PORTER'S DIAMOND THEORY IN COMPETITIVENESS ENHANCEMENT STRATEGIESMICRO, SMALL, AND MEDIUM ENTERPRISE (MSME) PRODUCTS IN JAYAPURA CITY.

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Abstract

Article 33 paragraph (4) of the 1945 Constitution explains that "...the National Economy is organized based on economic democracy with the principles of togetherness, fair efficiency, sustainability, environmental awareness, independence, and by maintaining a balance between progress and national economic unity." MSMEs are part of the National economy that is based on independence and has great potential to improve the welfare of society. Micro, Small and Medium Enterprises (MSMEs) play a role as the driving force of the economy in Jayapura City and contribute to Jayapura City; however, the results have not yet been felt or have an impact on the residents of Jayapura City. Based on data from the Ministry of Cooperatives and SMEs, MSMEs currently account for 99 percent of all business units, with their contribution to GDP reaching 60.5% and to employment absorption reaching 96.9% of the total national workforce absorption. MSMEs are proven to be able to contribute to the national economy. Developing MSMEs must be accompanied by adequate competitive capabilities for the products they produce, a requirement for business actors to survive. MSME entrepreneurs in Jayapura City obtain local raw materials from Jayapura City, and some obtain them from outside. For capital, many MSME entrepreneurs rely on personal capital, many do not understand banking issues or obtain funds from formal sources from banks, lack knowledge of production technology and quality control, lack knowledge about marketing, and have limited human resources. Therefore, it is necessary to determine a strategy to increase competitiveness, namely what the company is currently doing, how the environmental conditions (industry analysis, competitors, socio-political and relative strengths and weaknesses), and what MSMEs in Jayapura City. are y as10 respondents used the Analytical Hierarchy Process (AHP) tool to analyze the level of importance of each dimension in the Porter Diamond Model by taking experts from bureaucracy, entrepreneurs, and universities. The results of the analysis of the six dimensions of the Porter Diamond that have a strong influence on the strategy to increase the competitiveness of MSME products are the dimensions of Increasing the Role of Government; the strategy that must be carried out is optimizing the government in providing technical assistance, capital assistance, and quality control.

Keywords : Scompetitiveness improvement strategy for Micro, Small and Medium Enterprises (MSMEs)

INTRODUCTION

Article 33 paragraph (4) of the 1945 Constitution explains that "...the National Economy is organized based on economic democracy with the principles of togetherness, fair efficiency, sustainability, environmental awareness, independence, and by maintaining a balance between progress and national economic unity." MSMEs are part of the national economy that is based on independence and has great potential to improve the welfare of society.

Limited Human Resources (HR) Limited human resources are a serious problem for MSMEs in Indonesia, especially in relation to entrepreneurship, management, engineering, production, product development, quality control, accounting, machinery, organization, data processing, marketing techniques, and market research. All of these skills must be possessed and are necessary to maintain or improve product quality, increase efficiency and productivity in production, expand market share, and penetrate new markets.

Raw material issues, limited raw materials, and other inputs are also serious obstacles to output growth or production continuity for MSMEs. Especially during the crisis, many micro, small, and medium-sized enterprises (MSMEs) struggled to obtain raw materials or other inputs because prices in rupiah became prohibitively expensive due to the depreciation of the rupiah against the US dollar.

Technological Limitations: MSMEs generally still use traditional technology, including outdated manual equipment. This technological backwardness results in low production volumes and quality, making it difficult to compete in the global market. These technological limitations are caused by many factors, such as limited investment capital to purchase new machinery, limited information on technological developments, and limited human resources to operate new machinery.

Jayapura City, as a service and trade city, has experienced good growth, especially in the MSME sector. In 2019, the number of MSMEs continued to increase by around 1000 MSMEs per year from 2016, 2017, 2018 to 2019, and in 2020, the number of MSMEs increased significantly by 5,631 MSMEs. In 2020, the number of MSMEs was 17,976, spread across five districts in Jayapura City: North Jayapura, South Jayapura, Abepura, Heram, and Muaratami.

MSMEs in Jayapura City facing the economic crisis caused by the Covid 19 pandemic were still able to survive the economic downturn. Although MSMEs are said to be resilient in facing the crisis that hit the whole world, in reality, they face many problems besides the crisis itself. From the data of MSME actors in Jayapura City, the problems faced are related to human resources (HR), increasing production costs, primary raw materials, technology, marketing problems, capital problems, licensing, extortion, and social problems related to security. These challenges can disrupt the growth and competitiveness of MSME products in Jayapura. According to data from the Ministry of Cooperatives and MSMEs, 19.5% of micro and small industries experience difficulties with raw materials, 22.46% with capital, 22.94% with marketing, 18.99% with competitors, 11.24% with energy, and 4.87% with other issues. Only 8.28% of small and micro industries partner with larger companies, while the remaining 91.72% are unaware of the possibility.

This requires government involvement and cooperation from other parties to address these obstacles. Based on these challenges, it is necessary to determine a strategy for increasing competitiveness, including what companies are currently doing, their environmental conditions (industry analysis, competitors, socio-political analysis, and relative strengths and weaknesses), and what MSMEs in Jayapura City should be doing.

Not to mention other bigger problems, namely the existence of trade liberalization such as the implementation of the ASEAN China Free Trade Area (ACFTA), Free Trade Agreement (FTA), Working Group On Agriculture, Food and Forestry Cooperation (WGOAFFC), with the existence of the Cooperation agreement, MSMEs must be ready to compete in the global market, namely the readiness of human resources, price readiness, quality of production of goods produced, and market readiness. Without this readiness, MSME products will be less competitive with products from abroad, and MSMEs will stagnate and not develop or even close their businesses.

To address this issue, MSME products must be competitive, enabling them to compete with products from other regions or countries. This requires both micro- and macro-competitiveness.

Macro competitiveness can be achieved by improving macroeconomic performance, while micro competitiveness can be achieved by enhancing the performance of development sectors. The industrial sector has the potential to be developed and improve micro-competitiveness. Competitiveness is a powerful development strategy and is essential for MSMEs to survive in the free market, thus enabling them to become fundamental to the national economy.

Competitiveness is the ability of a country to create added value sustainably through corporate activities and maintain a high quality of life for its citizens. According to Porter (Dian, 2013), Therefore, in general, it can be said that competitiveness is the ability of regional, national, or inter-regional companies to increase income by utilizing productive and sustainable labor and other resources to face competition by maximizing the potential of their superior products.

The significant contribution of MSMEs to economic and social development is a particular concern for the Jayapura City Government. The large number of growing MSMEs must be accompanied by adequate competition. The competitiveness of MSMEs in their products is a must for business actors. MSME entrepreneurs in defenses obtain raw materials locally from Jayapura and some from outside Jayapura. For capital, many MSME entrepreneurs rely on personal capital, many do not understand banking issues or obtain funds from formal sources such as banks, lack knowledge of production technology and quality control, lack of marketing knowledge, and limited human resources. These factors hamper the competitiveness of MSMEs, resulting in potential products that lack competitiveness being less competitive in the market.

To survive in a competitive environment, organizations must be competitive, including participating in competing to take part in the market (Shibia & Baroko, 2017). According to Porter (1980), competitiveness is the ability of a product's competitive strategy not only seen from one side but the ability to produce cheap products but is a combination of end results in accordance with the goals/missions by making an effort to achieve them. The method used is described as a competitive strategy wheel. Production efforts also involve marketing, distribution, target markets, procurement and purchasing of goods, finance, and labor.

From these problems regarding MSMEs, it is necessary to determine a strategy to increase competitiveness, namely what the company is doing now, what are the environmental conditions (industry analysis, competitors, socio-political and relative strengths and weaknesses) and what MSMEs in Jayapura City should do.

THIS STUDY AIMS TO DETERMINE THE ENHANCEMENT STRATEGY FOR THE COMPETITIVENESS OF MICRO, SMALL, AND MEDIUM ENTERPRISES (MSMES) PRODUCTS IN JAYAPURA CITY.

LITERATURE REVIEW.

Porter's Diamond Theory statethat (a country gains an advantage or competitiveness/competitive advantage if the company (in that country) is competitive (Dian, 2013). The company becomes competitive if it has implemented the four main factors in Porter's National Competitive Advantage diamond, which include condition factors, demand conditions, company strategy, related and supporting industries, and two supporting factors, namely the role of government and opportunities.

The competitiveness theory in this study utilizes several underlying theories, namely, classical, neoclassical, and contemporary theories. Classical competitiveness theory was developed by Adam Smith using the concept of the infallible hand. His theory posits that markets should be left to regulate themselves through self-interest, supply and demand, and competition. Business owners hope to make money by selling goods that people want to buy. By successfully producing the right type of product in the right volume, Smith believes that they are serving their own interests by receiving financial reward. Simultaneously, they provide valuable goods to society and create jobs.

Porter (1990). Competitiveness is a country's ability to create sustainable added value through corporate activities to maintain a high quality of life for its citizens.

Porter (2008). A country's competitiveness is its competition. According to him, competition is highly dependent on productivity, while productivity lies in the industry's ability to create products or services. Porter explained the relationship between firm-industry-country and how this relationship can support the country and vice versa. Porter (1990) proposed a model of creating self-reinforcing competitiveness as the main point of Porter's Diamond Model, where domestic competition stimulates industrial growth and simultaneously forms advanced consumers (sophisticated) who always want improvement and innovation. This competitiveness will be optimally realized if existing industries cluster.

The Concept of Micro, Small and Medium Enterprises, Government Regulation No. 7 of 2021 concerning Facilitation, Protection, and Empowerment of Cooperatives and Micro, Small, and Medium Enterprises (MSMEs). Article 35 states:
(1) Micro, Small and Medium Enterprises are grouped based on business capital criteria or annual sales results.
(2) The business capital criteria referred to in paragraph (1) are used for the establishment or registration of business activities.
(3) The business capital criteria referred to in paragraph (2) consist of the following:
a. Micro businesses have business capital of up to a maximum of IDR 1,000,000,000.00 (one billion rupiah) excluding land and buildings where the business is located.
b. Small businesses have business capital of more than IDR 1,000,000,000.00 (one billion rupiah) up to a maximum of IDR 5,000,000,000.00 (five billion rupiah) excluding land and buildings where the business is located; and
c. Medium Enterprises have business capital of more than IDR 5,000,000,000.00 (five billion rupiah) up to a maximum of IDR 10,000,000,000.00 (ten billion rupiah) excluding land and buildings for business premises.
(4) To provide facilities, protection, and empowerment for Micro, Small and Medium Enterprises, in addition to the business capital criteria as referred to in paragraph (2), annual sales results criteria are used.
(5) The annual sales results criteria referred to in paragraph (4) consist of:
a. Micro Businesses have annual sales results of up to a maximum of IDR 2,000,000,000.00 (two billion rupiah).
b. Small businesses have annual sales results of more than IDR 2,000,000,000.00 (two billion rupiah) up to a maximum of IDR 15,000,000,000.00 (15 billion rupiah).
c. Medium Enterprises have annual sales results of more than IDR 15,000,000,000.00 (fifteen billion rupiah) up to a maximum of IDR 50,000,000,000.00 (50 billion rupiah).

Previous research conducted Somadi (2017) used the Porter Diamond Model to research the industrial sector, Micro, Small, and Medium Enterprises. Conducted competitiveness research on palm sugar commodities titled "Strategy to Increase the Competitiveness of Palm Sugar Small and Medium Industries (IKM) in West Bandung Regency." This study uses the Porter Diamond Theory with the Structural Equation Modelling (SEM) analysis method and uses Smart Partial Least Square (PLS) 2.0 software. The results of the study showed that all independent variables have a positive effect on competitiveness, and that competitiveness has a positive effect on performance. However, the results of hypothesis testing show that raw materials, human resources, and buildings partially affect competitiveness, and competitiveness affects performance. Simultaneously, the

variables of product, raw materials, capital, human resources, business management, technology, marketing, energy, buildings, vehicles, infrastructure, government policies, institutional support, and industrial competition have a significant effect on competitiveness.

RESEARCH METHODS.

The research location is on MSME product development efforts in Jayapura City, Abepura District. The sample in this study of MSMEs consisted of 10 respondents (Micro, Small, and Medium Enterprises in Jayapura City). To analyze the level of importance of each dimension in the Porter Diamond model, the Analytical Hierarchy Process (AHP) tool was used, utilizing experts from the bureaucracy, entrepreneurship, and universities.

Primary data sources are in the form of questionnaires, and the value weight of the questionnaire is determined in the form of statements or interviews using a Likert scale before being combined with the Porter diamond model to determine the competitiveness index. Secondary data were in the form of notes or evidence from agency reports related to MSME management in Jayapura City.

Data analysis, using the formulation of strategies to increase the competitiveness of MSME products in Jayapura City, using the AHP (Analytical Hierarchy Process) analysis tool. AHP is a decision support model developed by Saaty. This decision support model describes complex multi-factor or multi-criteria problems hierarchically.

ANALYSIS RESULTS.

Strategy to Increase the Competitiveness of MSME Products in Jayapura City:
The strategy to increase the competitiveness of MSME products in Jayapura City uses the AHP (Analytical Hierarchy Process) analysis tool. The working principle of AHP is to simplify a complex, unstructured, strategic, and dynamic problem and organize it in a hierarchy, and the level of importance of each variable is given a subjective number regarding the relative importance of the variable compared to other variables. After various considerations, a synthesis is then carried out to determine the variables that have high priority and play a role in influencing the results of the system. Table 1 presents (expert) perceptions of MSME product development in Jayapura City.

The results of the study using the Analytical Hierarchy Process (AHP) according to the level of importance based on the ranking of the analysis hierarchy process (AHP), the competitiveness of MSME products is determined by the first dimension of the Government Role with a value of 0.2842. Second, it was determined by the opportunity dimension with a value of 0.2749. Third, it is determined by the Factor Condition dimension with a value of 1.915; fourth, by the corporate strategy and competitive structure dimension with a value of 0.803. Fifth, it was determined by the demand condition dimension with a value of 0.690. Sixth, it is determined by the related industry factor dimension and supporting industries, with a value of 0,000.

Based on the influence of each dimension that determines the competitiveness of MSME products in Jayapura City, the strategic direction for developing the competitiveness of MSME products in Jayapura City is based on the results of the AHP analysis based on the dimensions and variables according to Porter Diamond. The strategic direction for increasing the competitiveness of MSME products is: (1) Increasing the Role of Government; (2) Increasing the Opportunity factor; (3) increasing the condition factor; (4) increasing the company strategy and competitive structure (firm strategy, structure, and rivalry); (5) Increasing the Demand Condition; and (6) increasing the related and supporting industries.

Table 1.Expert Perceptions of Increasing the Competitiveness of MSME Products in Jayapura City

No	Expert	Dimensions Porter Diamond					
		1	**2**	**3**	**4**	**5**	**6**
1	Academics of STIE Port Numbay Jayapura	0.191	0.150	0.270	0,000	0.128	0.10
2	Head of MSMEs, Jayapura City Cooperatives and SMEs Division	0.023	0.415	0.879	0,000	0.087	0.095
3	Head of Fisheries, Jayapura City	0.045	0,000	0.020	0,000	0.268	0.002
4	ADK Bank Papua Staff	0.051	0,000	0.451	0,000	0.152	0.152
5	ADK Bank BRI Staff	0.052	0,000	0.693	0,000	0.628	4,711
6	Head of Food Crops Division, Jayapura City	0.135	1,336	0.283	0,000	3,264	2,605
7	Head of MSMEs, Tourism Office	0.892	0.153	0.432	0,000	0.286	0.811

8	Manager/owner of a food stall business	4,178	0.018	0.115	0,000	3,435	0.018
9	Data Collection Division of Jayapura City Regional Revenue Agency	0.168	0.037	0.071	0,000	0,000	0.843
10	Uncen Academics	0.045	0,000	0.071	0,000	0,000	0,000

Source: processed data, 2025
Description: Condition Factors, 2) Demand Conditions, 3) Company Structure and Competitive Strategy, 4) Related Industries and Supporting Industries, 5) Opportunities, and 6) Role of Government.

Dimension is the most important and has a strong influence on the competitiveness of MSME products.
To determine which dimensions are the most important and have a strong influence on the competitiveness of MSME products, this can be done using the Overlay method between AHP analysis tools.

TABLE 2. RESULTS OF THE STRENGTH ANALYSIS OF FACTORS FORMING THE COMPETITIVENESS OF MSME PRODUCTS IN JAYAPURA CITY

No	Porter Dimensions	Ranking By AHP	Overlay Method	Ranking
1	Condition factors	3	3	III
2	Request Conditions	5	5	V
3	Corporate Strategy and press structure	4	4	IV
4	Related industries and supporting industries	6	6	VI
5	Opportunity	2	2	II
6	Role of Government	1	1	I

Source: Processed Data, 2025.
Description: AHP (Process Hierarchy Analysis).

DISCUSSION.

Strategy to Increase the Competitiveness of MSME Products in Jayapura City
To determine the strategy for increasing competitiveness, the process hierarchy analysis tool (AHP) is used using the dimensions contained in Porter Diamond, which include: Condition Factor is one of the main dimensions of the Porter Diamond model used to measure the level of competitiveness of MSME products and strategies for increasing competitiveness through management (1). Raw material elements, with indicators of raw material sources, quantity of raw materials, quality of raw materials, and continuity of raw materials. (2) Labor, with indicators of labor sources, quantity of labor, quality of labor, and continuity of labor (3). Capital resources with indicators of the largest capital sources, amount of capital, and continuity of capital (4) Technology with indicators of technology use and application of technology. All data for each indicator were taken descriptively using an ordinal measurement scale.
Demand conditions are one of the main dimensions of the Porter Diamond model used to measure the level of competitiveness of MSME products and strategies for increasing competitiveness through elements of (1) product quality, with indicators of product quality conformity, product quality demand, and ability to meet product quality requirements. (2) Market access, with indicators of market reach and ease of access. (3) Customer demands with indicators of consumer claims and consumer demand capabilities. All data for each indicator were taken descriptively using an ordinal measurement scale.
Company strategy and competitive structure (firm strategy, structure, and rivalry) is one of the main dimensions of the Porter Diamond model used to measure the level of competitiveness of MSME products and strategies for increasing competitiveness through elements (1) competitive strategy with market segmentation indicators, determining target markets, (2) managerial capabilities with indicators of the ability to regulate markets, and the ability to open market networks. (3) Price reductions with indicators of the frequency of implementing price-reduction strategies and price comparisons when reducing prices. (4) Cost efficiency, with indicators of production cost planning, raw material cost efficiency, labor cost efficiency, maintenance cost efficiency, and supporting cost efficiency. All data for each indicator were taken descriptively using an ordinal measurement scale.
Related and supporting industries are one of the main dimensions of the Porter Diamond model used to measure the level of competitiveness of MSME products and strategies for increasing competitiveness through elements (1) linkages with other industries with indicators of relationships with related industries, support from related

industries, (2) strength of supporting industries with indicators of support from port facilities, support from the packaging industry. All data for each indicator were taken descriptively using an ordinal measurement scale.

The role of the government is one of the supporting dimensions of the Porter Diamond model used to measure the competitiveness of MSME products and strategies for increasing competitiveness through the following elements: (1) Technical assistance from the local government with indicators of mentoring and coaching, technical guidance and training, assistance with equipment and supplies, assistance with raw materials, ease of investment, and marketing assistance. (2) Financial assistance from the local government, with indicators of capital assistance and tax incentives. (3) Quality control using product quality monitoring indicators. All data for each indicator were taken descriptively using an ordinal measurement scale.

Opportunity is one of the supporting dimensions of the Porter Diamond Model used to measure the level of competitiveness of MSME products and strategies for increasing competitiveness through elements of (1) developing investor interest with indicators of investment guarantees, investment profits, and risks. (2) Improving technology with indicators of improved production, communication, and marketing technologies. (3) Improving socio-political conditions with indicators of increasing community knowledge, improving community skills, increasing community participation, community empowerment, management of customary rights, and political development. All data for each indicator were taken descriptively using an ordinal measurement scale.

Based on ranking process *hierarchy analysis*(AHP), the competitiveness of MSME products is determined by the first dimension of the Government Role with a value of 0.2842. Second, it was determined by the opportunity dimension with a value of 0.2749. Third, it is determined by the Factor Condition dimension, with a value of 1.915. Fourth, it was determined by the factor condition dimension with a value of 1.915. by the dimensions of corporate strategy and competitive structure, with a value of 0.803. Fifth, it is determined by the dimension of demand conditions, with a value of 0.690. Sixth, the dimensions of related industry factors and supporting industries were determined, with a value of 0.000.

With the influence of each dimension that determines the competitiveness of MSME products in Jayapura City, the strategic direction for developing the competitiveness of MSME products in Jayapura City is based on the results of the AHP analysis based on the dimensions and variables according to Porter Diamond.

TABLE 3. RESULTS OF THE STRENGTH ANALYSIS OF FACTORS FORMING THE
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5	Opportunity	2	2	II
6	Role of Government	1	1	I

Source: Processed Data, 2025.
   Description: AHP (Analytic Hierarchy Process).

Table 3. The strategic direction for increasing the competitiveness of MSME products is as follows:

1. Increasing the Role of Government: The strategy that must be implemented is optimizing the government in providing technical assistance, capital assistance, and quality control.

2. Increasing the Opportunity factor (chance); The strategy that must be carried out by the government is to maintain security stability so that business actors feel comfortable investing in the city of Jayapura with stable sociopolitical conditions. Many investors will come to Jayapura, accompanied by technological improvements, and will be able to increase the competitiveness of the city of Jayapura.

3. Improving condition factors; the strategy used is to maximize local raw materials and utilize local workers who have good skills, as well as capital sources that are always available from banks that can support business improvement and development.

4. Improving company strategy and competitive structure (firm strategy, structure, and rivalry); optimizing competitive strategy, price reduction, managerial capabilities, and cost efficiency.

5. Improving Demand Conditions: The strategy that must be implemented is to optimize product quality by always maintaining product quality, meeting customer demands, and expanding market access so that the product becomes more widely known.

6. Improving related and supporting industries is also important. The strategy implemented is to establish cooperation with other industrial managers to support the products that will be made and marketed.

The results of the research analysis of the Strategy for Improving MSME Products in Jayapura City using the Hierarchy Process Analysis (AHP) tool, from the six dimensions of Porter Diamond that have a strong influence on the Strategy for Improving the Competitiveness of MSME Products in Jayapura City are the dimensions of Increasing the Role of Government: The strategy that must be implemented is optimizing the government in providing technical assistance, capital assistance, and quality control.

Therefore, greater attention must be paid to improving socio-political conditions, which can provide security and comfort for business managers and thus attract investors. Technological improvements, particularly in communication technology, require more attention, as they are related to the marketing of products.

CONCLUSION.

Strategy to increase the competitiveness of MSME products in Jayapura City using the Hierarchy Process Analysis (AHP) tool, from the six dimensions of Porter Diamond that have a strong influence in increasing competitiveness in Jayapura City is the strategy to increase the competitiveness of MSME products, namely: 1. Increasing the Role of Government (role of Government): The strategy that must be carried out is optimizing the government in providing technical assistance, capital assistance, and quality control. Therefore, it must receive more attention, especially those related to improving socio-political conditions, which can provide security and comfort to business managers so that they can attract investor interest. Technological improvements need to get more attention, especially communication technology which will be related to marketing the products that will be marketed

SUGGESTION

1. The government can help with product marketing and promotion by inviting MSME business actors to participate in exhibitions and bazaars held by the government so that MSME products are better known to the public and their sales increase.

2. The government can create a safe political environment in Jayapura City to guarantee security for entrepreneurs or investors to invest in Jayapura City.

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