

Analysis of Economic Competitiveness of East Manggarai Regency

Boldainus Angga¹, Marselina Ratu², Novi Theresia Kiak³
{angga.boldainus15@gmail.com¹, selynenaburatu@gmail.com², novi.kiak@staf.undana.ac.id³}

Nusa Cendana University^{1,2,3}

Abstract. This research aims to analyze the factors that determine the economic competitiveness of East Manggarai Regency, the potential for competitiveness, and strategies to improve the economic competitiveness. This research is qualitative descriptive research with analytical hierarchy process method. The study used primary data through questionnaires and interviews. Determinant factors of economics competitiveness of East Manggarai Regency consecutively are human resource, infrastructure, regional economy, and natural resources. The potential for improving the economic competitiveness lies in primary sector. The strategy for improving the competitiveness is developing MSMEs. The limitations of this research are determinants of economic competitiveness, economic competitiveness potential, and strategies to improve the economic competitiveness of East Manggarai Regency. This research can be adopt for regional development policies in East Manggarai Regency.

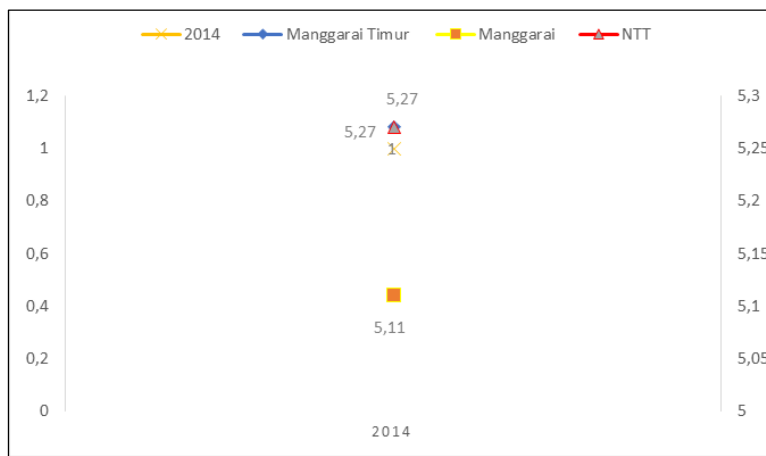
Keywords: Economic Competitiveness; Potential; Strategy

1 Introduction

The main goal of economic development is to improving the welfare of the society. Besides, economic development are integrated to the competitiveness.. In competitiveness term, determinants factors of competitiveness are the performance of economic development. In this case, the results of the economic development process are measured by economic performance which includes gross domestic income (GDP/ GDP), GDP /GDP growth rate, sectoral economic performance, and investment attractiveness. Another measure to determine the performance of an economy is the impact of economic development on social indicators such as poverty, unemployment, income inequality and the quality of human development. One of the term in competitiveness is regional competitiveness. Regional competitiveness is the basis for the creation of national competitiveness. Economic competitiveness is an integral part in the local economy of East Manggarai Regency. The establishment of East Manggarai as a new autonomous region in 2007 implicitly contains an obligation to create regional competitiveness. To find out the condition of economic competitiveness of East Manggarai Regency, it is necessary to analysis the performance of socio-economic indicators in East Manggarai Regency.

In the period 2014-2018, the primary sector experienced negative growth. During this period, the primary sector decreased of 1.95 percent in average. In the same period, the

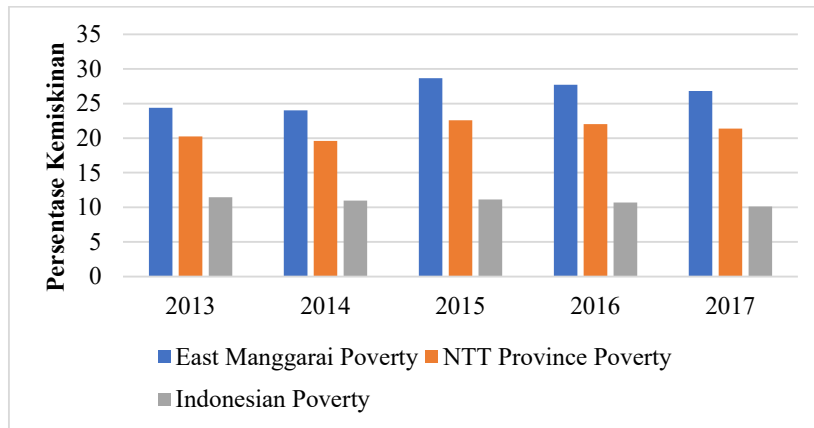
contribution of the secondary and tertiary sectors increased. In 2014-2018, contribution of the secondary sector grew by 1.92 percent in average. Meanwhile, the average growth of tertiary sector amounted to 1.82 percent. However, the growth rate of the tertiary sector's annually tends to decline. In 2015 the contribution of the tertiary sector grew 2.12 percent. In the following year the contribution of the tertiary sector consistently decreased. In 2018, the tertiary sector's only grew 1.54 percent. The economic growth of East Manggarai Regency has a negative trend. In 2015, economic growth in East Manggarai Regency declined by 3.21 percent. In 2016, it increased by 0.16 percent. In 2017 and 2018, the economic growth of East Manggarai Regency decreased by 0.28 and 0.37. From 2014-2018, of economic growth of East Manggarai Regency decreased by 0.93 percent.



Source: East Manggarai Regency BPS 2021 (data processed)

Fig. 1. Economic Growth of East Manggarai Regency

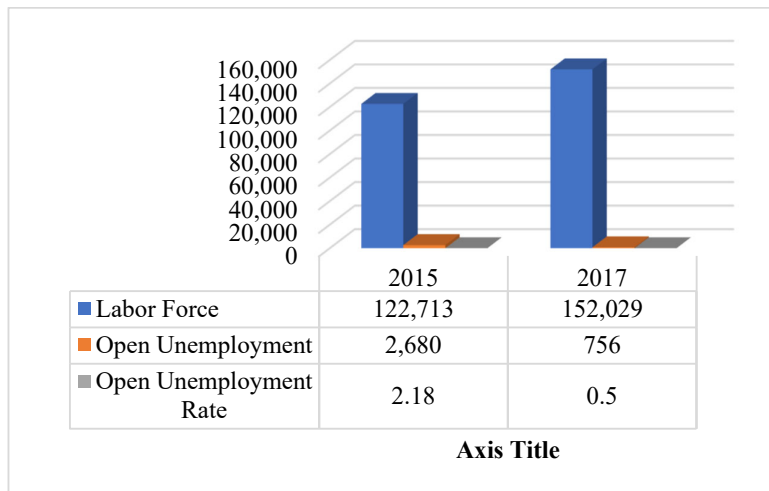
East Manggarai Regency has high poverty rate compared to East Nusa Tenggara Province and nationally. The high poverty rate in East Manggarai Regency has an impact on the low ability of the community to meet food nutrition needs, access education, information services and health services.



Source: East Nusa Tenggara Province BPS, 2021 (data processed)

Fig. 2. Poverty Rate Of East Manggarai Regency

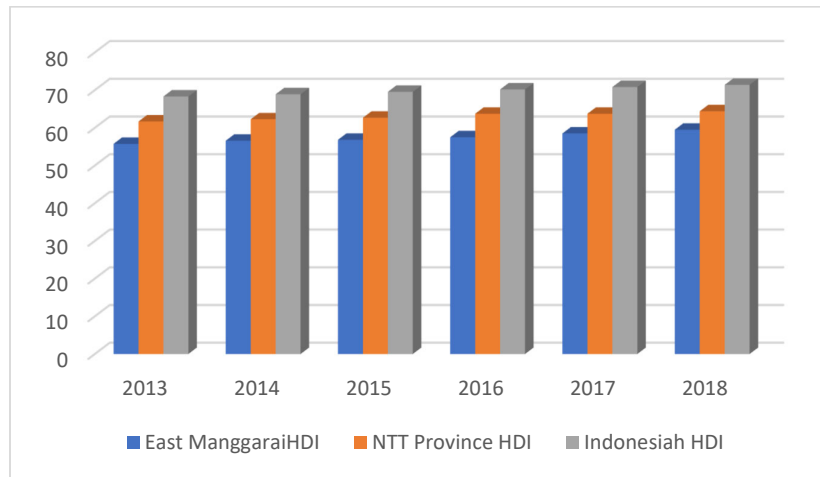
The open unemployment rate in East Manggarai Regency is at a low level. In addition, there is a downward trend every year. In 2015, the open unemployment rate of East Manggarai Regency amounted to 2.18 percent of the total labor force. In 2017, the unemployment rate opened up to just 0.50 percent of the total labor force. That's a 72 percent decreasing in the number of open unemployment in 2015.



Source: East Manggarai Regency BPS, 2021 (data processed)

Fig. 3. Open Unemployment Of East Manggarai Regency

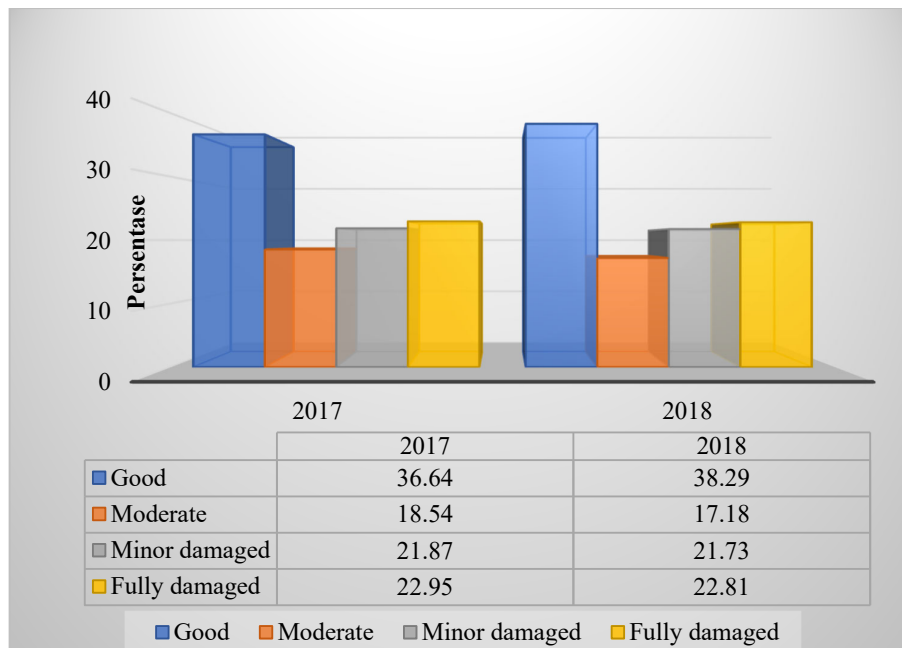
Another socio economic indicator is the Human Development Index. Human Development Index in East Manggarai Regency continues to improve, although not significantly. Human Development Index of East Manggarai Regency tends to survive at moderate levels.



Source: East Nusa Tenggara Province BPS, 2021 (data processed)

Fig. 4. Graphic Human Development Index of East Manggarai Regency

To support the acceleration of economic growth requires an adequate quantity and quality of infrastructure. The low quality and quantity of infrastructure has an impact on rising production costs, distribution costs (logistics), and transaction costs in other sectors.



Source: Office of Public Work of East Manggarai Regency, 2021 (Data processed)

Fig. 5. Road Condition Of East Manggarai Regency

The most critical issues in Indonesia is rules and bureaucracy. The complexity of bureaucratic mechanisms, especially about business licenses, has an impact on the lack of investor interest. At this level, awareness of the importance of good political, bureaucratic, and economic institutional governance becomes the right resolution to continue to move the process of fair and dignified economic development. Creating good institutions needs to integrate the recognition of property rights, limit elite actions, and provide equal opportunities for everyone (Yustika, 2012). East Manggarai Regency basically has potential. Sectorally, some business fields that are the base sector in East Manggarai Regency are the primary sector (agriculture and mining / quarrying), trade (large, retail, car and motor repair) information and communication sector, and service sector (education services, health and other social and service activities). Based on *Dynamic Location Quotient* (DLQ), some business fields that are classified as prospective are the agricultural, forestry and fisheries sectors, the construction sector, and the transportation and warehousing sectors. Referring to the conditions of the abundance of potential resources and the implementation of regional autonomy, the economy of East Manggarai Regency ought to performing well. However, the abundance of various potential is inversely to the achievement of socio-economic indicators of East Manggarai Regency. Based on the background, the author will conduct a study with the title "Analysis of The Competitiveness of East Manggarai Regency".

2 Literature Review

2.1 Relevant Previous Research

There are several studies relevant to this research. Research conducted by Evita Khairani Nasution and Paidi Hidayat (2015) on The Analysis of Economic Competitiveness of Tanjungbalai City showed that the determining factor of Tanjungbalai competitiveness in 2015 were physical infrastructure factor (0.293). Next in sequence are labor and productivity factors with a weight of 0.258, regional economies with a weight of 0.257, institutions with a weight of 0.113 and socio-political factors with a weight of 0.080. Research conducted by Tengku Siti Fatimah and Paidi Hidayat (2015) on Economic Competitiveness of Serdang Bedagai Regency. This study shows that the determinants of competitiveness of Serdang Bedagai Regency are Infrastructure Factor (0.255), Regional Economy (0.244), Labor and Productivity (0.208), Institutional (0.168), and Socio-Political Factors (0.128). Research was conducted by Linda Umasugi (2012) on Strengthening Local Potential to Increase Competitiveness in Ternate City. The results showed that in increasing the competitiveness of Ternate City the government optimized Trade and Industry Office. The main strategy for industrial sector is provides labeling on home industry product. Robert Huggins (2014) conducted research on *Regional Competitiveness, Economic Growth, and Stages of Development*. The results showed that the competitiveness of the region was determined by knowledge, innovation and entrepreneurial factors. These three factors are key in identifying the level of competitiveness of the region.

2.2 Competitiveness Theory

Competitiveness has a broad study, with the field of study ranging from micro-companies including elements outside the company such as business environment that are manifestly beyond the responsibility of the company. The breadth of these aspects can be company-specific, regional, or state-level (Fatimah and Hidayat, 2015). In Education Minister

Regulation No. 41 of 2007 on process standards, competitiveness interpreted as the ability to show better, faster or more meaningful results. The functions mentioned in Permendiknas No. 41 of 2007 include: (1) the ability to improve market position, (2) the ability to relate to the environment, (3) the ability to improve performance continuously, and (4) maintain a profitable position.

2.3 National Competitiveness Theory

The Institute for Management Development (IMD) defines national competitiveness as a country's ability to create added value in managing assets and processes, attractiveness and aggressiveness, globalization, and proximity. Competitiveness holistically is the ability of an economy to integrate economic actors in the process of creating added value by managing potential resources into real resources. National competitiveness is a concept that identifies the role of the state in providing an environment that enables companies to maintain domestic and global competitiveness (Fatimah and Hidayat, 2015). *The World Economic Forum (WEF)* defines national competitiveness as the ability of national economies to achieve high and sustainable growth (Fatimah and Hidayat, 2015). Then, the focus is on supporting appropriate policies, appropriate institutions, and other economic characteristics to achieve high and sustainable economic growth (Abdullah, 2002).

According to the World Bank, competitiveness refers to the magnitude and rate of change in added value per unit of input generated by a company. Value-added parameters in the World Bank's competitiveness concept emphasize on company's ability to conduct production processes. In an economy, companies in various business categories become the main basis for the creation of value added. The World Bank sees that developed countries generally have high competitiveness in line with the number of companies owned. The World Bank's view on competitiveness requires the importance of the existence of companies to support the process of value added. The competitiveness of the country is basically based on the industry competitiveness. The company's performance will collectively shape the competitiveness of the country. So that the relationship between corporate competitiveness and national competitiveness is a very important element. The competitiveness of the country is created over the performance of the company in the country.

This relationship requires a country to create a climate that support the company in carrying out its activities. The state must guarantee the company through the set of rules. In addition, the state also prepares basic requirements such as infrastructure, a conducive macroeconomic environment, and other fundamental needs that are essential for the sustainability of the industry. Thus, the company have to has business certainty. Business certainty ensure the company to increase the value of its investment. In addition, business certainty also has the potential to attract incoming investment. The increasing value of direct investment will boost the country's competitiveness. In determining the competitiveness of countries, the Global Economic Forum uses 12 pillars consisting of institutions, infrastructure, macroeconomic environment, health and basic education, higher education and training, market efficiency, labor market efficiency, financial market development, technology availability, market size, business updates and innovation (Rajagukguk, 2016).

2.4 Regional Competitiveness Theory

Regional competitiveness is a basic element in shaping national competitiveness. Low regional competitiveness will create low national competitiveness as well. Competitiveness is

a central issue, in an effort to ensure worker stability, the benefits of external integration (economic globalization) and the sustainability of the growth of welfare and prosperity of local regions (Camagni, 2002). The Center for Urban and Regional Research (CURDS) defines regional competitiveness as the ability of a business sector or company in an area to create high incomes and wealth more equitably for its population (Abdullah et al, 2002). This shows that regional competitiveness is depend on the performance of industries in the region. Areas with large industrial quantities have higher competitiveness and vice versa. Regional competitiveness is a high-level competition and efforts to improve local people's skills, income and living standards (Malecki, 2004). According to the UK Department of Trade and Industry (UK-DTI) regional competitiveness is a region's ability to generate high incomes and large job opportunities while integrated on domestic and international competition (Bardi and Hidayat, 2015:). In an open economy, every regions have the opportunity to connect with the global economy. Every region has the opportunity to access economic opportunities both at the domestic level and the global economy.

Bank Indonesia Education and Research Center (PPSK-BI) states that regional competitiveness is the ability of the regional economy to achieve high and sustainable welfare growth while open to domestic and global competition (Nasution and Hidayat, 2015). The competitiveness must be pursued within the framework of sustainable development. All development processes carried out at this time must be considered on sustainable development. Based on UK Competitiveness Index 2019, competitiveness defined as the ability of the economy to attract and maintain companies with stable conditions or with increased market share in their activities, while maintaining or improving the standard of living for all involved in it (Huggins et al, 2019). Business certainty is a strategic to attract and retain incumbent industries. Competitiveness synonymous with industrial production capabilities to provide space for companies to invest. In the sense of healthy competition, the competitiveness also has the potential to become an alliance, because the potential for alliance formation is basically the ability of the region or other competitor to associate into a common power (Halwani, 2002).

2.5 Regional Competitiveness Indicators

There are several main variables that can be used to measure regional competitiveness, namely the regional economy, infrastructure and natural resources, and human resources (Irawati et al, 2008). Indicators determining regional competitiveness in Abdulah's study are regional economy, openness, financial system, infrastructure and natural resources, science and technology, human resources, institutional, governance (government) and government policies, as well as management and microeconomics (Abdullah, 2002). Research conducted by Nasution and Paidi Hidayat measured economic competitiveness using 5 variables namely regional economy, infrastructure, financial system, institutional, and socio-political (Nasution and Hidayat, 2015). Meanwhile, the Regional Autonomy Watch (KPPOD) in its research on the attractiveness of district / city investment in Indonesia using indicators such as institutional, socio-political, regional economy, labor and productivity, and physical infrastructure (KPPOD, 2005). In this study, there are four main variables used, namely the regional economy, human resources, natural resources and infrastructure.

3 Methodology

3.1 Research Approach

This type of research is survey research using qualitative descriptive research methods. The use of this approach aims to find out the perception of the people of East Manggarai Regency about priority indicators in measuring the level of economic competitiveness in this district.

3.2 Types and Sources of Data

3.2.1 Data Type

- a) Qualitative data. Qualitative data in this study in the form of information related to socioeconomic issues in East Manggarai Regency through the publication of east Manggarai regency government institutions, mass media, and scientific research on East Manggarai Regency.
- b) Quantitative data. In this study quantitative consists of economic growth rate of East Manggarai Regency, constant price PDRB, per capita PDRB, poverty rate, road infrastructure quality, open unemployment rate, and Human Development Index.

3.2.2 Data Source

- a) Primary Data. Primary data was obtained through interviews and questionnaires distributed purposively to selected respondents.
- b) Secondary Data. Secondary data in this study was obtained from the publication of the Central Bureau of Statistics of East Nusa Tenggara Province, the Central Bureau of Statistics of East Manggarai Regency, and the RPJMD document of East Manggarai Regency in 2018-2023.

3.2.3 Research Focus

This research focuses on determining priority factors in shaping the economic competitiveness of East Manggarai Regency. This prioritization is done using the Analytical Hierarchy Process method. This research also examines the potential and strategies to improve the economic competitiveness of East Manggarai Regency.

3.2.4 Sampling Methods and Sample Count

Sampling procedures are carried out through purposive sampling, by identifying samples or sources who are represented some community groups related to the economic competitiveness of the region. In this study, there were 20 respondents selected. The respondents can be seen in table 3.1.

Table 1. Respondent Mapping Table

No.	Group of Respondents	Number (people)
1.	Bappelitbangda	2
2.	DPRD	2
3.	Camat	3
4.	Village head	2
5.	High School Economics Teacher	2

6.	Business Actors	5
7.	NGO	2
8.	Community leaders	2

3.3 Data Collection Techniques

3.3.1 Questionnaire

The respondents in this study will be given a questionnaire for information about the priority factors shaping economic competitiveness of East Manggarai Regency. To get respondents' perceptions about the competitiveness of East Manggarai Regency, the authors set four main variables, namely the regional economy, human resources, infrastructure, and natural resources. Each variable has four alternatives that are representations of the main variable. Alternatives indicators to the regional economy consist of agricultural productivity growth, tourism development, productivity growth of service and trade, and GDP growth rate. Meanwhile, alternatives to human resource variables consist of education and training, the number of working residents, Human Development Index, and unemployment. While the alternative to infrastructure variables consists of infrastructure availability, infrastructure quality, availability and quality of land resources and availability of water and forest resources.

3.3.2 Interview

The interview technique is conducted to the group of people who are sampled. The goal is to explore more in-depth information about people's views directly on the determinants of economic competitiveness of East Manggarai Regency. In addition, through this interview, the author obtained informant's personal opinion about the efforts needed to improve competitiveness. Various conceptions of strategies to improve the economic competitiveness of East Manggarai Regency by each informant must be formulated in the framework of main variables and alternatives used in this study.

3.4 Data Analysis Techniques

3.4.1 Analytical Hierarchy Process (AHP)

The process of weighting indicators and subindicators uses Analytical Hierarchy Process (AHP). Weighting of each variable is done based on the perception of respondents selected in the study. This perception is obtained through questionnaires shared with each respondent (Khairani and Hidayat, 2015). The Analytical Hierarchy Process (AHP) method was originally introduced by Prof. Thomas Lorie Saaty of Wharton Business School in 1970. This method is used to find the ranking or priority of various alternatives in solving a problem.

3.4.2 AHP Axiomatic Foundation

The Analytical Hierarchy Process (AHP) has an axiomatic foundation consisting of:

- a) Paired comparison means that the paired comparison matrix formed must be the opposite. For example, if B is k times more important than C then C is 1/k more important than B.

- b) Homogeneity means similarity in making comparisons. For example, it is not possible to compare oranges with tennis balls in terms of taste, but it is more relevant when comparing in terms of weight.
- c) Interdependence, which means that each level has a complete hierarchy although there may be an imperfect relationship (incomplete hierarchy).
- d) Expectations mean highlighting judgments that are expectations and preferences of decision making. Assessment can be both quantitative data as well as qualitative.

3.4.3 Basic Principles of AHP

In solving the problem with *the Analytical Hierarchy Process (AHP)* there are several basic principles that must be understood, among others:

- a) *Decomposition*, process describe factors and variables to form priorities.
- b) *Comparative Judgement*, process evaluation of importance level relative to elements contained in relation to elements higher than the level presented in the form of a paired comparison matrix.
- c) *Synthesis of Priority*, looking for *eigen vector* that indicates *synthesis* local priority in a *hierarchy*.
- d) *Logical consistency* measures the consistency level of respondents' answers and can be improved if the answers inconsistent.
- e) *The Pairwise* matrix, where nothing is worth 0 or negative on a scale of 1-9, the requirement is met because the smallest element is 1/9 and the largest 9.

Here is the meaning of the numbers 1-9 in the comparison assessment scale as shown in the table.

Table 2. Comparison Assessment Scale

Importance Level Scale	Definition	Information
1	Just as important	Both elements have the same effect.
3	A Little More Important	Experience and judgment slightly favor one element compared to the partner
5	More Important	Experience and judgment strongly favor one element compared to the partner
7	Very Important	One element is well liked and practically its dominance is very real compared to its partner element.
9	Absolutely More Important	One element proved to be preferable compared to its partner, at the highest level of confidence.
2,4,6,8	Middle Value	Granted when there is a doubt of judgment between two adjacent assessments
Opposite	$A_{ij}=1/A_{ji}$	When activity i obtains one number when compared to activity j, then j has the opposite value when compared to i.

Source: Thomas L. Saaty (1991)

4 Results and Discussions

4.1 Priority Level (*Synthesis of Priority*)

Here are the results of weighting and consistency of main criteria and indicators for each main criterion in determining the economic competitiveness of East Manggarai Regency.

4.1.1 Main Criteria

Table 3. Priority Level of Key Criteria

Key Criteria Indicator	Priority Weights	Percentage (%)
Human Resources	0,471	47,1
Infrastructure	0,204	20,4
Regional Economy	0,173	17,3
Natural Resources	0,074	7,4

Source: Primary data processed, 2021

The results showed that human resources were the factor with the largest weight of 0.471. The next indicators consecutively consist of infrastructure factors with a weight of 0.204, regional economic factors with a weight of 0.173 and natural resource factors with a weight of 0.151. Consistency ratio for main criteria is 0.074. This value is less than the tolerance limit (<0.1). Then the matrix of comparison pairs of main criteria is said to be consistent. This indicates that the assessment does not need to be corrected/repeated. The ranking of the main criteria shows human resources as the aspect with the highest weight of 0.471. Human resources have a role as a subject as well as an object in development. In this case, human resources are the perpetrators as well as the goals of economic development. In development, human resources are the capital for the creation of economic growth (Safri, 2016). In determining competitiveness, aspects of human resources are related to pillars such as health and primary education, higher education and training, labor market efficiency, market size and innovation. The next priority aspect is the infrastructure aspect with a weight of 0.204. Infrastructure as a social capital has a role in improving regional connectivity. In supporting economic activity, infrastructure has the potential to reduce logistics costs, facilitate the mobility of goods and services and reducing other economic costs. Infrastructure can stimulate regional economic productivity, encourage efficiency in resource utilization, accelerate equitable development of a region, and become an attractive point for new investments (Sulistyo and Santoso, 2018).

The next priority aspect is the regional economy with a weight of 0.173. Elements of the regional economy are one of the determinants of competitiveness according to the Global Economic Forum. The regional economy is related to the macroeconomic environment such as economic growth. Economic growth is an effort to increase production capacity to achieve additional output as measured in Gross Domestic Product (GDP) and Regional Gross Domestic Product (PDRB) (Adisasmita, 2013). In relation to competitiveness, the performance of the regional economy determines the level of regional competitiveness. Regional competitiveness is the ability of a region to generate high incomes and large job opportunities while integrated in national and international competition (Bardi and Hidayat, 2015). The natural resources aspect is in the last position as a priority aspect determining the economic competitiveness of East Manggarai Regency. Aspects of natural resources have a weight of 0.151. In agrarian regions, natural resources have a dominant contribution to economic growth. In the context of an open economy, natural resources become the base sector in export-import activities. In addition, natural resources are also the basic input in the agraris region. Nevertheless, the wealth of natural resources is not always profitable in economic development. This is because the economy is growing through innovation. So that the highest utility is always owned by the industrial economy.

4.1.2 Aspects of Human Resources

Table 4. Priority Level of Human Resource Aspects

Human Resource Aspect Criteria Indicator	Priority Weights	Percentage (%)
Education and Training	0,436	43,6
Human Development Index	0,281	28,1
Number of Working People	0,210	21
Open Unemployment Rate	0,074	7,4

Source: Primary data processed, 2021

On the human resources indicator, the criteria with the highest weight are education and training which is 0.436. Afterward Human Development Index with a weight of 0.281, number of working residents of 0.210, and open unemployment rate of 0.074. The consistency ratio of human resource aspects is 0.020 so that it is less than the tolerance limit (<0.1). Then the comparison matrix in pairs on aspects of human resources is said to be consistent. This shows that the assessment does not need to be corrected/ repeated. Human resources as a variable with the highest priority weight has important implications for the economic competitiveness of East Manggarai Regency. There are two main things about the essence of human resources namely quality and quantity. The quality of human resources accelerated regional economic competitiveness. Human resources is the basis for the creation of competitive advantage because the management of other resources requires human resources (Tampubolon, 2016).

The human resources aspect has four indicators. Indicators of human resources consist of education and training (average length of schooling, literacy rate, and job training), number of working people (ratio of working population to total productive age population), Human Development Index, and open unemployment rate. The education and training indicator has the highest weight of 0.436. Education and training can improve a person's ability to carry out economic activities and help workers understand practical knowledge and its application to improve skills, and attitudes (Nurdiansyah, 2015). Currently, global economy dominated by digital systems, so the increase in human resources becomes a means to increase mastery of cutting-edge science and technology.

Nevertheless, the priority level of education and training is not in line with the quality of educational and training achievement in East Manggarai Regency. The quality of human resources of East Manggarai Regency based on education level shows that the majority of east Manggarai people finish their education at elementary school. People who only finished Elementary School in East Manggarai Regency as much as 40.23% or as many as 107,547 people from the total population of East Manggarai (<http://www.manggaraitimurkab.bps.go.id>). Low education levels have an impact on the low quality of human resources of East Manggarai Regency. Thus, the findings in this study normatively require an improvement in the quality of education and improvement of the skills of workers in East Manggarai Regency. Responding to the low quality of human resources in East Manggarai Regency, the East Manggarai Regency government carries the mission of improving human quality through equalization and improvement of the quality of education, skills training, and improving public health.

The East Manggarai Regency Government is getting around several special programs in improving the quality of education, namely the concept of Happy Schools through cross-sector cooperation, child-friendly schools, and contextual character improvement. In line with this effort, the East Manggarai Regency government will strive for the establishment of excellent schools in each sub-district, especially for education units at the elementary school and Junior High School levels. To achieve this goal requires teachers and educators with high professionalism. The Human Development Index (HDI) ranks second as a priority indicator with a weighting of 0.281. The Human Development Index (HDI) measures the achievement

of socioeconomic development by combining achievements in education, health, and real income per capita (Todaro and Smith, 2003). The increase in HDI depends on the quality of economic development, especially in the field of education and health and the ability to improve the real welfare of the community.

Educational indicators in East Manggarai Regency showed low achievement. Based on the level of education, East Manggarai Regency is dominated by the population who only finished elementary school. The average length of school ranges from 6 years. In the field of health, East Manggarai Regency also faces various problems. Based on middle-term development plan of East Manggarai Regency in 2018-2024, the availability of doctors in Manggarai Regency is still minimal. In 2018 the ratio of medical personnel (specialists, general practitioners and dentists) per 100,000 population amounted to 7.48 or 100,000 residents in East Manggarai Regency served by 7 doctors. The ratio is lower than in 2015 because in 2015 the ratio was 9.59. In general, the availability of doctors in East Manggarai Regency is still very minimal, even though the standard of 62 doctors serves 100,000 residents. The ratio of integrated healthcare center per unit of toddlers during 2014-2018 has improved. The average figure during the period stood at 28.14 percent.

East Manggarai Regency has set a road map of increasing the Human Development Index (HDI) of East Manggarai Regency. In the field of education, East Manggarai Regency government carries the concept of Happy Schools and several other programs. In the field of health, the focus of the East Manggarai Regency government is improving health promotion, improving public access to health facilities and infrastructure through improving the status of non-inpatient health centers into inpatient health centers, the construction of Regional General Hospitals, and the provision of scholarships for outstanding students to continue their education to the Faculty of Medicine. The government's budget policy during 2019-2023 is directed to improve the quality of education and public health of East Manggarai Regency.

The number of working people has a weight of 0.210. The number of working people has the potential to solve the problem of unemployment and poverty. The higher ratio of working population to the total population of productive age indicates the potential for improvement in well-being. The increase in the number of working people will strengthen the demand side which encourage production activity on the supply side. Increasing the number of working people will also reduce the dependency ratio. In 2020, the dependency ratio of East Manggarai Regency amounted to 68.90. This means that every 100 people of productive age, there are approximately 68 people of productive age. East Manggarai Regency also benefits from demographic bonuses (windows of opportunity). Bloom explains that there are three main characteristics of demographic bonuses. First, if more workers, more output will be produced. Second, the addition of accumulated wealth if there are savings and investments from something productive. Third, large human capital inventory needed right investment to increase human capital (Kurniawati and Sugiyanto, 2019).

The open unemployment rate is the lowest priority indicator with a weighting of 0.074. Open unemployment is a labor force that does not work at all. The open unemployment rate has a negative impact on the economy. High open unemployment rates lead to decreased economic growth due to low output produced (Rianda, 2020). East Manggarai regency has a low open unemployment rate. In 2015, the open unemployment rate of East Manggarai Regency was 2.18 percent. In 2017, was decreased to 0.50 percent. There was a significant decrease for the open unemployment rate in East Manggarai Regency. Nevertheless, the low open unemployment rate in East Manggarai Regency is inversely proportional to its high poverty rate. It's an interesting condition to examine more deeply. The high absorption of labor in East Manggarai Regency is dominated by the primary sector. The dominance workers

in the agricultural sector have a limited value creation process. Besides, agricultural sector workers are seasonal workers. Workers will be actively working during the growing season and harvest season. Agricultural sector workers in East Manggarai Regency are subsistence and consumptive. This reduces the motivation to raise the standard of living to a higher level. The low preference of respondents to the low open unemployment rate in shaping economic competitiveness is based on the negative relationship of the unemployment rate with poverty. Simply put, low open unemployment has a low contribution to the economy of East Manggarai Regency.

4.1.3 Infrastructure Aspects

Table 5. Priority Level of Infrastructure Aspects

Infrastructure Aspect Criteria Indicator	Priority Weights	Percentage (%)
Quality of infrastructure	0,364	36,4
Availability of infrastructure	0,312	31,2
Information and communication networks	0,188	18,8
Electrification	0,136	13,6

Source: Primary data processed, 2021

In the infrastructure aspect, the indicator with the highest priority is the quality of physical infrastructure with a weight of 0.364. The next is availability of physical infrastructure with a weight of 0.312, information and communication networks with a weight of 0.188, electrification ratio with a weight of 0.136. The consistency ratio of infrastructure aspects is 0.018 so that is less than the tolerance limit (<0.1). Then the matrix of paired comparisons on aspects of infrastructure is said to be consistent. This shows that the assessment does not need to be corrected/ repeated. Infrastructure is one of the main pillars in determining global competitiveness. Infrastructure aspects improve connectivity between regions so as to facilitate the movement of people, goods and services and capital. Infrastructure can minimize logistics costs and other economic costs. Research conducted by Fatimah and Hidayat shows that infrastructure factors are priority factors in determining the economic competitiveness of Serdang Bedagai Regency. The infrastructure factor has a priority weight of 0.255 (Fatimah and Hidayat, 2015). Research conducted by Nasution and Hidayat in Tanjungbalai City also showed that infrastructure factors are priority factors in determining the economic competitiveness of Tanjung Balai City (Fatimah and Nasution, 2015).

Indicators for infrastructure aspects in this study consist of infrastructure quality (quality of highways and bridges), availability of physical infrastructure (road length per area), information and communication networks (availability of information and communication devices), and electrification (electrification ratio). The indicator with the highest weight for infrastructure aspects in East Manggarai Regency is the quality of infrastructure which is 0.364. The second priority indicator for infrastructure aspects is the availability of physical infrastructure. The availability of infrastructure has a weight of 0.312. The availability of infrastructure is the first step to unlock connectivity and mobility of people, goods, and services. To increase mobility, stimulate productivity, and attract investment, efforts are needed to improve existing infrastructure. In East Manggarai Regency, the government's big job is to increase the quantity of infrastructure availability and improve its quality. Nevertheless, this degree of priority is not in harmony with the condition of infrastructure in East Manggarai Regency. Road condition data in the East Manggarai Regency Medium Term Development Plan document in 2018-2023 shows that in 2018 the condition of lightly damaged roads in East Manggarai Regency reached 17.18 percent and heavily damaged roads

reached 22.81 percent. Meanwhile, dirt roads reached 25 percent of the total road length in East Manggarai Regency.

Data shows that in the last 2 years there has been an increase in the percentage of road quality with good categories. In 2017 the road with good conditions was at the level of 36.64 percent and increased to 38.29 percent in 2018. However, the roads that are still in good condition are still very lacking and are below 50 percent. This condition occurs due to the absence of a priority for road infrastructure development, where roads that have high utility are prioritized to be maintained compared to roads that have low utilities. The inequality between the research findings and the real condition of infrastructure in East Manggarai Regency requires efforts to improving the quality of infrastructure in East Manggarai Regency. Poor infrastructure quality hinders human and goods mobility in East Manggarai Regency. The impact is selling price of produce becomes lower and the price of goods become more expensive, especially in rural areas. In the regional spending policy in 2019-2023, the government prioritizing the development of physical infrastructure. The third priority indicator for infrastructure aspects is information and communication networks. The information and communication network have a weight of 0.188. Global economic with intensive information systems and the need for access to databases can produce knowledge and information about local economic conditions is basis for increasing the competitiveness of a country (Azuari, 2010). The last priority indicator for infrastructure aspects is electrification. Electrification have a weight of 0.136. The electrification ratio of East Manggarai Regency in 2020 reached 70 percent. This increasing electrification ratio has the potential to boost people's economic activity. Electrification can encourage home industry and other creative economies.

4.1.4 Regional Economic Aspects

Table 6. Priority Level of Regional Economic Aspects

Regional Economic Aspect Criteria Indicators	Priority Weights	Percentage (%)
Agricultural productivity growth	0,291	29,1
Growth in service productivity and trade	0,289	28,9
GRDP Growth Rate	0,257	25,7
Development of the tourism sector	0,163	16,3

Source: Primary data processed, 2021

The largest weight in aspects of the regional economy is the growth in agricultural productivity of 0.291. The next priority is the growth of service productivity and trade with a weighting of 0.289, growth rate of Gross Regional Domestic Product with a weight of 0.257 and tourism development with a weight of 0.163. The consistency ratio for regional economy is 0.093. This value is less than the tolerance limit (<0.1). So the matrix of paired comparisons on aspects of the regional economy is said to be consistent. This shows that the assessment does not need to be corrected/ repeated. The regional economy measures the economic performance of the region through macroeconomic indicators such as economic growth, capital formation, added value creation, and sectoral performance. The regional economy becomes one of the factors forming the competitiveness of the regional economy. Research conducted by Fatimah and Hidayat shows that the regional economic aspect is the second priority aspect after infrastructure in determining the competitiveness of Serdang Bedagai Regency. The regional economy has a weight of 0.244 (Fatimah and Hidayat, 2015). In Tanjungbalai, the economy ranks third as a priority indicator forming economic competitiveness. The regional economy has a weight of 0.257.

There are four indicators for the regional economy, namely agricultural productivity growth (vanilla, coconut, cloves, hazelnuts and betel nut), growth in service productivity and

trade (increased access to financial services and retail sales), GRDP growth rate (total and sectoral), and tourism development (attractions, accommodation, accessibility, amenities and awareness). The indicator with the highest weight for regional economy in East Manggarai Regency is agricultural productivity growth with a weight of 0.291. The high preference to the agricultural sector is accordance to the performance of the agricultural sector in East Manggarai Regency. The agricultural sector in East Manggarai Regency based on the Dynamic Location Quotion (DLQ) is the only prospective base sector. The agricultural sector plays an important role in the economy of East Manggarai Regency. Agriculture sector contributed approximately 48.4 percent to Gross Regional Domestic Product (GRDP). The agricultural sector also dominates the absorption of labor in East Manggarai Regency. The agricultural sector absorbs 82.28 percent of the population to work as farmers (Adar et al, 2018). The agricultural sector also has links with other economic sectors, especially industry. Industrial sector obtained raw materials from the agricultural sector. Other roles of the agricultural sector are as a source of food, a source of labor for other economic sectors, and as one of the sources of state foreign exchange (Nadzirah, 2020).

The following priority indicators on aspects of the regional economy are service productivity and trade growth of 0.289. The service sector is a base sector in East Manggarai Regency. Educational services, health services and other social and service activities are base sectors. The service sector can increase access and involvement of previously marginalized elements of society to improved welfare (Setiawan, 2011). The trade sector is one of the base sectors in East Manggarai Regency. Trade is an economic activity that has a strategic position in supporting the distribution of goods and services, meeting the needs of the community and encouraging the establishment of reasonable prices (www.bappenas.go.id).

The growth rate of GRDP has a weight of 0.257. The growth rate of GRDP ranks third priority indicator for aspects of the regional economy. The growth rate of Gross Regional Domestic Income (GRDI) indicates the growth of the production of goods and services in an economy in a period of time. The growth rate of GRDI can be used as a basis for measuring economic progress, a basis in the making of state revenue projections for development needs and a basis for business projections (<https://sirusa.bps.go.id>). The tourism development indicator has a priority weight of 0.163. Tourism development is the lowest priority indicator for regional economy aspects. It was caused by the lack of efforts to develop the tourism sector in East Manggarai Regency. This condition also occurs in East Nusa Tenggara Province in general. Research conducted by Annisa Rachmawati (2019) showed that variables in the number of tourist attractions and the number of tourists had no significant effect on the Gross Regional Domestic Product (PDRB) of East Nusa Tenggara Province (Rachmawati, 2019).

4.1.5 Aspects of Natural Resources

Table 7. Priority Level of Human Resource Aspects

Natural Resource Aspect Criteria Indicator	Priority Weights	Percentage (%)
Water resources	0,408	40,8
Availability and quality of natural resources	0,297	29,7
Forest resources	0,206	20,6
Mining	0,089	8,9

Source: Primary data processed, 2021

In the aspect of natural resources, the first priority factor is water resources with a weight of 0.408. The next is availability and quality of natural resources with a weight of 0.297. The two last indicators are Forest and mining with the weights of 0.206 and 0.089. The consistency ratio of aspects of natural resources is 0.052 so that it is less than the tolerance limit (<0.1).

Thus the matrix of paired comparisons on aspects of natural resources is said to be consistent. This shows that the assessment does not need to be corrected/ repeated. Indicators for natural resources aspects used in this study consist of water resources (availability and utilization of water resources), availability and quality of natural resources (quality and quantity of productive land), forest resources (utilization of production forests and protected forests), and mining (metal, nonmetallic, and rock minerals). Water resource indicators are the top priority for the natural resources aspect. The water resource availability has a weight of 0.408. Water resources are used for the needs of households and settlements, industrial sectors, agriculture (irrigation), plantations, and other industries (Sangkawati and Hadihardaja, 2005). Although as the first priority indicator, the availability of water resources is one of the main problems in East Manggarai Regency. Many areas in East Manggarai Regency experience a lack of clean water for household needs. The scarcity of water resources influenced the vicissitude of rice fields. Although it occurs on a small scale, the transfer of land functions has an impact on the declining performance of the agricultural sector in East Manggarai Regency.

The second priority indicator for natural resources is the availability and quality of natural resources. The availability and quality of natural resources has a weight of 0.297. The availability and quality of natural resources has an important role in economic development. The output of natural resources can improve people's well-being, become a source of raw materials for the industrial sector and become a major commodity in international trade activities. The forest resource ranks third as a priority factors for the natural resources aspect. The priority vector value of forest resources is 0.206. The role of forest resources for the economy can be done through forest utilization activities. Utilization of forests can be in the form of utilization of forest areas, utilization of environmental services, utilization of timber and non-timber forest products and collection of timber and non-timber forest products (Alam and Hajawa, 2007). The lowest priority indicator for the natural resources aspect is mining. Mining has a priority weight of 0.089. Nevertheless, the mining sector is one of the base sectors in East Manggarai Regency. The low urgency of the mining sector as a determinant forming economic competitiveness of East Manggarai Regency is based on attention to sustainable development.

4.2 Final Weighting (*Global Priority*)

After administering a priority weight of the main criteria and its criteria, then a synthesis is carried out to get the overall alternative weight of the existing criteria. So that the weight of local priorities must be sought its *global priority*. To get *global priority* is done by multiplying local priority by *priority* level above it (parent *criterion*). Final weighting results will be presented in the following chart.

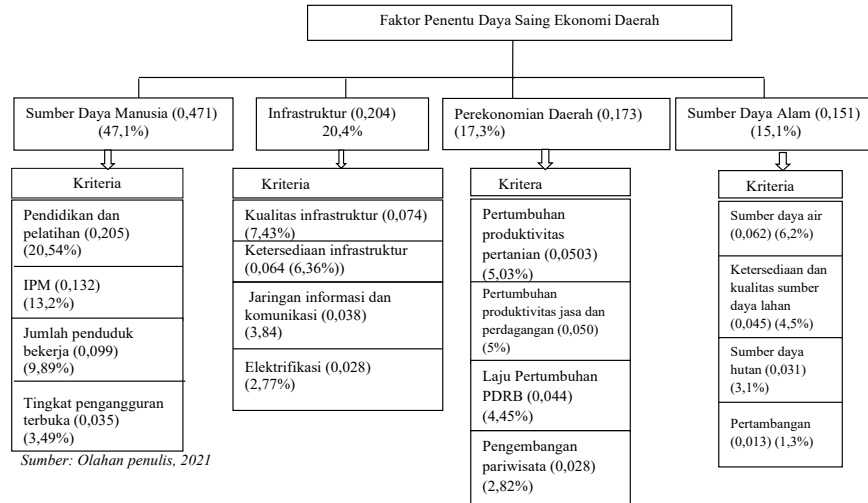


Fig. 6. Tingkat Prioritas Faktor Penentu Daya Saing Ekonomi Kabupaten Manggarai Timur Tahun 2021

4.2.1 Economic Competitiveness Potential of East Manggarai Regency

Economic competitiveness improvement of East Manggarai Regency are integrated efforts. Every Regional Agency Organization of East Manggarai Regency makes efforts in accordance to their main duties and functions. This collective effort is based on mission of the East Manggarai Regency contained in the East Manggarai Regency Medium Term Development Plan in 2018-2023. Improving the economic competitiveness of East Manggarai Regency begins with improving sectoral economic performance. East Manggarai Regency should be focusing on agriculture and livestock in economic sectoral development. Prioritizing on agricultural and livestock sector based on the contribution to Gross Regional Domestic Product (GRDP). In agricultural sector, the government focuses on improving productivity and quality of agricultural products. Improving the performance of the agricultural, plantation and livestock sectors are relevant to the economic structure of East Manggarai Regency which is agrarian.

The Government of East Manggarai Regency has several main strategies for the development of the agricultural and livestock sectors. First, the formation of farming and livestock groups. To improve the governance of agriculture and livestock at the level of farmers and ranchers, the government formed farming and livestock business group. The group was formed as a transformative effort towards the agricultural and livestock pattern in East Manggarai Regency. Group of farmers and livestock could changed the subsistence agriculture towards the modern agriculture and livestock. The program of farmers and livestock groups is also carried out by several non-governmental organizations. This collaborative effort has the potential to accelerate the quality improvement of agricultural and livestock. Second, the government of East Manggarai Regency encourages the downstream process of agricultural products. Process of added value creation is done by encouraging MSME actors and increasing the role of Village Owned Enterprises. For this purpose, the government optimizes the role of the Cooperative, Industrial, and Trade Office. Third, the

government established the Animal Husbandry Office to improve the quality of livestock management.

The notion of Animal Husbandry Office establishment as new unit of Regional Agency Organization is based on the potential and needs of livestock in East Manggarai Regency. The potential for livestock in East Manggarai Regency is supported by natural resources, especially in meeting feed needs. East Manggarai Regency has a potential field area for the development of livestock such as cattle, horses and buffalo. The need for livestock in Manggarai Raya is quite high. The high needs of livestock is closely related to the cultural practices of the Manggarai community. In Manggarai generally, livestock is a customary commodity. The establishment of the Agriculture Office normatively has the potential to improve the performance of the livestock sector in the economic structure of East Manggarai Regency. The primary sector such as agricultural, forestry, and fisheries sectors has an important role in regional economy of East Manggarai Regency. The average contribution of this sector in 2014-2018 was 44.17 percent. Nevertheless, the annual growth trend of the agricultural sector decreased in the same period. The decrease in primary sector contribution shows changes in the economic structure of East Manggarai Regency. The secondary sector in East Manggarai Regency had been increase in growth and contribution. In the period 2014-2018, the average growth of the secondary sector was 7.11 percent. While the average contribution was 5.79 percent in the same period. The tertiary sector in East Manggarai Regency contributed an average of 31.33 percent in the period 2014-2018. Nevertheless, the growth of the tertiary sector fluctuates. After experiencing growth of 7.36 percent in 2015, in 2018 the growth of the tertiary sector was only 6.69 percent.

The potential for structural transformation in the economy of East Manggarai Regency is seen by the consistency of growth and contribution of secondary sector. Consistent growth in secondary sector gradually creates a transformation in the economic structure of East Manggarai Regency. The change in economic structure is potential to improve the economic performance at the micro and macro levels. Economic structural transformation is also supported by the continued increase in the number of MSMEs in East Manggarai Regency. In 2018, the number of MSMEs amounted to 1404 MSMEs. In 2019, this number increased to 2100 MSMEs. This number increased by 50 percent from 2018. The existence of MSMEs is expected to be the basis of the downstream process in East Manggarai Regency. The increase in the number of MSMEs is a supporting factor for the structural transformation process in East Manggarai Regency. East Manggarai Regency also develops agro-based tourism in several places in. Revamping of tourist attractions is also done to strengthen the tourism base. The efforts to strengthen tourism in East Manggarai Regency are supported by the development of estate tourism in Labuan Bajo. East Manggarai Regency must normatively obtain trickle down effect from the development of estate tourism in Labuan Bajo. Another strategy pursued by the East Manggarai Regency government in welcoming estate tourism in Labuan Bajo is through the provision of various foodstuffs. For this purpose, it is necessary to develop agriculture with good governance. Every farming groups has been existed must be assist intensively from experts in the agricultural sector.

East Manggarai Regency continues to increase the availability and quality of infrastructure. In 2021, the government built highway infrastructure in several sub-districts in East Manggarai Regency. Some sub-districts got budget allocations for road construction in 2021 are Borong District, Lamba Leda Subdistrict, East Poco Ranaka District, Komba City District, Rana Mese Subdistrict, and Sambu Rampas District. Another important pillar of economic competitiveness consistently developed by the East Manggarai Regency government is human resources. Improving the quality of human resources are carried out by

increasing access to educational services. The embodiment of this effort is to open new units of education. The opening of new educational institution considering on the distance of schools and the carrying capacity of the new educational institutions.

East Manggarai Regency also currently has a scholarship program for college students. Through this scholarship, the government is forming superior human resources for development needs in East Manggarai Regency. East Manggarai Regency government organizes non-formal education through the Work Training Center. These efforts then gradually have the potential to improve the quality of human resources in East Manggarai Regency. The East Manggarai Regency Government commence to integrate its bureaucracy to the digital system. One of bureaucratic organization using the digital system is Regional Development Planning Agency. Regional Development Planning Agency of East Manggarai Regency began to integrated digital system into regional development planning. This integration aims to minimizes the digression of the program of every bureaucratic organization which not in line with the government's mission. This integrated application is supervised directly by the Ministry of Home Affairs. Through digitalization, corrupt practices can also be minimized. For public services, East Manggarai Regency is quite efficient. The efficiency of this bureaucratic service is important to accelerating the economic competitiveness of East Manggarai Regency.

4.2.2 Strategies to Increase Competitiveness

The strategy of improving the economic competitiveness of East Manggarai Regency is based on the priority level of each indicator that shapes economic competitiveness. This priority indicator is in accordance with economic conditions in East Manggarai Regency. So that these various strategies can be implemented on economic development in East Manggarai Regency. Improving the economic competitiveness of East Manggarai Regency must be synergized with the national economic development strategy and regional development of East Nusa Tenggara Province. This is based on the central-regional government relationship, one of which is the allocation of central and provincial government budgets. This budget is aimed at various strategic projects of districts that are the authority of the central government and provincial governments. So that in seeking economic competitiveness of East Manggarai Regency, intensive coordination is needed.

Table 8. Strategies to Increase Economic Competitiveness East Manggarai Regency

No.	Strategy	Policy	Program
1.	Increases Pure Participation Rate of Middle and High School	Increased availability and quality of adequate educational facilities and infrastructure such as decent classrooms, libraries, and the availability of computer devices and internet networks at the level of junior and high school education.	Local government scholarship program
2.	Improving the quality of teachers	Increase in teacher professionalism from elementary-high school level evenly	Recruitment of teachers through the merit system and an increase in the number of teachers in the teacher profession program evenly
3.	Improving basic health services	Improved quality and availability of adequate health facilities evenly	Poor public health service programs and community-

No.	Strategy	Policy	Program
		which includes an increase in the number of meical center in every hamlet/neighbourhood twice a month.	based health effort programs
4.	Improving the skills of informal sector workers	Establishment of a Work Training And Vocational Education Center	Work skills course program
5.	Improve the availability and quality of physical infrastructure	Increased connectivity between regions, especially strategic and potential areas.	Road and bridge construction program
6.	Increase electrification ratio	Increased electrification	Subsidized meter program
7.	Increase the productivity of the agricultural sector	Intensification and diversification of agricultural products	Panca program of farming business
8.	Increase financial inclusion	Optimization of the role of cooperatives located in the East Manggarai Regency area	Smart Practice Program
9.	Improving the downstreaming process of agricultural products	Increased availability of modern production equipment such as coffee roasting machines, and rice harvesting machines for farmers	Production equipment assistance
10.	Increasing the number of agribusiness sector actors	Development of horticultural agriculture. Each district must have a horticultural agricultural development center.	Formation of peasant groups
11.	Increase MSME financing	Expansion of the utilization of microcredit facilities to rural	People's business credit
12.	Development of agrotourism	The construction of adequate agrotourism facilities such as information centers, information boards, billboards, photo spots, sellers' stalls, online payment applications.	Construction of the manager's office, utilization of QRIS
13.	Increased availability of clean water	Optimization of PDAM performance	Construction of adequate piping facilities
14.	Increased utilization of digital services	Expansion of the utilization of internet-based bureaucratic administrative and information services	OPD web development

Source: Author's Source, 2021

5 Conclusions

Based on the results of research analysis conducted on economic competitiveness analysis in East Manggarai Regency, it can be drawn conclusions as follows:

- a) Determining economic competitiveness in East Manggarai Regency based on its priority level sequentially is aspects of human resources, infrastructure, regional economy and natural resources. For the human resources aspect, the indicators with the greatest weighting are education and training followed by the Human Development Index, the number of working residents and the unemployment rate. For infrastructure aspects, priority indicators are sequentially infrastructure quality, availability of

physical infrastructure, information and communication networks and electrification. For aspects of the regional economy, priority indicators are agricultural productivity growth, service productivity and trade growth, GDP growth rate and tourism development. For aspects of natural resources, priority indicators are water resources, availability and quality of natural resources, forest resources, and mining.

- b) The potential for improving the competitiveness of East Manggarai Regency occurs through increasing productivity and quality of agricultural products, development of processing industry, development of livestock sector, improvement of quality and quantity of infrastructure, development of tourism sector, integration of bureaucratic services with digital systems, efficiency of bureaucratic services, and improvement of human resource through vocational education and work training halls.
- c) The strategy of improving the economic competitiveness of East Manggarai Regency is carried out through increasing the number of pure participation of junior high and high school, improving teacher quality, improving basic health services, improving the quality of informal sector workers, increasing the availability and quality of infrastructure, increasing electrification ratio, increasing agricultural sector productivity, increasing financial inclusion, downstream development of agricultural products, increasing the number of agribusiness sector businesses, penin the financing of MSMEs, the development of agrotourism, the increasing availability of clean water and the expansion of the utilization of digital services.

Limitations and Study Forward

There are two main limitations in this study. First, at least the number of variables used. Second, the limited number of respondents used by researchers. Third, the less specific variables for each of the main criteria. For further research, it is necessary to increase the number of variables both the main variable and the criterion variable. In addition, the number of respondents must also be increased so that it can describe people's perceptions more representatively. Further research can also conduct research on the competitiveness of special products owned by East Manggarai Regency.

Acknowledgement

Thank you specifically to the extended family who supported the author during the research process. Thank you to all those who supported the author in completing my studies.

References

- [1] Abdullah, P. (2002). *Regional competitiveness: concepts and measurements in Indonesia: annexes, Map ranking of competitiveness between provinces in Indonesia*. Center for Central Education and Financial Studies, Bank Indonesia.
- [2] Adar, Damianus et al. 2018. *Agricultural and Plantation Superior Commodity Investment Opportunities in East Manggarai Regency*. Kupang: Graphia's Eternal World CV
- [3] Adisasmita, R. (2013). *Theories of Economic Development: economic growth and regional growth*. Yogyakarta: Graha Ilmu.

- [4] Bardi, D., & Hidayat, P. (2015). Analysis of Economic Competitiveness of High Cliff City. *Journal of Economics and Finance*, 3(6), 14861.
- [5] Camagni, R. (2002). On the concept of territorial competitiveness: sound or misleading? *Urban studies*, 39(13), 2395-2411.
- [6] East Manggarai Regency Medium Term Development Plan Document 2018-2023
- [7] Halwani, R. H. (2018). *International Economics & Economic Globalization*. Ghalia Indonesia.
- [8] Huggins, R., Izushi, H., Prokop, D., & Thompson, P. (2014). Regional competitiveness, economic growth and stages of development. *Zbornik radova Ekonomskog fakulteta u Rijeci: časopis za ekonomsku teoriju i praksu*, 32(2), 255-283.
- [9] Irawati, I., Urufi, Z., RR, R. E. I., Setiawan, A., & Aryanto, A. (2008). Measurement of Regional Competitiveness Rate Based on Regional Economic Variables, Infrastructure and Natural Resource Variables, as well as Human Resource Variables in Southeast Sulawesi Province. *J@ ti Undip: Journal of Industrial Engineering*, 7(1), 43-50.
- [10] KPPOD, U. (2005). Competitiveness of District / City Investment in Indonesia, 2005, Perception of the Business World.
- [11] Malecki, E. (2004). Jockeying for position: what it means and why it matters to regional development policy when places compete. *Regionalstudies*, 38(9), 1101-1120.
- [12] Nadziroh, Mi'Rojun Nurun. (2020). Role of Agricultural Sector in Economic Growth in Magetan Regency. *Agristan Journal*, Volume 2, Number 1, May 2020
- [13] Nasution, E. K., & Hidayat, P. (2015). Analysis of Economic Competitiveness of Tanjungbalai City. *Journal of Economics and Finance*, (2), 14830.
- [14] Nature, S. (2007). The Role of Forest Resources in the Economy and the Impact of Forest Rent Collection on Forest Sustainability in Gowa Regency. *Marina Chimica Acta*, 3(2), 59-66.
- [15] Nurdiansyah, Bambang. (2015). Human Resource Development Through Education and Training at the Mamuju District Secretariat Office. Thesis Faculty of Social and Political Sciences Hasanuddin University
- [16] Rachmawati, A. N. (2019). *Contribution of Tourism Sector to Gross Regional Domestic Product (PDRB) of East Nusa Tenggara Province* (Doctoral dissertation, University of Muhammadiyah Surakarta).
- [17] Rajagukguk, W. (2016). Competitiveness Drives a Country's Economic Growth: A Case Study of Developing Countries.
- [18] Regulation of the Minister of National Education No. 41 of 2007 concerning Process Standards for Primary and Secondary Education Units
- [19] Rianda, Cut Nova. (2020). Analysis of the Impact of Unemployment Affects Individuals. *Scientific Journal prodi Muamalah* Volume 12, Number 1 June 2020
- [20] Safri, H. (2016). Human Resource Development in Development. *Manage: Journal of Islamic Education Management*, 1(1), 102-112.
- [21] Sangkawati, Sri and Joetata Hadihardaja. (2005). Empowerment of Water Resources for Various Sustainable Interests. *Civil Engineering Communication Media*, Volume 13, Number 3
- [22] Setiawan, Sigit. (2011). Contribution of Service Industry and Cross-Border Service Trade to The Formulation of New Economic Growth Strategy. Note the results of apec som I meeting, Washington D.C.
- [23] Sidarto, Sulistyono and Santoso. 2018. *Infrastructure Projects & Construction Disputes*. Depok: Prenadamedia Group

- [24] Siti Fatimah, T., & Hidayat, P. (2015). Analysis of Economic Competitiveness of Serdang Bedagai Regency. *Journal of Economics and Finance*, 3(1), 14838.
- [25] Sugiyanto, C., & Kurniawati, E. (2021). The Effect of Population Age Structure on Economic Growth in Indonesia. *Indonesian Journal of Economics and Development*, 21(1), 41-58.
- [26] Syafrin Azuari, FE UI, 2010.<http://lib.ui.ac.id/file?file=digital/136063-T%2028065-Impact%20Release-Review%20literatur.pdf>
- [27] Tampubolon, H. (2016). Human Resource Management Strategies and Their Role in the Development of Competitive Excellence.
- [28] Todaro, M. P., & Smith, S.C. (2003). *Economic Development: In the Third World*, Volume 1.
- [29] Umasugi, L. (2012). Strengthen local potential to increase competitiveness in ternate city. *Agrikan: Journal of Agribusiness Fisheries*, 5(1), 44-48.
- [30] Wiranta, Dayat NS. (2015). Strengthening the Role of Local Governments in Encouraging Local Economic Growth: Opportunities and Challenges of the ASEAN Economic Community (AA) 2015. *Widyaiswara Circle Journal 2nd Edition*, July-September 2015
- [31] Yustika, A. E. (2012). *Institutional economics: paradigms, theories, and policies*. Publisher Erlangga. Jakarta.
- [32] <http://www.manggaraitimurkab.bps.go.id/tingkat-pendidikan-masyarakat-Manggarai-Timur> accessed on July 29, 2021
- [33] <https://www.bappenas.go.id/peran-perdagangan-dalam-perekonomian> accessed on August 10, 2021
- [34] <https://sirusa.bps.go.id/Produk-Domestik-Regional-Bruto> accessed august 10, 2021