

Program Implementation for Creating New Entrepreneurs: Case Study Between 2018 and 2022 in Tasikmalaya City

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ABSTRACT

This research aims to explore and investigate the implementation process of creating new entrepreneurs in Tasikmalaya City from 2018 to 2022 with a target of 5000 participants. The main actors involved in this implementation process are the Department of Education; Labor offices; Department of Youth, Sports, Culture and Tourism; Agriculture and Livestock Food Security Service; Department of Cooperatives, Micro, Small and Medium Enterprises, Industry and Trade as well as a regional bank owned by the Tasikmalaya City government, namely Al Madina Sharia People's Credit Bank. The supporting actors are facilitators, skills, and entrepreneurship education institutions and business organizations. The method used is a qualitative descriptive method. The data collection technique is in-depth face-to-face and written interviews via Google Forms, observation, and documentation. In contrast, the data analysis technique is condensation, display, and verification. The results of the research show that in the implementation process, it was found that there needed to be more in the budget for implementing the education, training, and entrepreneurship apprenticeship process. There is no coordination and cooperation between the relevant agencies involved. Lack of commitment from implementing leaders in paying facilitators, small interest-free financing funds offered to alumni of the new entrepreneur creation program, which only ranges from 1 million to 5 million rupiahs. There needs to be more educational hours, apprenticeship training is only 4 days, and there is no competency test after completing the new entrepreneur creation program. Social, cultural, and economic conditions that do not support implementation.

Keywords: Implementation, Programs, New Entrepreneurs

INTRODUCTION

One of the government's obligations in boosting national economic development is to encourage the creation of new jobs by generating entrepreneurship. With the emergence of challenging, creative, and innovative entrepreneurs, it is hoped that they can provide massive new jobs to reduce the unemployment rate and increase the equality of income levels.

Entrepreneurship is widely considered a job creator and catalyst for economic growth. As a result, many policymakers worldwide are explicitly pursuing policies to increase the number of entrepreneurs. (Acs et al., 2016)

The Tasikmalaya City Government knows many people are still unemployed and poor. Therefore, the Tasikmalaya City Government is making efforts to overcome this problem by issuing Tasikmalaya Mayor Regulation Number 21 of 2017 concerning General Guidelines for Creating New Entrepreneurs for the City of Tasikmalaya, which aims to create and expand job opportunities, equalize the distribution of community income; and improve people's standard of living.

According to the mayor's regulation, the target for new entrepreneurs is 5,000 entrepreneurs over five years from 2018 to 2022 through education and training or theory and practice, as well as interest-free capital assistance borne by the Tasikmalaya City government. This entrepreneurship program is different from implementing other entrepreneurship policies in other cities. The process is through interest-bearing capital assistance and grants, such as in Semarang City (Kurniasih et al., 2015) and Kediri City (Syahputra, 2020).

The actors involved in implementing the program are 5 regional apparatus organizations, each of which has its targets and curriculum following their main tasks and functions as depicted in the table below.

Table 1. Implementers Involved in Program Creation New Entrepreneur

No	Main Implementers	Target Participants/Per Year	Total Target Of New Entrepreneurship
1	Department of Cooperatives, Micro, Small and Medium Enterprises, Industry and Trade	400	2000
2	Department of Food Security, Agriculture and Fisheries	300	1500
3	Department of Youth, Sports,	100	500
4	Culture and Tourism	100	500
5	Department of Manpower and Transmigration	100	500
Total Number of New Entrepreneurs for 5 years			5000

Each of the five regional government organizations has an accompanying team that functions as a companion with heavy duties: a. training; b. apprenticeship; c. preparation of business plans; d. progress in the utilization of business capital financing facilities; e. progress in the utilization of subsidies; and f. business progress reporting.

This policy can be categorized as a micro-level entrepreneurship policy based on the large number of new entrepreneurial targets. At the micro level, policies target individuals, including business skills, opportunity identification skills, psychological support, and self-motivation (Mirzanti et al., 2015). New entrepreneurship policies are also the best medicine for poverty alleviation in any region of the world, which lies in encouraging more business activities and starting new businesses through entrepreneurship development (Singer, 2006)[i]

In supporting the successful implementation of the New Entrepreneurial Printing Program (WUB), the Tasikmalaya City Government issued Mayor Regulation No. 46 of 2018 concerning Technical Instructions for Providing Subsidies for Capital Costs of New Entrepreneurial Printing Businesses which aims to provide business capital cost subsidies for New Entrepreneurial participants who obtain business capital facilities from banking institutions determined by the Regional Government. The Implementing Bank appointed by the Tasikmalaya City Government is the Tasikmalaya City Government-Owned Bank, Al Madinah Sharia People's Credit Bank. The amount of the subsidy for business capital costs ranges from Rp. 1,000,000 to Rp. 5,000,000, repayment period is 12 months.

The implementation of this program was disrupted for two years (2020-2021) due to the emergence of COVID-19, which caused all New Entrepreneurship programs to experience delays in implementation due to national policies, namely social distancing and the closure of economic, tourism, and public activities. Only one department, the Education Department, could organize it because it was implemented before March 2020. Apart from being temporarily stopped, many WUB programs were cut because the budget was used to deal with COVID-19, so the programs experienced a reduction in educational menus, training hours, and entrepreneurial apprenticeships.

The main objective of this research is to explore and investigate the implementation process of the New Entrepreneurial Creation Program with education and training strategies as well as interest-free capital assistance in the city of Tasikmalaya in 2018-2022.

Here, theories are presented that support and strengthen the importance of the policy implementation research that the author is currently working on. Policy implementation develops between the formations of a clear intention on the part of the government to do something. Policy implementation develops between the formation of a clear

intention on the part of the government to do something or stop doing something and its final impact in the world of action. Implementation research concerns the development of systematic knowledge about what emerges or is induced when actors deal with policy problems (O'Toole, 2000).

It is clear that 'implementation' has a double meaning: 'to give practical effect' or execution on the one hand and 'fulfillment' or achievement on the other. A policy that is implemented does not require results in achieving its goals. Thus, it has a fundamental ambiguity in the meaning of implementation: implementation as the end state or achievement of the policy and implementation as the process or implementation of the policy. (Lane, 1987)

Implementation is the carrying out of fundamental policy decisions, usually established in law (although it is also possible through necessary executive orders or court decisions). Ideally, the decision identifies the problem to be addressed, establishes the goals to be achieved, and, in some way, "structures" the implementation process (Sabatier & Mazmanian, 1979).

According to Van Meter and Van Horn (1975), implementation includes actions by public and private individuals (or groups) directed at achieving the goals set out in previous policy decisions. This includes one-time efforts to convert decisions into operational requirements and ongoing efforts to achieve major and minor changes mandated by policy decisions.

Implementation research has developed into what can be seen as a sub-discipline, particularly within political science and public administration (Hill & Hupe, 2002).

Entrepreneurship Policy

The role of entrepreneurship in a country's economic development is so essential that the government must be actively involved in the growth of entrepreneurship by making entrepreneurship policies. Entrepreneurship policy is a broader concept. The aim is not to stimulate enterprises but to support an economic system that socially encourages productive entrepreneurial activity by individuals acting freely in the form of business.

Government policy significantly influences entrepreneurship to strengthen the environment and create the infrastructure that supports entrepreneurship. Lundström and Stevenson (2005) note that entrepreneurship policy is an emerging domain of the economic development arena. Interest in entrepreneurship policy has increased since then. Policy frameworks and policy initiatives to support entrepreneurship have also evolved. Entrepreneurship seems to thrive in an environment where it is supported. (Strassheim, 2019).

Entrepreneurship policies exist to stimulate job creation, innovation, social welfare, and economic growth. Compiled systematically, public policy influences entrepreneurial activity in five different areas: The demand side of entrepreneurship, the supply side of entrepreneurship, the Availability of resources, skills, and knowledge, Entrepreneurial referrals, and the potential entrepreneurial decision-making process. (Henrekson & Stenkula, 2005). Entrepreneurship policy instruments are generally implemented at decentralized levels: state, municipal, and local governments (Audretsch et al., 2007)

In general, SME policy focuses on various interventions to help existing small and medium enterprises. In contrast, entrepreneurship policy focuses on individual entrepreneurs at different stages of business development (Cassim, 2014). This research is about individual entrepreneurship.

Entrepreneurship is also seen as part of the solution to reduce unemployment levels and absorb new workers. Because research confirms the critical role of new and young companies in job creation, future job growth is likely to come from growth in entrepreneurial activity. Thus, the government is more interested in stimulating start-ups and encouraging entrepreneurship. (Strassheim, 2019)

Policy design must consider local differences and adapt to the scales and nature of existing resources, networks, and market capabilities. Despite this need for diversity, entrepreneurship policy tends to be based on several policy tools. Among them are financing, taxation, trade regulations, and encouraging innovation activities (Minniti, 2008).

Policy options range from traditional SME policies to developing and incorporating entrepreneurship policies (Storey, 2004; Lundstrom & Stevenson, 2005; Smallbone, 2010). In many countries, public policy is changing

from SME policy to entrepreneurship policy. The image below depicts the main differences between the two concepts.

Table 2. SME Policy vs Entrepreneurship Policy

SME Policy		Entrepreneurship Policy
Quantity	→	Quality
Firms	→	Individual
Self-employment/ SMEs	→	High-impact entrepreneurs/Gazelles
Support	→	Enable

Source: Henrekson & Stenkula, 2010

At least two critical characteristics differentiate entrepreneurship policy from small business policy. *First* is the breadth of policy orientations and instruments. While small business policies focus on the existing stock of small firms, entrepreneurship policies cover more potential entrepreneurs. Entrepreneurship policy also has greater sensitivity to the contextual conditions and frameworks that shape the decision-making processes of entrepreneurs and prospective entrepreneurs. While small business policy is primarily concerned with one level of organization, the firm entrepreneurship policy encompasses multiple levels of organization and analysis. These range from the individual to the corporate level and focus on groups or networks. Different perspectives may involve industry, sectoral, or spatial dimensions, such as districts, cities, regions, or even entire countries. Just like each (Lundström & Stevenson, 2005).

Second, entrepreneurship is a system that includes entrepreneurs (and potential entrepreneurs), institutions, and government action, and the desired policy outcome is increased entrepreneurial activity. In that case, the role of institutions and government is to foster an environment that will produce a sustainable supply of new entrepreneurs and conditions that enable them to succeed in their efforts to start and develop businesses. To do this, an entrepreneurial system must logically focus on all parts of an individual's entrepreneurial process, from awareness of entrepreneurial choices to early-stage survival and growth of emerging companies. (Lundström, Anders, and Stevenson, 2005)

METHOD

Researchers use a qualitative method to explore and deepen a social phenomenon or environment consisting of actors, events, places, and times. Also, to explore unquantified social phenomena that are descriptive (Creswell: 2017). Qualitative methods remain an essential tool for policy researchers. The method approach is a case study, an in-depth and holistic investigation (Miller et al., (2006).

Additionally, a qualitative approach aims to seek an understanding of the unknown and unexpected by moving from analysis of empirical material to theoretical understanding. In qualitative analysis, knowledge is developed from experience by interpreting and summarizing organized empirical data (Ormston et al., 2003)

Data collection

In this qualitative research, the author uses the World Wide Web (web) as one of the primary data sources. The web offers a collection of seemingly impersonal artifacts (e.g., text, multimedia, streaming audio, streaming video, workstations, servers, software, and webcams) regarding business and interpersonal processes and interactions. These artifacts provide a rich source of previously unheard-of insights capable of providing a different, perhaps more profound, understanding of a broader range of phenomena than was previously possible. (Marginson, 2004).

The standard procedure for exploratory case study research used during the investigation is interviewing as the dominant means of data collection. The author carries out two in-depth interview data collection techniques. First, interviews use an online survey tool, namely Google Form, because it has become a standard data collection tool in today's networked environment and because many WUB program graduates are widely distributed and reach them using Google. Form via the WhatsApp Group of the relevant government agency. Google Forms is a cloud-based data management tool to design and develop web-based interviews and questionnaires. Access anywhere at any time and other advantages (unlimited surveys, 100% free) have made Google Forms popular in online survey research (Vasanth & Harinarayana, 2016). The informants interviewed via Google Form were WUB alumni who had spread widely everywhere (it was hoped that as many WUB alumni as possible would answer the written interviews) and program facilitators (10 people who were active and who were no longer active).

Second, interviews are conducted face-to-face with the source. Data were collected using an interview guide that followed a semi-structured interview format and used open questions (Pekrun et al., 2002). This technique sets out the main topics and questions to find the desired data while allowing the discussion to flow naturally (Hove & Anda, 2005). Resource persons interviewed face to face using a semi-structured interview guide were the Regional Secretary, WUB Participants (10 people), Facilitator (2 people), Responsible Official (5 people from different services), Director of BPRS Al Madina (1 person), DPRD Member (2 people), Skills Institute which is a place for training and internships (5 institutions), entrepreneurial figures (1 person), Tasikmalaya City Chamber of Commerce and Industry (people).

Third, data collection was also obtained through documents regarding new entrepreneurship programs from Tasikmalaya City government agencies regarding budget, number of participants, types of entrepreneurship programs, and the size of interest-free capital loans issued by the Al Madina Sharia People's Credit Bank. Fourth, observations were also carried out by the author as a participant to investigate the implementation process of creating new entrepreneurs by following the education, training, and apprenticeship process at one of the related agencies.

In this research, the author did not explicitly present a theory to support the findings in the field; instead, the author tries to highlight the findings concerning previous studies where they seem appropriate. Qualitative studies have relevance beyond the individuals studied, and are potentially relevant and transferable to other situations. (Batt-Rawden & Batt-Rawden, 2020)

The data analysis technique in this research refers to Miles et al. (2014). There are three streams of qualitative research activities, namely as follows: (1) data condensation, (2) data presentation (*data display*), and (3) Concluding / Verification (*conclusion drawing/verification*).

RESULT

The number of participants in the new entrepreneurship program implemented by the Tasikmalaya City government is 5,000 people divided into 5 years from 2018 to 2022. Below is a graph of the participants:

Figure 1. Number of New Entrepreneur Creation Participants 2018-2022



Source: Tasikmalaya City Economic Section Regional Secretariat (Modified)

The graph above shows that the number of participants differs yearly because it depends on the number of target participants per service. In 2020, only one Regional Apparatus organization, namely the Education Office, met the target. The SME Service did not meet its target of only 60 people because of the explosion of COVID-19. The other three services were utterly unable to carry it out because they had been affected by the national lockdown policy. Therefore, in 2021 and 2022, WUB participants will pile up because they are pursuing a target of 5,000 participants for five years.

Not Enough Training and Apprenticeship Hours and No Competency Test

Based on observations made, the hours of education, training, and apprenticeship for new entrepreneurs are very short, only 4 days, and not even the whole day consists of theory or entrepreneurship education (1 day) and practical training (2 days) and apprenticeship (1 day but only 2 hours). Even after COVID-19 19, namely in 2022, the education, training, and apprenticeship process was shortened to 3 days at the relevant implementing agencies. Then, the apprenticeship only lasted about two hours, only an introduction to tools and production. New entrepreneurial participants still needed to receive comprehensive apprenticeship practice, only an introduction.

The process of implementing the program for creating new entrepreneurs also does not have a competency test as a measure of the mastery of knowledge and skills of new entrepreneurs, so it can be said that the results of the program for creating new entrepreneurs will not be effective for those who are just starting as entrepreneurs. This also affects the self-confidence of WUB alumni who feel they need to gain competency in entrepreneurial skills not to apply for interest-free capital to the Al Madina BPRS bank.

Participants in this program only get a certificate without any competency test regarding the extent to which they have mastered entrepreneurial practices and training. After completing training, most WUB alumni participants must be inspired or motivated to become entrepreneurs.

At Least New Participants Get Interest-Free Capital Loans

The Tasikmalaya City WUB Program is a program to reduce unemployment and equalize income. Therefore, for this program to be successful, the Tasikmalaya City government helps WUB participating alums with interest-free capital loans in the hope that they will not be burdened with payments. Only one is valid, starting from 1 million to 5 million for a one-year loan. The list of loans is as follows:

Table 3. List of New Entrepreneurial Capital Loans 2018-2022

NO	Amount Of Financing (IDR)	Amount Of Subsidy (IDR)			
		Margins	Administration And Stamp	Insurance	Total
1	2	3	4	5	6
1	1.000.000	160.000	100.000	100.000	360.000
2	1.500.000	240.000	100.000	100.000	440.000
3	2.000.000	320.000	100.000	100.000	520.000
4	2.500.000	400.000	100.000	100.000	600.000
5	3.000.000	480.000	100.000	100.000	680.000
6	3.500.000	560.000	100.000	100.000	760.000
7	4.000.000	640.000	100.000	100.000	840.000
8	4.500.000	720.000	100.000	100.000	920.000
9	5.000.000	800.000	100.000	100.000	1.000.000

Source: Mayor Regulation No. 46 of 2018

Table 3 shows that WUB graduates who apply for business capital are not subject to bank interest because it is borne or subsidized by the Tasikmalaya City Government. They only have to repay the loan as much as they borrowed. This is very helpful and eases the burden on the business they are starting. This also differentiates it from the West Java Provincial New Entrepreneurial Creation Program, where WUB graduates do not receive interest-free facilities.

The number of WUB alumni participants who received business capital assistance is as follows:

Table 4. New Entrepreneurial Participants Who Get Capital Loans

No	WUB Alumni Participants 2018-2022	WUB Loan Registrant	Participants Get Loans	Plafond Financing
1	5000	825	238	Rp.741.500.000,
Total Loan Distributed WUB				Rp.741.500.000

Source: Tasikmalaya City Economic Section Regional Secretariat (Processed)

The table above shows that only 6.8% of WUB graduates can and have accessed business capital from BPRS Al Madinah. According to the results of face-to-face interviews and Google Forms, there are several reasons why only some WUB participants submitted proposals for capital assistance, and those who could get only a tiny amount of capital were as follows.

- i. Many participants who have completed the WUB printing program consider it a grant, so when they are informed that the capital assistance is not a grant, many are reluctant to access the capital.
- ii. According to them, education, training, and internships should be longer, which is not enough to give them the skills to do business, so they think twice about applying for interest-free capital assistance to BPRS Al Madinah. Because it is feared that the business capital assistance will be useless or in vain for running their business.
- iii. Many WUB participants need to be more protected by banking regulations, namely, being detected *BI Checking*. In other words, their banking track record is not good, aka they have bad credit, so their capital application is rejected

Budget Cuts Every Year

In implementing the 2018-2022 WUB program in Tasikmalaya City, budgeting experienced a decline, especially after the COVID-19 disaster, which caused budget refocusing or diversion of the WUB budget to tackle COVID-19. Below is a list of budgets the Tasikmalaya City government issued to implement the 2018-2022 WUB.

Table 5. New Entrepreneur Program Budget per Year

No	Regional Apparatus	Annual Budget 2018	Annual Budget 2019	Annual Budget 2020	Annual Budget 2021	Annual Budget 2022
1	MSME Department	1.860.000.000	1.200.000.000	-	956.460.000	401.520.000
2	Department of Agriculture and Fisheries	1.344.400.000	850.191.400	-	235.000.000	870.000.000
3	Porabudpar Department	450.000.000	267.223.400	216.500.000	216.500.000	330.000.000

4	education authorities	450.000.000	300.000.000	300.000.000	140.970.000	180.000.000
5	labor offices	300.000.000	350.000.000	-	- 214,360,000	255,000,000
Total		3.940.000.000	2.967.414.800	516.500.000	2.203.290.000	2.036.520.000

Source: Tasikmalaya City Economic Section Regional Secretariat 2022 (Processed)

Information from Table 5 shows that, in principle, all agencies implementing new Entrepreneurship programs organized by the Tasikmalaya City Government were reduced significantly even though there had been budget cuts before Covid 19 hit Indonesia and Tasikmalaya City.

Types of New Entrepreneurship Programs

Below are the types of entrepreneurship programs implemented by 5 Tasikmalaya City government agencies related to implementing new entrepreneurship programs for five years from 2018 to 2022.

Table 6.Types of New Entrepreneurship Programs in Tasikmalaya City

AUTHORITIES	TAHUN	PROGRAM TYPE
Department of Cooperatives, MSME Industry and Trade	2018	Workshop, Welding Services, Professional Sewing Services, HP Service, Hair and Beauty Services, Make Up Services, Footwear, Convection, Processed Food
	2019	Digital Marketing, Professional Sewing Services, HP Service, Make Up Services, Salon Therapist Services, Footwear, Embroidery, Wooden Crafts, Footwear, Processed Food
	2020	Processed Food, Make Up Services
	2021	Digital Marketing, Professional Sewing Services, HP Service, Make Up Services, Footwear, Convection, Processed Food
	2022	Footwear, Convection, Convection (Knitting), Processed Food, Digital Marketing, Financial Literacy for Entrepreneurs, Geulis Umbrella Making, Batik Dyeing Techniques, Information Technology
education authorities	2018	Graphic Design (Screen Printing), Catering, Fashion Design (Garment)
	2019	Delivery, HP Service, Fashion (Garment), Culinary
	2020	Professional Sewing Services, Automotive, HP Service, Catering, Fashion (Garment)
	2021	Catering, Fashion (Garment), Hair and Beauty
	2022	Graphic Design (Screen Printing), Catering, Fashion Design (Garment)
Department of Agriculture and Fisheries	2018	Fish Processing, Gurame Fish Cultivation, Tilapia Cultivation, Carp Cultivation, Catfish Cultivation, Patin Fish Cultivation, Horticulture and Plantation, Animal Husbandry, Food Crops

AUTHORITIES	TAHUN	PROGRAM TYPE
	2019	Spinach Cultivation, Chili Cultivation, Durian Cultivation, Guava Cultivation, Mushroom Cultivation, Water Spinach Cultivation, Coconut Cultivation, Mango Cultivation, Papaya Cultivation, Banana Cultivation, Salak Cultivation, Vegetable Cultivation, Cucumber Cultivation, Cassava Processing, Rangginang Processing, Colonnade Processing, Fish Cultivation Gourami, Catfish Cultivation, Goldfish Cultivation, Tilapia Cultivation, Ornamental Fish Cultivation, Fish Processing, Shredded Processing, Chicken Cultivation, Meatball Processing, Duck Cultivation, Beef Processing, Cricket Cultivation, Goat Cultivation, Rabbit Cultivation, Bone Cracker Processing, Quail Cultivation, Cow Cultivation, Cow Milk Processing
	2021	Fruit Cultivation, Chili Cultivation, Mushroom Cultivation, Papaya Cultivation, Banana Cultivation, Salak Cultivation, Vegetable Cultivation, Black Rice Cultivation, Corn Cultivation, Soybean Cultivation, Potato Cultivation, Rice Cultivation, Various Chips Processing, Peanut Processing, Potato Processing, Cassava/yam chips processing, sago processing, cassava processing, sweet potato processing, gourami fish cultivation, catfish cultivation, tilapia cultivation, nilem fish cultivation, catfish cultivation, goldfish cultivation, ornamental fish cultivation, lobster cultivation, fish processing, Chicken Cultivation, Meatball Processing, Duck Cultivation, Rabbit Cultivation, Yougart Processing
	2022	Horticulture and Plantation, Corn Cultivation, Soybean Cultivation, Potato Cultivation, Rice Cultivation, Various Chips Processing, Potato Processing, Cassava/Yam Chips Processing, Sago Processing, Cassava Processing, Sweet Potato Processing, Lobster Cultivation, Tilapia Cultivation, Gourami Fish Cultivation, Ornamental Fish Cultivation, Catfish Cultivation, Goldfish Cultivation, Tilapia Cultivation, Nilem Fish Cultivation, Fish Processing, Chicken Cultivation, Meatball Processing, Goat Cultivation, Cow's Milk Processing, Computer Graphic Design, Motorbike Service, Catering, Skin Beauty Care , Bridal MakeupCulinary, Professional Sewing Services, Leather Beauty, Bridal MakeupFashion (Garment) Makeup, Leather Beauty, Bridal MakeupCookery, Fashion (Garment), Leather Beauty, Bridal Makeup
labor offices	2018	Computer Graphic Design, Motorcycle Service, Catering, Leather Beauty, Bridal Makeup
	2019	Culinary, Professional Tailoring Services, Leather Cosmetology, Bridal Makeup
	2021	Fashion (Garment), Skin Beauty, Bridal Makeup
	2022	Catering, Fashion (Garment), Skin Beauty, Bridal Makeup
Department of Youth, Sports, Culture and Tourism	2018	Photographer Training, Geulis Umbrella Making, Tour Guide Training
	2019	Culinary, Digital Media
	2021	Barista, Fashion, Culinary, Digital Media, Tour Guide Training
	2022	EKRAF, Event Friends, Local Friends, Tour Packages

Source: Tasikmalaya City Economic Section Regional Secretariat 2022 (Processed)

The entrepreneurship programs in the table above are aimed at individuals who want to become entrepreneurs in production, services, and culinary with the hope that if they are successful, it will have a domino effect on the workforce. Apart from that, this program also follows the existing and developing market share in the Tasikmalaya city community and follows the development trend of digital or online-based business and technology such as digital marketing and graphic design. One of these programs is also intended to preserve and develop the original cultural product of Tasikmalaya, namely Payung Geulis, which is almost extinct. Unfortunately, the Umbrella creation program Noise no longer continued.

Absence of Cooperation and Coordination between Implementers

According to in-depth interviews with the five people responsible for the new entrepreneurship program and observations, it was discovered that the involvement of the five related agencies in implementing the creation of new entrepreneurship in Tasikmalaya City seemed to be running independently, with the programs lacking cooperation and coordination between the five agencies. Even though some programs have similarities, for example, between the Department of Education and the Department of Manpower and Transmigration in Food and Fashion Management, apart from that, the five agencies involved have their resources that can be coordinated or collaborated, such as the complete training building owned by the Cooperatives Service, MSME Industry and Trade which the other four agencies can use. However, this still needs to be done. Each of them preferred to use privately owned education and training buildings.

The five related agencies each presented the programs they would carry out in the economic development section of the Tasikmalaya city regional secretariat. However, from the program presentations of the five agencies, they needed to take the initiative to collaborate, coordinate, and collaborate. The economic development section of the Regional Secretariat did not provide input for collaboration between related agencies, only accommodating the programs of the five agencies.

Insufficient Salaries for Facilitators

Facilitators are part of implementing the New Entrepreneurship program, which plays a significant role in the success of the entrepreneurship program. They assist in training, internships, preparation of business plans, progress in utilizing business capital financing facilities, progress in utilizing subsidies, and reporting on business progress. Unfortunately, their salary is only IDR 1,770,000, following the Tasikmalaya City Minimum Wage. However, this salary was deemed insufficient because it had stayed the same for five years (2018-2022). They also had to go to the field to accompany WUB participants and alumni to monitor the development of their businesses. More to support the performance of facilitators for five years (2018-2022). Apart from that, no benefits support their work, such as health benefits, assistance transportation, etc. It is not surprising that many facilitators leave their jobs.

Socio-Cultural and Economic Conditions

Based on in-depth interviews, most WUB participants thought the program was a grant assistance program. However, when they were informed and confirmed that this was a training, education, and apprenticeship program and that the motivation and capital assistance had to be paid even without interest, most of them did not continue. What have they gained from the program? In other words, they no longer want to try to become a new entrepreneur because the capital is not a grant.

DISCUSSION

Implementing the new entrepreneur creation program for five years, 2018-2022, in Tasikmalaya City did not run smoothly due to the COVID-19 pandemic. Not all regional organizations could implement the WUB program according to schedule due to the lockdown and social distancing policies.

The small amount of loans provided for entrepreneurship assistance is always an obstacle. New entrepreneurs are not interested in accessing them or applying for loans to start new businesses. Al-Abri et al. (2018) believe that access to finance is an essential requirement for start-up growth. The government should give the funding

institutions assurances to facilitate finance for entrepreneurs. More funding is needed to ensure new entrepreneurs start their businesses (Amadi & Eze, 2019). According to Dede, who is a member of the Tasikmalaya City DPRD, the 12.5 billion budget is not only for training but is distributed to participants in relatively large amounts, such as 25 million per person to be used as business capital and in its implementation it involves the relevant OPD and companions to carry out supervision. Strictly monitoring the development and progress of WUB participants' businesses, it is estimated that the results will be visible and felt (Wiguna, 2021).

Apart from disrupting the WUB program implementation schedule, COVID-19 also caused the budget for the success of the program to decrease because it was used to overcome Covid 19. However, even before the COVID-19 pandemic, the budget for its implementation had already decreased in 2019. This was made worse by the government's budget-refocusing policy. Tasikmalaya City to tackle the spread of COVID-19, so the budget cuts for the WUB program are very significant. This directly impacts reducing the quantity and quality of the education, training, and apprenticeship processes. Policies that economize on strategic office provision, personnel, time, and/or financial resources will likely need to be revised from the start (O'Toole, 1988). The limited budget of an organization can hinder program implementation (Edward III, 1980). It is clear that adequate funding means that policy implementation will fail to be successful (Van Meter & Van Horn, 1975). A similar opinion has been expressed. In general, a threshold level of funding is necessary to make it possible to achieve the statutory objectives, and a level of funding above this threshold proportional to the likelihood of achieving that goal. (Sabatier & Mazmanian, 1979).

Entrepreneurship education and training aims to equip young people with the necessary knowledge and skills related to entrepreneurial drive to help them start successful businesses. (Van, 2022). The absence of measuring or testing the competency of WUB participants in Tasikmalaya City will undoubtedly result in the majority of graduates failing to meet the expected quality and the lack of self-confidence among WUB graduate participants to try to become entrepreneurs. Tatang, as a practitioner in entrepreneurship training in Tasikmalaya City, highlighted the training scheme, training plan, and business plan for training WUB candidates. According to him, to make someone competent or become a WUB, the minimum training scheme is 160 hours (if 1 day is 8 hours of training, it means the training is carried out for 20 days). With that short learning, you can be competent to become an entrepreneur. This refers to Article 9 of Law Number 13 of 2003 concerning employment and job training (Saefulloh, 2021). Research by Agwu et al. (2017) shows a significant relationship between entrepreneurship education and the creation of new businesses. Hence, efforts need to be made by the government, educators, and entrepreneurship practitioners to improve it. Ogundele et al. (2012) stated that the contribution of entrepreneurship training and education to poverty alleviation will be much more significant if entrepreneurship is encouraged at all levels, especially at the local and community levels.

Entrepreneurial skills and attributes benefit society beyond their application to business activities. Of course, personal qualities relevant to entrepreneurship, such as creativity and a spirit of initiative, can benefit everyone in their work responsibilities and daily life. Also, relevant technical and business skills must be imparted to those who choose to be self-employed, start their business, or may do so in the future. (Amadi & Eze, 2019)

The absence of coordination and cooperation between the five related agencies in the implementation process of creating new entrepreneurs in Tasikmalaya City shows that there is no role for people or organizations that can transmit and regulate the flow of information in the implementation network, which is especially important in influencing exchanges due to obstacles to smooth program transactions (O'Toole, 1988). Developing, maintaining, and redesigning the network becomes central to successful implementation. Power and Yewlett called this activity a "reticulocyte" function. Bardach uses the term "fixer" to denote a significant legislative-based program advocate responsible for resolving network difficulties and blockages. O'Toole describes the actions of "facilitators," strategically placed network actors who serve as critical agents in Policy implementation (O'Toole, 1988). So, for the success of the program to create new entrepreneurs in the city of Tasikmalaya, the functions of "reticulocyte," "fixer," and "facilitator" are needed. They have yet to appear in implementing the new entrepreneurial creation program in Tasikmalaya City.

Entrepreneurs are influenced by the social and cultural context in which they operate and focus more on giving meaning to these constructs by creating new ventures. (Kirkley, 2016). The social and economic culture of the

people of Tasikmalaya City, which always depends on government grants, means that they need the mental and strong determination or motivation to become entrepreneurs. Self-confidence and strong determination influence entrepreneurship. Entrepreneurship is one way to improve the welfare of life (Tambunan & Hasibuan, 2018). In short, social, economic, and technological conditions are the main exogenous variables that influence the policy output of implementing agencies and, ultimately, the achievement of statutory objectives (Sabatier & Mazmanian, 1979). Implementing the WUB printing program in Tasikmalaya City to foster many new entrepreneurs who can reduce unemployment and increase income may not have effective results.

CONCLUSION

Implementing the Tasikmalaya City WUB program 2018-2022 can be effective in terms of output because as many as 5,000 new entrepreneurs were fulfilled, while the outcome still cannot be said to be successful because very few people tried or started new entrepreneurs. It took quite a long time to see the success of their business.

The lack of commitment of Tasikmalaya City government leaders in budgeting for the program implementation process includes the inadequate salaries of facilitators. This indicates that Tasikmalaya City government leaders seem more limited to fulfilling political promises without paying attention to the quality of implementation of this new entrepreneurial program.

The lack of coordination and cooperation between the five agencies involved in implementing the new entrepreneur creation program weakens the strength and ties of the program itself. The five agencies involved run independently with their egos. There is no role of "Fixer," "Reticulist," or "Facilitator" in the implementation process.

Capital assistance for WUB was also not optimally absorbed by the participants because the amount of funding was too small, not enough to start a new business; the majority of WUB participants do not borrow capital because they do not dare to take it out for fear of not being able to pay it off; Then, many participants did not apply for capital assistance because they were not confident in the results of the education, training, and apprenticeship they received. After all, it was considered too short.

The outcome of the implementation of the program for creating new entrepreneurs in the City of Tasikmalaya will likely be unsuccessful. Therefore, there must be continuity of the WUB Program in the future so that the program that has been initiated does not become in vain and can monitor WUB alumni participants who are serious about running their entrepreneurship.

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