

Optimizing the Potential of SMEs Through the Implementation of Entrepreneurial Competencies of the Sustainable Development Goals (SDGs)

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ABSTRACT

This research aims to explore and analyze the optimization of micro and small business potential through the implementation of entrepreneurial competencies that underlie the entrepreneurship coaching program for prisoners. Entrepreneurial competencies impact the performance of micro and small enterprises through financial capability for economic growth and of the Sustainable Development Goals (SDGs). This research uses a qualitative approach with the implementation of research stages which include: identification and mapping of the potential of micro and small businesses that can be developed in correctional institutions in Indonesia. The research was conducted through observation, in-depth interviews and document studies. The implementation of this research is exploratory in prisoners of correctional institutions. Field exploration will be carried out through pre-exploration and exploration stages. The results show that 1) the implementation of entrepreneurial competencies in the optimization of micro and small businesses through fostering independence and personality development; 2) Limited funding and human resources are obstacles in optimizing the potential of micro and small businesses; 3) Strategies to overcome obstacles in optimizing the potential of micro and small businesses through the implementation of entrepreneurial competencies.

INTRODUCTION

Micro and Small Enterprises (SMEs) play a very important role in a country's economy. Although often considered as small business entities, SMEs can be the backbone of the local economy and play a key role in creating jobs. One of the keys to the success of SMEs is the implementation of entrepreneurial competencies, which can optimize their potential and competitiveness. In order to increase the growth of SMEs, many programs have been launched by the government to support sustainable development goals (SDGs) that have the goal of achieving sustainable development. The concept of SDGs is through the balancing of three pillars, namely environmental, social and economic. SDGs encourage stable and inclusive economic growth. SMEs have the potential to increase sustainable economic

growth. (Buli, 2017). Through increasing entrepreneurial orientation, it can improve the performance of SMEs. This can encourage the success of SDGs, namely poverty alleviation and improving the welfare of SMEs (Hidayat. M.S, 2024).

Correctional Institutions in Indonesia are a place to provide guidance to prisoners in order to have social and entrepreneurial skills through personality development programs and independence coaching as a form of implementation of entrepreneurial competencies for attitude formation, knowledge development and skills improvement. Correctional institutions have the potential to develop micro-enterprises because of their economic resources including coaching programs, human resources, infrastructure, government funding and the large number of prisoners who can be empowered for cheap and productive labor. Data shows that the number of prisoners in Indonesia reached 274,357 people (as of January 2022). If it is assumed that 1% of this number succeeds in entrepreneurship, the number of business actors in Indonesia will increase by 2,743 business actors.

The participation and seriousness of prisoners in participating in the entrepreneurship coaching process is one of the factors in achieving correctional goals. Entrepreneurial intention can encourage someone to understand entrepreneurial behavior. In line with the Theory of Planned Behavior (TPB) which is a development of the Theory of Reasoned Action (TRA). Theory of Reasoned Action has scientific evidence showing that the intention to take a certain action is caused by two factors, namely subjective norms and attitudes towards behavior (Fishbein and Ajzen, 1975). In research conducted by Ajzen (1991), various aspects of behavioral theory were analyzed with the support of empirical evidence showing that there are three factors that can influence changes in a person's behavior, namely attitudes, subjective norms, and behavioral control.

In this case, the TPB is a psychological framework that can be used to understand individual behavior in the context of entrepreneurship coaching in correctional institutions. Entrepreneurship coaching can provide skills training, access to business capital, and technical support to improve the behavioral control of prisoners towards entrepreneurship. In line with Winarno's research (2018) which shows that entrepreneurial literacy is one of the components to improve business performance. It is also mentioned that the better the individual's knowledge the greater the benefits.

In the book Talent Guidance Standards and Skills Training prepared by the Directorate of Prisoner Development and Production Work Training 2015, it is stated that fostering independence is realized in the form of activities to produce goods and services, while increasing knowledge and skills as a provision for creating entrepreneurship and economic independence. This is reinforced by Suandika and Wirasatya (2021) that coaching and mentoring is carried out to build entrepreneurship so that they are able to work and contribute to development after completing their sentence.

This study aims to identify the potential of micro and small businesses that can be developed in the environment of correctional institutions in Indonesia as an effort to provide

knowledge and skills as well as attitude formation through the implementation of entrepreneurial competencies. In detail, it is expected to: first, map the potential of micro and small businesses that can be developed. Second, formulate strategies to overcome obstacles in optimizing the potential of micro and small businesses. Third, realizing that prisoners have social and entrepreneurial skills.

METHOD

This research uses a qualitative approach with the implementation of research stages which include: identification and mapping of the potential of micro and small businesses that can be developed in the environment of correctional institutions in Indonesia. The research was conducted through observation, in-depth interviews and document studies. The implementation of this research is exploratory in prisoners of correctional institutions. Field exploration will be carried out through pre-exploration and exploration stages. Pre-exploration is conducted to obtain preliminary information related to the situation and conditions of the field in accordance with the research concept plan. Initial data acquisition was carried out through a field assessment at the correctional institution in Tangerang. Meanwhile, exploration was carried out to obtain complete information through in-depth interviews with key informants and informants, field observations as well as triangulation (Moleong, 2017). At the exploration stage, informant interviews and field observations were carried out naturally or in a way that flows as it is, not patronizing, relaxed and making observations by participating in training and coaching activities. This is done to identify the potential of micro and small businesses that can be developed through the implementation of entrepreneurial competencies. The implementation of entrepreneurship coaching through various training programs is detailed in Youth Correctional Institution: woodworking, welding, fish farming, rehabilitation, bakery, barista, barbershop, screen printing, sewing and Women's Correctional Institution: make up artist, catering, laundry, sewing, handy craft, bag craft, batik.

In-depth information gathering was carried out by researchers to explore the data found so as to make it easier for researchers to better understand what happened. To facilitate the focus and theme of the research obtained and provide the appropriate theme meaning category, it is done by coding (Saldana, 2011).

The data analysis technique uses exploratory qualitative data techniques which are one of the qualitative data analysis techniques used to explore new information from the qualitative data that has been collected. This technique aims to find new patterns, themes, and relationships in qualitative data which is done by reading and summarizing data, coding, and creating categories. Theme identification is done to examine interview transcript data and underline important statements, to be developed into theme groups for writing imaginative or structural descriptive variations. Furthermore, it was formulated into the process of compiling research results starting from theme identification, theme description and preposition

formation to formulating the meaning of the informants. In this case, it is assisted by using Nvivo 12 Plus software to make it easier for researchers to do coding and identify themes for further interpretation

RESULTS AND DISCUSSION

In this study, the Nvivo 12 Plus software tool was used to help researchers display frequencies to identify dominant themes or topics in text data. Based on data processing related to the implementation of entrepreneurial competencies through one of the NVivo software features to visually display text, namely Word Frequency Query. From the search results of the word cloud feature, by entering various data sources, the word 'independence' shows the most frequency, namely 20.84% of all research sources; then the word 'competence' 11.38%; the word 'entrepreneurship' 10.86%; the word 'society' 9.46%; the word 'personality' 5.6%; the word 'skills' 4.9%; the word 'correctional' 3.85%; the word 'government' 2.9%; the word 'problematic' 2.1%; and the word 'environment' 1.9% of all research sources. The word cloud shows the number of codings or the number of references of the coding included according to the results of interviews, observations, and documents collected by the researcher. This study uses word clouds with the aim of seeing the dominance of words related to entrepreneurship coaching through the implementation of entrepreneurial competencies.

The above features reflect that the importance of forming entrepreneurial independence in fostering fostered citizens through the implementation of entrepreneurial competencies. Independence is a major factor because entrepreneurship needs to have the confidence to overcome problems and dare to take the initiative in developing its business. Entrepreneurial independence requires relevant knowledge and skills competencies to run a business after leaving the prison. Competencies covering technical and non-technical aspects are required in entrepreneurship such as management, marketing, finance and interpersonal skills. The above features also reflect the importance of the spirit and ability to develop entrepreneurship. To be able to realize these goals, support from correctional institutions, prisoners and the government is needed. However, in the process, there are many obstacles or problems that require strategies to overcome these problems. Based on this explanation, it is emphasized that independence coaching is focused on developing aspects of independence, competence, and entrepreneurial spirit as well as the importance of preparing the skills, knowledge, and attitudes needed for business success. Coaching is expected to be able to provide support and motivation to the fostered residents to have self-belief and self-confidence in facing business problems and challenges.

The next feature used by researchers is to create a visualization chart (mind map) of the coding results to identify overall themes by combining the codification that has been done. The results of data processing are displayed using the research results chart model available in the NVivo 12 Plus software. One of the data visualization models is a project map that

displays a hierarchical chart of research results. Through data processing from various sources, the implementation of skills development based on the project map is shown in the following figure:

Based on the results of the project map above, it shows that the implementation of entrepreneurial competencies through skills training coaching activities has the potential for micro and small businesses that can be optimized, such as: make-up artist makeup, souvenir making, hydroponic plants, culinary, batik, leather crafts, laundry, newspaper recycling, barbershop, bakery, welding, knitting, sewing, cooking, home made crafts, and fish farming. The results of the study found that through various models of coaching and training programs, helping prisoners have skills and knowledge so that they are able to develop micro business units as entrepreneurial capital and social reintegration in the community after release from the Penitentiary. In the process, there are obstacles that are explained as follows.

1. Obstacles to Optimizing the Potential of Micro and Small Enterprises

a. Human Resources

A sufficient number of human resources and competent in their fields have an important role to foster entrepreneurship through coaching programs based on labor market needs and independent businesses as well as to develop micro and small business units that already exist in correctional institutions. The limited human resources of coaches are an obstacle to the implementation of entrepreneurship coaching in this study, which is very reasonable because in addition to the limited competence of the coaches, the ratio of coaches and prisoners is very large. The phenomenon of a large ratio of coaches to prisoners, namely 1: 40 (Bapas); 1: 54 (Women's Correctional Institution); and 1: 265 (Youth Correctional Institution) is irrational. Meanwhile, based on the span of control, which is a McKinsey concept, the number of subordinates or activities that can be supervised and managed by a trainer is normally 1: 8 - 10.

Based on the explanation above, it shows that although the micro business unit has been implemented, there are obstacles such as limited access to technology and lack of human resources. Improving the qualifications and competencies of human resources coaches is crucial, along with implementation constraints such as an irrational ratio of coaches and not all fostered residents are supervised. Efforts to partner with DUDI and course institutions are intended that entrepreneurship coaching based on entrepreneurial competencies can run normally, even though the span of control is not fulfilled. To improve the quality of entrepreneurship coaching based on entrepreneurial competencies, coaches need to provide strong encouragement and motivation so that prisoners are truly ready to become successful entrepreneurs after leaving the correctional institution.

b. Financial Management of Coaching Funds

Entrepreneurship development through the personality and independence development program is supported by the government by allocating a very large welfare fund for prisoners per year. amounting to IDR 5,835,621,726,000.00 and absorbed for the implementation of

programs in correctional institutions amounting to IDR. 5,527,191,670,470.00 This means that the funds absorbed from the fund allocation ceiling are equivalent to 95% of the total budget ceiling (SDP Directorate General of Corrections, July 2021).

The capital turnover of microbusiness units with low sales turnover will be difficult to grow. Deposits to the state treasury are an obstacle to capital turnover and business development. Sufficient funds for business capital turnover is one of the factors of production. The large number of prisoners is a resource asset that can be empowered both in terms of ability and finance. Judging from the background, most of them are drug offenders, meaning that prisoners have a lot of money. If managed properly, the investment model can be offered as a solution to address limited funds. Opening access to capital strengthening through financial or non-bank institutions can provide an alternative source of funds. Even if this cannot be done due to government regulatory constraints, the utilization of resources of prisoners who have skills is given the opportunity and trust to develop their skills by teaching other prisoners. Thus the cost of coaching can be minimized and more effective because psychologically the prisoners are more comfortable learning with fellow prisoners.

2. Strategies for Overcoming Obstacles to Optimizing Micro and Small Enterprises

a. Human Resources

Based on the Decree of the Director General of Corrections Number: PAS- 03.PR.01.01 of 2020 concerning the 2020 Correctional Resolution, there are 2 points that must be fulfilled in the development of prisoners, namely the resolution in the form of improving the quality of citizens into superior human resources through certified skills training for 35,860 prisoners. and the resolution to increase non-tax state revenue (PNBP) of Rp. 7,000,000,000,00 which is targeted proportionally at all correctional institutions in Indonesia. Meanwhile, based on the results of previous research by Wilson, Gallagher and MacKenzie (2000) the results of his research show that training programs, job search assistance, job preparation before leaving prison and continuing assistance after release promise to reduce recidivism. The results of research by Ramadhan, A. G., Ginting, M. L. B., & Octenta, C. (2021) show that through the industrial concept in implementing the independence coaching program, the coaching process is going well and the PNBP target is also met. This is also supported by the archive book of the Youth Correctional Institution with the title "Conception of Industrial Correctional Institutions in the Correctional System in Indonesia, that gradually the correctional system in Indonesia will be conceptualized as an industry to provide real job training to prisoners and increase productivity. Previously, it has also been explained that the industrial concept applied to the correctional system in America and Australia is a consideration for the concept of the correctional system in Indonesia. Of the 525 correctional institutions in Indonesia, only 24 correctional institutions are used as pilot projects due to constraints on facilities and infrastructure. Such as the Youth Correctional Institution and Tangerang Women's Correctional Institution.

The concept of industrial correctional institutions cannot be implemented because to build an industry requires a large area, adequate infrastructure and facilities, sufficient human resources and experts and good organizational governance. While the requirements to become an industrial correctional institution are not owned by the Youth Correctional Institution or the Women's Correctional Institution. Once will cooperate with large companies, after the survey they canceled the cooperation because the infrastructure and facilities are not adequate. With excess capacity for occupancy alone is inadequate let alone built industry in the Penitentiary.

b. Financial Management in Optimizing Micro and Small Enterprises

The strategy to overcome the constraints of limited funds above is in line with the concept of social capital, which refers to social relations utilizing resources owned through social relations between individuals or groups in a society to help strengthen social relations, improve the quality of life, and improve mutual welfare. Of the 3,177 prisoners of the Youth Correctional Institution from various social backgrounds, there should still be entrepreneurs or officials from some of the total prisoners who have more social relationships outside the Correctional Institution. By utilizing these social relationships, it can also open up more production opportunities and open up a wider market in the hope of increasing productivity and shared prosperity.

Based on the above explanation, it can be concluded that financial management skills are very important so that limited funds are not an obstacle in the implementation of entrepreneurship. Instead, it is used as a challenge in order to utilize the resources owned through the empowerment of prisoners. In general, the obstacles faced by correctional institutions in the implementation of entrepreneurship coaching can be addressed by utilizing prisoners who have expertise, looking for partners in cooperation with sustainable course institutions or Industrial Work Training Centers (BLKI). Collaborating with academics for knowledge transfer and concept development so that the implementation of entrepreneurship coaching for prisoners can be adjusted to the needs of the labor market and MSMEs. This means that if it synergizes with MSMEs, the craftsmen are prisoners, or MSMEs that help market the production of prisoners.

There have also been various strategies in overcoming obstacles to the implementation of entrepreneurship coaching such as finding and cooperating with training partners, business and industry, accommodating the production of prisoners, looking for sponsors to overcome limited funds and looking for cooperation partners who can accommodate former prisoners of correctional institutions to provide jobs.

This article aims to explore the optimization of the potential of micro and small businesses that can be developed in correctional institutions through the implementation of entrepreneurial competencies. Implementation of entrepreneurial competencies in prisoners as an effort to improve business performance in micro business units in correctional institutions through entrepreneurship coaching. Entrepreneurship coaching through personality coaching

and independence coaching is carried out by mapping the interests and talents of prisoners in the training program by considering the resources and capacity of the Penitentiary. Various coaching programs are carried out through mapping the types of micro and small businesses that have the potential to be developed. Previously, the coaching pattern approach was prioritized through job training and employment opportunities to be economically ready after release. This is reflected in international policies such as the Standard Minimum Rules of Prisoners (SMR) and Sahardjo's conception of corrections which emphasizes the importance of providing welfare for prisoners.

Entrepreneurial competence plays an important role in business success. Managing a business effectively and efficiently requires attitude, ability and skills. Entrepreneurial competence is positively correlated with the performance of micro and small enterprises (MSEs). According to Gymah, et al, (2020) that the success of MSEs is generally based on business growth and financial performance. Strong drive and motivation to succeed in business are the main factors for entrepreneurs to make strategic efforts to increase MSE growth. In the opinion of Kibayo (2020) that MSEs contribute to improving the economy through job creation. Business potential provides an attraction for researchers to understand that entrepreneurs must consider all factors to make their business successful and minimize the risk of business failure (Chittithaworn, 2011). Business success is influenced by external factors and internal factors (Takwi, Bate, Akosso, & Sharon, 2020). Internal factors include adequate capital, good management, and competent human resources in managing the business. External factors that influence business success such as government policies, customers, competitors and socio-cultural conditions.

Entrepreneurial competence is an indicator in business performance because of its role to analyze and implement strategies as an effort to improve and develop the business. Optimizing entrepreneurial competencies can result in superior business performance by both individuals and groups (Utami, et al 2017) which is supported by the paradigm of Sumawidjaja, et al (2019) that entrepreneurial competence affects business performance which implies that it is important to increase entrepreneurial competence in order to optimize business performance. From some of these statements it can be synthesized that to improve business performance, it must also implement entrepreneurial competencies. Optimizing the potential of micro and small businesses through entrepreneurial competence by developing the ability to formulate strategies, seize opportunities, manage organizations and conceptually.

To improve business performance, entrepreneurial competencies and financial management capabilities must also be improved. Improving financial management capabilities, especially in terms of obtaining funding sources from partners and mobilizing resources from the community. If overall management can be optimized and implemented properly, the performance of micro and small businesses in correctional institutions will increase. This is because business performance results from management activities carried

out, and then these results can be used as a measure of the success or failure of business management.

Entrepreneurship coaching for fostered residents is expected to develop their ability to manage business resources, expand relationships to improve skills, innovate through the latest technology, and increase market share growth to improve business performance. Observations show that limited human resources, namely experts, and limited development funds are factors for micro and small business units to be less developed. The lack of digital marketing and utilization of social media to reach consumers directly, thus limiting promotional opportunities and sales growth is also a factor in the less than optimal development of micro and small businesses in the penitentiary environment. Meanwhile, to remain competitive and survive a business must continue to innovate and think creatively. However, due to the lack of guidance and product development of goods and services, it is unable to compete in the national and international markets.

Although micro and small business units are well organized, lack of financial management coaching, market information, training and lack of entrepreneurial mentoring can contribute to business failure. In previous research, it was mentioned that business failure was due to a lack of entrepreneurial understanding of micro and small business actors (Winarno, 2018). Entrepreneurial competencies are critical to achieving business success, as they enable entrepreneurs to identify and pursue profitable business opportunities and formulate effective business strategies (Adeyinka-ojo, Sajilan, & Tehseen, 2016). In today's competitive market, entrepreneurial competencies are essential for businesses to compete both domestically and internationally (Jemal, 2021). Entrepreneurial competence has also been recognized as an important factor in improving employability, which includes qualities such as self-learning, personal drive, and venture creation that can result in consistent business performance, longevity and expansion (Yani, et al, 2020).

The implementation of entrepreneurship coaching based on entrepreneurial competencies is emphasized on the development of human resource coaches and financial management of DIPA fund management. There are many obstacles in the implementation of entrepreneurship coaching that require appropriate strategies to overcome these obstacles. Although micro and small business units have been initiated, the challenges of limited human resources and limited funds are still an obstacle. Various strategies have been carried out and further synergy with academia, business and industry and social media is still needed to support the optimization of the potential of micro and small businesses through the implementation of entrepreneurial competencies in correctional institutions.

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In order to revitalize the process of fostering prisoners of correctional institutions towards the industrial concept, empowerment activities are needed in micro and small business units that have the potential to be developed in the business and industrial world so that they can contribute to development. The focus of this research is on optimizing entrepreneurial potential in micro and small business units managed by correctional institutions in realizing correctional goals so that prisoners have social and entrepreneurial skills. This coaching activity is through personality and independence coaching in the form of training and empowerment of entrepreneurial interest to improve skills, knowledge and attitude change as an entrepreneur. In the independence coaching training, an understanding of how to plan a business, manage good finances and marketing strategies through effective promotion of products or services as well as how to determine potential markets and utilize social media is given. In addition, attitude building training is also provided so that the fostered residents have the confidence and motivation to become entrepreneurs.

CONCLUSION

Implementation of entrepreneurial competencies through attitude building, increasing knowledge and skills and overcoming obstacles strategies can increase the potential of micro and small businesses in the penitentiary environment. Funding support from the government, participation of prisoners, correctional institutions, social media, and synergy with universities play an important role in optimizing the potential of micro and small businesses. This can be shown by the increase and development of micro businesses in the penitentiary environment. There are even 24 correctional institutions that apply the concept of industry can be improved and developed. It is hoped that the correctional goal is for prisoners to have social and entrepreneurial skills can be realized. In addition, it is necessary to increase the competence of human resources both coaches and the participation of prisoners to encourage the optimization of micro and small businesses that will have an impact on economic independence and contribute to development. It is important to conduct further research that analyzes the sustainability of micro and small businesses towards the concept of industry in the correctional system.

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