

## **PROGRAM ANALYSIS OF THE INDONESIAN INDUSTRIAL CHAMBER OF COMMERCE (KADIN) AND ROKAN HULU REGENCY REGENT IN INCREASING ENTREPRENEURIAL INTEREST**

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### **KEYWORDS**

KADIN; program; entrepreneurship

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### **ABSTRACT**

This study aims to analyze the program of the Indonesian Chamber of Commerce and Industry (KADIN) and regent Rokan Hulu Regency in increasing entrepreneurial interest. This research uses qualitative methods by conducting case studies on the KADIN program in Rokan Hulu Regency. Data was collected through interviews and documentation, then analyzed using descriptive techniques. The results showed that the KADIN and regent Rokan Hulu Regency programs have a role in increasing entrepreneurial interest in the Rokan Hulu community, especially through programs held, coaching, and marketing. However, there are still several obstacles in implementing this program such as lack of support from local governments and public understanding that KADIN must provide business capital. Therefore, more effective efforts are needed in the realization of the KADIN program in Rokan Hulu Regency to increase interest in entrepreneurship in the community

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### **1. Introduction**

Indonesia has a population of 275.77 million people in 2022, up 1.13% from the previous year. However, this fact also presents the problem of unemployment in Indonesia, especially in the productive age between 15 to 16 years. According to the Central Statistics Agency (BPS) in February 2022, 5.83% of the total labor force of 208.54 million people are unemployed. Of these, almost 14% are diploma and undergraduate graduates. This problem is caused by the imbalance between the number of job seekers and available employment. The high unemployment rate results in a waste of quality human resources and a decrease in the level of education. This situation also has a negative impact on the economy, people's emotions, and the daily life of the family ([www.medcom.id](http://www.medcom.id)).

One of the factors causing unemployment in Indonesia is the lack of skills in entrepreneurship. Many Indonesians do not have the ability to build a business, so they prefer to find a job rather than create jobs after completing education. This causes competition in finding jobs in Indonesia to be very high. High unemployment rates can also trigger an increase in crimes such as robbery, murder, begal, and fraud. To overcome high unemployment, the government needs to create an environment that supports the development of entrepreneurs. In this context, efforts are needed to develop entrepreneurial skills and facilitate business establishment (Ishak, 2018). By optimizing the demographic bonus that will occur in 2030, where the percentage of the productive age population (70.72%) will be more than the non-productive age (29.28%), the government can take strategic steps to reduce the unemployment rate that continues to increase from year to year (rohulkab.bps.go.id, 2021)

The Government of Indonesia has run various programs to develop national entrepreneurship in accordance with the Presidential Regulation of the Republic of Indonesia Number 2 of 2022 concerning the development of national entrepreneurship for 2021-2024. One of the programs carried out is the National Entrepreneurship Movement. This program aims to involve youth in development, considering that youth are considered a productive age group to support various development activities. The importance of youth involvement in development is also based on the fact that the youth population in Indonesia is very large. This significant number has an important role in determining the progress of the nation and state going forward. Therefore, various policies and programs should be focused on empowering youth so that they are more productive (Kodrat, 2021).

However, the understanding of entrepreneurship is not evenly distributed throughout the region, including in Rokan Hulu Regency which is one of the districts in Riau Province. According to the Directorate General of Population and Civil Registration (Dukcapil) of the Ministry of Home Affairs, Riau's population in June 2021 reached 6.45 million people, with 51.14% men and 48.86% women. Data from BPS (Central Statistics Agency) shows that in 2020, the population of Rokan Hulu Regency grew by 3.78% to 718,321 people. This shows that Rokan Hulu Regency as one of the regions in Indonesia still needs further efforts to increase understanding and empowerment of entrepreneurship among the community. Thus, it is important for the government and various relevant parties to implement programs that can develop entrepreneurial skills in the region, so as to encourage economic growth and reduce unemployment (BPS 2020).

The people of Rokan Hulu district still think "why study entrepreneurship if they end up opening a business" so that later if their mindset is still like that, it will result in limited employment. The Central Statistics Agency (BPS, 2020) of Rokan Hulu Regency noted that the open unemployment rate (TPT) in Rokan Hulu in 2019 was 4.71 percent and in 2020 it was 4.42 percent, while the number of productive age in 2019 was 455,569 people increased in 2020 to 474,652 people. Number of Population by Age Group and Gender (Soul), 2019-2020 Rokan Hulu Regency. To create entrepreneurship in Rokan Hulu Regency at a productive age, the most important thing is to change the mindset and build an entrepreneurial spirit. This requires cooperation from all relevant parties. The government needs to work with partners or community organizations to support economic improvement and develop entrepreneurial spirit among youth. The goal is for them to open their own businesses and create jobs, so as to reduce unemployment and achieve better economic growth (BPS 2021).

The Indonesian Chamber of Commerce and Industry (KADIN) is an organization that is a gathering place for Indonesian entrepreneurs and as a forum for socializing business people. This organization was founded on September 24, 1968 by the Regional Chamber of Commerce and Industry level I. Although its existence has existed since 1968, official recognition from the

government was only given after the issuance of Presidential Decree of the Republic of Indonesia Number 49 of 1973. In 1987, KADIN was re-established through Law Number 1 of 1987 concerning the Chamber of Commerce and Industry, which was decided in the deliberations of Indonesian entrepreneurs on September 24 of that year (Tommy, 2021). In Rokan Hulu Regency, there are still not many investors who come to port business activities in Rokan Hulu. KADIN management is in every region in all provinces in Indonesia. Especially in Rokan Hulu Regency is the Rokan Hulu Regency Chamber of Commerce. When viewed from data from the Central Statistics Agency, the population in Rokan Hulu Regency in 2021 reached 570,952 people from the total population. In order for Rokan Hulu Regency to develop and advance in the economy, youth must be encouraged to move in entrepreneurship, because the number of entrepreneurs in Rokan Hulu Regency is currently still small, especially among youth and students (rokanhulukab.go.id).

Based on this background, the researcher is interested in conducting a thesis research entitled "Program Analysis of the Indonesian Chamber of Commerce and Industry (Kadin) and Rokan Hulu Regency in Increasing Interest in Entrepreneurship". There is also a formulation of the problem in this study, namely, (1) apa Rokan Hulu Chamber of Commerce Work Program related to Entrepreneurship?. (2) What is the Rokan Hulu Regent Work Program related to Entrepreneurship?. (3) How is the alignment of the Work Program of the Chamber of Commerce and the Regent of Rokan Hulu related to entrepreneurship?. (4) What is the proposed entrepreneurship program for youth in Rokan Hulu Regency?. Therefore, the purpose of this study is (1) to find out the Rokan Hulu Chamber of Commerce Work Program related to entrepreneurship. (2) To find out the Rokan Hulu Regent Work Program related to entrepreneurship. (3) To analyze the alignment of the Work Program of the Chamber of Commerce and the Regent of Rokan Hulu related to entrepreneurship. (4) Provide entrepreneurship program proposals for youth in Rokan Hulu Regency (Karamani, Mulyana, & Agustin, 2019).

### **Entrepreneurship**

Entrepreneurship is a way of thinking, studying, and acting that is based on business opportunities, a holistic approach, and balanced leadership. The holistic approach refers to value renewal that no longer uses a shareholder approach, but is now more towards a stakeholder approach. The essence of the entrepreneurial process is creativity to find business opportunities (Timmons, 2017). Entrepreneurship is not only limited to start-up businesses. Entrepreneurship can occur in old or new institutions, large or small, fast growing, or slow growing, private or governmental, in various places in the world, and in various stages of national progress. At the existence stage, entrepreneurship is needed to give direction to a business. But at the renewal stage, entrepreneurs are needed to make new innovations so that the company can grow again.

### **Entrepreneurial**

Entrepreneurs are people who have the ability to see and assess business opportunities; gather the resources needed to take advantage of it and take appropriate action, to ensure success (Meredith, Shafer, & Mantel Jr, 2017). In the annex to the decree of the Minister of Cooperatives and Small Business Development number 961 / KEP / M / XI / 1995, it is stated that entrepreneurs are people who have entrepreneurial spirit, attitude, behavior, and ability.

### **Characteristics of an Entrepreneur**

For Ir. Ciputra, there are at least three main characteristics of an entrepreneur, namely (1) the ability to see business opportunities, (2) innovative and creative, and (3) the ability to calculate risks. In addition, (Zumitzavan & Michie, 2015) mentioned three characteristics that make an entrepreneur successful, namely (1) Seeing challenges as positive things and being

able to learn from mistakes. (2) Have strong personal initiative as well. (3) Have perseverance and determination.

### **Strategies for Creating Reliable Entrepreneurs Through Education**

According to Priyanto (2019) that there are four goals in entrepreneurship education, namely motivational education, knowledge education, expertise education, and ability development. These objectives can be included in the learning curriculum. The keys to the success of entrepreneurship education are: (1) Able to improve student skills, (2) universities should have a competitive advantage, (3) have the ability to develop regional economies, and (4) be able to overcome global challenges in the 21st century (Kodrat, 2021).

### **Strategies to Instill an Entrepreneurial Mindset**

According to (Naudé, Surdej, & Cameron, 2019), stated that some of the best ways to support entrepreneurship include increasing entrepreneurial skills and reducing costs in opening new companies as well as regulations that facilitate business opening by entrepreneurs. The ability of entrepreneurs determines the economic development of a country. Entrepreneurs who are only current-seeking with low capabilities actually cause economic stagnation even "development trapsn.

### **Causative Factors, Success and Failure of Entrepreneurship**

The success of entrepreneurs in managing their business can be caused by several factors, namely:

1. Entrepreneurial ability to identify market needs and desires for the products / services produced
2. The ability of the entrepreneur to produce the goods / services he needs
3. These entrepreneurial abilities in implementing good management include production management, financial marketing management, MSM, Administration Management.
4. The ability of entrepreneurs to establish cooperation both internally and externally publicly, especially for companies that are closely related to the business being managed.
5. Entrepreneurial ability in providing services that satisfy customers (Nofriser, 2022).

The factors of failure in entrepreneurship can be divided into two. This has been assumed by Sadono (Sukirno, 2018).

1. Starting a business without research and planning
2. Mistakes in choosing a business location
3. Not enough capital and proper allocation
4. Misjudgment and taking over the company

### **Factors Influencing Entrepreneurial Interest**

Interest is something that is very decisive in every business, so interest needs to be developed in every student. Interest is not carried from birth, but rather grows and develops according to the factors that influence it, Wulandari (2013). Broadly speaking, there are three factors that influence interest, namely (1) Physical Factors, (2) Psychic Factors., (3) Environmental Factors.

### **Strategies to Increase Entrepreneurial Interest**

An entrepreneur is primarily perseverance based on an optimistic, creative attitude and also accompanied by the courage to bear risks based on a precise calculation and planning. An entrepreneur always tries to find, take advantage of, and create business opportunities that can provide benefits both for themselves and for others. Entrepreneurship is very helpful for the community's economy, because entrepreneurship is able to open jobs. For entrepreneurs, the risk of loss is common because they hold the principle that loss factors must exist (Slameto, 2015)

According to (Suryana, 2016), to become a successful entrepreneur not only requires knowledge but also qualified entrepreneurial skills. The ability to entrepreneurship is the ability or potential to master the ins and outs of entrepreneurship which is innate from birth or is the result of practice or practice and is used for entrepreneurship. The ability that an entrepreneur must have is the ability to calculate risk

According to (Meredith et al., 2017), never force a creative idea on someone. A person needs time to be able to accept something new because something new will inevitably contain risks. This risk will make someone feel hesitant. According to (Alma, 2018), this ability to communicate and interact is very necessary in negotiating with other parties and networking. Because at this time there is a tendency that the business world is no longer competing with each other, but approaching/embracing each other to form a mutually beneficial business network

### **Youth**

According to the draft Youth Bill, Youth are those between the ages of 18 and 35. (Mulyana, 2019) suggests that besides being based on the age of youth, it can also be seen from the nature/soul that accompanies it. If it is based on nature, then youth have characteristics, (1) Always want to rebel against the establishment, (2) Work hard and never give up. This second trait is closely related to the first trait, (3) Always optimistic. According to Law No. 40 of 2016 concerning youth articles 24 and 25, youth empowerment is an activity to awaken the potential and active role of youth.

According to (Totok & Poerwoko, 2013), youth empowerment is one of the efforts to provide opportunities and abilities to community groups (poor) to be able and dare to voice or voice their opinions, ideas, or ideas, as well as the ability and courage to choose (choice) something (concept, method, product, action, etc.) that is best for the individual, family, and community. Basically, empowerment aims to provide opportunities to form individuals and groups to be more empowered, independent and courageous through the learning process so that conditions improve.

## **2. Materials and Methods**

### **Types of Research**

The type of research Analysis of the Entrepreneurship Program of the Indonesian Chamber of Commerce and Industry (KADIN) in increasing the interest in youth entrepreneurship in Rokan Hulu Regency is descriptive research with a qualitative approach. The researcher will explain descriptively about the analysis of the Entrepreneurship Program of the Indonesian Chamber of Commerce and Industry (KADIN) in increasing the interest in youth entrepreneurship in Rokan Hulu Regency. According to Huberman (2014), with qualitative data researchers can follow and understand the chronological flow of events, assess cause and effect within the scope of local people's minds and obtain many and useful explanations.

### **Data Sources**

According to Lofland in (Moleong, 2017), the main data sources in qualitative research are words and actions obtained from informants through interviews, the rest are additional data such as documents and others. There are also data sources in this study, namely primary data and secondary data. The primary data in this study were obtained through observation and in-depth interviews and recording of the Rokan Hulu Regency Chamber of Commerce and Industry. Then, secondary data will be obtained from archives and books accessed online and offline that provide data related to this research.

### Research Informants

This study examines the Analysis of the KADIN Entrepreneurship Program in Increasing Youth Entrepreneurship Interest in Rokan Hulu Regency, so the researcher decided that the most appropriate and appropriate main informant as the Head of the Rokan Hulu Regency KADIN for the 2021-2026 period. Then added several other management elements who are still active in the management of the organization and youth involved in the Rokan Hulu Regency KADIN entrepreneurship program. Here is the list of informants in this study:

| No | Name                  | Position   | Competency Description   | Sum |
|----|-----------------------|--|--|-----|
| 1. | Juliana Evi, SE, MM   | Chairman of Rokan Hulu Chamber of Commerce                                       | 1. Served for eight years as KADIN Rohul<br>2. Owner RS Surya Insani.<br>3. Golkar Rokan Hulu Women Politicians  |     |
| 2  | Erik Estrada, SE., MM | Vice Chairman for SMEs, Cooperatives, Human Resources Development and Employment | 1. Served for eight years as a member of the chamber of commerce<br>2. Public Relations of the Indonesian Muslim Scholars Association (ICMI)<br>3. Vice Chairman of the Nahdatul Ulama Serjana Association (ISNU)<br>4. Head of BAPERA |     |
| 3  | Indra Gunawan         | Vice Regent of Rokan Hulu  | 1. Entrepreneur<br>2. Regional Leaders   |     |
| 4  | Robi (Student)        | Entrepreneurs Assisted by KADIN Rokan Hulu Regency                               | Entrepreneurship for 4 years   |     |
| 5  | Andi Kusnadi          | Head of MSMEs Rokan Hulu SME Cooperative Office, Transmigration, and Manpower    | Appointed since 2021   |     |

### Data Collection and Data Analysis Methods

There are also data collection methods in this study, namely, observation methods, interviews, documentation, and literature studies. Then, data analysis is one of the important steps in order to obtain the findings of the research results. The data analysis technique used in this study is a descriptive technique by making a picture which is done by means of (1) data reduction or simplification (data reduction), (2) exposure/presentation of data (data display), and (3) drawing conclusions/verification

### **3. Result and Discussion**

#### **Pentahelix Collaboration**

Pentahelix collaboration refers to the concept of collaboration between five parties or groups involved in innovation and development, namely government, academia, business, civil society, and media. This concept emphasizes the importance of collaboration and interaction between the five sectors to encourage innovation and progress in a particular region or industry (Campbell et al., 2019). In the Pentahelix collaboration, each group has a different role in promoting innovation and development. The concept of Pentahelix can also be applied in an entrepreneurial context. In this case, the five parties or groups involved in the Pentahelix collaboration are government, academia, business, society, and investors. Each group has a different role in supporting entrepreneurial development and growth. In this study, the Vice Regent of Rokan Hulu, Indra Gunawan, and the Cooperative Office, Andi Kusnadi, were categorized into the government. The government can provide support in the form of policies and regulations that support the development of small and medium enterprises (SMEs), as well as provide access to funding facilities and other resources. Then from the academic aspect. In addition to being business-oriented, Kadin also provides education to business actors, including collaborating with educational institutions in Rokan Hulu. Academics can provide resources and guidance for entrepreneurs, as well as conduct research and development of new technologies that can help SMEs thrive.

#### **Rokan Hulu Chamber of Commerce Program**

Based on the results of an interview conducted by researchers on Wednesday, February 8, 2023 with the Chairman of the Rokan Hulu Chamber of Commerce, namely Evi Juliana, MM. Precisely at The Lingkar Caffe, at 20.00 WIB. At that time he answered questions related to the Rokan Hulu Chamber of Commerce program. It says:

Once, it's just that in 2021 the program was constrained. In the past, it was a seminar. As in 2022 we have made a program as well, last month 1 we held a seminar and socialization to SMK 1 Tambusai (A/EJ/6)

From the quote above, it can be seen that the activities of the Chamber of Commerce are true, including the dedication program of the Chamber of Commerce in the form of seminars. From this quote, it can be seen that the KADIN program in 2021 experienced obstacles, but in 2022 efforts have been made to overcome these obstacles by holding seminars and socialization activities at SMK 1 Tambusai. This shows that KADIN has a commitment to continue to develop its programs and provide benefits to the community

In an interview conducted with one of the members of the Chamber of Commerce, Erik Estrada, which researchers conducted on Tuesday, February 7, 2023. On that occasion, he said:

Organizational activities related to the Chamber of Commerce and Industry are carried out, for example, holding seminars / workshops. In case of invitations from other organizations, KADIN is always present (B/EE/10)

For example, the procurement of MSMEs, conducting online or offline seminars, to motivate us to upgrade (B / EE / 14)

Then related to how the integrity between the chairman of the KADIN and members of the Chamber of Commerce in carrying out the KADIN program, Erik Estrada stated that all mechanisms carried out were in accordance with the direction of the chairman of the Rokan Hulu Chamber of Commerce as in his following remarks:

In accordance with the direction from the chairman of the Rokan Hulu Chamber of Commerce, we continue to carry out good intentions, and community implementation in accordance with the vision and mission of the Kadin. We will continue to strive to educate the vision and mission of the Chamber of Commerce and Industry widely (B / EE / 22)

Based on these quotes, it can be seen that there are good commitment and community efforts by the Chamber of Commerce and Industry in carrying out its vision and mission, this can certainly have a positive impact on the entrepreneurial interest of Rokan Hulu Regency Youth

On February 13, 2023, researchers interviewed one of the important figures from the local government, namely Indra Gunawan as Vice Regent of Rokan Hulu Regency, on this occasion researchers and Indra Gunawan discussed entrepreneurship and the existence of the Chamber of Commerce in Rokan Hulu Regency regarding the existence of the Rokan Hulu Chamber of Commerce Indra Gunawan said:

Of course, we hope that the Rokan Hulu youth community, especially children, youth for that we must have skills, we have skills, works. And we see that (C/IG/14)

Indra Gunawan as the Vice Regent of Rokan Hulu Regency wants young people to have the skills of Karya which in this context is potential in the field of entrepreneurship if it is related to how to foster entrepreneurial interest, of course, this statement can be a motivation and encouragement so that how entrepreneurial commitment in Rokan Hulu Regency can be carried out well.

On Wednesday, February 15, 2023, researchers conducted an interview at the Rokan Hulu Chamber of Commerce and Industry target location, namely Robi Ajo. There is also an excerpt of the researcher's interview with Robi Ajo:

The existence of the Chamber of Commerce will be a reference for traders in Rokan Hulu. In the sense that if it is taken care of by the KADIN automatically traders traders in Rokan Hulu in an orderly manner to trade in Rokan Hulu, a place is provided. (D/RA/5)

The statement shows that the existence of KADIN can be a reference for traders in Rokan Hulu to run their businesses in an orderly and organized manner. KADIN can assist in managing the location and place of business so that traders can have a safe and orderly place to trade. However, it is important to remember that the success of a business does not only depend on external support from organizations such as KADIN, but is also influenced by internal factors such as management and business strategy. In addition, traders also need to comply with the rules and regulations set by the KADIN and other authorities to maintain order and security at the trading location.

### **Rokan Hulu Chamber of Commerce and Industry Cooperation with Rokan Hulu Regional Government**

Evi Juliana also emphasized that the Chamber of Commerce and the Government are partners. He stated:

He's actually a partner yes, a partner with the government. But we also don't expect to be financed by the government. Because the name is also an entrepreneur organization, yes, the language is entrepreneurs, Yes, it already has a basis for financial strength, so it does not expect our actual grant funds, and it also depends on who the chairman who holds the Chamber of Commerce organization in their respective districts (A / EJ / 47)

Based on the interview excerpt above, Evi Juliana as the chairman of the Rokan Hulu Chamber of Commerce said clearly that the Chamber of Commerce is actually a partner of the government. after that he mentioned that he did not expect the government, arguing that the Chamber of Commerce is an organization of entrepreneurs who have a financial basis. But after that, he views a policy depending on who the head of the Kadin is. In this position, it can be understood that currently Evi Juliana as the chairman of the Chamber of Commerce applies the principle of not fully depending on the government.



Furthermore, the researcher conducted an interview with Erik Estrada, with the same portion of questions, namely related to cooperation between the Chamber of Commerce and Industry and the government in fostering interest in Rokan Hulu youth entrepreneurship.

Of course, communication and cooperation are important, especially since we should support each other. We are the government's partner also in supporting entrepreneurship in Rokan Hulu. But for now, we do lack support from local governments (B/EE/24)

In the above statement he also did not clearly state how to cooperate with the government. The substance of Erik Estrada's remarks is only in the form of suggestions or suggestions that the government and the Chamber of Commerce should support each other. That is, researchers can assume that the relationship between the Chamber of Commerce and the government does need to be improved or in other words have the same commitment and complementary vision-mission in the context of building entrepreneurial interest in Rokan Hulu youth. Erik Estrada's statement further validates the statement from Evi Juliana before.

Then regarding the relationship between KADIN and the Vice Regent of Rokan Hulu, Indra Gunawan revealed:

It's fine, and once in a while we have a relationship, or communication (C/IG/13)

Based on the quote above, the researcher assumes that the government itself did not convey firmly and substantially about the cooperation of the Chamber of Commerce and Industry with Regional Governments. Substantially here it is meant, there should be a collaborative agenda between them, for example organizing bazaars, culinary tours, seminars, or others.

On February 24, 2023, researchers also gave interviews to the cooperative office, precisely to the head of MSMEs. The purpose of the interview was to find out the development and relationship between the cooperative office as the government and the Kadin. Quotes related to how the relationship is, the researcher has included Andi Kusnadi's remarks as Head of MSMEs in this section. There is also a statement from Andi Kusnadi who clearly said that for relations with the Chamber of Commerce and Industry itself, currently they have no partnership or communication related to the entrepreneurial agenda. Here are the direct remarks from Andi Kusnadi.:

So far we have never collaborated in MSMEs, we have only collaborated with the Faculty of Agriculture, FILKOM UPP promotes palm sugar. (E/AK/10)

Based on this quote, it can be seen that the relationship between the Chamber of Commerce and Industry and the government, even with the MSME managers themselves, is not harmonious. This is certainly their responsibility so that how to work together to achieve a common goal, namely to foster the entrepreneurial spirit of Rokan Hulu youth

#### **The Coaching KADIN Rokan Hulu Program**

In the interview held on February 7, 2023, Evi Juliana revealed:

... The Chamber of Commerce and Industry in Riau province opens its doors as wide as possible so that if there is a Kadin's guidance, a business, be it MSMEs or resources or production that can be sold abroad, it can also be done. Because incidentally he also has access to sell products to Malaysia and Singapore (A/EJ/21)

The quote indicates that the Chamber of Commerce and Industry (Kadin) in a regency in Riau province opens its doors wide to support the development of fostered businesses, especially in the fields of MSMEs and resources. In addition, the quote also mentions that the Chamber of Commerce has access to sell products to neighboring countries such as Malaysia and Singapore.

The action of KADIN should be appreciated because it provides opportunities and support for local businesses to develop their business and expand markets abroad. This can increase the economic potential of the region and open up new jobs.

He also continued how the condition of the KADIN coaching.

The MSMEs are actually also fostered by Disprindak Rohul. When we ask the obstacles, they are more about working capital. Well, while it was not an organization that financed it, right. Well, actually, there are funds that are fostered from related agencies, but that's if we don't give our MSMEs a view, given capital, we don't supervise it as a whole, we can just run out of capital without developing. Now that's what we found in the field, right (A / EJ / 23)

The quote states that MSMEs in an area are fostered by Disprindag, and when asked about the obstacles faced, many are related to working capital. Although there are development funds from related agencies, if there is no proper supervision and view of these MSMEs, then the use of capital can end up in vain and not produce development.

This shows that the role of the government and related agencies is very important in supporting the development of MSMEs. In this case, proper coaching and assistance from related agencies can help MSMEs in overcoming the obstacles faced, such as working capital problems. However, keep in mind that coaching and supervision of MSMEs is not only limited to providing capital or assistance, but also needs to involve appropriate assistance and training so that MSMEs can develop well and sustainably. In addition, efforts are also needed to increase MSME access to markets, technology, and other resources needed.

Regarding how the continuation of the coaching, KADIN admits that the coaching carried out is not sustainable. In this case due to the presence of obstacle factors. Then this inconsistent sharing is also relied on the local government. Evi Juliana revealed:

The coaching is not sustainable(A/EJ/15)

The quote suggests that a lack of continuity in coaching or support provided can negatively impact economic or business development. This shows that the coaching or support provided must be carried out continuously and consistently to be effective in helping economic or business development. Continuous or irregular coaching can cause business actors to lose direction or motivation to develop their business.

Erik Estrada also conveyed several coaching programs that have been held by KADIN. As for the construction, he put forward as follows:

MSME development, kadin conducts field surveys, conducts MSME analysis, for example the Enau Sugar Business in Kati Tiga Village. Then there are also such as deep handicrafts, making woven plates from rattan. (B/EE/10)

The quote shows that KADIN has a coaching program for MSMEs, which includes field surveys and analysis of MSMEs in the area. This program is very important in helping MSME players to improve the quality and competitiveness of the products produced.

Regarding this coaching as well, Indra Gunawan gave the following comments:

of course, we support community efforts, such as palm sugar MSMEs, that we review. if there are events related to entrepreneurship, we continue to promote and support them (C/IG/10)

Then he pointed out:

Cooperation can take various forms, for example we review culinary businesses, see that now our old culinary reappears, right, we must re-cultivate it (C / IG16)

Based on his statement, it can be understood that the form of coaching that has been carried out by local governments is only for culinary-oriented MSMEs. He is more interested in preserving Rokan Hulu's specialties.

Furthermore, the researcher asked related to the KADIN coaching Robi Ajo. He states:

That is, there is more or less there, questioning how the development of traders in the local (D/RA/24)

Then related to the coaching carried out by the cooperative office, Andi Kusnadi gave a statement,

If our MSMEs continue to be coached, every year there is also coaching. So there are many forms of coaching, there is institutional coaching, meaning the business, then the development of human resources, one of which is from their efforts we help for NIP (Company Master Number), then now MSME actors to get any assistance. we go down to the village which obviously started this year, we go down while coaching cooperatives we also help the program, then for halal certification, we also help them to go to the human resource actors, the person, we also come there, we also help there facilities, this is usually their capacity building training activities we carry out this year, it is likely that there will be 3 classes of MSME actors that we will train. (E/AK/6)

The text above illustrates that MSME development is carried out continuously every year. This guidance is carried out in various forms, such as institutional coaching, human resource development, and coaching to get assistance from the government. The government also went directly to the village to assist the cooperative development program and provide facilities and training to increase the capacity of MSME actors.

Government actions in providing guidance and assistance can help MSME players in improving the quality of their businesses and products so that they can compete in the market. In addition, the coaching and training carried out can also improve the skills and knowledge of MSME actors in managing their businesses. This is expected to encourage better growth and development of MSMEs in the future.

### **Obstacles in the Implementation of the Rokan Hulu Chamber of Commerce and Industry Entrepreneurship Program**

In an interview, researcher and resource person Evi Juliana discussed the obstacles experienced by the Rokan Hulu Chamber of Commerce and Industry to move in the field of entrepreneurship itself. Regarding this matter, the chairman of the Chamber of Commerce stated:

If you have difficulty in the Chamber of Commerce and Industry in various regions, it's not just in Rokan Hulu. In the sense that there is less support from the government, but if from the center we get support also because the ketum is close to President Jokowi. (A/EJ/13)

From the quote above, it is known that the Rokan Hulu Chamber of Commerce and Industry is experiencing obstacles, namely the lack of support from the local government. Based on the statement, there are indications that the Rokan Hulu Chamber of Commerce should be supported by various parties, including local governments.

In another answer, Evi Juliana also said that the guidance that should be borne by the government was inconsistent. As the following quote:

The development is not sustainable(A/EJ/15)

Then about other difficulties or obstacles can be seen as the following statement:

Because if this Chamber of Commerce is indeed a mandatory entrepreneur, indeed in our area, entrepreneurs who are really entrepreneurs are only a few percent, who join the Chamber of Commerce, right. It's like he just wants to start, so when he wants to become a manager of the Chamber of Commerce he will be obliged to have KTA and we must pay it every year, meaning when we have a company and are registered and can only become managers of the Kadin. So every year it changes and it costs money. So that's one of the obstacles. (A/EJ/17)

The statement stated that the Chamber of Commerce and Industry (Kadin) is a forum for entrepreneurs in the regions, but only a few percent of entrepreneurs join the Kadin. When

someone wants to become a Kadin administrator, they must have KTA (Member Identity Card) and pay a fee every year. This is one of the obstacles for entrepreneurs who want to join the Chamber of Commerce because it requires additional costs every year. However, the costs and requirements that must be met to join the Chamber of Commerce can be an obstacle for entrepreneurs, especially for those who are just starting a business and have financial limitations.

Apart from the constraints of lack of government support, some administrative provisions in the form of KTA, office problems, the next obstacle is because people need capital for entrepreneurship. Here's an excerpt:

What it looks like is actually not well coordinated because it is our obstacle when visiting MSMEs, in fact, they are also fostered by Disprindag Rohul. When we ask the obstacles, they are more about working capital. (A/EJ/23)

The statements regarding the constraints of the Chamber of Commerce by the chairman of the Chamber of Commerce are even more convincing because they are supported by the statement of Erik Estrada as a member of the Chamber of Commerce. There is also Erik Estrada's statement as follows:

Behind that, it is unfortunate that many people consider KADIN to help in material form, even though KADIN plays a role in terms of dedication, including for example promoting their products. Kadin does not mean providing capital, right, but helping these entrepreneurs to increase marketing connections.... (B/EE/14)

The statement underlined the importance of understanding the role of KADIN in helping entrepreneurs, which should not only be seen from a material point of view or capital assistance, but also in terms of product dedication and promotion. KADIN has an important role in helping entrepreneurs improve marketing networks and business connections, so that it can help grow their business. In this case, the role of KADIN can help create a better business climate and help improve community welfare.

The obstacles that arise in terms of capital turned out to be true, because one of the KADIN mentors itself admitted that entrepreneurs in Rokan Hulu need to provide capital. As the results of the researcher's interview with Robi Ajo below:

Back to the Chamber of Commerce, if indeed the Chamber of Commerce provides capital, it will be more than 80% of most traders in Rokan Hulu will develop. If it is given a place, it can also be, which is important under the auspices of this KADIN (D / RA / 6)

Because most of the time, if it really helps friends who have not been able to find a job, have little capital or even given a little capital, friends will reduce unemployment in Rokan Hulu. Opening interest in entrepreneurship, which is not easy haram money na (D/RA/12)

The researcher's response to the quote is that the opinion seems to lead to the belief that KADIN (Chamber of Commerce and Industry) can provide significant support for traders in Rokan Hulu, either through the provision of capital or business premises facilities, as well as other support related to the auspices of KADIN. However, researchers also want to emphasize that the success of a business does not only depend on support from outside parties, including from KADIN, but is also strongly influenced by internal factors in a business, such as management, marketing strategies, and product innovation. Therefore, although support from KADIN can help, it also needs to be balanced with the efforts and initiatives of the business actors themselves to achieve success.

Then for the obstacles that the cooperative office has in coaching or obstacles in the MSME program. Andi Kusnadi says:

Yes, the most obstacle we cannot continue to go into the field. Sometimes our communication is less intense because we have our own focus. I mean, we already have busyness. But still, we must continue good relationships and good coaching. (E/AK/18)

The above quote shows possible obstacles that can occur in establishing relationships or working together. One of the obstacles mentioned is the difficulty of continuously going into the field or meeting in person, so communication becomes less intense. Nevertheless, the author admits that they have their own busy lives that are the main focus, but good relationships and good coaching still need to be maintained. In this case, the author has an awareness that good communication is an important key in maintaining good relationships, and emphasizes the need for good coaching in maintaining these relationships. Overall, these responses can be considered as an attempt to address potential problems in maintaining good relationships and ensure that coaching continues to achieve the desired goals.

### **Solutions to the Constraints of Rokan Hulu Chamber of Commerce**

Based on the problems within the scope of the KADIN to increase interest in youth entrepreneurship in Rokan Hulu Regency, the researcher proposed the following solutions:

1. Improve communication and coordination between the Chamber of Commerce and Industry and local governments.
2. Encourage the central government to provide support to Kadin.
3. Increase the capacity of the Chamber of Commerce and Industry in fighting for business interests.
4. Encourage the government to create a conducive business climate.
5. Provide easier access to information.
6. Simplifies and simplifies the registration procedure.
7. Conduct regular evaluations.
8. Provide incentives for members and administrators of KADIN.
9. Optimize coaching and training programs.
10. Increase the involvement of entrepreneurs in the area.
11. Implement virtual communication.
12. Optimize the use of social media.
13. Apply coaching methods that are in accordance with pandemic conditions.
14. Improve collaboration with other related parties.
15. Conduct campaigns to obtain grants.

### **Managerial Implications**

In the research process and in the researchers' analysis of the role of the Chamber of Commerce and Industry and Local Government in the development of entrepreneurship in the district in Rokan Hulu, namely:

1. There has been no sustainable development program by the Chamber of Commerce and Industry and the local government of Rokan Hulu district
2. The local government's attention to the development of MSMEs in Rokan Hulu is still experiencing obstacles, for example regarding budget constraints, collaboration and intense communication
3. Kadin and the local government have not fully carried out work programs that are in accordance with the needs of the people of Rokan Hulu.

Based on this, the managerial implications that can be put forward are, There are also implications for economic development, business, and entrepreneurial dedication in Rokan Hulu Regency:

1. There is an economic gap between Rokan Hulu and other regions that have implemented better coaching and support programs for MSMEs. To overcome this, efforts need to encourage more aggressive economic development, such as strengthening potential sectors, creating new jobs, and encouraging investment in the area.
2. There are work programs that are not in accordance with the needs of the community, existing business opportunities may not be fully explored. The implication is that the company or entrepreneur may not have made good use of the existing market potential. So it is necessary to have a managerial concept in formulating a business development strategy that is more targeted and focuses on developing sectors that have high growth potential in the area.
3. There are obstacles for MSME actors in developing their businesses, lack of business knowledge and skills, and lack of access to capital and other resources. The implication is a lack of motivation and entrepreneurial spirit in the area. Hence the importance of taking steps to increase entrepreneurial dedication, such as providing training, mentoring, and access to the resources necessary to help MSMEs thrive and survive in a competitive market.

Based on the description above, it can be understood that these three implications are very influential on entrepreneurial or economic aspects in Rokan Hulu district.

#### **4. Conclusion**

The conclusion in this study is that it is necessary to be able to synergize with the concept of Pentahelix, namely synergizing the Government, Business People, Academics, Communities and Mass Media in designing Work Programs. For several stages in designing an implemented work program with several stages:

Hold meetings and coordination to be able to find problems and solutions needed by the community to be facilitated by the government, academics and business actors.

Create together a practical work program that can be implemented to the community with measurable time and work programs.

Evaluate work programs that have been made to become a record for making future programs

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