

Effectiveness Of Micro, Small, And Medium Enterprises (Msmes) Empowerment In The Kampung Ketupat Sungai Baru Tourism Area, Banjarmasin City

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Abstract. This study aims to analyze the effectiveness of Micro, Small, and Medium Enterprises (MSMEs) empowerment in the Kampung Ketupat Tourism Area, Sungai Baru, Banjarmasin City, and to identify its determining factors. A qualitative approach with a descriptive design was employed. Data were collected through in-depth interviews, observations, and documentation, and analyzed interactively, supported by fishbone analysis to identify root causes. The findings reveal that MSME empowerment has not been effective, as indicated by declining revenues, low tourist visits, and the cessation of MSME activities by the end of 2025. The main factors include limited human resource capacity, lack of access to capital and facilities, unintegrated promotion strategies, inadequate environmental conditions, and weak institutional and policy support. Institutional aspects emerge as the dominant factor due to unclear governance, directly affecting business sustainability. This study highlights that the effectiveness of MSME empowerment in tourism areas depends on the integration of internal and external factors and the strengthening of collaborative governance.

Keywords: effectiveness, community-based tourism, institutional factors, MSME empowerment.

INTRODUCTION

Regional development is no longer solely focused on the infrastructure sector but has shifted toward strengthening the creative economy and tourism as strategies to improve community welfare. Tourism has a significant multiplier effect, ranging from job creation to empowering Micro, Small, and Medium Enterprises (MSMEs), as well as promoting local economic growth (Loda et al., 2025). In this context, community-based tourism development becomes a strategic approach as it can improve the quality of life of local communities while strengthening regional economies (Arsyad, 2025).

MSMEs themselves play an important role in the national economy, contributing more than 60% to the Gross Domestic Product (GDP) and absorbing around 97% of the workforce. However, MSMEs still face various challenges such as limited capital, low managerial capacity, weak product competitiveness, and limited market access (Ibrahim, 2025). Therefore, MSME empowerment through training, mentoring, promotion, and infrastructure provision is crucial (Alfikri, 2025). Community empowerment, in this sense, refers to the process of enhancing the capacity of individuals and groups to become independent and have bargaining power in development (Endah, 2020; Firman, 2021).

Banjarmasin City has tourism potential based on culture and culinary traditions, one of which is the Kampung Ketupat Tourism Area located in Sungai Baru Village. This area has been developed since 2019 through collaboration between the local government and the private sector and was officially inaugurated in July 2023. This development concept aligns with the principles of community-based tourism, which emphasize collaboration among government, private sector, and local communities (Utama & Haryadi, 2025). However, in its implementation, the area has faced various challenges, such as the imposition of entrance fees considered burdensome, leading to a decline in tourist interest. Tourists' perceptions of economic value and facility comfort have been shown to influence the sustainability of tourism destinations (Sedana, Prastyadewi & Pramandari, 2026).

After temporarily ceasing operations, the area was reactivated in January 2025 under new management by the local community, with the provision of 17 MSME tenants. Nevertheless, based on field data, MSME revenues fluctuated and tended to decline during the January–May 2025

period. This indicates that MSME empowerment in the area has not been optimal. Other issues include limited training, the absence of continuous mentoring, unintegrated promotion, inadequate facilities, and lack of access to financing such as People's Business Credit (KUR).

Several previous studies show that MSME empowerment in the tourism sector is often not fully optimal. Rosita and Simanjuntak (2022) found that MSME empowerment was effective in terms of promotion and facilities but weak in training and access to capital. Dindaputri and Pertiwi (2024) also found that program effectiveness was limited to targeting accuracy, while other aspects were not maximized. Meanwhile, Rahman et al. (2023) emphasized the importance of multi-stakeholder collaboration in the success of tourism-based MSME empowerment. International studies also confirm that successful MSME empowerment depends on continuous training, access to capital, innovative promotion, and long-term partnerships (Xia et al., 2023; Khumalo & Sebele, 2022).

However, studies on tourism-based MSME empowerment in Banjarmasin City, particularly in the Kampung Ketupat Tourism Area after the 2025 revitalization, remain very limited. Additionally, there is a gap between the ideal conditions of MSME empowerment and the realities in the field, especially in terms of training, mentoring, promotion, facilities, and access to capital. The problem is further complicated by governance issues, such as unclear management schemes, termination of cooperation with the private sector due to unmet obligations, and the potential imbalance in the distribution of economic benefits. In fact, since December 2025, all MSMEs in the area have ceased operations, indicating that the empowerment program has not been able to ensure business sustainability.

Based on these conditions, there is a research gap in the lack of comprehensive studies examining the effectiveness of MSME empowerment within an integrated analytical framework in this tourism area, particularly using the fishbone diagram approach to identify root causes. The novelty of this study lies in its specific and current research location, the integration of tourism effectiveness and MSME empowerment analysis, and the use of an analytical method capable of systematically identifying causal factors.

Therefore, this study aims to analyze the effectiveness of MSME empowerment in the Kampung Ketupat Sungai Baru Tourism Area, Banjarmasin City, and to identify the factors influencing its success. The results of this study are expected to provide academic contributions as well as practical recommendations for local governments and stakeholders in formulating more effective, sustainable, and community-oriented tourism management policies.

RESEARCH METHOD

This study was designed using a qualitative approach with a descriptive design, aiming to gain an in-depth understanding of the effectiveness of Micro, Small, and Medium Enterprises (MSMEs) empowerment in the Kampung Ketupat Sungai Baru Tourism Area, Banjarmasin City. The qualitative approach was chosen because it is capable of describing empirical conditions in a detailed, actual, and contextual manner in accordance with field realities. This study does not focus on quantitative measurement, but rather on interpreting the experiences, perceptions, and social interactions of actors involved in MSME empowerment activities.

Conceptually, qualitative research aims to analyze and describe social phenomena based on the activities, attitudes, and perceptions of individuals or groups. Therefore, this approach is considered appropriate for answering the research objective, which is to examine the effectiveness of MSME empowerment from the perspectives of MSME actors, tourism managers, local government, as well as the community and tourists. The focus of the study is not only on outcomes but also on the processes and dynamics occurring within the empowerment efforts.

The research design employed is descriptive qualitative, which seeks to reveal facts based on actual conditions without manipulating the variables under study. This method was chosen because it can provide a systematic description of various conditions, situations, and factors influencing the effectiveness of MSME empowerment (Sugiyono, 2021; Fadli, 2021). The researcher acts as the main instrument, directly collecting and interpreting data in the field (Moleong, 2021).

The population of this study includes all parties involved in tourism activities and MSME empowerment in Kampung Ketupat Sungai Baru. Meanwhile, the sample was determined using purposive sampling, which involves selecting informants based on specific considerations relevant

to the research data needs. Informants consist of active MSME actors, tourism managers, local government or related agencies, as well as community members and tourists who have direct experience or involvement with the research object.

Data collection techniques were carried out through triangulation, namely a combination of in-depth interviews, observation, and documentation. Interviews were used to explore information related to experiences, perceptions, and strategies of MSME empowerment. Observations were conducted to directly examine field conditions, business activities, and interactions among actors. Meanwhile, documentation was used to complement data in the form of archives, photographs, and official documents relevant to the study. This technique was applied to enhance the validity and depth of the data.

The research instruments in this study include open-ended interview guidelines, observation sheets, and documentation formats developed based on the research analytical framework. These instruments focus on five main aspects analyzed: human resources, materials, methods, environment, and institutional/regulatory aspects. Data credibility was tested through source triangulation and technique triangulation, as explained by Moleong (2021) and Sugiyono (2021). The results of this validation process indicate that the data obtained are consistent across sources and techniques, thus they can be considered valid and reliable.

Data analysis in this study uses the fishbone model or Ishikawa diagram, which aims to identify and categorize various causal factors influencing the effectiveness of MSME empowerment. This model was chosen because it provides a systematic mapping of cause-and-effect relationships, making it easier for researchers to identify root problems comprehensively (Kharisma, 2025). The analysis was conducted interactively through the processes of data reduction, data display, and conclusion drawing.

The research model refers to the fishbone framework with five main categories: human aspects (capacity and competence of human resources), material aspects (facilities, infrastructure, and capital), method aspects (empowerment and management strategies), environmental aspects (social conditions and external support), and institutional/regulatory aspects (policies and institutional support). These five aspects were analyzed integratively to examine the relationships among factors influencing the success or constraints in MSME empowerment.

RESULT AND ANALYSIS

This study was conducted in the Kampung Ketupat Sungai Baru Tourism Area, Banjarmasin City, from January to December 2025. Data were collected through in-depth interviews, observations, and documentation involving MSME actors, local government, managers, and the community/visitors. Data analysis used a qualitative approach with techniques of data reduction, data presentation, and conclusion drawing, strengthened by fishbone analysis to identify the causal factors affecting the effectiveness of MSME empowerment. The results indicate that the MSME empowerment program in this area has not been optimally implemented, as evidenced by declining turnover, low visitor numbers, and the cessation of MSME activities at the end of 2025 due to unclear management of the area.

Analytically, the effectiveness of MSME empowerment is influenced by five main aspects: human resources, materials, methods, environment, and institutional and regulatory factors. The human aspect shows that the capacity of MSME actors is still limited due to a lack of training and assistance, resulting in businesses being run conventionally without adequate innovation. This condition impacts the low competitiveness of products, in line with Indriani (2025), who emphasizes the importance of human resource quality in determining program effectiveness. From the material aspect, limited capital and business facilities are significant constraints, as MSME actors rely solely on personal funds without adequate financial support or infrastructure. This hinders business development and aligns with Nugraha et al. (2024), who highlight the importance of infrastructure and access to capital in local economic development.

Furthermore, in terms of methods, empowerment and promotion strategies have not been carried out systematically and in an integrated manner. Sporadic and uncoordinated promotion leads to low tourist visitation rates. This supports Mansur's (2021) argument that the success of policy implementation is highly dependent on the alignment between planning and execution. From the environmental perspective, inadequate physical conditions—such as narrow access roads, limited parking space, and poor cleanliness—also reduce public interest in visiting. These findings are

consistent with Andini, Evantino & Pertiwi (2025), who emphasize the importance of environmental quality in supporting economic activities.

Among all these aspects, institutional and regulatory factors are the most dominant. The termination of the cooperation agreement between the government and the private sector caused a vacuum in area management, leaving MSME actors without coordination and ultimately forcing them to cease operations. This condition indicates that program success heavily depends on institutional stability, as stated by Uswatun Hasanah et al. (2018). Thus, the failure of MSME empowerment in this area is not only caused by technical factors but also by weak governance and coordination among stakeholders.

Nevertheless, the study also identifies several supporting factors, such as the potential of Banjar local culinary culture, government policy support, high motivation among MSME actors, and public interest in culinary tourism. However, these factors have not been optimized due to the dominance of inhibiting factors, including low human resource capacity, limited capital, weak promotion, unfavorable environmental conditions, and unclear institutional arrangements. Compared to previous studies, these findings show similarities in the importance of strengthening human resource capacity and stakeholder collaboration but differ in highlighting institutional factors as the primary cause of program failure.

The theoretical implication of this study confirms that the effectiveness of MSME empowerment results from the interaction between internal and external factors, with institutions as the key determinant. Practically, it is necessary to strengthen area governance, improve MSME capacity through continuous training, provide access to capital, and implement integrated promotion strategies. Additionally, improving infrastructure and environmental conditions is essential to enhance tourism attractiveness and ensure the sustainability of MSMEs.

The findings indicate that MSME empowerment has not been optimal, as shown by declining turnover, low tourist visits, weak promotion, and the complete cessation of MSME activities on December 1, 2025. This condition not only reflects technical issues in the field but also indicates structural problems in the design and implementation of empowerment policies.

Conceptually, MSME empowerment aims to enhance capacity, independence, and business sustainability through policy support, guidance, and the creation of a conducive business ecosystem. However, the findings show that these objectives have not been achieved. The program tends to focus on physical aspects, such as area revitalization, while strengthening human resources, product innovation, and market development have not been prioritized. As a result, MSME actors operate conventionally and depend heavily on fluctuating tourist visits. This aligns with Boynard & Harris (2024), who state that program effectiveness is not only measured by implementation but also by its ability to produce sustainable outcomes. The fact that MSMEs ceased operations indicates a mismatch between program outputs and empowerment objectives.

Furthermore, this failure indicates the inability to achieve sustainability, low income among MSME actors, and weak adaptability to market dynamics. In the context of economic empowerment, business sustainability is a key success indicator, as it reflects the ability of businesses to survive and grow. When all MSMEs cease operations, it can be concluded that policy interventions have not addressed fundamental aspects of empowerment. In addition, the lack of continuous mentoring and training further weakens MSME actors' ability to adapt to declining demand.

From a stakeholder theory perspective, the failure of MSME empowerment is inseparable from weak coordination among stakeholders. Local government, managers, MSME actors, and the community should engage in collaborative and mutually supportive relationships. However, the findings show that such relationships have not been effectively established. The government tends to act only as a policy-maker without strong supervision, while managers fail to sustain operational functions. MSME actors, as the main stakeholders, are in the most vulnerable position and are not adequately involved in decision-making. This contradicts Freeman's (1984) stakeholder theory, which emphasizes balanced roles and participation. Weak coordination also results in the lack of synergy in promotion and tourism management.

Within the framework of regional development, MSME-based tourism should serve as a strategic instrument to promote local economic growth. Kampung Ketupat Sungai Baru Tourism Area has such potential through its local culinary strengths and community participation. However, the findings indicate that this potential has not been fully optimized. Low visitor numbers limit economic activity, preventing the tourism area from making a significant contribution to the local

economy. This is consistent with Rahman, Rahmayanti & Yulianandaris (2025), who argue that tourism success depends on stable visitor flows. Moreover, the empowerment program is not integrated with broader regional development policies, resulting in partial and unsustainable implementation. This supports Akhirun & Zees (2025), who emphasize the need for policy integration and systematic utilization of local potential.

The most critical issue identified in this study lies in institutional and policy aspects. The termination of the management cooperation agreement led to an institutional vacuum, directly causing the cessation of MSME activities. The absence of transition mechanisms or alternative management reflects weak policy design in anticipating implementation risks. This aligns with Handini, Darwina & Pangestoeti (2025), who argue that policies lacking sustainability strategies are prone to failure. Additionally, the absence of structured monitoring and evaluation systems prevents timely government intervention. This supports Hayra, Afifa & Suwarna (2026), who state that policy effectiveness depends on evaluation processes and adaptability to environmental changes.

The implications of this discussion indicate that MSME empowerment cannot be implemented partially but requires a holistic and sustainable approach. Program success depends on the integration of human resource capacity, infrastructure support, promotion strategies, and strong institutional and policy frameworks. From a collaborative governance perspective, Ansell & Torfing (2022) emphasize that public program success depends on the effective coordination of multiple actors. Without strong collaboration, empowerment programs risk failing to achieve long-term impacts.

Overall, this discussion confirms that the failure of MSME empowerment in the Kampung Ketupat Sungai Baru Tourism Area results from the interaction of multiple interconnected factors, with institutional issues as the dominant factor. Therefore, improvement efforts should focus on strengthening governance, enhancing MSME capacity, integrating regional development policies, and establishing more effective stakeholder collaboration systems. These findings provide an important basis for formulating conclusions and policy recommendations in the subsequent section.

CONCLUSION

This study shows that the empowerment of Micro, Small, and Medium Enterprises (MSMEs) in the Kampung Ketupat Tourism Area, Sungai Baru, Banjarmasin City, has not been effective in achieving the goal of sustainable local economic improvement. The main findings indicate that the revitalization program has not been able to create business stability for MSME actors, as reflected in low visitor numbers, limited promotion, and weak area management. In addition, there is a mismatch between policy planning and its implementation, particularly in aspects of supervision, evaluation, and coordination among stakeholders. In the context of regional development, MSME empowerment has also not been strongly integrated into the local economic strategy, resulting in the underutilization of culture-based tourism potential. Thus, the effectiveness of the program is greatly influenced by weak policy integration, institutional capacity, and synergy among actors.

Based on these findings, local governments are advised to strengthen governance through comprehensive policy evaluation, the development of performance-based monitoring and evaluation systems, and the formulation of long-term plans that ensure program sustainability. Area managers need to improve management professionalism, including more structured business planning and marketing strategies. MSME actors are also encouraged to enhance competitiveness through product innovation and the use of digital technology. Future research is recommended to adopt comparative or quantitative approaches to broaden and strengthen empirical findings related to tourism-based MSME empowerment.

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