

# IMPLEMENTATION OF THE INTEGRATED ENTREPRENEURSHIP DEVELOPMENT POLICY IN IMPROVING MICRO AND SMALL ENTERPRISES IN SOUTH JAKARTA

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## Abstract

### Article History

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*The low number of entrepreneurs and the suboptimal contribution of micro and small businesses in South Jakarta, as reflected in the fluctuation in the number of micro and small industries in the 2021–2023 period, indicate problems in the implementation of integrated entrepreneurship development policies. South Jakarta has great economic potential and a high number of productive-age residents, with the highest allocation of integrated entrepreneurship participants in DKI Jakarta at 67,208 participants. This study uses a qualitative descriptive method. Data collection was carried out through in-depth interviews, observation, and documentation studies. Data analysis in this study was conducted using policy implementation theory. The results of this study show that the integrated entrepreneurship development policy has been implemented but has not been fully implemented in developing entrepreneurial potential and creating new*

*business actors. Policy implementation has not been optimal due to limited resources, suboptimal coordination between regional agencies, and limited follow-up support for business actors, especially in terms of ongoing assistance with capital and marketing. Based on these findings, it is recommended that coordination between regional agencies be strengthened, the availability and capacity of mentors be increased, and support for training and marketing be strengthened so that the performance of micro and small businesses can improve optimally and sustainably.*

**Keywords:** Policy Implementation, Entrepreneurship, Business Development

## INTRODUCTION

National development aims to improve the welfare of the people through the strengthening of strategic sectors, particularly the development of human resources as a driver of economic growth and national competitiveness. Article 27 paragraph (2) of the 1945 Constitution of the Republic of Indonesia affirms the right of every citizen to work and a decent livelihood, making the creation of business opportunities an important part of the development agenda. As a developing country, Indonesia faces the challenge of a large population, which reached 282,477,584 in mid-2024. This has resulted in an increase in the number of people of productive age entering the labor market and demanding more business opportunities.

Changes in population have direct implications for economic development, especially in the micro and small business sector. MSMEs play a strategic role as employers and drivers of the national economy, contributing around 97% to employment and more than 60% to the Gross Domestic Product. At the regional level, population dynamics also influence the development of MSMEs as the backbone of the urban economy. South Jakarta, as the second most populous area in DKI Jakarta, has great potential for MSME development despite population adjustments due to population administration policies, as the social and economic activities of the community continue to take place.

Entrepreneurship is an important element in the development of MSMEs because it encourages the creation of new businesses and employment. The role of entrepreneurship has proven to be significant in driving the local economy and reducing unemployment. Schumpeter in (Haribowo et al., 2025) placing entrepreneurship as the driving force of economic development through innovation. Drucker views entrepreneurship as the ability to transform resources into economic value (Dewantoro, 2020). Kirzner emphasizes the role of entrepreneurship in creating market equilibrium through the exploitation of opportunities (Chyntia & Herdinata, 2023). Strengthening entrepreneurship contributes to increasing community income. Therefore, entrepreneurship is a strategic instrument for inclusive economic development.

MSMEs in Indonesia still face various problems. Data from Katadata's Databoks shows that the main obstacle for MSMEs is limited financing. In addition, low levels of digital training and weak policy support also hamper business development. The lack of ongoing assistance is also a significant obstacle for business actors. On the other hand, the ratio of start-up entrepreneurs in DKI Jakarta is relatively low compared to other provinces. High business rental costs are one of the factors hindering the emergence of new entrepreneurs. This situation creates a paradox considering that Jakarta is the center of the national economy (Adi Ahdiat, 2022; BPS, 2024; Pujianti, 2024).

The Provincial Government of DKI Jakarta has established an Integrated Entrepreneurship Development policy through Governor Regulation No. 2 of 2020. This policy aims to create new entrepreneurs and increase the capacity of micro and small businesses. Its implementation is carried out collaboratively by various regional agencies. South Jakarta has received the highest allocation of participants in the integrated entrepreneurship program. This condition shows the great potential for entrepreneurship in this region. However, the growth of new entrepreneurs and the contribution of micro and small businesses are still relatively low. The gap between the level of policy support and the results achieved highlights the importance of reviewing the implementation of the integrated entrepreneurship development policy in South Jakarta (Dinas PPUMKM DKI Jakarta, 2023).

## **METHOD**

This study uses a qualitative approach with a descriptive research type to gain an in-depth understanding of the implementation process of integrated entrepreneurship development policies in their natural context. This approach was chosen because the study is not oriented towards quantitative measurement, but rather towards understanding the policy process, the roles of actors, and the obstacles that arise in its implementation. The descriptive approach is used to describe in detail the dynamics of the implementation of the integrated entrepreneurship development policy in the South Jakarta Administrative City.

The research location was set in the South Jakarta Administrative City, DKI Jakarta Province, considering the high dynamics of entrepreneurship and the intensity of the implementation of the integrated entrepreneurship program in the region. This policy involves six sub-departments as implementers, namely those in charge of MSMEs, food security, employment, community empowerment, tourism and the creative economy, and social affairs. The research subjects were determined using purposive sampling, which included policy implementing officials from each sub-department and micro and small business actors under their guidance, in order to obtain relevant and in-depth data in line with the research focus.

The data used is qualitative data obtained through in-depth interviews, field observations, and documentation, supported by secondary data from official documents and previous studies. The interviews were conducted in a structured manner using a prepared guide, while the observations focused on training, mentoring, and coordination activities between regional agencies. Data analysis was carried out through the stages of data reduction, data presentation, and conclusion drawing, which were conducted continuously. Data validity was maintained through source triangulation and techniques to enhance the credibility of the research results.

## RESULTS

### Description of Informants

There were 12 informants in this study, consisting of policy implementers and micro and small business actors under the Jakpreneur Program in South Jakarta Administrative City. The selection of informants aimed to obtain a comprehensive picture of the implementation of the Integrated Entrepreneurship Development Policy from the perspective of both implementers and beneficiaries. The research informants were divided into two main groups. The first group consisted of six policy implementing officials from six regional work units. These officials were selected because they were directly involved in the implementation, coordination, and assistance of the integrated entrepreneurship program. The second group consisted of six micro and small business actors who were participants in the Jakpreneur Program. The business actors were selected from each regional work unit responsible for policy implementation.

### Implementation of the Integrated Entrepreneurship Development Policy for the Improvement of Micro and Small Enterprises in South Jakarta

#### a. Fostering and Developing Entrepreneurial Potential

Fostering entrepreneurial potential in integrated entrepreneurship development policies is a gradual process that does not automatically result from training and mentoring. Policies serve as an initial trigger, while the actualization of entrepreneurial potential is greatly influenced by the internal readiness of MSME actors and the business environment conditions they face.

The process of fostering entrepreneurial potential shows differences among MSME actors, where some are able to take advantage of coaching to improve their skills and confidence, while others only take advantage of programs according to their short-term needs. This condition shows that the development of entrepreneurial potential is not uniform and is influenced by the business orientation and initial experience of MSME actors. Training and mentoring play an important role in improving technical and managerial capacity, but the achievements of both depend heavily on the continuity of mentoring and the ability of business actors to integrate knowledge into business practices. Limited capital, production facilities, and market access restrict the application of innovation, so that entrepreneurial potential often develops partially and temporarily.

Integrated entrepreneurship policies implemented on an ongoing basis play a strategic role in strengthening the capacity of business actor (Raharjo et al., 2023).

The implementation of policies in South Jakarta Administrative City has led to the strengthening of MSME capacity as mandated in DKI Jakarta Governor Regulation No. 2 of 2020. However, disparities in the intensity of assistance and structural support have prevented entrepreneurial potential from developing evenly and sustainably.

**Table 1. P1–P7 Jakpreneur Data, DKI Jakarta**

<b>Tahapan</b>	<b>Jumlah</b>	<b>Persentase</b>
P1 – Registration	416.305	32,63%
P2 – Training	244.742	19,19%
P3 – Mentoring	224.610	17,61%
P4 – Licensing	235.627	18,46%
P5 – Marketing	69.009	5,41%
P6 – Financial Reporting	67.225	5,27%
P7 – Financing	18.336	1,44%
<b>Total</b>	<b>1.275.854</b>	<b>100%</b>

*Source: Data from the Department of Industry, Trade, Cooperatives, and MSMEs (PPUMKM), DKI Jakarta (2025)*

b. The creation of new entrepreneurs in South Jakarta

The creation of new entrepreneurs is one of the key performance indicators of the integrated entrepreneurship development policy as mandated in the Governor of DKI Jakarta Regulation Number 2 of 2020. This policy clearly positions residents with entrepreneurial interest and beginner entrepreneurs as the primary target groups, in line with previous research findings showing that most assisted MSMEs are novice entrepreneurs (Kholisoh et al., 2024). Thus, the emergence of new business actors becomes an integral part of the cross-agency coaching process across Subdistrict Offices in the Administrative City of South Jakarta. The process of creating new entrepreneurs begins with a simple and accessible registration mechanism, thereby reducing entry barriers for individuals who were previously not involved in business activities. The simplification of administrative requirements, combined with proactive outreach through socialization at the village, neighborhood (RT), and community unit (RW) levels, has expanded the pool of potential new entrepreneurs. This approach reflects the active role of policy implementers in identifying and encouraging entrepreneurial potential within the community.

Training and tiered mentoring serve as a transitional phase from entrepreneurial interest to actual business practice. Training not only enhances technical skills but also builds confidence and mental readiness among prospective entrepreneurs. Continued assistance in licensing, marketing, access to capital, and business facility support accelerates the transformation of participants into active business actors and reduces the risk of failure in the early stages of business development. However, the creation of new entrepreneurs still faces structural and individual constraints. Regional budget limitations affect the number of prospective entrepreneurs that can be facilitated each year, while the readiness of participants also determines the sustainability of the businesses they initiate. This condition indicates that the integrated entrepreneurship development policy has functioned as a facilitator for the emergence of new entrepreneurs, but still requires continuous strengthening to ensure that the creation of new entrepreneurs can occur more evenly and sustainably.

**Table 2. Results of the Implementation of the Integrated Entrepreneurship Development Policy in South Jakarta City**

Phenomenon	Sub-Phenomenon	Analysis Results	Conclusion
Fostering and developing entrepreneurial potential	Form of policy implementation	The form of integrated entrepreneurship development policy implementation shows conformity with the provisions regulated in Governor Regulation of DKI Jakarta Number 2 of 2020. The policy has been consistently implemented by relevant regional agencies with MSME actors as the target group, thereby supporting entrepreneurship development efforts in DKI Jakarta. <i>(Implemented)</i>	The form of integrated entrepreneurship development policy implementation has been carried out by relevant regional agencies in accordance with Governor Regulation of DKI Jakarta Number 2 of 2020 and can therefore be considered implemented.
Fostering and developing entrepreneurial potential	Policy implementation mechanism	The policy implementation mechanism has been carried out through stages of socialization, entrepreneurship training, and mentoring involving various sub-district agencies (SKPD), with MSME actors receiving gradual development through the Jakpreneur P1–P7 stages. <i>(Implemented)</i>	The policy implementation mechanism has been carried out in stages and can be considered implemented.
Fostering and developing entrepreneurial potential	Efforts of implementing agencies to encourage independence of	Implementing agencies have encouraged MSME independence through socialization, training, mentoring, business licensing facilitation, and marketing support. However, access to advanced capital	The efforts of implementing agencies to promote MSME independence have not been fully optimal due to limited advanced capital support.

	MSME and SME actors	support remains limited. <i>(Partially implemented)</i>	
Fostering and developing entrepreneurial potential	Experience from entrepreneurship training	Entrepreneurship training has improved MSME actors' knowledge in business management and market opportunities. However, this increased capacity has not yet had a significant impact on increasing business turnover. <i>(Not yet implemented optimally)</i>	Entrepreneurship training has not been fully optimal because it has not yet significantly increased business turnover.
Fostering and developing entrepreneurial potential	Post-training constraints in business development	Post-training barriers in business development include limited access to capital, restricted market access, and minimal advanced mentoring, resulting in suboptimal business development. <i>(Not yet implemented optimally)</i>	Post-training constraints still limit business development, so implementation has not yet been optimal.
The creation of new entrepreneurs in South Jakarta	Mentoring and development process for prospective new entrepreneurs	Mentoring and development are carried out in stages through Jakpreneur training programs covering assessment, training, mentoring, and monitoring, enabling participants to gradually improve their business capacity. <i>(Implemented)</i>	The mentoring and development process has been carried out in stages through the Jakpreneur system and can be considered implemented.
The creation of new entrepreneurs in South Jakarta	Types of government support received by new entrepreneurs	Government support includes administrative facilitation, training, mentoring, business equipment assistance, and marketing support. However, marketing facilitation and access to capital remain limited, so the overall impact is not yet optimal. <i>(Not yet implemented optimally)</i>	Government support for new entrepreneurs is still limited, especially in marketing and capital access, and therefore has not yet been fully implemented optimally.

### **Inhibiting Factors in the Implementation of the Integrated Entrepreneurship Development Policy for the Improvement of Micro and Small Enterprises in South Jakarta**

#### **a. Policy Standards and Objectives**

In Van Meter and Van Horn's policy implementation theory, policy standards and objectives are fundamental prerequisites that determine the direction and consistency of policy implementation at the operational level. Policy standards function as operational guidelines, while policy objectives define the target beneficiaries and the intended outcomes. Unclear standards and objectives may lead to differences in interpretation among policy implementers, which can ultimately undermine implementation effectiveness (Sasuwuk et al., 2021).

The implementation of the integrated entrepreneurship development policy in the Administrative City of South Jakarta refers to the Governor of DKI Jakarta Regulation Number 2 of 2020 and involves multiple implementing agencies. Conceptually, the same regulation should produce integrated policy standards and objectives. However, differences in how these standards are interpreted have resulted in fragmented policy targets. There is overlap in assisted beneficiaries across agencies as well as disparities in the intensity of support received by MSME actors. Some business actors receive assistance from more than one agency, while others only receive initial support without continued mentoring. Furthermore, some beneficiaries do not clearly understand the stages of tiered mentoring or the policy's intended targets from the beginning of their participation in the program.

b. Resources

The implementation of the integrated entrepreneurship development policy is highly dependent on the availability of resources as a key factor determining policy operationalization at the field level. According to Van Meter and Van Horn, human and non-human resources are the main components that determine policy implementation capacity (Subarsono, 2021). In the context of integrated entrepreneurship development, these resources include entrepreneurship mentors, training facilities and infrastructure, and financial support that sustains the development of MSME actors.

The limited number of mentors has implications for the quality and continuity of mentoring. Mentoring tends to be administrative and incidental in nature, and therefore is not yet fully contextualized to the needs of assisted businesses. In addition, mentors often perform multiple roles as technical facilitators, administrative coordinators, and inter-agency liaisons, which may reduce the quality of interaction with the target groups. From a policy implementation perspective, this limitation affects not only the quantity of services but also the effectiveness of business development and supervision. Although non-human resources such as training facilities and business support infrastructure are available, limitations in human resources have prevented their optimal utilization. This constraint is also reflected in weak monitoring and evaluation functions, as mentors are unable to conduct regular supervision.

**Table 3. Number of Mentors in Subdistrict Agencies Responsible for Jakarta Entrepreneur (Jakpreneur)**

No.	Name of Subdistrict Agency Responsible for South Jakarta Administrative City	Number of Mentors
1	Suku Dinas Perindustrian, Perdagangan, Koperasi, Usaha Kecil dan Menengah (PPKUKM)	7 persons / subdistrict
2	Suku Dinas Ketahanan Pangan, Kelautan, dan Pertanian (KPKP)	1 person / subdistrict
3	Suku Dinas Tenaga Kerja, Transmigrasi, dan Energi (Nakertransgi)	2 persons / subdistrict
4	Suku Dinas Pemberdayaan, Perlindungan Anak, dan Pengendalian Penduduk (PPAPP)	1 person / subdistrict
5	Suku Dinas Pariwisata dan Ekonomi Kreatif (Parekraf)	2 persons / city
6	Suku Dinas Sosial	2 persons / city

*Source: Processed by the author (2025)*

The limitations in human resources shown in Table 3 indicate that the insufficient number of mentors and regulations governing mentor recruitment affect the fulfillment of human resource needs in program implementation. The replacement of mentors during program implementation requires retraining and may affect the consistency and quality of mentoring, particularly for MSME actors who require continuous assistance. On the other hand, some Subdistrict Offices consider the availability of resources to be relatively adequate. Program implementation based on already established business groups is perceived to facilitate the mentoring process and reduce the need for additional resources.

This limitation is also reflected in the weak monitoring and evaluation function, as mentors are unable to conduct regular supervision. Based on this analysis, it can be concluded that human resource limitations remain a major constraining factor in the implementation of the integrated entrepreneurship development policy in South Jakarta. Therefore, strengthening mentor capacity is an essential prerequisite for achieving sustainable policy outcomes.

C. Inter-organizational Communication

inter-organizational communication is an important factor in public policy implementation. Subarsono (2021) explains that communication in implementation includes clarity of information, consistency of messages, and coordination among implementers to ensure that policy objectives are understood uniformly. In line with this, Van Meter and Van Horn (as cited in Winarno, 2012) emphasize that implementation success is strongly determined by the level of communication and coordination among

organizations, including the clarity of instructions and consistency in conveying policies from policymakers to field-level implementers.

In the implementation of the integrated entrepreneurship development policy in the Administrative City of South Jakarta, communication among Subdistrict Offices is carried out through coordination meetings, circular letters, and cross-agency forums. However, such communication still tends to be administrative and hierarchical, which slows down the process of clarification and technical adjustment. Differences in organizational priorities and performance indicators also cause communication to remain formally coordinative rather than substantively collaborative, which may lead to differences in interpretation during program implementation.

From the perspective of Van Meter and Van Horn (as cited in Winarno, 2012), communication that is not yet fully clear, consistent, and integrated may affect the uniformity of actions among policy implementers. Therefore, strengthening inter-organizational communication through simplifying information flows, improving feedback mechanisms, and establishing more collaborative coordination forums is essential to promote more consistent policy implementation aligned with the objectives of integrated entrepreneurship development.

#### d. Characteristics of Implementing Agencies

The characteristics of implementing organizations are an important factor in understanding the dynamics of integrated entrepreneurship development policy implementation, which involves various cross-sector actors. Implementing organizations do not only function as administrative structures but also shape the values, work norms, and behavior of officials that influence how policies are interpreted and executed at the operational level. This is in line with the perspective of Van Meter and Van Horn, who emphasize that the characteristics of policy agents are reflected in the attributes and behavior of implementing units in understanding and carrying out policies (Sasuwuk et al., 2021).

The implementation of the integrated entrepreneurship development policy in the Administrative City of South Jakarta is carried out by various Subdistrict Offices with different bureaucratic structures, working mechanisms, and organizational cultures. This diversity causes policy implementation to be uneven, even though all agencies refer to the same regulation. Hierarchical bureaucratic structures and tiered decision-making help maintain accountability but at the same time limit the flexibility of implementers in responding quickly to the needs of MSME actors, resulting in delays in policy adjustments at the field level.

The characteristics of implementing organizations are also reflected in the behavior of officials, working relationship patterns, and prevailing bureaucratic norms. Layered workloads encourage implementers to prioritize administrative tasks and the achievement of quantitative targets, while substantive and continuous mentoring has not been carried out consistently. Sectoral working relationships among Subdistrict Offices also affect the integration of entrepreneurship development efforts. This condition indicates that strengthening the characteristics of policy agents is an important prerequisite to ensure that policy implementation is not merely administrative but is also capable of promoting sustainable empowerment and business development among MSME actors.

#### e. Social, Economic, and Political Environment

The social, economic, and political environment constitutes the external context that frames the implementation of the integrated entrepreneurship development policy. Policy implementation is influenced not only by administrative aspects but also by the socio-economic realities of the target communities. The external environment plays a crucial role in determining policy outcomes, as even well-designed policies may produce limited results if they are not aligned with the surrounding social, economic, and political conditions (Andini et al., 2023).

From a social and economic perspective, the research findings show that assisted MSME actors are in heterogeneous conditions in terms of educational background, business experience, and household economic needs. Short-term economic pressures cause some MSME actors to position their businesses as supplementary sources of income, resulting in low commitment to continuous mentoring. Economic instability, fluctuations in raw material prices, limited capital, and changes in consumer behavior encourage MSME actors to focus more on survival strategies rather than business expansion, while adaptation to the digital economy still faces structural barriers.

The political and institutional environment also affects the consistency of policy implementation through budget dynamics and regional development priorities. Policy support such as bazaars and e-order systems has indeed opened market access; however, limited activity frequency, restricted market coverage, and slow payment mechanisms pose challenges for MSME actors with limited capital. The interaction between socio-economic pressures and limited institutional support indicates that the external environment acts as a constraining factor in the implementation of the integrated entrepreneurship development policy. As a result, policy outcomes tend to be partial and have not yet fully promoted the independence and sustainability of MSME actors' businesses.

f. Disposition of Policy Implementers

The disposition of policy implementers is an important factor in determining the quality of integrated entrepreneurship development policy implementation, as it serves as a link between the normative objectives of the policy and the socio-economic realities of MSME actors. Disposition reflects not only the personal attitudes of officials but is also shaped by their understanding of policy objectives as well as organizational values and orientations. In line with Van Meter and Van Horn, as cited in Akbar et al. (2025), implementer disposition includes understanding, attitudes, and willingness to carry out the policy, which encourages implementers to emphasize tiered mentoring and business sustainability in the Administrative City of South Jakarta.

Field research findings indicate that implementers' disposition is adaptive to the diverse characteristics of MSME actors. Implementers recognize differences in capital readiness, time availability, and motivation, and therefore apply a pragmatic approach by prioritizing MSME actors who demonstrate commitment and business development potential. The inconsistent participation of some MSME actors is understood as a consequence of economic pressures and the complexity of managing micro-enterprises, although this condition still hinders continuous monitoring and evaluation of mentoring activities.

Implementer disposition is also reflected in mentoring patterns that position MSME actors as the primary agents of policy success. When the level of response and commitment among MSME actors is considered low, mentoring tends to shift toward a more administrative focus due to time and resource constraints. Implementers' orientation toward fulfilling legal requirements and improving business standards indicates concern for sustainability, although MSME actors' administrative readiness remains uneven. Overall, implementer disposition shapes policy implementation that is adaptive yet oriented toward realistic short-term outcomes, while long-term business transformation still requires more consistent policy support.

**Table 4. Inhibiting Factors in the Implementation of the Integrated Entrepreneurship Development Policy in South Jakarta**

Phenomenon	Sub-Phenomenon	Analysis Results	Conclusion
Policy standards and objectives	Alignment of technical guidelines	Alignment of technical guidelines is necessary because differences in understanding among SKPD cause program implementation to be inconsistent.	Not yet aligned
Policy standards and objectives	Accuracy of policy targeting	Policy targeting has been directed at MSME actors and prospective entrepreneurs; however, some participants are not yet ready in terms of business preparedness, resulting in suboptimal mentoring outcomes.	Not yet on target
Policy standards and objectives	Mismatch between programs and participants' business needs	Program mismatch occurs because the training provided is still general and has not been fully tailored to the specific needs of each type of business.	Not yet appropriate
Resources	Availability of human resources (mentors)	The availability of entrepreneurship mentors is insufficient, as the number of mentors is not proportional to the number of assisted participants, resulting in limited mentoring intensity.	Not yet optimal

Resources	Competence of mentors	The competence of mentors is not yet fully aligned with the types and needs of participants' businesses, so mentoring remains limited and has not been conducted comprehensively to identify business conditions and challenges in the field.	Not yet optimal
Inter-organizational communication	Coordination among SKPD	Coordination has been carried out; however, there are still scheduling conflicts and competition over assisted participants among SKPD.	Not yet well coordinated
Inter-organizational communication	Cross-sector collaboration	Collaboration with private sector and village-level institutions has been implemented, but still requires adjustments related to scheduling and commitment.	Already coordinated
Characteristics of implementing agencies	Limited organizational structure	The number of implementers is limited compared to the workload and the coverage area of assisted participants.	Not sufficient
Characteristics of implementing agencies	Monitoring and mentoring	Monitoring has not been conducted routinely and comprehensively for all assisted participants.	Not yet fully monitored
Social, economic, and political environment	Socio-economic changes	Declining purchasing power and fluctuations in raw material prices hinder the development of assisted businesses.	Not yet improved
Social, economic, and political environment	Policy and capital support	Access to KUR and policy support is available but has not been optimally utilized by all assisted participants.	Not yet fully utilized
Disposition of policy implementers	Implementers' commitment	Implementers demonstrate commitment in mentoring, training, and facilitating business legality.	Already committed

## DISCUSSION

The implementation of the Integrated Entrepreneurship Development Policy in the Administrative City of South Jakarta has normatively been carried out in accordance with Governor of DKI Jakarta Regulation Number 2 of 2020. The coaching stages through the P1–P7 system indicate that the policy has been implemented procedurally, from registration to capital facilitation. However, substantively, policy outcomes have not yet been fully optimal. The decline in the number of participants from the initial stage to the financing stage indicates that business continuity and strengthening still face constraints, resulting in uneven impacts on business independence and growth.

From the perspective of policy standards and objectives, although all regional agencies refer to the same regulation, differences in the interpretation of technical guidelines among agencies have led to inconsistent implementation. There are disparities in the intensity of mentoring and overlap in target beneficiaries. This condition aligns with Van Meter and Van Horn's theory, which emphasizes the importance of clear policy standards and objectives in maintaining implementation consistency. Inaccurate targeting and the misalignment of programs with the specific needs of participants' businesses have also affected the effectiveness of mentoring outcomes.

Resource factors also remain a major constraint in policy implementation. The number of entrepreneurship mentors is not proportional to the number of assisted participants, resulting in suboptimal mentoring intensity, monitoring, and evaluation. This limitation has caused mentoring to be more administrative in nature rather than deeply aligned with the actual needs of businesses in the field. Although training facilities and policy support are available, limitations in human resources and competencies that are not fully aligned with participants' business characteristics reduce the overall effectiveness of mentoring.

Inter-organizational communication has been conducted through cross-agency coordination; however, scheduling conflicts and competition over assisted participants still occur. Communication patterns that remain largely administrative have not yet fully fostered substantive integration among agencies. In addition, the characteristics of implementing bodies, marked by limited organizational structures and high workloads, affect the quality of monitoring and mentoring. This indicates that

strengthening coordination and institutional capacity is an essential prerequisite for improving policy implementation consistency.

On the other hand, the social, economic, and political environment also shapes policy outcomes. Fluctuations in raw material prices, declining consumer purchasing power, and limited access to capital pose external barriers to business development. Although policy support and financing access, such as the People's Business Credit (KUR), are available, their utilization has not been optimal. Implementers' disposition reflects a commitment to providing mentoring and facilitation; however, implementation outcomes remain more oriented toward short-term achievements. Overall, policy implementation has proceeded procedurally but still requires strengthening in standards, resources, coordination, and environmental support to achieve the sustainable growth and independence of micro and small enterprises.

## CONCLUSION

The implementation of the Integrated Entrepreneurship Development Policy for the advancement of Micro and Small Enterprises in the Administrative City of South Jakarta has been carried out in accordance with the prevailing regulatory framework and involves various regional agencies through relatively structured mechanisms. This policy is considered fairly effective in fostering entrepreneurial potential, particularly in the initial stages such as registration, training, basic mentoring, and business legality facilitation, as mandated by Governor of DKI Jakarta Regulation Number 2 of 2020. Entrepreneurship training has been proven to improve the knowledge and understanding of MSME actors in business management; however, progress toward business independence has not yet been optimal, especially in terms of marketing and advanced access to capital. Meanwhile, the creation of new entrepreneurs through the Jakpreneur Program has not yet demonstrated evenly distributed and sustainable outcomes, although administrative simplification, initial mentoring, and business facility support have encouraged people to start their own businesses.

The implementation of the integrated entrepreneurship development policy still faces several inhibiting factors that affect the achievement of its objectives. Policy standards and targets have not been interpreted uniformly across regional agencies, resulting in mentoring that tends to be general and not fully aligned with participants' business readiness levels. Resource limitations, particularly the number of entrepreneurship mentors, have affected the intensity and continuity of mentoring. In addition, communication and coordination among implementing organizations remain suboptimal, the characteristics of implementing bodies are still constrained by organizational structure and capacity, and less conducive social, economic, and political conditions further limit the sustainability of assisted businesses. Although implementers demonstrate a strong commitment to carrying out the policy, limitations in resources and operational authority have prevented policy outcomes from being fully optimal and sustainable.

## RECOMMENDATIONS FOR DEVELOPMENT

Based on the research findings above, the following recommendations can be proposed:

1. To foster entrepreneurial potential and promote the independence of MSME actors, greater capital support should be provided. In addition, to enhance business experience, knowledge, and insight—particularly where existing training has not yet significantly increased business turnover—entrepreneurship training and practical learning should be intensified through internship programs with established and experienced entrepreneurs. Considering that training duration and support in capital and marketing remain limited, more intensive and continuous mentoring for new entrepreneurs is necessary.
2. Efforts to create new entrepreneurs in South Jakarta remain limited in scope; therefore, expansion is needed through administrative simplification, training, mentoring, provision of business equipment, and facilitation of market access. These measures will help increase participation and support the sustainable growth of new entrepreneurs.
3. Regarding policy standards and targets, alignment among responsible agencies is necessary through the development of clear technical guidelines and comprehensive socialization to ensure a shared understanding. To improve target accuracy, it is important to conduct an inventory and mapping of MSME actors and prospective entrepreneurs who are ready to develop their businesses. In addition,

training programs should be preceded by proper identification of participants' needs to ensure that the content is relevant and effective.

4. From a resource perspective, the limited number of mentors and the mismatch between mentor competencies and business needs should be addressed through a review and strengthening of human resource recruitment and selection processes, including competency-based identification and training for prospective mentors.
5. To improve inter-organizational communication, coordinated scheduling among regional agencies (SKPD) should be established to prevent overlapping activities and ensure more effective and integrated program implementation.
6. In terms of implementing agency characteristics, the limited number of personnel compared to the high workload requires the addition of entrepreneurship mentors at the subdistrict level. Increasing the number of mentors will enable broader outreach to MSME actors and allow more regular and in-depth monitoring and mentoring of assisted businesses.
7. From the social, economic, and political environment perspective, declining purchasing power and fluctuations in raw material prices should be addressed through more adaptive MSME development programs aligned with market dynamics. Implementing agencies should strengthen mentoring in production cost management, pricing strategies, and product diversification to enhance business sustainability. Furthermore, existing policy support and financing access, such as the People's Business Credit (KUR), should be optimized through more intensive socialization and technical assistance to ensure that all assisted MSME actors can effectively utilize these facilities and improve their business performance.

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