



Implementation of the Entrepreneurship Capability Improvement Program in the Tourism Sector in Manado City

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Abstract

Tourism and entrepreneurship are related to strengthening the country's economy, income and community welfare. The growth of business actors in the tourism sector needs to continue to be improved in terms of quality and quantity. So various programs have been carried out by the government related to the implementation of programs to increase entrepreneurial abilities. Using a qualitative design, this research was conducted to examine the implementation of an entrepreneurial capacity building program in Manado City. Research findings show that the "human error" factor in business management and less innovative product quality are problems currently being faced. The Manado City Government, through Regional Work Units and in collaboration with the Central Government and the Private Sector, has implemented a program to increase entrepreneurial capacity in the form of socialization, training, mentoring, protection and provision of facilities. There has been an increase in the quantity of business actors but not yet in the quality of business management. Therefore, there needs to be good synergy between the government and business actors in supporting the tourism sector through entrepreneurial activities.

Introduction

Tourism is one of Indonesia's mainstay sectors in strengthening the country's and regional economy (Ruru et al 2022). Because it is the focus of increasing income, improving community welfare and accelerating development (Moningka and Rupayitno, 2019). This is in line with the tourism sector's contribution to state income which continues to increase. (Sukriah, 2014; Ariantini, 2014; Setiawan, 2016; Kumala, et al. 2017; Rosa, 2019; Hasanah, et al. 2021). Even though it is still inferior in terms of tourist attraction compared to Singapore, Thailand and Malaysia. (Yudhistira, A. W. 2019; Mulyani, et al. 2022). Improving this requires increasing the capacity of human resources in the tourism sector. Human resources in the tourism sector are not only tourism actors (tourists) or workers (employment) or the government. Entrepreneurs will also include people who run tourism businesses (Setiawan, 2016). It is very important for the community as tourism business actors to pay attention to their capacity. Because community-based tourism development is a tourism development model carried out by the current government.

This model makes people entrepreneurs as well as key players in tourism. The community as the main actor in managing tourism potential is expected to be able to develop creativity by utilizing tourism potential (Rusyidi & Fedryansah, 2018). So that it can increase income, open up employment opportunities and meet needs ((Marjulita, et al. 2019; Kristian, 2017, Ruru et al., 2022). Therefore, it is important for professional human resources in managing the business so that it can develop and become a tourist destination (Arfani. et al. 2022). However, in

business development, there are quite a few entrepreneurs who are unable to compete in running tourism businesses. Due to lack of knowledge, such as in choosing the type of business, promotion, use of capital, labor and innovation and creativity. Tourism management entrepreneurs who have the ability will can take advantage of potential such as in the development and creation of new products (product innovation) and services (Schaper et al, 2011). Entrepreneurship development is carried out to form qualified business actors so that they have independence in business, can run their business well and help the government in economic growth and job creation.

To be able to achieve this, a program for developing entrepreneurial skills in the tourism sector is needed. The entrepreneurial capability development program can increase knowledge, ability and entrepreneurial mentality so that it will produce entrepreneurs who are competitive and highly competitive in terms of creating products, services and skills as well as being creative and innovative (Hadiyati, 2011; Diandra, 2019). With the abilities they have, entrepreneurs in the tourism sector can become quality human resources in tourism management.

The community as part of tourism actors needs to improve their entrepreneurial abilities. For this reason, the role of the government is needed in implementing the entrepreneurial capacity development program in the tourism sector. The strategy that can be implemented to increase the capacity and capability of tourism human resources in the business world is increasing entrepreneurial capabilities in the tourism sector (Manado City Regional Regulation No. 2 of 2020). The city of Manado in its tourism development program seeks to ensure that the community becomes the main actor in the tourism business. The tourism potential developed is based on the characteristics of tourist attractions in Manado City, namely the island-beach, hill-beach, urban-beach and coastal tourist areas. The many and varied characteristics of tourism tariffs provide opportunities for people to develop tourism businesses. So that it supports tourism programs and creates quality tourism entrepreneurs in the city of Manado.

The development of the tourism sector and entrepreneurial development has been carried out by the Manado City Government. Tourism sector development policies will of course be closely related to the community and regional economic sectors. As found by Londa, et al (2021), policies related to regional development to support the tourism sector in the city of Manado have an impact on the economic aspects of the community related to income and expenses, employment status and meeting other living needs. Through the ecotourism program carried out, the Manado City government is trying to advance the tourism sector while still paying attention to environmental aspects but also encouraging the development of community businesses. Lamadau, et al (2017) found that there are seven strategies for implementing ecotourism programs in Manado City which are arranged in order of priority, namely increasing productivity in the tourism sector, increasing promotion and competitiveness in the tourism sector, developing potential natural tourist destinations and improving management of access to information, opening up space for cooperation with investors, create policies that support the implementation of development in the tourism sector and recruit human resources who are experts in the field of tourism development. However, from a study conducted by Lengkong (2021), it turns out that the implementation of community activities has had a negative impact on culinary business actors and the tourism sector has not developed. Business actors apparently lack knowledge in minimizing business risks and in developing business competition. So it is important to have the ability to manage business to support the tourism sector. As Lengkong, et al (2019) found, to manage tourism objects you need to pay attention to aspects of local wisdom in order to increase community and regional income. Limited resources and the inability of knowledge to implement policies related to tourism are the causes

of implementing organizations being unable to implement policies. Meanwhile, it turns out that the social environmental aspect is also an important part in implementing a program related to a community (Walean, et al. 2020).

Various work programs to improve the entrepreneurial abilities of the tourism business community have been carried out. However, the growth of tourism sector entrepreneurship in terms of quality and quantity has not had an impact in advancing the tourism industry. Entrepreneurship in the tourism sector in Manado City is dominated by large capital owners. This can be seen in the management of tourism businesses such as hotels/inns, restaurants, car rentals, ships and event organizers. Businesses at tourist locations such as culinary, accommodation/boarding, tour guides and other tourism services do not comply with management competency standards. The human resources of tourism actors are often faced with "human error" in service, product quality that is less innovative. Therefore, it is necessary to develop the competency of human resources in tourism businesses to support tourism activity programs (Wenas and Mengko, 2021).

This research was conducted for the purpose of identifying and analyzing the implementation of a program to increase entrepreneurial skills in the tourism sector for tourism business actors. It is hoped that the results of existing research will provide benefits in developing public administration expertise related to program implementation. And it can be used as a reference for the Manado City Government, especially the Tourism Office and the Cooperatives and MSMEs Service in implementing programs to increase entrepreneurial capabilities in the tourism sector.

Methods

The object of this research is the implementation of a program to increase entrepreneurial skills in the tourism sector with the research implementation unit, namely the Manado City tourism business community. The object and unit of this research were determined by looking at the urgency of the problems that occur in the entrepreneurial ability of the business community. This research was conducted to find the root of the problems that occurred from the implementation of the entrepreneurial capacity building program in the tourism sector and to find the right program implementation model through a study of public administration science. The type of research used is qualitative (Sugiono, 2020). The use of this type of research is in line with the aim, namely to identify and analyze the implementation of programs to increase entrepreneurial capabilities in the tourism sector. Efforts to reveal the meaning of research objects and settings can be made when the research stages are carried out using a qualitative design.

The informants in the research are all parties who have an interest and are related to the implementation of the entrepreneurial capacity building program in the tourism sector of Manado City, namely the Manado City government through related agencies (Tourism Service, Cooperative and SME Service, Industry and Trade Service, Social Service and Youth and Sports Service) , local business actors in Taman Selamat on Jalan Piere Tendean (Boulevard), business actors in the Boulevard 2 culinary area and business actors in the Malalayang Beach Walk area. Data obtained in the field through interviews, observations and documentation studies were analyzed inductively so that the root of the problems that occurred from the implementation of the entrepreneurial capacity building program in the tourism sector in Manado City could be found. The data analysis technique uses the interactive analysis model proposed by Miles and Huberman (Sugiono (2020), namely data reduction, data display and

conclusion drawing/verification. Apart from that, for the validity of the data analysis discussion, a focus group discussion was also carried out.

Results and Discussion

Manado City is the capital of North Sulawesi Province and also plays a role as a region that is the center of economic and tourism development. The Manado City Government has designated tourism as the main sector in developing the region and in supporting local revenue. Developing the tourism sector in Manado City is not done alone by the government. However, the government also encourages the involvement of local communities to also become part of tourism activities. One of the programs carried out by the Manado City Government to involve the community in tourism programs is by becoming business actors in the tourism sector.

The North Sulawesi Province Cooperatives and SMEs Service recorded a total of 76,463 thousand micro, small and medium business units in North Sulawesi. The largest number of Micro, Small and Medium Enterprises are in Manado City with a total of 18,608 thousand units, consisting of 11,467 micro businesses, 5,774 small businesses, and 1,367 medium businesses. This data has indeed seen a slight change when compared to that in 2018, which was 16,586, in 2019 it was 16,716, and in 2020 it was 23,375. Apart from being caused by the Covid 19 pandemic, the increase or decrease in the number of business actors also occurs due to the ability to manage the business (Eman, et al. 2023).

Business activities in the tourism sector can be carried out by the community by managing businesses that support the Manado City Government's tourism program. The city of Manado, which is famous for its many potential natural resources, can be utilized by the community to support the tourism sector. The natural wealth of the sea and its fish can be utilized by the community to become culinary entrepreneurs. Likewise, developing handicrafts that can be used as souvenirs can also be done by local communities. Likewise, the management of home stays around tourist attractions can also be carried out by the community.

The Manado City Government through the Tourism Office, the Cooperatives and MSMEs Service and the Industry and Trade Service have implemented many programs to develop and strengthen community capabilities in entrepreneurship in the tourism sector. The Manado City Government, through these three regional work units, has implemented training programs, mentoring and providing facilities to the business community. Likewise, with support from the Ministry of Communication and Information through the Human Resources Development Center in collaboration with the Communication and Information Service through the Digital Entrepreneurship Academy (DEA) training program. The Cooperatives and SMEs Service also facilitated individual company registration for Manado City MSEs in collaboration with the North Sulawesi Regional Office of the Ministry of Law and Human Rights with the involvement of 40 SMEs.

The Manado City Government has also collaborated with Karang Taruna in utilizing one of the city parks in the Boulevard area to serve as a place to sell for business people. The Department of Cooperatives and UMKM together with the Department of Industry and Trade have also prepared business owners who are considered successful in developing businesses to assist the community of novice entrepreneurs in carrying out business activities. The Manado City Cooperatives and UMKM Service also provides assistance in the form of cart facilities for the culinary business community around Boulevard 2. However, research findings show that the assistance provided by the Manado City Cooperative and UMKM Service has often changed

hands or been sold to other parties (business actors) who are not local residents who are also entrepreneurs on Boulevard 2.

An entrepreneurship development program is also carried out by the Manado City Youth and Sports Department to provide outreach and training targeting young people, especially high school/vocational school students throughout Manado City. This activity was carried out with the aim of developing human resources to be able to create job opportunities for the residents of Manado City, especially youth. The Manado City Social Service collaborates with PT Pelindo Regional 4 and the Menembus Batas Foundation to carry out training to hone skills in the field of entrepreneurship. In this training activity, business mentoring, group discussions are carried out, and also learning to market products using digital technology.

However, the reality shows that many Manado City residents who work as entrepreneurs, especially in the tourism sector, are unable to compete with entrepreneurs who come from outside the region. It was also found that many entrepreneurs ended up having to close their businesses and switch to other professions, as was the case with restrictions on community activities in 2021 to 2022. The business community is still unable to compete with business actors who have large amounts of capital and an entrepreneurial mentality that has not yet been formed. Business actors still think too much about the amount of capital that must be available. The work discipline in managing a business with an entrepreneurial mentality that never gives up is not yet seen by the local community of business actors in Taman Berkat, Jalan Piere Tendean (Boulevard), in the Boulevard 2 culinary area and in the Malalayang Beach Walk area. This is in line with Rumawas (2021) that public understanding of entrepreneurship is still very low, both in terms of entrepreneurial spirit and business management, business legality and business planning. So it is still deemed necessary for detus to be given entrepreneurship training, this can increase knowledge and understanding about entrepreneurship and increase people's motivation in entrepreneurship.

Review of studies conducted by Diandra (2019); Hadiyati (2011); Moningka. and Rupayitno (2019); Setiawan (2016); Wenas and Mengko (2021) in relation to business actors as well as entrepreneurship and tourism provide a basis for how important it is to prepare business actors in managing businesses so as to support the tourism sector. Business actors originating from; It is hoped that local communities can dominate tourism business activities around tourism objects. The Manado City Government, which has made the tourism sector a mainstay sector for regional development, has established several strategies for developing tourism programs and strengthening the capabilities of business actors from the local community (Lamadau, et al. 2017). Because to be able to make the tourism sector develop, there are many aspects that will be involved in it and will also have an impact on various sectors and activities of social life. Longkong. et al (2019); Walean, et al (2020); London. (2021) and Lengkong, et al (2022). It is hoped that with the development of the tourism sector, the community's economy will also develop. So that local communities are encouraged to be involved in the tourism sector through business activities that are managed well, precisely and correctly.

Policies that have taken the form of programs related to tourism and entrepreneurship development will not have significant value in solving problems if they are not implemented or implemented. Policy implementation does not only involve the behavior of administrative institutions responsible for implementing programs, but also involves community participation, political, economic and social power with various parties (Londa, 2016; Lengkong et al. 2022). Implementing policies that are targeted and effective will be able to solve a problem well. Meanwhile, the more complex the policy problem and the deeper the analysis used, the more

theory and capital are needed to explain the accuracy of the implementation of the policy (Rohman, 2016).

Smith model policy implementation (Londa, 2016) shows that there is a link between idealized policy, target group, implementing organization, and environmental factors that influence or are influenced by policy implementation. Daniel A. Mazmanian and Paul A. Sabatier's approach model regarding policy implementation is related to the variables of problem characteristics, policy characteristics and policy environment. Meanwhile, regarding the success or failure of a program in its implementation, it can be assessed from the implementation process in terms of looking at program actions from individual projects and the achievement of program objectives (Lutfi, et al. 2020).

The success of a policy implementation (Wulandari and Munawaroh, 2020) is determined by the commitment of policy implementers and the use of technological advances. Meanwhile, there are several factors that determine the success of policy implementation, namely the characteristics of the problem, policy characteristics, policy implementation, relationships between organizations and the policy environment (Rahman (2021)). However, there are factors that play a role in the implementation of public policy, namely clear communication, adequate resources, and minimal inclination, while bureaucratic structure factors can reduce policy effectiveness (Reynaldi, 2021).

In an effort to solve public problems and improve the welfare of society, many policies have been implemented by the government. Tourism and entrepreneurship are two very important parts and are the current focus of the government. Policies related to the tourism and entrepreneurship sectors can be seen in Law Number 10 of 2009, Government Regulation Number 50 of 2011, Presidential Regulation Number 27 of 2013 and Manado City Regional Regulation No. 2 of 2020. Through various work programs and their implementation, the government is making efforts to developing the tourism and entrepreneurship sectors to accelerate development and improve community welfare. The government hopes for community involvement in the tourism sector through entrepreneurial activities. This community involvement becomes a medium for developing potential and ability to manage and take advantage of various opportunities to become a business or job. Because one way to strengthen the country's economy is through entrepreneurial strength managed by the community. People who are entrepreneurs will have entrepreneurial enthusiasm, attitudes, behavior and abilities (Lutfi, et al. 2020).

Accelerating economic growth is by strengthening entrepreneurial abilities. Because entrepreneurs who have good abilities will be brave in carrying out business innovations and production activities. One way to increase the number of entrepreneurs is through entrepreneurship training programs. Therefore, the implementation of entrepreneurship training programs can be carried out in pre-training, training and post-training processes. Because by creating quality entrepreneurs and new entrepreneurs, more job opportunities will be opened and unemployment will be reduced and people's welfare will increase. Implementation of a training and coaching program as a medium for strengthening abilities is successful when a transformation occurs within the participant related to increasing ability to carry out tasks, and changes in behavior that are reflected in attitude, discipline and work ethic. A reflection of the entrepreneurial spirit can be seen in innovation to create, discover and accept new ideas, courage to face risks, managerial and leadership abilities (Ikhsan, 2017). Programs to increase entrepreneurial skills can not only be carried out through providing training but also through mentoring, production processes and marketing (Lutfi, et al. 2020).

Finally, it can be understood and interpreted that implementing a program to increase entrepreneurial skills in the tourism sector in Manado City is not an easy thing and cannot be done alone by the government or the community. However, it requires synergy and collaboration. Because there are various factors involved in efforts to increase entrepreneurial abilities in the tourism sector. To be able to bridge the programs set by the government with community business management, proper, good and correct communication is needed between the government and the community. Through this communication, the entrepreneurial skills program implemented by the government has a good impact on community entrepreneurial development. Various forms of training, outreach, protection and facilitation and assistance programs carried out by the government aim to ensure that local communities in Manado City have the ability to manage businesses. This goal can be achieved when the community is able to carry out it well, precisely and correctly and take advantage of every program implemented by the government.

Conclusion

The implementation of the entrepreneurial capacity building program has been carried out by the Manado City government through the Department of Cooperatives, Small and Medium Enterprises, the Department of Industry and Trade of the City of Manado, the Department of Social Affairs, the Department of Youth and Sports, and also the Department of Communication and Information of the City of Manado. The Manado City Government also collaborates with the Ministry of Law and Human Rights and the Ministry of Communication and Information, as well as with the private sector and Karang Taruna. The entrepreneurial capacity improvement program is carried out through socialization, training, mentoring, protection and providing facility assistance. The increase in the number of business actors shows the success of government programs in terms of number or quantity. The implementation of this program has greatly helped business actors in developing their business. However, business management capabilities or quality aspects are not yet evenly distributed. Because local business actors are still unable to compete with foreign business actors. Local business owners are still faced with classic problems, namely the use of capital and utilization of profits. Discipline and tenacity in managing a business have not yet become part of every activity of the business community in Manado City. Based on the findings of this research, it is recommended to carry out further studies related to collaboration and communication in increasing entrepreneurial abilities as well as evaluating the form of programs to increase entrepreneurial abilities. As well as recommending to the Manado City Government through the Tourism Office and the Department of Cooperatives, Small and Medium Enterprises to carry out a program to increase entrepreneurial skills in the tourism sector specifically for the young generation of undergraduate graduates who are not yet working. Through the Communications and Informatics Service, we have created a digital platform that can be used free of charge by local community business actors in promoting and marketing business products. As well as providing sanctions to business actors who divert business facilities provided by the government.

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