

ESTABLISHMENT OF A SUSTAINABLE SOCIAL SUPPORT-ORIENTED EMPLOYMENT AND ENTREPRENEURSHIP ECOSYSTEM IN THE NORTH MOROWALI NICKEL INDUSTRY REGION

Slamet Riadi^{1*}, Muh. Nawawi¹, Tuti Haryanti², Ayi Latifah², Reza Mahendra Krisnamurti²

¹Faculty of Social and Political Science, University of Tadulako, Palu

²Balai Besar Perluasan Kesempatan Kerja Bandung Barat, Ministry of Manpower of the Republic of Indonesia

Author coreponden : Slamet Riadi

E-mail : slametriadi@untad.ac.id

Submit: 13 March 2025, Revised: 18 March 2025, Accepted: 20 March 2025

DOI : <https://doi.org/10.22487/agroland.v11i2.2478>

ABSTRACT

This study aims to investigate and evaluate Social Support in the development of a Sustainable Employment and Entrepreneurship Ecosystem within the North Morowali Nickel Industrial Area, focusing on (1) the Upstream-Downstream Employment and Entrepreneurship Ecosystem in the North Morowali Nickel Industry; (2) work plans and potential collaborations concerning Multistakeholder Entrepreneurship Initiatives in the North Morowali Nickel Industrial Area; and (3) Gap Analysis (Current Condition vs. Ideal Condition) in the North Morowali Nickel Industrial Area. This study employs a qualitative methodology utilizing a case study approach. Data collecting methods included online questionnaires, in-depth interviews with diverse stakeholders, focus group discussions (FGD) with stakeholder representatives, and document analysis. Thematic analysis was employed to discern the primary themes associated with social support and the employment and entrepreneurial ecosystem in the North Morowali Nickel Industry region.

Keywords: Employment, entrepreneurship, Social Support, Morowali North Nickel Industrial Zone.

INTRODUCTION

North Morowali Regency is one of the 13 districts and cities in Central Sulawesi Province. This region possesses remarkable potential for cultivating upstream-downstream business ecosystems for the Ministry of Manpower's Independent Workforce Program, centered on agricultural, fisheries, and ecotourism products. The tropical environment facilitates natural fish

farming, food processing of sago and snakehead fish, and tourism in Tomori Bay, all contributing to the development of a viable local economy in North Morowali. This region is a prominent hub in the nickel industry. According to data from the Mining Business Permit (IUP) in North Morowali Regency, there are 38 permits covering an area of 69,156 hectares, equivalent to 691.56 square kilometers, which constitutes 6.91 percent of the total area of North Morowali Regency

(10,004.28 square kilometers). <https://dpmptsp.sultengprov.go.id/wp-content/uploads/2023/11/Potensi-Sulawesi-Tengah-Pertambangan.pdf>

The North Morowali Region's potential, if fully harnessed, can serve as a basis for the advancement of Independent Workers (TKM) in alignment with the government's initiatives to provide productive and sustainable employment. The government policy aims to enhance local economic competitiveness by promoting area-based employment possibilities, emphasizing human resource development, entrepreneurship, and innovation across diverse economic sectors.

Consequently, robust social support and the establishment of a sustainable job and business ecosystem are essential to actualize this potential. In this environment, the significance of social support is paramount. This help encompasses diverse elements, including skills training, business aid, infrastructure provision, and access to money. Diverse stakeholders, such as municipal authorities, the commercial sector, educational institutions, and local communities, must collaborate to foster an environment conducive to the development of small and medium enterprises (SMEs) in this region. The area-specific employment opportunity expansion initiative launched in North Morowali seeks to enhance local potential by fostering an employment and entrepreneurship environment. This initiative aims to enhance the local workforce's capacity, assist micro, small, and medium enterprises (MSMEs), and construct infrastructure that facilitates economic activities. Consequently, the objective is to establish a mutually beneficial and sustainable ecology. The profiling of independent workers (TKM) in North Morowali constitutes a crucial preliminary phase in formulating a focused development strategy. This data elucidates the features and requirements of the local workforce, enabling the

customization of programs to enhance their abilities and competitiveness in the job market. Moreover, collaboration with diverse stakeholders fosters robust synergies that bolster local economic development.

By employing a collaborative strategy and comprehensive social assistance, it is anticipated that the North Morowali Region will serve as a paradigm for the development of other regions in Indonesia. The primary objectives in achieving this vision include enhancing corporate sustainability, using technology, and implementing eco-friendly waste management practices. Consequently, the North Morowali Region will emerge as both a premier tourism destination and a hub for innovation and sustainable entrepreneurship.

RESEARCH METHODS

- a. Research Methodology.
This research employs a qualitative methodology utilizing a case study approach. The case study was selected to offer an in-depth comprehension of the social and economic environment of the North Morowali Nickel Industrial Area.
- b. Data Acquisition
The data included in this study were acquired through various data collection methodologies, including:
 - Questionnaire: Administered to gather data using an online survey at the following link: <https://forms.gle/Qg1HpiRxJ4HasXNBA>
 - In-depth Interviews: Executed with diverse stakeholders, encompassing local governments, commercial entities, and community organizations. This interview seeks to gather information regarding current social support and the obstacles encountered in cultivating the job and entrepreneurship ecosystem.
 - Focus Group Discussion (FGD): The FGD convened representatives from

diverse stakeholders, including government officials and other key partners. This focus group discussion seeks to ascertain the requirements and anticipations of business stakeholders, as well as techniques that might be employed to enhance social support.

- Document Study: An examination of documents was performed on reports, policies, and associated programs implemented in both regions. This document outlines the program's implementation and the results obtained
- c. Data Analysis The collected data were examined through thematic analysis techniques to discern the primary topics pertaining to social support and the job and entrepreneurship ecosystem. This examination encompasses:
 - Assessment of Current Conditions: Outlines the social support frameworks present in the North Morowali Area, encompassing programs and initiatives that have been established.
 - Gap Analysis: Assessing the disparity between current conditions in North Morowali and the optimal conditions delineated for the North Morowali Area. This investigation seeks to identify deficiencies and provide enhancements.
- d. Validation of Findings The study's findings were corroborated by data triangulation by

comparing the results of interviews, focus group discussions, and document analyses. This validation guarantees that the results are founded on precise and dependable data.

RESULTS AND DISCUSSION

Geographical and Demographic Location

North Morowali is one of the regions in Central Sulawesi Province, which astronomically, is located between 010 31'12'' South Latitude and 030 46'48'' South Latitude and between 1210 02' 24'' East Longitude and 1230 15' 36'' East Longitude. Furthermore, based on its geographical position, North Morowali has the following boundaries:

- North: Tojo Una-Una Regency;
- South: South Sulawesi Province and Morowali Regency;
- West: Poso Regency; and
- East: Banggai Regency and Tolo Bay Waters.

The distance of the North Morowali area from the capital city of Central Sulawesi Province is 416 km. In terms of total area, North Morowali is the largest area in Central Sulawesi, with an area of 8,736,006 km², or 14.18% of the total area of Central Sulawesi Province. (Central Sulawesi in Figures, 2024).

Viewed from the area of the North Morowali area, it can be described that in the North Morowali area there are 10 sub-districts, namely:

Table 1. 10 Subdistricts in The North Morowali

No.	Kecamatan	Ibukota Kecamatan	Luas (Km ²)	%
1	Mori Atas	Tomata	1.508,81	15,08
2	Lembo	Beteleme	675,23	6,75
3	Lembo Raya	Petumbea	657,61	6,57
4	Petasia Timur	Bungintimbe	509,77	5,10
5	Petasia	Kolonodale	646,34	6,46
6	Petasia Barat	Tiu	480,3	4,80
7	Mori Utara	Mayumba	1.048,93	10,48
8	Soyo Jaya	Lembah Sumara	605,51	6,05
9	Bungku Utara	Baturube	2.406,79	24,06
10	Mamosalato	Tanasumpu	1.464,99	14,64
Morowali Utara		Kolonodale	10.004,28	100,00

Data Source: North Morowali Regency in Figures, 2024

Regional Potential

North Morowali, located in Central Sulawesi, Indonesia, has extraordinary potential in developing upstream-downstream business ecosystems for the Ministry of Manpower's Independent Workforce Program based on agricultural, fisheries and ecotourism products. With its tropical climate that supports the growth of natural fish farming, food processing from sago and snakehead fish and Tomori Bay tourism in North Morowali as an effort to develop a sustainable local economy.

North Morowali Regency has a lot of potential, including:

- Natural resources: North Morowali Regency has abundant natural resources, such as nickel, petroleum, iron ore, granite, marble, rattan, wood, agarwood, and resin.
- Mining industry and renewable energy: North Morowali Regency has great potential in developing the mining industry and renewable energy. <https://morowaliutarakab.bps.go.id/id/statistics-table/1/MjAxIzE=/potensi-pertambangan-dan-energi-kabupaten-morowali-utara-yang-telah-dikelola-2014.html>

Potensi Pertambangan dan Energi Kabupaten Morowali Utara yang telah Dikelola, 2014

Jenis Bahan Tambang/ Galian	Luas Area (Ha)	Lokasi Tambang
Minyak Bumi dan Gas Alam	3 632	Desa Boba (Bungku Utara) dan Desa Kolo Atas (Kec. Bungku Utara)
Nikel	199 297,89	Kec. Petasia, Kec. Petasia Barat, Kec. Petasia Timur, Kec. Lembo, Kec. Lembo Raya, Kec. Soyojaya, Kec. Bungku Utara, dan Kec. Mamosalato
Chromit	7 707	Desa Uewajo (Kec. Bungku Utara)
Marmar	249	Desa Bungintimbe (Kec. Petasia Timur) dan Desa Mondowe (Kec. Petasia Barat)
Jumlah	210 885,89	

Sumber: Dinas Pertambangan dan Energi Kabupaten Morowali Utara

- Profile of the Independent Manpower Institution (TKM) of the North Morowali Industrial Area in 2024.

In 2022 to 2023, there were 8 TKM groups registered to receive business assistance from the Ministry of Manpower. In 2024, there were 6 TKMs still running, 1 TKM changed business, and 1 TKM was no longer active. The following table presents the TKM groups that are still active and those that are not.

Social Support in Fostering the Development of an Employment and Entrepreneurship Ecosystem in the North Morowali Nickel Industrial Zone

The swift advancement of the North Morowali Area as a hub for nickel

industrial growth in Central Sulawesi is associated with an increasing demand for clean water to facilitate diverse operations in the region. Consequently, an assessment of the necessity for potable water in the North Morowali Area is required. According to the 2024 North Morowali Regency Regional Statistics report, public knowledge of safe drinking water appears to be improving. The percentage of residences located more than 10 meters from the drinking water supply to the reservoir is substantial, at 64.61 percent.

Image depicting the percentage of residences located more than 10 meters from the drinking water source to the reservoir in the North Morowali Nickel Industrial Area.

Table 2. TKM Group Participation Levels in 2024

No	MSMEs	Chair	Type of Business	Established	MSME	District	participation
1	Journey Adventure	Ahmad Azhar	Tourism Services	2017	2022	Kolonodale/Petasia	Active
2	Meambo	Tris Dasa Mei Tohura	Making Various Chips and Sticks	2014	2022	Korololama/Petasia	Active
3	Bolu Gita	Elvina Lambe	Making Sponge Cake	2012	2022	Korololaki/Petasia	Active
4	Kompono Tiu	Jun Pombalawo	Fishing	2022	2022	Itu/Petasia Barat	Active
5	Nurhikmah	Ermis	Making Bagea from Snakehead Fish	2022	2022	Onepute/Petasia Barat	Less Active / Seasonal
6	Kompono Tabea	Marnita Toganti	Making Fish Abon	2022	2022	Tontowea/Petasia Barat	Less Active / Seasonal
7	Pemilihan Benih	Erlin Rawati	Raising Snakehead Fish	2022	2022	Tontowea/Petasia Barat	Less Active (Switching business to crafts), and producing seasonally
8	Aglonema	Hastarita	Corn Farming	2022	2022	Korowou/Lembo	Inactive

Sumber: Hasil Olahan, Desember 2024.

Provision The water supply in urban areas of North Morowali is administered by the UPT Regional Drinking Water Supply System of North Morowali Regency, classified as A under the Public Works and Spatial Planning, Housing and Settlement Service of North Morowali Regency. The community's access to clean water is derived from mountain water sources. Currently, the availability of water from the mountains is at risk of contamination due to the accelerated mining activities in the region, which are believed to contribute to the pollution of water sources with heavy metals and industrial waste that taint rivers and soil.

According to media reports, nickel mining operations in North Morowali Regency over the past three years are believed to have resulted in environmental degradation, including flooding, contamination of community water sources, and air pollution from coal-fired

power plants. On September 6, 2024, the villages of Towara, Bungintimbe, and Molino in the Petasia Timur District of North Morowali witnessed significant floods, submerging people's homes to a depth of half a meter and causing the community's water to appear brownish. <https://walhisulteng.org/krisis-air-bersih-dan-polusi-udara-di-morowali-utara/> (16/12/24, 09:00)

Consequently, to ensure the sustainability of a region, it is deemed essential to bolster the environment for social entrepreneurship as a pressing issue in the advancement of TKM. Numerous studies indicate that a robust entrepreneurial ecosystem is crucial for addressing the issues encountered by social entrepreneurs, particularly when resources are scarce. This support may manifest as "fuel" (resources and money), "hardware" (physical infrastructure), and "DNA" (robust social networks), which underpin the sustainability and growth

of social enterprises (Gonzalez & Dentchev, 2021).

A. The involvement of universities in fostering social entrepreneurship is essential for the advancement of TKM. A study in Latin America emphasized that colleges can serve as significant contributors to the entrepreneurial ecosystem by supplying the knowledge, resources, and networks essential for social entrepreneurs (Gonzalez & Dentchev, 2021). This conclusion, albeit contextualized differently in North Morowali, is pertinent to the potential function of colleges or educational institutions in the region in assisting local entrepreneurs.

The connection between ecosystem support and job creation requires backing from entrepreneurship ecosystem stakeholders, including funding institutions, government entities, and communities, to enhance job creation and elevate the quality of entrepreneurship, thereby fostering regional economic development (Trabskaia et al., 2023). The significance of social capital among ecosystem participants is crucial for establishing a successful and sustainable entrepreneurship environment. This pertains to the mutual support of diverse entities, including the government and local industry stakeholders, in fortifying entrepreneurial networks (Theodoraki et al., 2018).

B. Employment and Entrepreneurship Ecosystem in North Morowali: Upstream and Downstream Dynamics

The government and local stakeholders are collaborating to establish a sustainable business ecosystem via training, empowerment, and marketing initiatives. Intensive collaboration is anticipated to foster inclusive economic growth in North Morowali.

a. Potential of Regional Goods

Food and beverage items, including chips, fish sticks, snakehead fish bagea, fish floss, sponge cakes, and many

traditional snacks, represent local attractions and distinctive advantages. This product is recognized for its unique flavor and utilizes locally sourced raw materials prevalent in the Lombok region. The accessibility of local raw resources, including bananas, purple sweet potatoes, moringa, snakehead fish, and boto-boto fish, is the primary component that underpins the chips and snacks industry. Utilizing local materials not only diminishes production expenses but also bolsters the economy of local farmers and fishers.

b. Market Prospects.

The burgeoning development of the North Morowali region as a nickel industrial hub presents significant potential for the advancement of the Tomori Bay ecotourism destination, while the growth of small and medium enterprises (SMEs) in the creative economy sector offers substantial opportunities to enhance market share. Migrant and local labor, together with frequent tourists, seek regional mementos, hence augmenting the demand for these products.

The Digital Market and E-commerce offer avenues for creative economy items characteristic of North Morowali to access a broader market, extending beyond Kolonodale to other districts and even internationally. Platforms like Tokopedia, Shopee, Instagram, and social media serve as efficient channels for product promotion and sales.

c. Challenges Encountered

Despite the growing market potential, several company entities encounter challenges in securing finance to enhance manufacturing capacity. Moreover, the constraints of basic production equipment frequently hinder the maintenance of product quality and quantity uniformity.

The lack of a corporate registration number and halal certification constitutes a significant barrier for TKM in promoting

their products. The influence of traditional food chips and snacks in the North Morowali region must contend with external products that have obtained a Business Identification Number and Halal Certification, along with innovative business strategies in taste, packaging, and marketing.

d. Business Development Strategies.

The local government, universities, and affiliated organizations have conducted entrepreneurial training and mentoring for TKM participants, particularly in the food and beverage industry. The program emphasizes enhancing production abilities, packaging, digital media utilization for marketing, marketing network growth, product innovation, product/service expansion, and collaborative marketing (Joint UMKM Outlets).

Numerous government initiatives facilitate access to finance for small business operators, including the people's business credit (KUR) with reduced interest rates. This assistance enables business entities to enhance their operations, including the modernization of production equipment or the augmentation of production capacity.

e. The Role of Community and Cooperation

Collaboration with the government and other strategic partners, including tourist stakeholders, food and beverage enterprises, and banking institutions, will create chances to market their products.

f. Regional Economic Influence.

Enterprises within the creative economy sector can employ local labor, encompassing homemakers and youth from the community. This indirectly enhances the standard of living for the communities surrounding the North Morowali region.

Products from the creative economy in North Morowali contribute to both economic development and the preservation of local cultural identity. By emphasizing traditional culture and the

narratives associated with the items, business stakeholders facilitate the introduction of local culture to tourists.

C. Current Conditions in the North Morowali Region.

1. Legal Compliance in Business

The majority of Independent Workers (TKM) in North Morowali lack a Business Identification Number (NIB). Out of the 8 current TKM, only 2 possess an NIB, specifically TKM Journey Adventure and TKM Meambo, while the remaining 6 TKM lack an NIB.

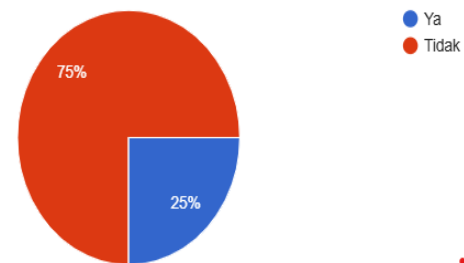


Figure 1. Ownership of Business Identification Number

Similarly, with the Ownership of Halal Certification, where of the 8 existing TKM, only 1 of them has halal certification, namely TKM Journey Adventure, while the other 7 TKM do not yet have halal certification.

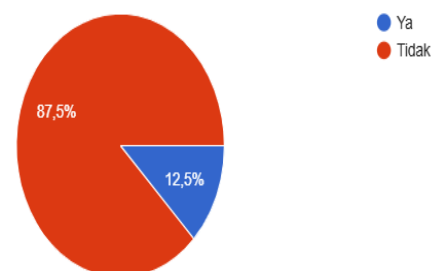


Figure 2. Ownership of Halal Certification

In Indonesia, the existence of a NIB is a requirement in the form of an identity given to entrepreneurs, both individuals and business entities, who are registered in the business licensing system.

This NIB also functions as access to obtain business permits and various documents needed to carry out business activities legally. The existence of NIB ownership is an effort to legalize business formalities, which is in line with the government's policy to digitize the business licensing system (Ministry of Trade of the Republic of Indonesia, 2022).

Furthermore, the need for ownership of halal certification is an important aspect in the food industry and other consumer products in Indonesia, considering that the majority of the population is Muslim. A halal certificate shows that the product meets the halal standards set by the Indonesian Ulema Council (MUI). However, in North Morowali, there is only one TKM. This halal certification is a challenge for many TKM, especially for those who do not know the procedures or are unable to meet the required requirements. In fact, halal certification can increase competitiveness and expand the market, both domestically and internationally (Dewi & Permata, 2021).

Therefore, further efforts are needed to assist TKM in North Morowali in obtaining NIB and halal certification. Training programs, counseling, and support from the government and related institutions can be a solution so that all TKM can utilize existing legal facilities, so that their businesses can develop more optimally.

2. Type of Business and Length of Operation

The majority of TKM in the North Morowali area are engaged in the food and beverage sector, followed by services and crafts. The length of business varies from less than one year to more than five years, with most being in the early or middle stages of development.

Of the 8 existing TKMs, the types of businesses they run can be categorized into 3 types of businesses with a composition of 5 TKMs engaged in the Food and beverage sector (TKM Meambo, Bolu Gita, Nurhikmah, Komponi Tobe, and Aglonema). In the service sector, there

are 2 TKMs, namely Journey Adventure and Kompono Tiu. While 1 TKM is engaged in the craft sector, namely TKM Seed Selection.

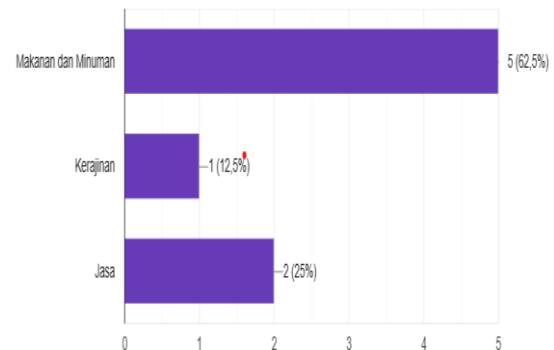


Figure 3. Types of TKM Businesses

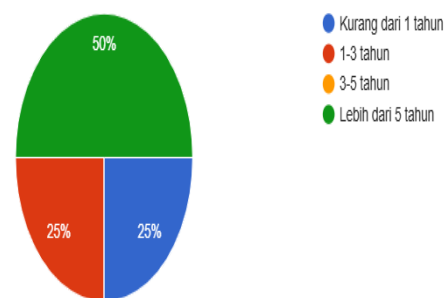


Figure 4. Length of Business Operation

Of the 8 existing TKMs, 4 TKMs have been operating for more than 5 years (Journey Adventure, Me'ambo, Bolu Gita, and Kompono Itu), 2 have been operating for 1-3 years (TKM Nurhikmah, and Benih Selection), and 2 TKMs have been operating for less than 1 year (Kompono Tabea, Aglonema)

Along with the development of these sectors, the majority of TKM businesses in North Morowali are in the early or middle stages of business development. Most of the existing TKMs have only been established for less than a year, indicating quite high dynamics in this sector. This also indicates that there are great opportunities and challenges in supporting the sustainability and growth of these businesses. In addition, with more than five years of operation, TKMs that

are in the further development stage have the potential to expand their markets and improve product quality (Sutrisno, 2021).

Overall, the diversity of business sectors in North Morowali, both in the fields of food and beverages, services, and crafts reflect great potential for local economic development and improving community welfare. The government and related parties need to pay more attention to access to training, financing, and marketing so that TKM can continue to grow and be competitive in an increasingly competitive market.

3. Capacity and Income

Seen from the number of employees by TKM in the North Morowali area, 2 clusters are reflected. The first cluster is TKM that has between 1-5 employees, as many as 5 TKM, namely Journey Adventure, Me'ambo Nurhikmah, Aglonema, and Benih Selection), the rest are in the cluster of employee ownership between 6-10 people, as many as 3 TKM, namely TKM Kompono Tabea, Bolu Gita, and Kompono Tiu.

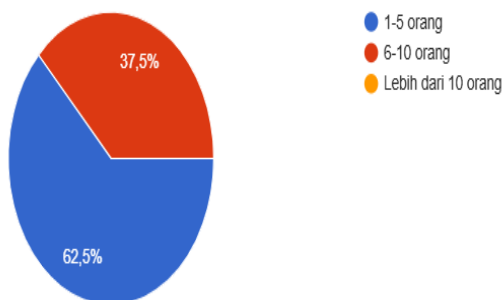


Figure 5. Average number of TKM employees

Furthermore, in terms of turnover, of the 8 existing TKMs, 1 TKM has a turnover of more than 10 million, namely TKM Journey Adventure, 3 TKMs have a turnover of between 5-10 million, namely TKM Me'ambo, Bolu Gita, and Kompono Itu. The remaining 2 TKMs have a turnover of 1-5 million, namely TKM Nurhikmah and Benih Selection, and 1 TKM has a turnover of less than 1 million, namely TKM .Aglonema.

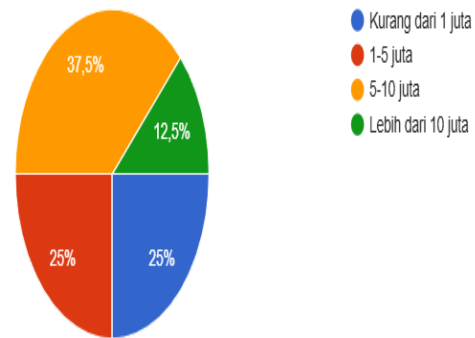


Figure 6. Average monthly turnover of TKM

Based on existing findings, the number of employees in small and medium enterprises (SMEs) in Indonesia, as seen in TKM, varies between 1-5 and 6 to 10 people, reflecting a smaller but structured business scale. This diversity in the number of employees can affect the capacity and operational efficiency of a business. A study found that SMEs with smaller teams have higher flexibility in decision-making, although they are often constrained by limited resources (Indriani & Nugroho, 2019). However, despite the smaller number of employees, adaptation to technology and efficient business strategies can significantly increase company productivity (Setiawan et al., 2021).

Regarding the turnover that varies between less than 1 million to more than 10 million per month before mentoring, this illustrates the challenges faced by many TKM in terms of revenue growth. The decline in financial performance among SMEs is often caused by managerial factors and limited access to a wider market (Yani & Nasution, 2020). However, business mentoring, which usually involves implementing more effective marketing strategies and improving financial and operational management, has been shown to significantly improve SME performance. Several studies have shown that mentoring in the form of training and mentoring can contribute to an increase in revenue of more than 50% in some cases (Ginting et al., 2022).

Mentoring provides great benefits in improving SME entrepreneurs'

understanding of more efficient management and improving the quality of products and services. As stated by Luthfi (2021), the implementation of mentoring strategies in SMEs can encourage faster growth by optimizing the use of existing resources. The emphasis on improving managerial and marketing capabilities is also an important factor in this success.

4. Managerial and Innovation Capabilities

Mentoring has improved managerial and product innovation capabilities, although there are still challenges in digital marketing strategies and market access. Overall, although mentoring provides significant benefits in managerial development and product innovation, more attention needs to be paid to strengthening digital marketing strategies and expanding market access for SMEs so that its positive impact can be felt to the maximum.

Based on recent findings, mentoring has been shown to be effective in improving managerial and product innovation capabilities across sectors. Studies have shown that business mentoring, especially in the context of managerial capacity building and product innovation, can strengthen leaders' skills in making more strategic and adaptive decisions to market changes. In addition, mentoring can introduce entrepreneurs to best practices in innovation and product development (O'Connor et al., 2019).

However, there are significant challenges in implementing digital marketing strategies and market access, especially for small and medium enterprises (SMEs). Research conducted by Cheng et al. (2019) identified that although SMEs often benefit from mentoring in terms of product development, they still struggle to leverage digital channels to expand their market reach. Factors such as resource constraints and lack of digital skills are major barriers for entrepreneurs who want to leverage digital marketing effectively.

The importance of market access is also an issue that is considered in many

studies. Mentoring can assist in the introduction of new market opportunities, but such access is often limited by external factors such as a lack of strong industry relationships and barriers in distribution logistics (Lau et al., 2020).

D. Ideal Conditions in the North Morowali Area

The North Morowali area, as one of the nickel industry developments, has great potential in supporting economic growth through the development of micro, small, and medium enterprises (MSMEs). In creating ideal conditions for MSMEs in this area, several key factors need to be considered. Legality and certification, such as Business Identification Number (NIB) and halal certification, are important bases for ensuring competitiveness and expanding market access, especially in the food and beverage sector. In addition, structured business development with a clear business model and good managerial capabilities are essential for MSMEs to be able to innovate sustainably. Support for market access and capital, especially through effective digital marketing strategies, also strengthens business growth. Finally, the use of digital technology to improve operational efficiency and expand market reach is an inseparable element of MSMEs' success in facing global challenges and competition.

1. Legality and Certification: All MSMEs have a NIB and halal certification, especially for the food and beverage sector, to improve competitiveness and market access.

For business actors, especially in the food and beverage sector, legality and certification play a very important role. TKM (Tumbuh Kembang Masyarakat) which has a Business Identification Number (NIB) and halal certification not only meets applicable legal requirements, but is also a determining factor in winning market competition. In the food and beverage sector, halal certification is one of the main requirements for gaining

wider market access, especially in countries with a Muslim majority population. This certification increases consumer credibility and trust, which leads to increased demand for products (Saragih, 2022). In addition, NIB also provides legal protection for business owners, which facilitates access to various financing facilities and government incentives.

2. **Business Development:** TKM has a consistent and structured business model, with strong managerial capabilities and continuous product innovation.

Planned business development and having a clear business model are very important for business sustainability. TKM that has a consistent and structured business model can more easily face dynamic market challenges. The key to this development is strong managerial capabilities and an innovative approach to product development. In this case, continuous product innovation allows TKM to remain relevant in the market, meet changing consumer needs, and compete with existing competitors (Arifin et al., 2023). Good management also optimizes resource management, improves operational efficiency, and drives long-term growth.

3. **Market and Capital Access:** TKM has broad access to markets and financing sources, supported by an effective digital marketing strategy.

Broad access to markets and financing sources are two very vital pillars in supporting TKM's success. In the digital era, an effective marketing strategy through social media, e-commerce platforms, and various other digital channels is very important to expand market reach. Digital marketing allows TKM to reach consumers more widely and interact more personally with the audience. In addition, easier access to financing sources, both from traditional financial institutions and from investors, can provide the capital needed for business

expansion (Wahyuni & Sari, 2021).

4. **Utilization of Technology:** Optimal utilization of digital technology to improve operational efficiency and expand market reach.

The use of digital technology is a factor that cannot be ignored in managing TKM. Technology allows for increased operational efficiency through better management systems, process automation, and faster data processing. On the other hand, technology also plays an important role in expanding market reach. By utilizing digital platforms, TKM can access global markets, reduce geographical barriers, and offer their products in various countries. The use of e-commerce and mobile applications also allows consumers to purchase products easily, increasing sales conversion rates (Susanto & Yulianto, 2022).

CONCLUSION AND SUGGESTION

Conclusion

- (1) The Upstream - Downstream Ecosystem of Employment and Entrepreneurship in the North Morowali Nickel Industry, is carried out by establishing collaboration between the Government and local stakeholders, through training, empowerment, and marketing. This collaboration is expected to support inclusive economic growth in the North Morowali industrial area.
- (2) The work plan and potential collaboration related to the Multistakeholders Entrepreneurship Initiatives of the North Morowali Nickel Industrial area are carried out in four stages, namely starting from the preparation and organization stage; program implementation; ecosystem development and strengthening; to the evaluation and improvement stage.
- (3) Gap Analysis (Existing Conditions vs Ideal Conditions) in the North

Morowali Nickel Industrial area, occurs in several aspects, namely in the aspects of legality and certification, business development, market access and capital, and utilization of technology.

Recommendation

1. Improving Legality and Certification: Facilitating the process of managing NIB and halal certification for TKM that do not yet have it to improve market access and product competitiveness.
2. Strengthening Capacity and Innovation: Organizing ongoing training to improve managerial capabilities and product innovation, as well as strengthening digital marketing strategies.
3. Market Access and Capital: Facilitating access to financing sources and expanding distribution networks to improve market access.
4. Utilization of Technology: Encouraging the adoption of digital technology to improve business efficiency and competitiveness, including training on the use of e-commerce platforms and social media.

ACKNOWLEDGEMENT

The authors extend their heartfelt appreciation to the Center for the Expansion of Employment Opportunities in West Bandung (Balai Besar Perluasan Kesempatan Kerja Bandung Barat), Ministry of Manpower of the Republic of Indonesia, for their financial support of this research. Their involvement has been important in advancing the study and ensuring the effective completion of this task.

REFERENCES

Arifin, Z., Rahman, A., & Pratama, Y. (2023). *Model Bisnis dan Inovasi Produk dalam Meningkatkan Daya Saing Usaha Kecil dan Menengah*. *Jurnal Ekonomi dan Bisnis*, 17(3), 45-61.

Badan Pusat Statistik Kabupaten Morowali Utara. *Statistik Daerah Kabupaten Morowali Utara* 2024.

Cheng, C. F., Lee, Y. H., & Yang, C. P. (2019). The influence of mentoring on entrepreneurial innovation: A conceptual framework. *International Journal of Entrepreneurial Behavior & Research*, 25(5), 1063-1084. <https://doi.org/10.1108/IJEER-03-2018-0171>

Dewi, L. S., & Permata, M. (2021). *Pentingnya sertifikasi halal untuk meningkatkan daya saing produk di pasar global*. *Jurnal Ekonomi dan Bisnis*, 45(2), 123-139.

Ginting, R., Sari, D., & Sihombing, R. (2022). Impact of mentoring on SME revenue growth: Case study of small businesses in North Sumatra. *Journal of Business and Economic Studies*, 14(2), 89-101.

Gonzalez, A. A. D., & Dentchev, N. A. (2021). *Ecosystems in support of social entrepreneurs: a literature review*. *Social Enterprise Journal*.

Indriani, H., & Nugroho, E. (2019). The role of human resources in small-medium enterprises: Employee satisfaction and business outcomes. *Business Research Journal*, 21(4), 124-132.

Kementerian Perdagangan Republik Indonesia. (2022). *Panduan pengurusan Nomor Induk Berusaha (NIB) bagi pelaku usaha*. <https://www.kemendag.go.id>

Krisis Air Bersih dan Polusi Udara di Morowali Utara, dalam <https://walhisulteng.org/krisis-air-bersih-dan-polusi-udara-di-morowali-utara>.

Lau, W. K., Leung, L. W., & Chan, E. H. (2020). Unlocking the potential of digital marketing in SMEs:

- Insights from mentoring programs. *Journal of Small Business and Enterprise Development*, 27(6), 931-948. <https://doi.org/10.1108/JSBED-02-2019-0051>
- Luthfi, D. (2021). The effect of mentorship on the growth of small and medium enterprises in Indonesia. *Journal of Indonesian Business*, 22(1), 45-58.
- Setiawan, R., Prasetyo, D., & Suryanto, P. (2021). Technological adaptation and performance in small enterprises: Evidence from Indonesia. *Technology and Innovation Management Review*, 11 (3), 70-80.
- Yani, S., & Nasution, N. (2020). Challenges faced by small enterprises in revenue generation: Insights from Indonesian SMEs. *International Journal of Business and Management*, 15(2), 112-120.
- O'Connor, E., Tuohy, A., & Fleming, P. (2019). Developing managerial capabilities through mentoring: An exploration of the relationship between mentoring and innovation in SMEs. *Innovation: Management, Policy & Practice*, 21(3), 310-323. <https://doi.org/10.1080/14479338.2019.1614441>.
- Peluang dan Peran Investasi Nikel Di Provinsi Sulawesi Tengah 2020 s.d 2022 dalam (<https://dpmptsp.sultengprov.go.id/wp-content/uploads/2023/11/Potensi-Sulawesi-Tengah-Pertambangan.pdf>).
- Saragih, M. (2022). Pentingnya Sertifikasi Halal dalam Meningkatkan Daya Saing Produk Makanan dan Minuman di Pasar Global. *Jurnal Pemasaran Indonesia*, 13(2), 89-102.
- Supriyadi, A. (2021). *Kerajinan tangan: Meningkatkan nilai tambah produk lokal*. Yogyakarta: Penerbit Andi.
- Susanto, A., & Yulianto, T. (2022). *Peran Teknologi Digital dalam Pengembangan Usaha Kecil dan Menengah di Indonesia*. *Jurnal Teknologi dan Manajemen*, 8(1), 101-113.
- Sutrisno, B. (2021). *Pengembangan UMKM dan potensi ekonomi lokal*. Jakarta: Universitas Indonesia Press.
- Trabskaia, I., Gorgadze, A., Raudsaar, M., & Myryläinen, H. (2023). *A bibliometric analysis of social entrepreneurship and entrepreneurial ecosystems*. Administrative Sciences.
- Theodoraki, C., Messeghem, K., & Rice, M. (2018). *A social capital approach to the development of sustainable entrepreneurial ecosystems: an explorative study*. Small Business Economics.
- Utomo, S. (2020). *Hidroponik sebagai solusi pertanian modern di Indonesia*. Surabaya: Penerbit Pustaka Ilmu.
- Wahyuni, S., & Sari, A. (2021). *Strategi Pemasaran Digital untuk Meningkatkan Akses Pasar UKM di Indonesia*. *Jurnal Digital Marketing*, 5(4), 150-165.
- Widodo, T. (2019). *UMKM dan sektor kreatif: Tren pertumbuhan ekonomi Indonesia*. Bandung: Penerbit Alfabeta.