

UNDERSTANDING ENTREPRENEURSHIP POLICY PROGRAM IN INDONESIA: AN ANALYSIS AT MICRO AND MACRO LEVEL

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Abstract: This research aims to highlight the understanding of entrepreneurship policy implementation, particularly in Indonesia with an analysis at the micro and macro levels. Essentially, this research applied the qualitative descriptive method called document analysis from the previous study and governmental documents to gain a-detailed evidence pertaining to the entrepreneurship policy program in Indonesia. Data on entrepreneurial policy program planning, the National Long-Term Development Plan, and program reports were acquired from the Ministry of National and Development Planning 2005-2025. The findings of this research illustrate the 10 entrepreneurship policy programs at the implementation stages. It can be drawn that the entrepreneurship policy is fundamentally aimed at increasing the number of aspiring entrepreneurs or new ventures. The practical implication of this study resulted from the two different program implications at stages of analysis of Micro and Macro. Brought together, its implementation at the micro level is still primarily based on the creation of skills that could adequately cover managerial, business industry, and technical communication technology; motivation that covers incubators or mentoring programs, and greater exposure; which covers opportunity, visibility, also access to market, business and finance. Meanwhile, the analysis at the macro level resulted that government policy largely focuses on venture capital funding, innovation and education for entrepreneurship, entrepreneurship culture, infrastructure and services of entrepreneurship and lastly professional training for trainers.

Keywords: entrepreneurship, government policy program, micro, macro, Indonesia

Abstrak: Penelitian ini bertujuan mengkaji pemahaman implementasi kebijakan kewirausahaan, khususnya di Indonesia di tingkat analisis mikro dan makro. Penelitian ini menggunakan metode deskriptif kualitatif yang disebut analisis dokumen dari penelitian sebelumnya dan dokumen-dokumen pemerintah untuk memperoleh bukti yang lebih rinci terkait dengan program kebijakan kewirausahaan di Indonesia. Data perencanaan program kebijakan kewirausahaan, RPJMN, dan laporan program diperoleh dari Kementerian PPN/Bappenas 2005-2025. Temuan penelitian ini menggambarkan 10 program kebijakan kewirausahaan pada tahap implementasi. Dapat ditarik kesimpulan bahwa kebijakan kewirausahaan pada dasarnya bertujuan untuk meningkatkan jumlah calon wirausaha atau usaha baru. Implikasi praktis dari penelitian ini dihasilkan dari dua implikasi program yang berbeda pada tahapan analisis Mikro dan Makro. Secara keseluruhan, implementasinya di tingkat mikro masih bertumpu pada penciptaan keterampilan yang memadai yang mencakup manajerial, industri bisnis, dan teknologi komunikasi teknis; motivasi yang mencakup inkubator atau program pendampingan, dan eksposur yang lebih besar; yang mencakup peluang, visibilitas, serta akses ke pasar, bisnis, dan keuangan. Sementara itu, analisis di tingkat makro menghasilkan bahwa kebijakan pemerintah sebagian besar berfokus pada pendanaan modal ventura, inovasi dan pendidikan kewirausahaan, budaya kewirausahaan, infrastruktur dan layanan kewirausahaan, dan terakhir pelatihan profesional untuk pelatih.

Kata kunci: kewirausahaan, program kebijakan pemerintah, mikro, makro, Indonesia

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INTRODUCTION

The number of entrepreneurs has increased significantly over the last decade. Entrepreneurship has emerged as a focus of policymakers and policy implementers in public policy (Faling et al. 2019; Capano and Galanti, 2018), and it has become the center of many policy questions related to economics, technology, sustainability, human capital, and innovation (Munoz, 2013). Extant definitions of entrepreneurship are variously associated with opportunity pursuit, creation, uncertainty and more, portraying the myriad perspectives that lies within the entrepreneurship field and beyond but according to (Prince et al. 2021) the successful implementation of entrepreneurship policy is evidenced by the increasing number of start-ups, business incubators, and jobs, along with the reduction of poverty. The influence of entrepreneurship has been acknowledged and validated by existing research. Research into the analysis of entrepreneurship policy has existed since early 2000 as guidelines to address entrepreneurial activity issues that have increased. Research has shown that entrepreneurship varies quite considerably across countries and has become a catalyst for innovation and economic growth (Kritikos, 2014).

Discussions upon several studies on the development of entrepreneurship have underlined and described the notion of entrepreneurship as a stepping stone for the economic development of a nation. Leutkenhorst (2004 in Jahanshahi et al. 2011) emphasized how the contribution of entrepreneurship generates employment, because it tends to use more labor than large enterprises; boosts employment and leads to a better equitable distribution of income; provides livelihood opportunities through value-added process activities; nurtures entrepreneurship and promotes the development of systemic productive capacity and the development of resilient economic systems through links between small and large enterprises. Likewise, a successful new model of entrepreneurship could also create new jobs, generate more income, increase productivity through innovation, and contribute to the country's economic growth (Peter et al. 2004; Sehitoglu and Ozdemir, 2013).

In building a further concept of entrepreneurship, basic definitions and understanding of entrepreneurs were needed to define the theoretical background used in this study. Generally, there is no single acceptable

definition of an entrepreneur used by scholars that can be generally justified to determine who is and who is not an entrepreneur. A study described that an entrepreneur is someone who sees an opportunity as a stepping stone and establishes an association to advance it through creation and innovation management (Drucker, 2015). A similar definition was also agreed by Ahmad and Seymour (2008) that an entrepreneur is an individual who seeks to generate profit through the development or expansion of business activities by discovering and exploiting new products, competition or opportunities. Likewise, Majid and Koe (2012) describe an entrepreneur as someone who is constantly searching for, adapting to, and enabling change as an opportunity. Thus, it can be summarized that an entrepreneur can also be a corporate employee while being an entrepreneur, since entrepreneurship has been the process of continuously turning good ideas into profitable businesses or projects.

Further mentioned in other literature, the definition of entrepreneurship can be seen through the lens of economics, management, and sociology; others look at it from a business and social standpoint (Nowinski and Haddoud, 2019). It is because entrepreneurship has been dominating the idea of providing mechanisms for economic development through the effects of employment, innovation, and welfare (Schumpeter, 1934; Acs and Audretsch, 1988; Baumol 2002). This is essential in improving a cohesive environment in order to unlock greater opportunities and subsequent value creation at the regional level, which incorporates social, organizational, and market dimension (Fritsch, 2013; Tsvetkova, 2015; Autio et al. 2014).

Previous research regarding an entrepreneurship definition was also categorized into two kinds of approaches that rely on supply-demand. The classification is sometimes referred to as the "push" and "pull" factor (Vivarelli, 1991). First, the supply side approach mostly originates from the labor market points of view that signify entrepreneur traits such as risk-taking and self-motivation (Low, 2009). The supply side approach is dominated by the characteristics of population or demographic order. However, the core aspects are the capabilities and capacities of individuals, their attitudes towards entrepreneurship and their cultural and institutional ecosystem (Verheul et al. 2002). Considering the demand from a market product, Verheul et al. (2002) explains the perspective and the

business potential concentrates on entrepreneurial processes and practices, such as the function and role of an entrepreneur. Thus, it can be seen that the demand side approaches symbolize opportunities for entrepreneurship.

Extant literature on entrepreneurship provide definition of entrepreneurship, behavioral and growth approach, the environmental factors on entrepreneurial behavior and government roles on the development of entrepreneurship (Mason and Brown, 2013; Baumol, 1990; Bowen and De Clercq, 2008). Little research has been carried out in the area of the micro and macro policies be more significant for strengthening entrepreneurship. Although some researchers have paid attention to micro and macro levels that provides broad concepts, especially as it relates to innovation, productivity, job creation and formation of new industry (Kuratko, 2014; Davidsson and Wiklund, 2001; Wang, 2008; Wennekers et al. 2002), but little is known about the context of analysis at the micro and macro levels that has attracted various attention not only from the business sector, such as entrepreneurs, but also the government as an institutional regulator. This study answers the call from Valdós and Chatzinikolaou (2020) who emphasizes that a new economic policy of entrepreneurship should focus on supporting the micro and macro level mechanism in order to promote productive knowledge. This study responds to this call by showing that the micro and macro levels of analysis has become a vital component in measuring entrepreneurial activity in Indonesia. Further, this study provides evidence about the priority of entrepreneurship policy in Indonesia as a potentially growing in terms of entrepreneurship that provided various advantages to better understand the scope of entrepreneurship and its programs (Agustina, 2015).

More specifically, the aim of this study is to answer the research questions: *What are the objectives of entrepreneurship policy? What categories of existing entrepreneurship policy programs are at the implementation stage of the micro and macro levels?* Hence, this paper is structured into five parts. First, it reviews the existing and relevant academic literature related to entrepreneurship policy and unit of analysis. Second, the research methodology applied is elaborated on to discover research questions and to demonstrate the data analysis techniques in which it will substantiate

the results and findings of the study. Third, the findings of the study are analyzed and discussed. Fourth, the implications and issues of the findings are discussed, and finally the fifth and the last part will provide the conclusion while being followed with suggestions for future research attempts. As a result, this study provides implications for academic institutions as well as policymakers towards promoting innovation and fostering entrepreneurs.

METHODS

This research on understanding entrepreneurship policy program in Indonesia with an analysis at the micro and macro levels in Indonesia was carried out by using a qualitative methodology called document analysis in order to obtain a more detailed and in-depth analysis. These program documents formally communicate the entrepreneurship policy in Indonesia and the issues surrounding it. The document analysis method for this study is followed into 4 phases of the research process which are selecting the subject of analysis, identifying and the documents, collecting documents required, analyzing the text and reporting research result as well as interpreting the research findings. *Firstly*, is selecting the subject of analysis. The authors chose research questions, theoretical background and research method that were important in order to achieve the purpose of this study which was to obtain new insights into micro and macro levels entrepreneurship policy program planning and implementation in Indonesia. *Secondly* is identifying and collecting documents required by this study.

Data collection was gathered from the Ministry of National and Development Planning 2005-2025 regarding entrepreneurship policy program planning, National Long-Term Development Plan and the program reports (Table 1). Thirdly is analyzing the text by doing data extraction and data insertion. Data extraction at the implementation stage was collected from product of regulation periods of 2005-2015 such as law, government regulations, and presidential decrees; while data insertion at the implementation stage, the sources were identified from the government program related to entrepreneurship which are implemented at the ministerial level. Lastly, the data were then analyzed and thus provided conclusion and a set of recommendations for future research attempts.

Table 1. Objective of entrepreneurship policy in Indonesia

Ministries	Policy Products	The Expected Objectives
Ministry of Cooperatives and SMEs	The National Entrepreneurship Movement (GKN)	Create and synergize 1,000 potential start-up ideas for the creation of young entrepreneurs from various universities
Ministry of Cooperatives and SMEs	People's Business Loans (KUR)	Financial assistance for SMEs
Ministry of Education and Culture	Community Entrepreneurship Program (PKM)	Encourage and uplift the spirit of entrepreneurship activities
Ministry of Education and Culture	Center for Community Learning Activities (PKBM)	Develop technology, information, and communication-based business entrepreneurs
Ministry of Agriculture	Young Agricultural Generation (GMP)	Generate and create imaginative, innovative, productive, and qualified young farmers with a global perspective and understanding
Ministry of Industry	Training for SME's Consulting Trainer (Diklat Konsultan Diagnosis IKM/Shindanshi)	Trainers for SMEs consultancy activities
Ministry of Industry	The implementation of Regional IT Center of Excellence (RICE)	Expanding and accelerating the growth of telematics sector by providing funding to start-up companies in the sector of telematics
Ministry of Labor and Transmigration	The Entrepreneurship Training Program (PPK)	Build about 10.000 successful and effective entrepreneurs in various industries per year
Ministry of Industry	Entrepreneurship Program (Pengembangan Pewirausaha Muda/PERAHU)	Escalating the number of productive entrepreneurs
Ministry of Industry	The implementation of Incubation Business Center (PIB)	Produce professional graduates who are eager to start a business or cooperate with industries in the provisions of services, particularly in the field of information and technology

Source: The entrepreneurship policy program at the implementation stage (2005-2015)

RESULTS

Throughout the years, there has been evidence that the institutional framework for entrepreneurship can be considered at different levels of scale that represent both constraining and enabling forces (Welter, 2012). This occurs in the entrepreneurial revolution, especially in developing countries. At the micro level, entrepreneurship is viewed as financial ecosystem of the small enterprises sector, comprising consultation services, government aid, and other sufficient government subsidies that influence the behavior of business development as well as the local implementation of national policies through, for instance, national agencies' regulatory bodies and organizations (Smallbone and Welter, 2010). The micro level analysis also emphasizes greatly at the individual level and focuses on skills, motivation, and opportunities of entrepreneurs. This initiative for individual action by the entrepreneur can have a far-reaching macro-level impact and effects that can alter entire industries (Davidsson & Wiklund, 2001). Similarly, Balthasar (2011) emphasized that at the micro level, an entrepreneur is defined as an individual who needs certain skills, namely psychological endowment, attitudes, skills, actions and self-motivation.

Meanwhile, at the macro level, entrepreneurship is considered to be more central in addition to entrepreneurship development in which the legal institution is fundamental for entrepreneurship where it includes the responsibility for policy making with respect to small medium enterprises (SMEs) within the government, together with the mechanism for policy implementation (Smallbone and Welter, 2010). At the macroeconomic level, the most widely identified determinants of entrepreneurship include the rate of (un)employment, economic growth, investment and availability of infrastructure (Wang, 2008). At the same time, the macro level, entrepreneurship is defined as jobs creation or start-up ventures creation. Moreover, it was also mentioned that critical elements of entrepreneurship at the macro level incorporate a variety of competitive selections that lead to the impact of entrepreneurship (entrepreneurship culture, education, and infrastructure), leading to competitiveness and economic growth (Verheul et al. 2002).

The elements underline the mechanism influencing the process of entrepreneurship rates. 1) Human capital emerges to ensure education on both individual and firm capital through measurement of behaviors and

transfer of knowledge. It is also greatly associated with an individual's ability to form critical decisions in uncertain situations. 2) Financial capital suggests a more specific role for the government in stimulating cultural or social capital and in creating a compatible institutional framework at the country level to address the supply side of entrepreneurship, for instance, emphasizing the number of people who are endorsed by motivation, financial support and the skills to invest in a new business. 3) Physical infrastructure helps facilitate the flow of capital goods, innovation, and people. 4) Business culture is fundamentally defined as the attitude, values, skills and power among individuals or group in an organization to generate income. It is imperative that a cohesive environment and culture is well-formed in an organization in order to achieve a common goal (Passaro et al. 2018).

As one of the forms of identifying the relevant programs related to entrepreneurship, the findings have classified the categorization of existing entrepreneurship policy based on both the basis of the degree of the analysis and the substance of the policy in accordance with the model of Entrepreneurship Policy Evaluation (Balthasar, 2011). At the micro level, this category represents opportunities, personal skills, and motivation (Balthasar, 2011). Meanwhile, the category at the macro level denotes entrepreneurship culture and its external aspects such as entrepreneurship education, infrastructure and its supporting facilities (Hoffmann, 2011; Verheul et al. 2002). Results show the connection between entrepreneurship and economic development in which it has been distinguished by the level of analysis either micro or macro.

Furthermore, to put a clearer empirical base and to answer the questions *what are the objectives of entrepreneurship policy program and what categories of existing entrepreneurship policy at the implementation stage of micro and macro levels*, in the next section, the authors orderly analyzed the 10 chosen policy programs and later will discuss the implications and phenomenon underlying those policy programs in the discussion section.

The National Entrepreneurship Movement

The National Entrepreneurship Movement, generally known as *Gerakan Kewirausahaan Nasional*, is meant to enrich and improve the ability of potential entrepreneurship across Indonesia to withstand dynamic

economic development. Initiated by the Ministry of Cooperative and SMEs, this program is aimed to create numerous entrepreneurs who are qualified to drive the growth of the economy starting from the local level. The National Entrepreneurship Movement provides a framework for social interaction between young entrepreneurs who could respond to the increasingly economic demands and changes through innovation of technology. In addition, the GKN also intended to elevate the entrepreneurial spirit and motivation, especially for the younger generation who aspire to become entrepreneurs (Marti'ah, 2017).

The People's Business Loans

The Soft Loan Program, generally known as *Kredit Usaha Rakyat*, is a program designed to promote growth and to alleviate poverty by supporting small and medium-sized enterprises. Principally, the KUR program is aimed at expanding and enhancing access to capital and other resources for small and medium-enterprises through the bank's services in order to increase productive SMEs, accelerate the growth of empowerment of SMEs, and improving the competitiveness of SMEs. Since it is the program provided by the government through the financial or banking sector, this program extended to the implementation of credit provision, underwriting institutions with insurance agencies serving as guarantors for the loans as well as financing institutions such as banking through the allocation of soft loans to SMEs and cooperatives.

Community Entrepreneurship Program

Initiated by the Ministry of Education and Culture in 2014, the Community Entrepreneurship Program, also known as Pendidikan Kewirausahaan Masyarakat, is meant to provide greater business opportunities of entrepreneurship education services. The program is specifically organized by Lembaga Kursus dan Pelatihan (LKP) together with social organizations that conduct education and training programs tailored to the various existing needs and business opportunities in community-related fields. All in all, carrying out the PKM program is one way to generate wider opportunities and to unlock a greater potential towards entrepreneurs. Even so, the program is projected to boost Indonesia's economy. The program will certainly allow the government to address employment issues.

Center for Community Learning Activities

The Center for Community Learning Activities, also known as Pusat Kegiatan Belajar Masyarakat, in its principle operates as a platform for communities to facilitate services and entrepreneurship awareness programs endorsed by the Ministry of Education and Culture. The PKBM, as one of the non-formal and informal units as well as a platform for community learning, targets individuals who are willing to learn and to produce business in the sector of technology services. The main aim of this program is to build a professional workforce in the area of information and technology that could be used for greater business opportunities. The PKBM itself has taken part in fulfilling the demands for change, particularly in the field of entrepreneurship supported by adequate knowledge of technology.

Young Agricultural Generation

To date, the culture of entrepreneurship in the agricultural sector has been fully recognized as an important factor in the process of agricultural development. In an attempt to support that, the Young Agricultural Generation, or formally known as Generasi Muda Pertanian, was birthed to provide a common ground within the agricultural sector. The program put a great deal of focus on some aspects, such as producing and enhancing the entrepreneurial abilities towards the young generation who are interested to dive into the field of agriculture.

Training for SME's Consulting Trainer

Implemented by the Ministry of Industry in 2006, this program focused on two main aspects. First, conducting a comprehensive analysis and diagnosis regarding the challenges facing SMEs. Second, leveraging training skills development in SMEs. Correspondingly, the IKM Diagnosis Consultant Training system under the Ministry of Industry applies a system called *Shindanshi*. One of its designed programs is (Human Resource Planning for the promotion of SMEs) that is linear to the focus of the Ministry of Industry through operating 'Model Training Course'.

Regional IT Center of Excellence (RICE)

Established by the Ministry of Industry, the Regional IT Center of Excellence, generally referred as RICE,

is designated to provide ICT industries a boost. This program notably functions as a government aid for the development and operation of the Information Technology Support Center in a variety of potential areas (regions) that have already had fundamental mechanism of IT incubation within the region, including a sufficient number of experts/professionals, and all the appropriate support facilities are ready to be used as a physical medium. Despite a clearer element that supports its operation, RICE activities to a greater extent also include training, seminars, communication forums, exhibitions (RICE Expo) and assistance in the creation of its prototypes.

The Entrepreneurship Training Program

Initiated by the Ministry of Manpower Transmigration and Labor, with a collaboration in the form of grants with the Directorate General of Higher Education of the Ministry of Research, Technology and Higher Education in 2013, PPK or Pusat Pelatihan Kewirausahaan was formed as a mentoring program that targets 10,000 aspiring entrepreneurs in various regions across Indonesia. This program is considered an innovative entrepreneurship training program that has been operating since the beginning of its establishment in 2013. The main purpose of this program is to promote the production of self-employed workers, because it evokes strategic value, which can actually enhance the welfare of the community, increase new job opportunities and maintain the economy.

Entrepreneurship Development Program

The PERAHU program operates to incubate new start-up business, comprised of training, capacity building, internship, monitoring and access to capital collaborations, such as business incubation programs, where participants could obtain entrepreneurship experience and knowledge, as well as inspiration and skills development. In performing its tasks, the RICE strives to adopt good practices and provides the utmost efforts to promote the acceleration of entrepreneurial process of their tenants. These practices practically entangle a sociable interaction environment where it holds crucial issues of the entrepreneurship process and impacts significantly to the entrepreneurship behaviors.

Incubation Business Center

The incubation Business Center is an important vehicle for commercialization of knowledge. In delivering its tasks, this program incorporates learning theory, practical bases, and offers an internship in the related-industry (entirely involved with design, manufacture skills, and technical solutions to production problems). This way, it allows tenants to manage creativity and innovation to find a proper market with suitable products to accelerate product commercialization (Isabelle, 2013). The purpose of this program is to produce graduates who are willing to run a business/venture, collaborate with industry or SMEs through mentoring activities and to provide services, particularly in the sector of information technology, to better the competitiveness of the product.

The adoption of micro and macro entrepreneurship goes in line with factors such as economic and technological advancements as the number of start-ups continues to evolve. However, evidence shows there are few ecosystem constraints faced by an entrepreneur when exploring entrepreneurial potentials, for instance, capital for business ventures particularly for knowledge-based and sustainable innovative ventures (Bhat and Khan, 2014). Accordingly, this should be taken into account as micro and macro aspects are likely to have an influence on the entrepreneurial process itself. A study conducted by Muller (2011) identified five elements that are crucial and can be undertaken by policymakers to accommodate solving some of the problems faced by entrepreneurs today.

In order to answer the second research question, Table 2 provides the category in presenting existing entrepreneurship policy programs at the implementation stage of the micro and macro levels.

GKN: Micro Level Entrepreneurship

To an extent, the GKN programs are greatly focused on 1) raising the entrepreneurial spirit of youth to be creative and competitive, globally; 2) maximizing the use of information and extend networking in all sectors; 3) preserving the growth of cooperatives and SMEs; 4) revealing the productive and successful entrepreneurs to promote the creation of new productive entrepreneurs; and 5) enhancing the knowledge and skills in entrepreneurship, specifically for the new start-up companies. Through these programs alone, various

attempts have been made to support the acceleration of growth and productivity of entrepreneurship throughout Indonesia to be more sensible in utilizing market activities through effective and efficient product innovation and marketing strategies so that it could be accepted by all elements of society. Most significantly, the government recognizes the importance and role of entrepreneurs in boosting the nation's economy. Given such a statement, it can thus be considered that the GKN is categorized as a micro because the program consists of motivation, internal skills, exposure as form of commitment for the government to ensure and support young Indonesian entrepreneurs who can mobilize the people's economy and improve the communities' economic well-being, which may contribute greatly to national productivity and competitiveness (Smith & Rothbaum, 2013).

KUR: Macro Level Entrepreneurship

The business actors in KUR are in a position of the funding scheme originating from formal institutions including banks, cooperatives, and BPR. This program also covers various productive sectors, such as agriculture, fisheries, industry, forestry, and financial services, and it requires a certain condition where the business actors should be feasible and eligible for distinctive loans, one of which is by having a stable productivity to repay the loan based upon the conducted agreement that has been agreed on (Suryani, 2015). By considering the above explanation, it gives a particular notion that the main determining factor of the program should be whether the business actor/recipient has become better after using the services or not, since the primary objective of KUR itself is not to obtain the highest possible number of business actors or the highest possible number of people with exposure to banks, but to help increase their welfare and impact. It is hoped that with the KUR program, the SMEs can escort to more sustainable economic development. This program is categorized macro entrepreneurship since it provides venture capital add incentives for entrepreneur to do business.

PKM: Macro Level of Entrepreneurship

PKM applies four approaches as the core guidelines that have to be followed. 1) Need Assessment/ Analisis Kebutuhan, with the objective to identify the business opportunities in accordance with the targeted business unit to be developed by optimizing the

potential of its resources and supporting environment. 2) Entrepreneurial Skills/Program Kewirausahaan Masyarakat are intended to provide sufficient knowledge and skills regarding entrepreneurship, to cultivate the skills in the field of production of goods/services, and to generate entrepreneurship skills into action through training as well as courses. 3) Evaluation/Evaluasi; in order to fully ensure that the participants have acquired the skills, it is therefore necessary to have the evaluation stage as the parameter to check and balance. 4) Personal Business/Usaha Mandiri is aimed to guide those who have passed the evaluation stage to embark on a business that goes in line with the acquired skills to produce goods and services to meet market demands. This program is categorized macro because it covers Entrepreneurship education and knowledge also incentives for entrepreneurs to do business.

PKBM: Macro Level of Entrepreneurship

The PKBM practices the following attempts as their guidance: 1) Utilizing the education framework to entrepreneurship curriculum and learning method for community through training and practicing. 2) Providing the basis of expertise by a highly skilled or experienced

practitioner in the field. 3) Introducing and escalating the skills regarding the use of technology. 4) Producing National Character Building to support entrepreneurship education as the manifestation of the concept of creative economy. Enabling more business strategies, some of which include the marketing-by-doing approach with a hint of character that is conveyed in the form of motivation that influences human ideals which are not only associated with capitalism. This also implicates the understanding that one of the demands for change that requires a rapid response according to the dynamics of development of community knowledge is to organize the PKBM management so that it could accommodate its function optimally, flexibly, and neutrally. Flexible in the sense of providing opportunities for the community to learn whatever is appropriate for what is needed to enrich entrepreneurship skills, meanwhile neutral extends the opportunities to all members of community without differentiating social status and culture to obtain educational services at the PKBM (Raharjo and Suminar, 2016). This program is categorized as macro because it provides Entrepreneurship education, technological skills, and incentives for entrepreneurs to do business (Macro).

Table 2. Entrepreneurship policy programs at the micro and macro levels

Policy Products	Coverage of Categories
The National Entrepreneurship Movement (GKN)	Motivation, internal skills, exposure, (Micro)
People's Business Loans (KUR)	Venture capital, incentives for entrepreneur to do business (Macro)
Community Entrepreneurship Program (PKM)	Entrepreneurship education and knowledge, incentives for entrepreneurs to do business (Macro)
Center for Community Learning Activities (PKBM)	Entrepreneurship education, technological skills (tech, coding, computers), incentives for entrepreneurs to do business (Macro)
Young Agricultural Generation (GMP)	Skills, the entrepreneurship training, internal skills development (Micro)
Training for SME's Consulting Trainer (Diklat Konsultan Diajgnosis IKM/Shindanshi)	Developing skills for trainers through training, entrepreneurship culture, infrastructure, education (Macro)
The implementation of Regional IT Center of Excellence (RICE)	Seminar, socialization, open communication forum, symposium (RICE Expo), internal skills development (Micro)
The Entrepreneurship Training Program (PPK)	Business training, management training, tech training, internships, implementation of effective use of technology, internal skills development (Micro)
Entrepreneurship Program (Pengembangan Pewirausaha Muda/PERAHU)	Socializing, internal skill development, motivation (Micro)
The implementation of Incubation Business Center (PIB)	Skill, willingness, motivation (Micro)

GMP: Micro Level of Entrepreneurship

The agricultural sector has grown to be one of the most significant factors of development to undertake a positive contribution to the growth of entrepreneurship towards farmers who want to foster agricultural benefits for the welfare of their own (Marsden and Smith, 2005). Initiated by the Ministry of Agriculture back in 2014, GMP critically aimed at 1) advancing the ability of young farmers to obtain proper knowledge of technology and information; 2) utilizing market and management strategy; And 3) producing a productive, innovative and skilled young farmer with a global perspective. Understandably so, some of the activities to support its growth include Agricultural Training Camp (ATC) and Program Wirausaha Muda Pertanian (PWMP). These two activities were created to achieve a common goal, one of which is to increase adequate skills of young farmers in regards to the sustainable competitive advantage to integrate and synergize young agricultural development programs. Through this program alone, it is expected that the young agricultural generation could further enhance creativity and education to create new innovations towards activity production. Thus, producing numerous productive economic markets that could actually flourish Indonesia's economy. Most certainly, this program illustrates an understanding that to become an independent young generation, it requires the ability to form rational decisions in whatever circumstances occurred along the process of entrepreneurship (Nagel, 2016). This program is categorized micro since it covers Skills, the entrepreneurship training, and internal skills development.

Diklat: Macro Level of Entrepreneurship

Unlike any other program that has been extensively described previously, the Training for SME's Consulting Trainer, widely known as Diklat Konsultan Diagnosis IKM/Shindanshi, is a program purposely created for those who already possess a Certificate of Competency and have been formally registered with the Directorate-General for Small and Medium-sized Enterprises (SMEs) to present SME consultancy services. The program developed based on a system called *Shindanshi*. Originated from Japan, *Shindanshi* is a system set to standardize business consultation for SMEs in Japan. This system has brought numerous contributions to business development in Japan, not only for SMEs but also to micro and large-scale

cooperations. *Shindanshi*, through the cooperation between the Japan International Cooperation Agency (JICA) and the Directorate of SMEs, as well as the Industrial Training Center of the Ministry of Industry, has developed several objectives upon its establishment. the overall objective of the program is to enable SMEs in becoming more sustainable through being innovative and productive as well as to be able to help SMEs diagnose their diverse problems. Thus, providing the best possible solutions and ways to avoid conflicts in certain conditions (Tambunan, 2011). This program is categorized as macro because it Develops skills for trainers through training and provides entrepreneurship culture, infrastructure, education for entrepreneur.

RICE: Micro Level of Entrepreneurship

RICE supports creative companies based on a clustering strategy to promote economic growth by launching a range of initiatives to boost the performance of ICT companies operating in the RICE cluster in various regions across Indonesia. Currently, its operation is widespread through 10 cities in Indonesia, including Jakarta, Bogor, Bandung, Cimahi, Surabaya, Denpasar, Makassar, Manado, Balikpapan and Medan. Rice carries out its tasks in the form of initiatives to promote the growth of involved software developers and IT service providers (software house) by supplying technical assistance, managerial support, and services in order to further market their goods and services to greater domestic and global markets. Above all, RICE contributes to the development of business through productive ability of its service to achieve competitive goals. This program is categorized micro because RICE has seminar, socialization, open communication forum, symposium and internal skills development.

PPK: Micro Level of Entrepreneurship

The PPK program offers business assistance in a number of field forms, allowing it to attract individuals with very strong qualifications to involve. The training of this program includes *professional business training, labor management, as well as technology appropriation and mentoring*. As a result, PPK programs are conveyed through continuous practice, evaluation, and follow-up so that the training progress could be measured. However, candidates/participants are expected, after engaging in the training phase, to exercise and practice entrepreneurial theories adopted on the basis of their interests, skills and abilities. Nevertheless, it is evident

that entrepreneurs should acquire a versatile capacity for resilience, creative product regarding development, and continuous quality improvement (Chadiq, 2016). Aside from that, this program is projected to help government on building a superior human resource towards a more enhanced Indonesia. This program was distinctly invented to prepare the transition from the infrastructure development moving forward to human resource development. This program is categorized as micro because it has business training, management training, tech training, internships, implementation of effective use of technology, and internal skills development. Arguably, entrepreneurial intention also needs to be supported by the knowledge and action as the aim of this program alone depict that knowledge needs serious attention when individuals develop an entrepreneurial mindset and innovating to create positive advantage (Timotius, 2022)

Perahu: Micro Level of Entrepreneurship

As an effort to further strengthen the strategy to advance the industrial 4.0, one of the strategic efforts undertaken is to support the development of technology-based start-up business incubation, with the assistance of capital incentives, facilities and infrastructure. Initiated by the Ministry of Industry, the PERAHU was formed to answer these challenges. This program was created through a collaboration and synergy between the government, the academic community, and start-up entrepreneurs. The principle weighs to create a conducive learning atmosphere for entrepreneurs in the process of their venture creation and development project, resulting in the number of viable and productive entrepreneurs (Ayatse et al. 2017). This program is categorized as micro since it has socializing, internal skill development, and motivation.

PIB: Micro Level of Entrepreneurship

The tenth and finally the last policy program is the Incubation Business Center, commonly known as Pusat Inkubator Bisnis. The function of this program is to conceptually distinct yet slightly identical to the previous program, serving to maximize business incubations. Initiated by the Ministry of Industry in 2011, under the cooperation of the Ministry of Cooperatives and SMEs, the Incubation Business Center serves as a venue for the creation of new entrepreneurs in the field of telematics, in particular educated entrepreneurs in universities through several incubation programs. Additionally,

this program is devoted to building commercialization of university research, expanding the creation of new jobs and the growth of cooperation among universities, industries, communities, and the government. This program has extensively grown within the past few years. To date, the Incubation Business Center operates in four cities across Java, including Solo, Salatiga, Depok and Kudus. Therefore, in order to improve on product development, it requires support by sharing facilities, not only in technological aspects, but also expertise such as the legal finance team that holds control and embody credibility within the business itself. This program is categorized as micro because it covers skill, willingness, and motivation.

Managerial Implication

A managerial implication of this study's findings for the government is that for the design of successful entrepreneurship programs, the following elements should be included: a strong market and customer focus; a defined target group and a simple administrative process. Good Entrepreneurship programs attempt to encourage socially and economically constructive activities by individuals acting autonomously in organization and to enhance entrepreneurial activity.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

An important aspect of this study's contribution is that it has attracted the attention of both the business sector, including entrepreneurs, and government as an institutional regulator. Through exploring the overall content of the entrepreneurship policy programs at the implementation stage, we hereby find that at the ministerial level, at least 10 entrepreneurship programs are being implemented in Indonesia, such as the following: 1) the National Entrepreneurship Movement (GKN), 2) People's Business Loan (KUR), 3) Community Entrepreneurship Program (PKM), 4) Center for Community Learning Activities (PKBM), 5) Young Agricultural Generation (GMP), 6) Training for SME's Consulting Trainer (Diklat IKM/Shindanshi), 7) the implementation of Regional IT Center of Excellence (RICE), 8) the Entrepreneurship Training Program (PPK), 9) Entrepreneurship Development Program (PERAHU), and 10) the implementation of Incubation Business Center (PIB). For this result, the

classification of the policy programs is largely referring to the two levels of analysis and the actual content of entrepreneurship. A clearer structure and explanation alluding to entrepreneurship policy programs in Indonesia as shown above stands as a proof that there is a well-defined program being introduced and enforced in order to engage in mutual synergy to increase entrepreneurial activities as well as to support collaboration between the government and the business sector. Given these points, the entire explanation above in summary proves that the government has taken major efforts through the implementation of 10 policy programs at the ministry level to reinforce economic sustainability.

Generally, the studied results show there are 10 government programs or policies that are sorted and classified into various content and levels of analysis. At the individual level/micro level, the subject covers business skills (programs and services related to incubator and mentorship) with purpose to increase the number of start-ups business and generate more productive entrepreneurs. Meanwhile, at the macro level, implicates how entrepreneurship policy programs can directly or indirectly contribute to economic sustainability by providing incentives for entrepreneurs to do business.

Recommendations

However, this study is prone to a number of limitations, which, at the same time provide indications for possible avenues of future research. The limitation of this research lies on the entrepreneurship policies that might not have been included due to the large number of policies programs. Moreover, future research should be conducted to complete the data with more comprehensive concepts, including interviews with government officials and business communities. At last, an extensive analysis and research has to be undertaken in order to assess entrepreneurship policies with the hopes to enhance entrepreneurial activities that can contribute to protect and incentivize the complexity of entrepreneurial process. Therefore, investigating entrepreneurship policy program is an influential future research agenda.

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