



## ANALYSIS OF STAKEHOLDER CONTRIBUTIONS TO THE DEVELOPMENT OF MSMEs COMPETITIVENESS

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### Abstract

*Research aims:* This study analyzes the contributions of key stakeholders government agencies, the Ministry of Religious Affairs, community leaders, and MSME owners in strengthening the competitiveness of halal MSMEs in Kerinci Regency.

*Design/Methodology/Approach:* The research uses a field-based qualitative descriptive method. Data were collected through observation, interviews, and documentation with purposively selected informants: the Cooperative and Manpower Office, the Ministry of Religious Affairs, community leaders, and MSME owners. Data were analyzed through reduction, presentation, and conclusion drawing, supported by triangulation for credibility.

*Research findings:* The results show that stakeholder involvement is important but not yet optimal. Government initiatives such as training, DUMISAKE capital assistance, and free halal certification through the SEHATI program support MSME competitiveness. However, challenges persist, including uneven assistance, limited socialization, restricted technology access, and weak coordination among stakeholders. The role of community leaders remains minimal.

*Theoretical Contribution/Originality:* This study enriches Islamic economic literature by showing how stakeholder synergy influences halal MSME competitiveness in a regional context.

*Practitioners/Policy Implications:* Enhanced coordination, stronger outreach, improved digital access, and continuous monitoring are needed to increase program impact.

*Research Limitations/Implications:* Findings are limited to Kerinci Regency and qualitative perspectives; broader comparative studies are suggested.

*Keywords:* Contribution, Competitiveness, MSMEs, Stakeholders

### Introduction

The development of Micro, Small, and Medium Enterprises (MSMEs) in Kerinci Regency has been rapid, unfortunately without being accompanied by adequate competitiveness development strategies. As a result, MSMEs find it difficult to compete in broader markets. Therefore, MSMEs face various challenges in terms of product development and marketing, which is one of the factors contributing to the lack of competitiveness of MSMEs in Kerinci Regency (Efdison & Hendra, 2020;



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Sarianti et al., 2024). Research conducted by (Haliza & Sirad, 2023) states that MSMEs should not be underestimated because they play an important role in reducing unemployment rates. The job creation efforts undertaken by SMEs will help increase income and purchasing power among the population. An increase in income and purchasing power will also positively impact overall societal well-being (Rambe, Ramadhani & Akmala 2023).

Various interrelated factors, both internal and external, influence the competitiveness of MSMEs. The main internal factor is the quality of products and services produced by MSMEs themselves (Maria et al, 2024). Then, strengthening management, resource management, and access to technology are also factors in maintaining competitiveness (Hana Catur Wahyuni, Puspita Handayani, 2023). Externally, collaboration with various stakeholders, such as the government, which plays an active role in SME development, is crucial because the policies which is implemented can facilitate SMEs in enhancing their competitiveness. The government is also responsible for building adequate infrastructure, including digital access that can help SMEs expand their markets (Prayoga et al., 2023; Wong & Amri, 2024).

In addition to the government, the Kerinci District Office of the Ministry of Religious Affairs also plays a role in standardizing halal products by providing halal certification, which will add value to a product (Karimah, 2018; Hasanah et al., 2025). Community leaders are also stakeholders who should play a role in the development of MSMEs as motivators and facilitators in their social environment. Community leaders can influence public thinking to be more supportive of local products from SMEs, as well as encourage collaboration between the community, SME actors, and other stakeholders. Collaboration among stakeholders in enhancing the competitiveness of halal SMEs faces several challenges. One of these is the lack of optimal Employee Performance and coordination among relevant parties, such as the government, SME operators, and community leaders. Information imbalances and insufficient cooperation often hinder the progress of halal SME development.

Based on the above description, it is necessary to conduct a study entitled "Analysis of stakeholder contributions to the development of halal MSME competitiveness" in order to determine the contributions of each stakeholder and the effectiveness of stakeholder programs. This study is expected to provide new insights for the development of Islamic economic theory and practice, particularly in the context of developing the competitiveness of MSMEs that offer halal products.



## **Literature Review**

### **Competitiveness**

The theory of competitiveness in Micro, Small, and Medium Enterprises (MSMEs) plays an important role in analyzing the capabilities of a region. In developing the local economy, the competitiveness of MSMEs encompasses various factors that influence productivity, innovation, and competitive capacity in the market, both at the local and global levels (Yolanda, 2024). Supporting factors such as stakeholder support, access to technology, managerial skills, and product quality are key elements that influence the competitiveness of MSMEs (Irfan et al., 2019). Competitiveness is economic prosperity, it will depend on the productivity of its people significantly because productivity is seen as the primary long-term determinant for improving the standard of living of the community (Sugianto, 2002). According to (porter 1990 in; Herlitah, Nadia Afrilliana 2022; Aulia et al., 2025), competitiveness is productivity that becomes output and is produced by labor.

Factors affecting competitiveness are divided into internal and external factors. Internal factors are factors that can be controlled by MSMEs themselves, while external factors are factors beyond the control of MSMEs but that affect their competitiveness. There are several internal factors, including human resources, innovation and technology, product or service quality, management, and capital (Porter, 1990). External factors include government policies, market competition, and demand (Barney, 1991; Porter, 1990). However, the greatest challenge in mastering technology for SMEs is related to human resource capabilities and access to adequate digital infrastructure (Firdausya & Ompusunggu, 2023). Many SMEs still face budget constraints and lack the technical knowledge to effectively implement the latest technologies (Pangesti et al 2024). This highlights the need for training support and technical assistance.

### **Competitiveness Development Theory**

The competitiveness of a business, especially MSMEs, is a critical issue in modern economic literature because it is directly related to sustainability and long-term growth (Supriatna et al., 2023). The theory of competitiveness development focuses on how small and medium-sized enterprises can build sustainable competitive advantages amid the dynamics of global competition (Sedyastuti, 2018). Understanding this theory enables SMEs to identify relevant strategies for developing sustainable competitiveness. There are five theories in competitiveness development: Competitive Advantage Theory, Resource-Based View,



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Innovation Theory, Globalization Theory, and Digital Transformation Theory.

### **Stakeholder Contributions**

Contributions have a comprehensive meaning, encompassing all forms of participation aimed at supporting mutual success. Generally, contribution is defined as the contribution or participation of an individual, group, or institution in supporting the achievement of specific objectives (Kaehe et al., 2019). Contribution can also be defined as any form of participation, contribution, or involvement provided by individuals, groups, or institutions to achieve a specific objective (Zurriyati & Mudjiran, 2021). Furthermore, stakeholders in the context of Micro, Small, and Medium Enterprises (MSMEs) are individuals, groups, or institutions that have influence and interests in the development and operational processes of MSMEs (Prajna, 2024).

Based on research by Alchudhory et al. (2024), the government, as a stakeholder, plays a role in creating friendly regulations and providing assistance to MSMEs. The Regional Office of the Ministry of Religious Affairs plays a role in facilitating the halal certification process for MSMEs in Kerinci Regency. The certification process, which is often perceived as complex and costly, can pose challenges for SME operators (Tati et al., 2024). Therefore, the Ministry of Religion collaborates with the Halal Product Certification Authority (BPJPH) to provide easier access and guidance (Faridah, 2019). Community leaders can be part of the stakeholders because they play a role in supporting halal SMEs to enhance their competitiveness, through raising awareness and educating the public about halal products (Ayu Nuraini and Saepurohman 2024).

### **Effectiveness**

Effectiveness is a key element in achieving predetermined goals, whether they be activities or programs, and if these goals are achieved as intended, then they can be considered adequate (Martauli S et al., 2022). According to (Siagian 2008 in Ambia 2018), effectiveness is the utilization of resources, facilities, and infrastructure to achieve predetermined goals. Effectiveness indicates the success of achieving the set objectives. If the results of an activity are closer to the objectives, it means that the effectiveness is higher. Effectiveness in the government system is primarily determined by the quality of public service delivery. The application of work effectiveness serves as the foundation for performance



in implementing each program, ensuring that every plan and its implementation are carried out effectively and efficiently.

### **Halal MSMEs**

The definition of MSMEs is often based on the amount of assets, turnover, and number of employees involved in the business (Suragih, 2019). Based on this definition, MSMEs can be classified as small businesses run by the lower-middle class (Rizal, 2022). SMEs consist of micro businesses with limited capital and assets, small businesses with greater capacity, and medium-sized businesses that are more structured and market-oriented (Khairunnisa et al., 2022). Halal SMEs, as part of SMEs, have more specific criteria in terms of operations, production, and distribution of products or services that meet halal standards (Hadi and Luhur 2024). Halal MSMEs are micro, small, or medium enterprises whose products and services are processed by halal principles, which include the selection of raw materials, production processes, and distribution by Islamic law standards (Habibie, 2023). After going through the halal certification process, consumers will trust that the product is halal if it has been certified as such. This is important because halal products meet nutritional safety standards (Imanuddin et al., 2025).

### **Research Methodology**

This study will use field research with a qualitative approach. Sugiyono argues that qualitative research is a research method for studying the natural conditions of objects (Abdussamad, 2021). This research is conducted by describing the findings in sentences, in a clear and specific context, and utilizing other natural methods (Rusandi and Rusli 2021). Several informants were selected for this research. The informants were selected because they have expertise, insight, or influence relevant to the research issue. Some of the informants selected were: a) Kerinci Regency Cooperative and Manpower Office, b) Kerinci Regency Regional Office of the Ministry of Religious Affairs, c) Community Leaders, and d) Small and Medium Enterprise (SME) Owners. Data was obtained from these four informants through observation, interviews, and documentation. This study utilized two data sources: primary data and secondary data (Sugiyono, 2013).

The data analysis process includes organizing data, breaking data down into units, synthesizing, identifying patterns, selecting important information, and drawing conclusions that can be easily understood by researchers (Sugiyono, 2013). To ensure the accuracy and credibility of



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research results, according to Abdussamad(2021), the following steps should be taken: Source Triangulation, where researchers compare information obtained from various sources to ensure data consistency. Technique Triangulation: various data collection techniques, such as interviews and documentation, to verify findings. Time Triangulation: data collected when sources are in optimal condition. To test credibility, a recheck is needed through interviews or other techniques in different situations. If the data differs, the testing is repeated until certainty is achieved. Finally, the member check is the process of verifying data by the data provider to ensure accuracy.

### Results and Discussions

#### Kerinci Regency Cooperative and Manpower Office.

The Cooperative and Labor Department has made various efforts to assist SMEs in the halal certification process. One form of support provided is through the deployment of experienced personnel in the field of halal certification. These personnel provide direct guidance to SME operators, helping them understand the requirements and steps necessary to obtain certification. With this assistance, business operators do not feel overwhelmed and are more confident in implementing halal standards. The Head of the Cooperative Division stated in an interview that, "To support the development of halal SMEs, we facilitate halal certification and also have staff who assist in the halal certification process." (Kasuma, 2024) As a result, access to halal certification has been made easier for SMEs, which is crucial for enhancing their competitiveness.

The attitudes of MSME owners show differences in their views regarding support from the agency. One respondent said, "So far, there have been no visits from the agency, let alone assistance." (Lisnawati, 2024). This statement was also echoed by eleven other informants who felt similarly about the lack of support from the Department. However, some other SMEs reported different experiences, where they had received assistance from the Department in the form of support during the halal certification process. This indicates variations in the support experiences received by various SMEs.

Then, one of the steps taken to raise consumer awareness was to hold seminars, workshops, and educational events involving various groups, including students, general consumers, and business people. In these seminars, the focus of discussion is not entirely on halal issues but rather on other topics. Kasuma (2024) stated in an interview that "For our facilities, we provide training and guidance. The training provided is not





focused on halal-related matters." For example, speakers may discuss entrepreneurship and link halal products to this broader theme, with the aim of helping participants understand the importance of halal products in entrepreneurship.

**Figure 1**  
**Entrepreneurship Training Documentation for MSME Actors**



Source: [www.instagram.com/diskopnaker.kerinci/](https://www.instagram.com/diskopnaker.kerinci/) (2025)

The Cooperative Department has taken the initiative to provide training to micro, small, and medium enterprises (MSMEs) on entrepreneurship. This training aims to help MSMEs develop entrepreneurial and business competencies so that they can enhance creativity and innovation, improve operational efficiency, expand market reach through Employee Performance, and increase competitiveness in the digital age. The Cooperative and Labor Department has launched a program aimed at providing working capital to MSMEs, known as the Two Billion per Sub-District Program (DUMISAKE). "We provide assistance to MSMEs through DUMISAKE," replied Kasuma (2024) when asked about the facilities provided by the Cooperative Department. The DUMISAKE program is not exclusively for MSMEs, but includes support for their development. The goal is to improve the sub-district's economy as a whole, with MSMEs being one of the focuses for strengthening the local economy.



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The Two Billion per Subdistrict Program (DUMISAKE) has had a positive impact on several MSMEs such as Bahung Coffee and Dapur Dina. In an interview with the owner of Bahung Coffee, he mentioned, "Since the establishment of this business, we have received assistance in the form of a small additional capital once." (Yalmi, 2024) it indicates that even though the assistance was only provided once, the additional capital still contributed to the development of their business. Similarly, the owner of Dapur Dina (Ofra, 2024) also shared a similar experience, stating that "I received assistance in 2022, but there was not assistance since that time". This statement reflects the reality that while support is provided through the DUMISAKE program, many SME operators still feel uncertain about the continuation of such assistance in the future.

The Cooperative Department stated that it provides assistance in the form of business capital. However, some SME operators instead received assistance in the form of business equipments, such as blenders, pots, and pans. This demonstrates flexibility in the provision of assistance, although it differs from the program's initial statement. equipments such as blenders and pots are very important for MSME actors, especially for the food and beverage sector. This assistance can increase their production capacity and operational efficiency. However, the difference in the form of assistance raises questions about the clarity and consistency of the Cooperative Office program. MSMEs also hope that assistance will be tailored to the specific needs of each business actor.

### **Regional Office of the Ministry of Religious Affairs, Kerinci Regency**

Halal certification is essential for MSMEs, especially in increasing consumer confidence and expanding the market. Therefore, support such as free certification is offered. Eliati (2024) states that free certification for SMEs is conducted through religious affairs officers at the sub-district level, who typically act as advisors. While many certifications have been completed, not all products have been labeled with halal certification, though some have. Additionally, some SMEs are still in the application process. This indicates ongoing efforts to assist SMEs in obtaining halal certification.

The perspective of the Regional Office of the Ministry of Religion in Kerinci District on halal certification is that it can enhance consumer appeal, as the presence of a halal certificate becomes a consideration for consumers when choosing products. Competitiveness also improves due to the added value perceived by consumers. "Once a product has a certificate, consumers become more confident in consuming it, and to





enhance consumer appeal, consumers will choose certified products over those that are not." Regarding competitiveness, certified products have a higher value in enhancing competitiveness due to the added value from consumers" (Eliati, 2024).

The program known as SEHATI is highly relevant and favorable for businesses, especially in an era where consumers are increasingly concerned about the halal aspects of products. The halal certification process is often perceived as straightforward by many Micro, Small, and Medium Enterprises (MSMEs), particularly those participating in the Free Halal Certification Program (SEHATI). This program is organized by the Halal Product Guarantee Agency (BPJPH) under the Ministry of Religion and is designed to support MSMEs in meeting halal standards without additional costs. With this initiative, many MSMEs feel assisted because they can obtain halal certification without worrying about expenses that could burden their businesses. Some MSMEs that have received free halal certification include;

**Table 1**  
**MSMEs with Free Halal Certification**

No	Merk Dagang	Tanggal Pendaftaran
1	Basreng Weneng	June 19, 2023
2	Dapur BK	August 10, 2023
3	Dapur Dina	July 14, 2023
4	Dodol Kentang Asli Semoga Berkah	July 9, 2023
5	Dodol Kentang Rahman	June 26, 2023
6	Pecel Luar Biasa	June 13, 2023
7	Pecinta Makanan Giza	September 7, 2023

Source: MSMEs with Free Halal Certification (2023)

Based on the table above, it can be seen that there are already MSMEs that have received halal certification free of charge. Although the SEHATI program provides solutions for many MSMEs, not all business actors feel the same ease. Some MSMEs experience difficulties in accessing information about the halal certification process and program implementation. This may be due to a lack of socialization regarding the SEHATI program, where not all MSME owners receive information about the steps required to register and meet the certification requirements. Additionally, the limited direct access to the Regional Office of the Ministry of Religion in Kerinci District poses a separate challenge for SME operators.



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Some people argue that those without connections or contacts within the agency find it challenging to obtain assistance and the necessary information when facing obstacles or needing clarification regarding the process. This information gap can leave some SMEs feeling confused, thereby hindering their intention to obtain halal certification. This aligns with the results of interviews, where when asked about the extent to which the halal certification process has been completed, (Eliati, 2024) mentioned that "Many have not yet, this is new, around two years. For the application, the advisors at the KUA visit the SMEs, and some SMEs apply on their own."

Various reasons regarding the importance of halal certification were shared by several SME operators. One of them is (Fitriani, 2024), who said, "Actually, halal certification is important, but I don't know how to go about it." On the other hand, there are also differing views from respondents (Fitrah, 2024), who said, "Halal certification is not that important to me because buyers are not very concerned about halal issues, let alone the certification; what is clear is that the product location and cleanliness are maintained." There are also respondents who stated that "there is no one inside who supports a faster process." These statements reflect differing understandings and priorities among SME operators regarding halal certification, which are often influenced by their experiences and the needs of the market around them.

To ensure compliance with halal principles, the Ministry of Religious Affairs will conduct a review aimed at evaluating the practices of MSME players. This review is critical because it provides an opportunity to conduct a comprehensive audit of various aspects of the business, including the production process, the types of raw materials used, and the processing practices applied by each MSME. This activity not only serves as a control but also as an educational tool for business actors. Furthermore, the review will also serve to detect potential problems that SMEs may face in meeting halal standards. After the review, the Ministry of Religious Affairs can provide recommendations and technical assistance needed to help them improve their processes and products.

Unfortunately, the inspection process is still in the process of recruiting supervisors, meaning that supervision has not yet begun. This is also confirmed by (Eliati, 2024): "We recently held an activity to recruit halal product assurance supervisors, whose task is to oversee MSMEs because there are MSMEs that are already certified but no longer produce. Additionally, they oversee aspects such as the production facility, for example, if there is a cattle pen next to the production area, this must



be separated." SME operators stated that they have never received an inspection from the Ministry of Religion, which aligns with the statement from the Regional Office of the Ministry of Religion in Kerinci District that the inspection or oversight process is still in the recruitment phase for supervisors. The absence of inspections creates a significant gap in understanding and applying halal principles among business operators. As stated by (Netradeli, 2024), "After certification, there is nothing else. No inspections or anything like that."

### **Community Leaders**

Community leaders can raise public awareness about the importance of supporting halal MSMEs. Through the education and information they provide, the public can understand that buying local halal products is not only about quality, but also contributes to helping local MSMEs improve their competitiveness. Although the role of community leaders should be quite strategic, there are still obstacles to its implementation. Based on an interview with (Resiska, 2024), it was stated that the role of community leaders is highly dependent on the influence they hold. According to her, the contributions of community leaders are often limited and focus solely on verbal encouragement to purchase specific products.

A similar view was expressed by another respondent, who said that although the contribution of community leaders is necessary, their role is still not being maximized. This respondent explained that the support provided by community leaders tends to be limited to suggestions to buy products, such as dodol, which should be brought as souvenirs when traveling (Lisnawati, 2024). He acknowledged that there is some contribution, albeit small, but more active involvement from community leaders in promoting and supporting MSMEs is highly desired. This situation shows that although the potential of community leaders to drive MSME growth is significant, the implementation of this role in reality still needs to be improved.

### **Innovation and Product Adaptation Among MSMEs**

Product innovation and adaptation are two crucial elements that enable MSMEs (Micro, Small, and Medium Enterprises) to survive and thrive in a dynamic business environment, thereby providing MSMEs with opportunities to enhance their competitiveness. In today's era of globalization and digitalization, the ability to innovate is a determining factor for MSMEs to remain relevant in the market. Product innovation not



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only involves creating new products but also improving existing ones. This can include developing more attractive designs, enhancing product functionality through the latest technology, or using more environmentally friendly raw materials. For example, an SME producing food packaging might innovate by using biodegradable materials.

Implementing innovation and adaptation is not always smooth, especially given the resource constraints often faced by SMEs, such as capital, technical knowledge, or skilled labor. Therefore, the role of the Cooperative Agency is crucial in this innovation process. Training programs, funding, access to modern technology, and business network expansion can provide the necessary support for SMEs to innovate and adapt effectively. For example, workshops on the use of digital marketing tools can help SMEs understand how to reach consumers more effectively and broadly. Additionally, collaboration among SMEs is an efficient strategy for innovation and knowledge sharing. By forming networks or associations, SMEs can share resources and ideas, as well as conduct joint market research to understand emerging trends and determine appropriate strategies.

### **The Impact of Digitalization on SME Marketing**

The impact of digitalisation on product innovation is undeniable. It has fundamentally changed the way SMEs market their products. Thanks to advancements in information and communication technology, SMEs now have greater and more diverse access to marketing channels. This encompasses various aspects that create new opportunities, as well as challenges that must be addressed if SMEs are to compete effectively in an increasingly competitive market. One major impact of digitalisation is that SMEs can expand their market reach. Online platforms such as social media mean that SMEs are no longer bound by local geographical limitations. Previously, many SMEs relied on physical locations for sales, which limited their access to consumers. However, digitalisation enables SMEs to reach a much wider consumer base.

Digitalization also offers many advantages in terms of cost efficiency and more targeted marketing. Through social media platforms, SMEs can participate in discussions relevant to their industry and listen to customer opinions and recommendations. For example, MSMEs can conduct polls or surveys to get feedback on new products or designs that are being considered. In this way, MSMEs can make product adjustments that are more in line with customer preferences and desires, which in turn can increase customer satisfaction and loyalty. In addition, digitization allows



MSMEs to use multimedia content, such as videos, images, and infographics, to attract consumers' attention.

## **Discussions**

### **Efforts to Develop Competitiveness**

The Kerinci Regency Cooperative and Manpower Office has demonstrated its commitment to helping MSMEs improve their competitiveness through various initiatives. Assistance with the halal certification process for MSMEs has been provided. Financial assistance has also been disbursed as a form of support to help SMEs develop their businesses. However, the distribution of this assistance has not been equitable, mainly because many SMEs are not registered with the Cooperative Department, thereby missing out on access to these assistance programs. Additionally, while the training programs offered have good intentions, they have not been entirely focused on the specific challenges faced by halal SMEs. The lack of information about existing programs also causes many MSMEs to be unaware of the assistance available or to have difficulty accessing it.

To improve the effectiveness of the program and achieve better results, closer coordination between government agencies, particularly between the Cooperative and Labor Agency and the Ministry of Religious Affairs, is necessary. This collaboration will ensure program alignment and more efficient use of resources. The success of overall SME development efforts depends on several key factors. Expanding the reach of programs to encompass all SMEs, without exception, is a top priority. Improving the quality of training that is relevant and tailored to the specific needs of halal SMEs is also crucial. Consistent and sustainable program implementation, including post-training support, will ensure that SMEs can effectively apply the knowledge and skills they have acquired.

The Ministry of Religious Affairs of Kerinci Regency has launched the Free Halal Certification Program (SEHATI), which, despite its noble objectives, still faces challenges in terms of outreach and accessibility. Many SMEs are unaware of this program or its requirements, resulting in its potential benefits not being fully realized. Similar challenges are evident in efforts to review SME practices—the uneven scope of reviews and low frequency result in inconsistent compliance with halal principles. The lack of ongoing training and support after reviews is also an issue, making it difficult for SMEs to maintain halal standards in the long term.

Community leaders, as influential figures in their communities, have great potential to encourage increased consumption of local SME





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products. Community leaders may have a strong influence in their areas, but their influence is limited to those areas alone. The lack of coordination between community leaders and SMEs also hinders more organized and effective promotional efforts. Therefore, a more planned and structured strategy is needed to optimize the role of community leaders in promoting local SMEs.

The participation of several SMEs in government programs such as SEHATI (Free Halal Certification) and DUMISAKE (Two Billion per Sub-district) demonstrates proactive initiatives to enhance competitiveness. Their participation in government-organized training also demonstrates a commitment to business capacity development. However, this participation is not yet evenly distributed across all SMEs, indicating the need for more inclusive and practical strategies to reach all business actors and ensure fair access to resources and support. The use of digital platforms such as Facebook, Instagram, and other social media is part of SMEs' efforts to enhance their competitiveness.

Although various parties have made efforts to assist MSMEs in Kerinci District, the impact has not been optimal due to several factors. First, government programs designed to support MSMEs are often implemented inconsistently, so that their benefits are not felt evenly by all MSMEs. Second, many MSMEs still face obstacles in accessing important information and resources needed for their business development. Third, the lack of effective coordination and collaboration between the government, MSMEs, and other stakeholders hinders efforts to improve competitiveness. Therefore, a more integrated and sustainable strategy is needed, which actively and consistently involves all stakeholders, to improve the competitiveness of MSMEs in Kerinci Regency.

### Effectiveness of Stakeholder Programs

Assistance with the halal certification process is an important step in improving the competitiveness of MSMEs in the market, but the challenge faced is that MSME owners' lack of knowledge about the information results in uneven distribution of assistance. This shows the need for a strategy to increase MSME registration so that more businesses can be included in the program. The distribution of capital assistance as financial support is crucial for the growth of MSMEs. Furthermore, information gaps about existing programs are another often-overlooked obstacle. Without effective outreach, many SMEs are unaware of available opportunities. Therefore, efforts to improve Employee Performance and the



dissemination of information about policies and assistance are vital to maximize SME participation.

The socialization of the SEHATI program is an important step to ensure that information about halal certification is accessible to all SMEs in need. However, research findings indicate that the socialization efforts conducted so far have not been optimal. Many SMEs are unaware of the program's existence or do not know the requirements needed to obtain certification. To improve socialization, several efforts should be made, including utilizing Employee Performance media such as social media. Holding workshops or seminars involving MSMEs to provide direct information and explanations about the certification process. The suitability of this program's results can be measured by how many MSMEs obtain halal certification after participating in this program. However, the low level of knowledge about this program among MSMEs indicates that the results achieved are not yet satisfactory. To achieve better alignment between the program and the results.

### **Conclusion**

The four theories employed in this study demonstrate that stakeholder programs have yet to achieve optimal efficacy, a phenomenon attributable to the interconnected nature of these theories. Consequently, the absence of implementation of any one theory can be taken as an indication of the program's current ineffectiveness. It is evident that the Kerinci Regency Cooperative and Manpower Office has sought to facilitate MSMEs in the halal certification process by providing experienced officers who provide direct guidance. The Regional Office of the Ministry of Religion of Kerinci District has a pivotal role in ensuring compliance with halal principles through its review of SME practices. However, the limited reach and consistency of these practices result in gaps in understanding. It is imperative to emphasise the significance of enhanced socialisation, accessibility, and continuous monitoring in ensuring the success of these programmes. It is evident that community leaders frequently offer counsel in a verbal format, a medium which is characterised by its limited reach and suboptimal structuring.



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