

Implementation of Integrated Entrepreneurship Development Policy for Business Actors in the Administrative City of East Jakarta

Yolanda Isroyanti¹, Izzatusholekha², Rahmat Salam³

^{1,2,3}Universitas Muhammadiyah Jakarta, Indonesia

Email: yolanda.isroyanti@gmail.com

Abstract

The involvement of MSMEs in the country's economic development has significant benefits for economic growth. The development of MSMEs is one of the commitments of the Indonesian Government because MSMEs are considered to be one of the supporters of the country's GDP. However, MSME business actors still face obstacles in understanding the benefits of using technology for their businesses, including digital technology. This research then aims to see how the implementation of integrated entrepreneurship development policies occurs in East Jakarta. This research was carried out using a descriptive qualitative approach. The data obtained in this research came from interviews, observation, and documentation. The results of this research then found that the policy standards and targets refer to DKI Jakarta gubernatorial Regulation Number 2 of 2020 but do not specifically regulate the use of digital media. The resources used in the integrated entrepreneurship development policy are 8 entrepreneurship assistants. The government provides technical and non-technical training. The government is socializing the use of digital media among business actors. Coordination is carried out in stages up to the sub-district level. The use of digital media has an impact on aspects of increasing income, increasing digital literacy, and changing policies.

Keywords: Policy Implementation, Entrepreneurship Development, Business Actors.

A. INTRODUCTION

The involvement of MSMEs in the country's economic development has significant benefits for economic growth to improve people's welfare. So, the development of MSMEs should be the concern of many parties, one of which is the government. The Indonesian government is dedicated to fostering the growth of micro, small, and medium-sized enterprises (MSMEs) due to their vital role in bolstering the nation's GDP and stimulating economic expansion. This commitment remains steadfast, with a particular focus on safeguarding MSMEs, as they have demonstrated their significance during the COVID-19 pandemic, constituting over 61% of all enterprises in Indonesia (Anggadini et al., 2023). According to statistics provided by the Ministry of Cooperatives and Small and Medium Enterprises (Kemenkop UKM), there are presently 64.2 million MSMEs, contributing significantly to the Gross Domestic Product (GDP) at 61.07%, equivalent to IDR 8,573.89 trillion. This sector also plays a pivotal role in employing 97% of the total workforce and attracting investments totaling 60.42% of the overall investments in Indonesia. For this reason, assistance and consultation are needed so that they can grow and develop more. Even though they are the backbone of the Indonesian economy, the

development of MSMEs still faces various challenges, such as access to technology, access to capital, and mastery of marketing strategies (Djarmiko & Pudyastiwi, 2020).

Regarding the challenges faced by MSMEs, the first challenge is related to the use of technology, there are many factors related to this; of course, this is because the business sector, including MSMEs, cannot be separated from the progress of the times and also technological advances which directly or indirectly influence the business climate and people's behavior as consumers. Rapidly developing technology is both a challenge and an opportunity for business people because this development is not only able to support business success but can also be an obstacle. Specifically related to small, micro, and medium enterprises (MSMEs) in Indonesia, technological developments such as the internet play an important role by facilitating more effective distribution channels for commercial products and services (Cueto et al., 2022). The COVID-19 pandemic, which has been going on for more than two years, has encouraged the emergence of creativity and innovation and also accelerated the growth of businesses that utilize technology such as the internet. On the other hand, MSMEs generally carry out daily business activities with limited human resources but with quite large responsibilities for each person, for cost-efficiency reasons. This triggers MSMEs to avoid using technology to develop their businesses. The next challenge is access to capital. At present, what micro, small, and medium-sized enterprises (MSMEs) require most is increased access to credit to fulfill their capital requirements. Regrettably, the level of credit distribution, standing at 20%, has not aligned with the substantial contribution made by MSMEs to the economy. This factor is caused by the difficulty of the requirements used as credit and business conditions to obtain banking credit (Sharma et al., 2022).

The next challenge for MSMEs in general is also hampered by a crucial factor from the marketing side, namely weak access to product marketing which still relies on simple methods such as getok tular (word of mouth marketing) and has not used social media or internet networks as a marketing tool. A survey conducted by Deloitte of 473 SMEs in Indonesia identified four levels of SME digital involvement based on technology adoption, network presence (online or offline), as well as use of social media, and e-commerce empowerment (Gunawan et al., 2022). Only 18% of SMEs in Indonesia have medium digitalization, that is, they are directly involved and have digital involvement such as being active in social networks, integrated with social media, and direct conversations. The remaining 36% have not utilized internet technology, and another 37% only have basic technology skills and 9% have advanced skills (Bagale et al., 2021).

Even though the role of technology in business development has been supported by many parties, MSME business actors still face obstacles in understanding the benefits of using technology for their businesses, including digital technology. Several obstacles are experienced in helping MSMEs, such as that there are still many MSMEs who do not know the importance of digitalization and are not yet willing to enter the digital world. The role of technology in supporting the development of MSME businesses can be in the form of using digital shops for buying

and selling, using social media to promote products, and also using internet-based financial tools such as internet banking or mobile banking (Redjeki & Affandi, 2021). Several other things in the use of technology related to cooperatives and MSMEs are the digitalization of cooperatives, messaging between MSMEs, food waste management, marketplace influencers, providing organizational management for MSMEs, and various digital solutions in the livestock sector. The Ministry of Cooperatives and MSMEs also supports the use of this technology by holding the 2022 MSME Digital Hero Kick-Off event: 'Celebrating the integrated entrepreneurial development of Indonesian MSMEs'. Where the MSME Digital Hero event is looking for innovative young people who can develop technology to boost MSMEs to the next level by developing integrated entrepreneurship. In an increasingly modern and digitalized era like today, MSMEs are required to continue to innovate both in products and at the production stage. The aim is to increase competitiveness and maintain the continuity of MSMEs (Purbasari et al., 2021).

In academic discourse, the concept of integrated entrepreneurial development pertains to organizational transformations influenced by digital technology. These changes are brought about by technological advancements within organizations and their external environment. The evolution of integrated entrepreneurship and business innovation is reshaping customer expectations and behavior, exerting pressure on conventional businesses, and causing disruptions in the market. Regarding the discussion regarding integrated entrepreneurship development for MSMEs, the results of the presentation from the Ministry of Cooperatives and SMEs (KemenkopUKM) explained that the government is prioritizing the creation of an adaptive business ecosystem during the Covid-19 pandemic and beyond (Hanelt et al., 2021). The presentation further explained that in 2022 Indonesia will begin to enter the economic recovery stage, including for MSMEs and cooperatives. For a faster and more transformative recovery in 2022, the next step for the MSME and cooperative sectors is to increase the number of MSMEs entering the digital ecosystem by 30%, or 20 million MSMEs are targeted for digitalization. Currently, there are 16.9 million MSMEs that have onboarded the digital ecosystem. For 2023, it is targeted that around 20 million more MSMEs will go digital as part of the stages to reach 30 million by 2024 (Ascarya, 2022). Minister of Cooperatives and SMEs (MenkopUKM) Teten Masduki explained that the total number of MSMEs in Indonesia is 65 million MSMEs and as many as 19.5 million have been connected and on board in the digital sector. Expanding the presence of MSMEs engaged in integrated entrepreneurial development forms the cornerstone of Indonesia's strategy to fully harness its digital economic potential. Yet, this endeavor must go hand in hand with extending market reach and enhancing the caliber of human resources, encompassing management skills, as well as the quality and quantity of production. (Srinita & Saputra, 2023).

Based on the background above, this research then attempts to look at how integrated entrepreneurship development policies are implemented among business actors, especially in the East Jakarta area.

B. LITERATURE REVIEW

1. Public Policy Implementation

Policies are decisions taken for the benefit of the wider community. Policy refers to a series of purposeful actions. Policies have outcomes in the future. Policy also refers to a series of actions, emerging from processes involving organizational relationships. The policy also involves the role of policy agents. There are many opinions about the definition of policy according to experts. Hogwood and Gunn mention 10 uses of the term policy, namely: "as a label for a field of activity, as an expression of general goals or expected state activities, as a specific proposal, as a government decision, as a formal authorization, as a program, as an output, as an outcome (outcome), as a theory or model, and as a process" (Vercher et al., 2021).

In his book, Thomas R. Dye states that "Public Policy is whatever the government chooses to do or not to do." According to Dye, if the government chooses to do something, it certainly has a purpose because public policy is the government's "action". If the government chooses not to do something, it is also a public policy that has a purpose Easton characterizes public policy as the authoritative distribution of societal values to the entire populace or as the obligatory assignment of values to all members of society. Similarly, Laswell and Kaplan define public policy as a planned framework comprising objectives, values, and methodologies, or a blueprint designed to realize objectives and values through directed actions (Hariyanto, 2022).

A policy is produced through a series of activities carried out by policy actors through the public policy process. The public policy process is a series of intellectual activities carried out in the process of political activities. According to Dunn, political activity in the public policy process goes through 5 stages which include:

- a. The stage of formulating the problem by collecting information about the conditions that give rise to the problem.
- b. The forecasting stage provides information about what will happen in the future from the implementation of policy alternatives, including if a policy is not made.
- c. The stage of policy recommendation supplies details regarding the net advantages associated with each alternative and puts forward policy options that offer the greatest net benefits.
- d. The phase of policy monitoring furnishes insights into the present and historical outcomes of implementing policy options, encompassing any hurdles encountered along the way.
- e. The policy evaluation stage provides information regarding the performance or results of a policy (McConnell & 't Hart, 2019).

In essence, policy implementation serves as the means through which a policy seeks to attain its objectives. When executing public policy, there are two choices available: direct implementation in the form of a program or the creation of derivative policies derived from the overarching public policy. The process of policy implementation can be delineated, commencing with programs and extending to projects and activities. This model incorporates mechanisms commonly found in

management, particularly in the realm of public sector management (Robinson, 2022). Policies are initially shaped into programs, subsequently refined into projects, and ultimately manifest as activities. These activities can be undertaken by the government, the community, or through cooperative efforts between the government and the community. The concept of implementation involves a sequence of subsequent actions following policy creation, with the aim of uncovering various influencing factors and conditions associated with policy execution (Leckel et al., 2020).

Understanding the complexity of policy implementation is important, but it is not enough to understand it so that implementation will be easy. The complexity of implementation problems is also not a sufficient reason to cover up or excuse failures in policy implementation. The complexity of the problem must be understood as an effort to prepare or anticipate everything that is needed in the implementation process. Normatively, public organizations are institutions that are designed to have resources and capacity through several authorities or powers held on behalf of the public to overcome several public problems (Bruggeman et al., 2021).

2. Women's Entrepreneurship

Micro, Small, and Medium Enterprises (MSMEs) play a pivotal role in Indonesia's economic advancement. According to data provided by the Ministry of Cooperatives and SMEs, in 2021, the number of MSMEs surged to 64.2 million, contributing a substantial 61.07% to the GDP, equivalent to 8,573.89 trillion rupiah. MSMEs also have a significant impact on the Indonesian economy, as they account for 97% of the total workforce and attract approximately 60.4% of the overall investment. Nevertheless, the prevalence of a large number of MSMEs in Indonesia is not without its associated challenges. Some of the problems faced by MSMEs which are the subject of discussion by researchers include limited capital and difficulties in obtaining capital, understanding the use of technology to support business continuity, lack of education and skills, social obstacles, personal obstacles, and lack of business understanding (Maksum et al., 2020). Particularly amid the pandemic, MSMEs have encountered escalating challenges. These include shifts in public consumption patterns, with a notable transition from offline to online goods and services, employment issues stemming from the implementation of Large-Scale Social Restrictions (PSBB), as well as obstacles related to product distribution and the procurement of raw materials (Watini et al., 2022).

In recent years, business actors have been significantly involved in business management including MSMEs, supporting the development and social progress of the country due to industrialization, urbanization, increased education and awareness. Population Census results in September 2020 recorded a population of 270.20 million people. Meanwhile, the female population in Indonesia is 133.54 million people, or 49.42 percent of the total population of Indonesia. The large female population has enormous potential for entrepreneurial development (Hernita et al., 2021). Development is directed at empowering women and social transformation,

which in turn can contribute to reducing poverty and supporting economic development in the country, in line with the goals on the agenda in achieving the 2015–2030 Sustainable Development Goals (SDGs), one of which is eradicating poverty. Indonesia is one of 193 countries that has participated in this program and is committed to making it a success. Women entrepreneurs are women who have a total entrepreneurial spirit, can take risks, and can identify opportunities in the environment to combine resources uniquely as a means to take advantage of the business they are doing (Mogaji et al., 2021).

The dramatic increase in the number of female workers identified since after the Second World War, the importance of institutional actors (political, economic, and research) at a time of demographic change, economic globalization with its search for "profits" and the increasingly explicit demands developed by women for access to higher managerial positions as a consequence of their greater investment in education and training (Appel & Hardaker, 2021).

3. Competitiveness of Micro, Small and Medium Enterprises (MSMEs)

Building business competitiveness today is not limited to profits alone. Over the past few years, public institutions, markets, the financial community, and non-governmental associations have explicitly demanded that companies increase their attention to the environment. However, several studies show that concern for the environment, which is manifested in various kinds of environmental care programs by companies, is mostly carried out by large companies, while the focus of MSME actors is still limited to solving the problems they face and developing their businesses (Thompson, 2022). A collaborative role is needed from various parties to encourage SMEs to develop cooperative relationships and create the conditions necessary to improve their environmental performance. The competitiveness of SMEs (SME Competitiveness) is built by many factors, previous researchers provided an explanation of the results of their research regarding these factors. Competitiveness is a concept often linked to the long-term performance of large companies and the economy (Shin & Cho, 2022).

The notion of competitiveness encompasses a range of disciplines, including comparative advantage and price-based competitiveness, strategic and managerial aspects, and historical and socio-cultural factors. Depending on the context in which we analyze a problem, competitiveness can be regarded as a dependent, independent, or intermediary variable. This diversity of levels and approaches underscores the wide-reaching relevance and applicability of this concept (Baumann et al., 2019).

C. METHOD

The research method used was a descriptive method with a qualitative approach. The qualitative method was chosen to research a phenomenon or event along with the causes of the phenomenon or event. Qualitative methods are research that places humans as research subjects in the events to be studied. Data collection for this research will use two methods, namely observation, interviews, and

documentation. In qualitative research, the data source sample is selected using purposive sampling. The selection of informants in this research employed the Purposive Sampling technique, which involves selecting data sources based on specific criteria or considerations. To assess the data's validity, researchers employed the triangulation technique, a method that combines multiple data collection techniques and sources to enhance data credibility. The use of triangulation in qualitative research helps strengthen the validity of research findings by involving multiple perspectives, methods, and data sources. By incorporating appropriate types of triangulation researchers can increase confidence in research results.

D. RESULT AND DISCUSSION

1. Policy Standards and Targets/Policy Measures and Objectives

The effectiveness of policy implementation can be gauged by evaluating the degree of achievement of policy measures and objectives that align with the prevailing socio-cultural context at the level where the policy is put into practice. Policy standards and targets are measuring standards in implementing policies determined by the local government. Integrated entrepreneurship development policies for business actors in East Jakarta need to have standards so that policy targets or objectives can be achieved. Integrated entrepreneurship development is regulated in the Regulation of the Minister of Communication and Information of the Republic of Indonesia Number 2 of 2021 concerning the Strategic Plan of the Ministry of Communication and Information for 2020 - 2024. From an economic sector perspective, digitalization is a lever for the sector to grow more productively. Currently, domestic strategic sectors are also in the initial process of transformation, along with the growth of national digital startups which are becoming catalysts in national strategic sectors such as MSMEs.

Jakpreneur serves as a platform dedicated to fostering, facilitating, and promoting the growth of Micro, Small, and Medium Enterprises (MSMEs) through partnerships involving startups, educational institutions, and financial organizations. These collaborations can take various forms, including long-term partnerships, with the aim of nurturing entrepreneurial abilities and self-reliance. Jakpreneur operates through partnerships between the DKI Jakarta Provincial Government, educational institutions, the business sector, community organizations, and other relevant stakeholders. Regulation of the Governor of the Special Capital Region of Jakarta Province Number 2 of 2020 concerning Integrated Entrepreneurship Development Article 2 as follows:

- a. Growing and developing entrepreneurial potential by encouraging and facilitating entrepreneurial creation in DKI Jakarta Province;
- b. Improving the quality of human resource utilization as entrepreneurs through the use of technology and local resources to have a competitive advantage for strengthening the economy of DKI Jakarta Province;
- c. Reducing unemployment and poverty through increasing entrepreneurship;

- d. Increasing the number of independent, strong, and reliable entrepreneurs through developing productive business scales, whether managed by individuals or groups in the form of cooperatives, MSMEs, and IKM;
- e. Increasing the productivity and competitiveness of MSMEs and SMEs in supporting economic growth and equality; And
- f. Directing policies and stakeholder support to realize integrated entrepreneurship in improving community welfare in DKI Jakarta Province.

The quality of human resources is improved through entrepreneurial activities that can use technology in their implementation. This can later increase the productivity and competitiveness of MSMEs and also reduce the unemployment rate. Based on the results of interviews with standard indicators and policy targets, the regulations governing the use of integrated entrepreneurship development are Regulation of the Minister of Communication and Information of the Republic of Indonesia Number 2 of 2021 concerning the Strategic Plan of the Ministry of Communication and Information for 2020 – 2024 and Regulation of the Governor of the Special Capital Region of Jakarta Number 2 of 2020 concerning Integrated Entrepreneurship Development. These two regulations aim to increase MSME players who use digital media to increase business productivity. Apart from that, the indicators achieved increase the quality and competitiveness of human resources, namely human resources who are healthy, intelligent, adaptive, innovative, skilled, and have character. Regarding success in the East Jakarta Administrative City, namely the use of Jakpreneur in its MSME activities. Apart from that, the existence of the E-Order application has achieved the success of the integrated entrepreneurship development policy targets, even though the results are not yet complete, MSMEs have registered their businesses on the application. The current obstacle is that there are still many business actors, especially women, who are not yet able to use digital technology due to age. Apart from that, there is no regular evaluation regarding the use of digital media by MSME actors, except for monitoring via Jakpreneur. This was also found by 3 female entrepreneurs that they had problems managing their MSME digital media. So, the government overcomes the problem through the PPKUKM JT Sub-Department conducting training with material related to digitalization for entrepreneurs, especially business actors in East Jakarta.

2. Resources

The achievement of effective policy implementation heavily relies on the capacity to make the best use of accessible resources. Among these resources, human beings stand out as the most crucial factor influencing the success of policy execution. At each stage of implementation, it is imperative to have high-quality resources aligned with the tasks outlined in the policies, transcending political considerations. Beyond human resources, financial assets and time allocation also hold significant importance when gauging the success of policy implementation. An integrated entrepreneurship development policy for business actors in East Jakarta needs to have resources to support policy implementation.

Based on the results of interviews with policy resource indicators, there are 8 entrepreneurship assistants per sub-district. The implementation of mentoring activities does not use a budget, this is because the training collaborates with the business world, banking, start-ups, universities, etc. The infrastructure used is a cellphone network, and laptop/PC. Meanwhile, at the sub-district level, assistance is also carried out by sub-district officials, sub-district PKK cadres, and sub-district dasawisma cadres. There are no obstacles from entrepreneurial assistants, but there are obstacles from MSME actors themselves because it is difficult to access digital media. Regarding resources, 3 business actors use various resources, some manage their businesses themselves, and others use the human resources of people around their house. For budget resources, they have their nominal figures and the infrastructure used is generally in the form of cell phones and laptops/PCs which are marketed through social media and marketplaces.

Based on the results of field observations of field indicators of policy resources, the East Jakarta Administrative City Government has assisted in the use of digital media to entrepreneurs or MSMEs through 8 people assigned as entrepreneurship assistants in each sub-district. Entrepreneurship assistants from the PPAPP Sub-Department and KPKP Sub-Department have carried out integrated entrepreneurship development by conducting training on the use of digital media. Training on the use of digital media in the implementation of marketing business activities to assist in marketing products to get a wider market reach. One of them is collaborating to assist MSMEs with banks to open up economic opportunities for business actors to increase their income. So various training, mentoring, and collaboration with relevant stakeholders are needed.

According to Tjutju, human resources are an asset in an organization that has a very important war, therefore their duties cannot be replaced by other resources. Despite technological modernization, and the size of a budget, if human resources are not competent then everything will not run as intended. From this opinion, human resources have a very central role. Organizations can carry out human resource planning through the formation of qualifications as in the digital transformation policy in the East Jakarta Administrative City as follows:

- a. Number of employees of the integrated entrepreneurship development policy
There are 8 staff members deployed in each sub-district to provide business assistance, especially in the use of digital media or digitalization.
- b. Minimum educational requirements
The minimum human resource qualification for implementing integrated entrepreneurship development policies is S-1. Qualifications influence the implementation of a policy so that the policy can be directed and follow the specified objectives.
- c. The working period of the policy implementer
The work period is work experience in the field pursued. So, the 8 companions are people who already have businesses.

d. Know and be adaptive to technology

Extensive knowledge and being able to adapt to technology are very helpful in implementing integrated entrepreneurship development policies.

3. Characteristics of the Implementing Organization

The key area of concentration when considering implementing agents encompasses both formal organizations and informal groups that will play a role in executing the policy. This holds significant importance as the effectiveness of policy implementation hinges greatly on the appropriate characteristics and suitability of these implementing agents. This alignment is closely tied to the specific policy context in which it will be enacted. Some policies call for rigorous and disciplined implementers, while in other contexts, a more democratic and persuasive approach from implementing agents may be necessary. The integrated entrepreneurship development policy for business actors in East Jakarta has the characteristics of an implementing organization in implementing the policy.

Governor Regulation Number 2 of 2020 concerning Integrated Entrepreneurship Development article 9 explains as follows:

- a. PKT participants through the entrepreneurial capacity building program can take part in entrepreneurship training organized by regional officials administering the PKT;
- b. Entrepreneurship training consists of basic level training and advanced level training;
- c. Basic and advanced level training includes technical training and non-technical training;
- d. Technical training regarding technical production and product development; And
- e. Non-technical training to foster an entrepreneurial spirit and business management, product promotion, and marketing.

Based on the interview results, the policy characteristics indicators show that stakeholders consist of Regional Apparatus Organizations and other institutions. PPKUKM Service in the integrated entrepreneurship development policy as a policy implementing coordinator. The PPKUKM Service carries out technical training in the form of technical production and product development, while non-technical training takes the form of cultivating an entrepreneurial spirit and business management, product promotion, and marketing. Apart from that, entrepreneurship assistance from the PPAPP Sub-Department and the KPKP Sub-Department in implementing integrated entrepreneurship development policies is carrying out marketing coordination to sub-districts for business actors regularly. In this case, stakeholders carry out various training for business actors, especially business actors, to develop their businesses. This can be seen from the 3 business actors whose businesses are now much more advanced than before with basic to advanced training as well as technical and non-technical training.

Based on the results of field observations of indicators of the characteristics of policy-implementing organizations, the East Jakarta Administrative City Government is collaborating with PT POS Indonesia in digital training for MSMEs at the East Jakarta Mayor's Office. This activity is proof that the government has implemented Governor Regulation Number 2 of 2020 in technical and non-technical training with a digitalization approach and also facilitated collaboration with online operators in business activities. The government is also present as a liaison between MSME players and other institutions in developing their products. This helps MSME players to continue to innovate, adapt, and develop according to changing times. Moreover, nowadays everything is required to be fast-paced, so production must also be efficient and effective. Not only is production required to be fast, but the sales process must also be able to utilize various timelines such as social media and marketplaces.

As per Bank Indonesia, the characteristics of Micro, Small, and Medium Enterprises (MSMEs) refer to the inherent features and actual conditions that define the activities and entrepreneurial behavior within these businesses. These characteristics serve to distinguish business entities based on the scale of their operations. From a business perspective, MSMEs are categorized into four distinct groups, which are as follows:

- a. Informal sector MSMEs, such as street vendors, typically operate in the informal economy.
- b. Micro MSMEs possess craftsmanship skills but may lack the entrepreneurial drive needed to expand their businesses.
- c. Dynamic Small Enterprises are a category of MSMEs that exhibit entrepreneurial potential through collaboration (including subcontracting) and engagement in export activities.
- d. Fast Moving Enterprises are MSMEs characterized by strong entrepreneurial capabilities and readiness for transformation into larger-scale businesses.

If we look at the 3 business actors, their businesses are classified as fast-moving enterprises, where initially business activities were only carried out conventionally. Since switching to using digital media, their businesses can now reach wider market access and their businesses have grown significantly.

The characteristics of the implementation organization are characteristics that can be identified. In the integrated entrepreneurship development policy for business actors in the East Jakarta Administrative City, stakeholders make policies and implement policies that socialize the use of digital media based on Governor Regulation Number 2 of 2020. In addition, they carry out technical and non-technical training. The characteristics of policy implementers are the center of attention, where implementation performance will be very much influenced by the appropriate characteristics of policy implementers. Based on the indicators of the characteristics of the implementing organization, stakeholders or stakeholders, especially the East Jakarta City Administration through the PPKUKM Sub-department, are quite good at implementing integrated entrepreneurship development policies for business actors. This is supported by field observations which found the results of digitalization

training carried out by the local government. In supporting the policies that are being implemented, there needs to be community participation, namely from business actors, especially business actors who are also present to support the implementation of the policy.

4. Attitude of Implementers

The willingness of policy implementers to embrace or resist the implementation of public policy holds significant sway over the policy's success or failure. This is a probable scenario because the policy in question often originates from formulations by individuals who may not be intimately acquainted with the problems and challenges faced by the local residents. The integrated entrepreneurship development policy aimed at business actors in East Jakarta is influenced by the attitudes of those tasked with its implementation.

Based on the results of interviews with indicators of the attitude of policy implementers, the East Jakarta Administrative City Government has socialized the use of digital media to MSME actors through entrepreneurship assistants and sub-district officials. So the socialization carried out regarding the use of digital media has been carried out by 3 business actors. However, there are still obstacles in its implementation, not all entrepreneurs in the East Jakarta Administrative City are open to the use of digital media. Digital marketing involves utilizing the internet as a primary medium for marketing efforts. It provides valuable support to Micro, Small, and Medium Enterprises (MSMEs) due to the evolving preferences of consumers in the digital age. Digital marketing enables seamless communication and real-time transactions, accessible globally, allowing individuals to explore a wide range of products online. The internet offers extensive product information, simplifying the ordering process, and empowering consumers to compare various products with ease.

Socialization of the use of digital media or digitalization is a step to overcome obstacles for business actors, especially business actors in the East Jakarta Administrative City who cannot yet use technology and have limited use of technology. The skills and knowledge of business actors, especially business actors, regarding technological developments are still very lacking. This causes obstacles in business activities, this can be seen from the marketing methods carried out by business actors, especially business actors who have not used digital media or digitization. Business actors, especially business actors, can master technological developments that keep up with the times. Such as carrying out business activities from production to marketing through the use of digital media or digitization. Currently, the government is here to help business actors, especially business actors, to transform from business activities that are conventional or carried out offline, to now be carried out digitally or online to reach wider market access.

Based on the results of field observations, the attitude indicators of policy implementers show that business actors, especially 3 female entrepreneurs, are aware of technological developments. So that their business activities, especially marketing, are carried out online. This shows that they have used digital media or digitization in

their business activities. Marketing is carried out using social media, one of which is Instagram, which is a category of social networking that can be accessed easily and can provide information. Of the 3 female entrepreneurs, they use Instagram as a marketing medium for their products.

5. Organizational Communication

Effective communication plays a crucial role in policy implementation by ensuring that policy implementers are well-informed about the established standards and objectives. It is imperative that this communication is clear, consistent, and uniform across various information sources. Without such clarity, consistency, and uniformity regarding standards and policy objectives, the attainment of these goals becomes challenging. In the context of the integrated entrepreneurship development policy for business actors in East Jakarta, organizational communication is instrumental in facilitating policy implementation.

Based on the results of interviews with communication indicators between policy organizations, the East Jakarta Administrative City Government communicates through coordination. Coordination is carried out in stages, where the East Jakarta City Administration PPKUKM Sub-department coordinates at the provincial level with the DKI Jakarta Economic and Financial Bureau. The coordination carried out discusses the extent of success of the Jakpreneur program and the timing of its implementation is tentative following the direction of stakeholders in the Province. Meanwhile, every Monday, the East Jakarta City Administrative PPKUKM Sub-department coordinates with the sub-districts/districts to socialize the use of digital media by inviting private parties, namely marketplace providers such as Tokopedia, Shopee, etc. So far, the coordination carried out has not had any significant obstacles and can be said to be running smoothly.

Based on the results of field observations of communication indicators between policy organizations, 3 business actors already know information related to the dissemination of training on the use of digital media. Apart from that, the 3 business actors also took part in various training provided by the local government. This shows that there is communication between organizations, namely between stakeholders, namely the East Jakarta Administrative City Government, and business groups, especially business actors.

Communication between organizations is carried out through stakeholder coordination. Coordination essentially involves fostering an awareness among each member of the organization and organizational unit to harmonize their responsibilities. This ensures that members and units don't operate independently but rather adapt to each other's roles while carrying out their duties. The unity of effort indicates that the efforts of each activity and organizational unit must be arranged in such a way that there is harmony in achieving results. In uniting actions, it requires an exchange of ideas between stakeholders or parties concerned with their aim to work hand in hand in achieving a common goal. Bringing together the actions of many stakeholders is not only intended to make decisions but also to harmonize opinions.

In this case, it is between the East Jakarta Administrative City Government through the PPKUKM Sub-department and the Regional Economic and Financial Bureau of DKI Jakarta Province. Apart from that, the PPKUKM Sub-department coordinates with local sub-districts/districts in assisting entrepreneurship, especially in socialization, technical training, and non-technical training regarding the use of digital media or digitalization in business activities.

One form of uniting the actions of several stakeholders can be done in a formal meeting or forum for members of the organization or organizational units to form decisions and agreements without conflict. The purpose of a meeting is to find a way out or solve a problem, and convey information, as a means of coordination so that the parties concerned can participate in the problems being discussed. So, holding a meeting is one solution to unite the actions of various important parties concerned, both members of the organization and organizational units.

6. Social, Economic, and Political Environment

Evaluating implementation performance involves gauging the degree to which the external environment influences the success of public policy. An external environment that is unfavorable in terms of social, economic, and political factors can pose challenges and lead to failures in policy implementation. Consequently, successful policy implementation necessitates supportive conditions within the external environment. The integrated entrepreneurship development policy for business actors in East Jakarta is influenced by the social, economic, and political environment.

Based on the results of interviews with social, economic, and political environmental indicators, there have been social changes in which business actors have used digital media as a forum for promoting their business production. Increasing income or turnover is a change in the economy of entrepreneurs since they use digital media to develop their business products. Current changes, especially in technological developments, greatly influence the politics of a country or region. In this case, it will influence the policies implemented. However, currently, there is no specific policy that regulates the use of digital media in business activities.

Based on the results of field observations of social, economic, and political environmental indicators, the use of digital media among business actors has a big impact on these 3 aspects, especially in increasing their business income. This can be seen from the promotions they carry out on the social media they use. The social environment is influenced by educational implications, in that there are obstacles to integrated entrepreneurship development policies that occur due to limited abilities in using technology.

The economic environment is related to the increase in sales turnover of business products carried out. The increase in sales is due to the wide reach of market share through the use of digital media or digitization. The adaptation and transformation of business actors, especially in their utilization of technology through digitalization, play a pivotal role in fostering businesses that are not only more

resilient but also more advanced and robust. The swift evolution of the digital economy and finance has given rise to a multitude of digital platforms that offer innovation in production, consumption, collaboration, and sharing activities. Leveraging digital platforms, including the digitalization of production processes combined with product and service innovation, can inspire the development of stronger, more productive, and innovative businesses. The adoption of new, more efficient business models can be achieved at a lower cost, thanks to reduced investment and operational expenses. Furthermore, the utilization of digital platforms enables business actors, especially in the business sector, to advance further in tandem with opportunities for business expansion, bolstered by broader access to marketplaces, industries, and financial institutions. Additionally, digital platforms facilitate a deeper understanding of consumer needs and the overall business environment. Products that were initially marketed in limited local areas can now reach wider markets, both at the national and global levels, with the support of technology. The space for business development is wide open so that business capabilities in the East Jakarta Administrative City can be more on par with peer businesses, through increasing the contribution of business exports nationally.

Business activities or MSMEs carried out by business actors, especially business actors, have an important role in economic growth not only in their region but can have a broad impact, even on a national scale. This is explained in the important role of business activities as follows:

- a. MSMEs play a role in broad economic growth for society, the process of equalizing and increasing people's income, encouraging economic growth, and realizing national stability;
- b. Assist the government's role in creating new jobs;
- c. As a forum for creating new types of business.

So that this role influences the political environment on the policies that will be implemented by stakeholders. One of them is what the East Jakarta City Administration has done in its integrated entrepreneurship development policy for business actors, carrying out technical and non-technical outreach and training so that business actors, especially business actors, can use digital media or digitization.

7. Integrated Entrepreneurship Development Policy Model

Currently, the integrated entrepreneurship development policy for business actors has not been specifically regulated. So, the government has not been able to monitor the use of digital media or digitization carried out by business actors. This can only be seen in the Jakpreneur system. So, a digital transformation policy model that is adopted from the Van Meter Van Horn theory is very necessary.

Policy standards and targets for the preparation of integrated entrepreneurship development policies are based on indicators that business actors must be able to be adaptive, intelligent, and innovative in developing their business activities. Furthermore, increasing the use of the Jakpreneur and E-Order applications, the E-Order application is very helpful for monitoring sales, especially for food business

activities. Integrated entrepreneurship development policy resources are related to the tasks, principles, and functions of stakeholders and stakeholders, especially the PPKUKM, District, and Village Services which regulate specific implementation elements in the development of integrated entrepreneurship development among business actors. The characteristics of the implementing organization are related to the characteristics carried out by stakeholders. This is related to technical training regarding technical production and product development through technology development and non-technical training to foster an entrepreneurial spirit and business management, promotion, and product marketing through digitalization. The attitude of the implementers regarding their duties, principals, and functions, stakeholders in this case must be able to regularly socialize the use of digital media or digitalization and monitor and evaluate the implementation of the socialization. Inter-organizational communication is related to the coordination of stakeholders or stakeholders across organizations. In the social, economic, and political environment, in the social aspect, the development of integrated entrepreneurship increases, in the economic aspect, income increases, and in the political aspect, some policies specifically regulate the development of integrated entrepreneurship among business actors, especially business actors.

E. CONCLUSION

The results of this research found that policy standards and targets are regulated in DKI Jakarta Governor Regulation Number 2 of 2020 concerning Integrated Entrepreneurship Development. Indicators of the success of digital transformation through the use of Jakpreneur by entrepreneurs or MSMEs have shown significant numbers, but the use of E-Order has not yet shown significant numbers. Apart from that, there are still obstacles to limitations of business actors in using digital media or digitization. The resources used were to deploy 8 assistants in each sub-district to provide entrepreneurship assistance, especially in the use of digital media in terms of production, advertising, and capital. So far, the East Jakarta City Administration has conducted technical and non-technical training. However, the type of business that exists is still dominated by the food and beverage sector. The East Jakarta Administrative City Government has also carried out outreach on the use of digital media to business actors. It can be seen that the 3 business actors have similarities in sales marketing using Instagram social media. Coordination is carried out in stages, where the East Jakarta City Administration PPKUKM Sub-department coordinates at the provincial level with the DKI Jakarta Economic and Financial Bureau. Meanwhile, every Monday we coordinate with the sub-district and sub-district. Lastly, business actors have used digital media as a forum for promoting the results of their business production. Increasing income or turnover is a change in the economy of entrepreneurs since they use digital media to develop their business products. Current changes, especially in technological developments, greatly influence the politics of a country or region.

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