperindag seeks to facilitate access to capital through soft credit programs, financial management training, and assistance in obtaining a Business Identification Number (NIB) as a requirement for access to capital.              | Less effective, the main problem faced by MSMEs in Berau Regency is limited capital and access to financing. The local government's efforts to provide access to capital still face obstacles, such as the lack of MSME information on financing sources and licensing requirements that have not been met. |
| <b>Social Empowerment</b>        | Building social networks, partnerships and collaborations between business actors and other parties to strengthen bargaining positions and competitiveness. | The Berau Regency Government facilitates partnerships through activities such as exhibitions and potential exhibitions, as well as collaborating with PT Berau Coal in various MSME mentoring and development programs.                  | Quite effective, collaboration with various parties, especially PT Berau Coal, has a positive impact on the development of MSMEs. However, it is necessary to continue to encourage active participation from MSME actors in building and utilizing partnership networks.                                   |

| <b>Dimensions of Empowerment</b> | <b>Concept Description</b>  | <b>Implementation in Berau Regency</b>  | <b>Effectiveness Analysis</b>   |
|----------------------------------|---|---|---|
| <b>Psychological Empowerment</b> | Increasing self-confidence, motivation, and skills of entrepreneurs through training, mentoring, and capacity building.                       | Diskoperindag organizes various training to improve the technical, management, and entrepreneurial skills of MSME actors, and collaborates with PT Berau Coal in providing training materials and facilities. | Effective, comprehensive and relevant training programs can improve the knowledge and skills of MSME actors. Collaboration with PT Berau Coal strengthens the quality and scope of training.  |
| <b>Capacity Building</b>         | Improving the organizational and institutional capabilities of MSMEs, and strengthening supporting infrastructure.                            | The Berau Regency Government is trying to strengthen economic institutions such as cooperatives, as well as building the Batiwakkal Packaging House as a marketing and training center for MSMEs.             | Quite effectively, the construction of Batiwakkal Packaging House and strengthening of cooperatives have made a positive contribution to increasing the capacity of MSMEs. However, the development of other supporting infrastructure needs to be continuously improved. |
| <b>Legal Empowerment</b>         | Providing understanding and access to fair and transparent legal and regulatory systems, and facilitating the processing of business permits. | Diskoperindag seeks to facilitate MSME actors in obtaining business permits, especially Business Identification Numbers (NIB), through socialization, training, and mentoring.                                | Less effective, low awareness and understanding of MSME actors about the importance of business licensing is the main obstacle. Diskoperindag's efforts to increase awareness and facilitate licensing management need to be continuously intensified.                    |

*Source: Author's analysis*

Empowerment of MSMEs in Berau Regency is a comprehensive effort, adopting various important dimensions in the Integrated Collaborative Empowerment Model, although with variations in effectiveness in each

dimension. The local government has been active in creating a conducive business climate by providing infrastructure such as the Batiwakkal Packaging House and the MSME One Data System information platform, as well as facilitating the licensing process with the OSS system. Efforts to facilitate partnerships are also seen through collaboration with PT Berau Coal in various MSME mentoring and development programs.

## **CONCLUSIONS AND RECOMMENDATIONS**

From the analysis of the research results it can be concluded that;

- 1) Efforts to empower MSMEs in Berau Regency have been carried out in various ways, including creating a conducive business climate, providing access to capital, developing partnerships, conducting training, and facilitating business licensing. Although there have been good efforts, there is still room for improvement, especially in terms of access to capital, more structured partnerships, and simplifying licensing.
- 2) Diskoperindag plays an important role in empowering MSMEs through three main functions, namely as a facilitator, catalyst, and regulator. As a facilitator, Diskoperindag provides support such as training and access to capital. As a catalyst, Diskoperindag encourages innovation and competitiveness of MSMEs. As a regulator, Diskoperindag regulates and simplifies the business licensing process. These roles are important to support the growth of MSMEs and the local economy.
- 3) MSMEs in Berau Regency face internal and external challenges. Internal challenges include low participation in government programs, lack of understanding of business legality, and limited access to capital. External challenges include limited government apparatus resources, unequal distribution of aid, and low capacity of MSME human resources in adopting technology. To overcome these challenges, a comprehensive and integrated MSME empowerment development model was designed with a hexa helix approach. This model is expected to strengthen coordination, increase MSME capacity, ensure business sustainability, and encourage the adoption of innovation.

From these conclusions, the author makes the following recommendations;

- 1) Efforts are needed to improve understanding and access to information regarding financing programs available to MSMEs. This includes more intensive counseling and socialization to make it easier for MSMEs to access capital. Encourage more structured collaboration between the government, private sector, and the community.
- 2) The Trade and Industry Office needs to strengthen its role as a facilitator by providing more training programs and technical support that are tailored to the needs of MSMEs. This includes providing better access to information on capital and business opportunities. The Trade and Industry Office should encourage and develop more structured partnerships with the private sector and financial institutions.
- 3) Comprehensive implementation of the hexa helix approach and adoption of the Integrated Collaborative Empowerment Model. This study emphasizes

the need for active and synergistic collaboration between the government, academics, business world, community, media, and MSMEs in empowerment efforts. Local governments play an important role in facilitating and coordinating effective interactions between hexa helix actors, with the aim of creating an ecosystem that is conducive to the growth and development of MSMEs.

## ADVANCED RESEARCH

Based on the comprehensive analysis of MSME empowerment in Berau Regency, this study proposes an advanced strategic direction through the implementation of the *Integrated Collaborative Empowerment Model* within the *Hexa Helix* framework. This model redefines the empowerment approach by fostering synergistic collaboration among six key actors government, academia, business sector, community, media, and MSMEs themselves to create a dynamic and inclusive ecosystem for sustainable MSME growth. The model emphasizes the need for holistic empowerment by integrating multiple dimensions: a supportive regulatory and business environment, economic and social empowerment, psychological resilience, capacity building, and legal inclusion. The local government plays a pivotal role as a facilitator and coordinator to ensure effective interaction between these actors and the alignment of strategies. By adopting this integrated model, MSME empowerment programs in Berau can overcome structural and operational challenges, enhance innovation adoption, strengthen partnerships, and ultimately build a resilient and competitive MSME sector that contributes meaningfully to regional economic development.

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