

FACTORS AFFECTING CITIZEN'S PARTICIPATION IN THE BUSINESS INCUBATION PROGRAM IN THE CITY OF SURABAYA

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Priyo Utomo 1

Sekolah Tinggi Ilmu Ekonomi Pemuda, Surabaya 1
priyoutomo.stiepemuda@gmail.com

Arif Dharmawan 2

Universitas 17 Agustus 1945, Surabaya 2
arif@untag-sby.ac.id

Rudy Handoko 3

Universitas 17 Agustus 1945, Surabaya 3
rudyhandoko62@yahoo.com

Muzammil Raza 4

Minhaj University Lahore Punjab, Pakistan 4
pc170400163@vu.edu

Novi Sri Sandyawati 5

Sekolah Tinggi Ilmu Administrasi Bayuangga 5
novisrisandyawati@yahoo.com

Abstract

The government's endeavors to uplift the economy of underprivileged neighborhoods in Surabaya necessitate substantial community involvement. An existing issue lies in the insufficient engagement of locals in the self-sustaining business incubation program, demanding a resolution. This study aimed to dissect the influential factors shaping citizen participation within Surabaya's business incubation facilitation program. Employing a descriptive quantitative approach combined with case study methods, data was gathered through a structured questionnaire. Inferential analysis and cross tabs were utilized to scrutinize the collected data. The findings unequivocally reveal that individual psychological dispositions and stakeholder engagement significantly impact citizen involvement in the Surabaya business incubation program, denoted by a significance of 0.000, where the value of $0.000 < 0.05$. The practical implication of this study lies in furnishing the government with insights to assess and enhance policies aimed at bolstering the economic landscape of impoverished communities in Surabaya. Moreover, it offers theoretical groundwork for researchers delving into participatory frameworks within program scopes, providing a reference for future theoretical studies.

Keyword

Factors Affecting Citizen Participation, Business Incubation

I. INTRODUCTION

Poverty constitutes a multifaceted issue, intertwining various factors beyond mere economic implications. Indonesia, as a developing nation, grapples with intricate poverty-related challenges demanding immediate attention (Morris et al., 2020). Addressing poverty necessitates indispensable government interventions through programs like social security initiatives and national economic development strategies (Do et al., 2015).

Within development planning, regional governments align with national development plans to ensure program continuity between central and regional authorities. Bryant and White (in Suryono, 2010) posit that development signifies the endeavor to augment human agency in shaping their future. Aligned with the 2015-2019 National Medium-Term Development Plan (RPJMN) aimed at enhancing people's living standards, the Surabaya city government encapsulates this within the Surabaya City RPJMD 2016-2021. This vision positions Surabaya as an eco-friendly Sentosa city, characterized by global competitiveness and distinctive traits.

This vision's execution is underpinned by Surabaya City's mission, chiefly focusing on cultivating empowered and high-quality community resources while fostering diverse business opportunities. This mission aligns with Surabaya City's Regional Regulation Number 8 of 2019, amending the Medium-Term Development Plan for Surabaya City (2016 – 2021).

The Surabaya City Government, specifically through one of its Regional Apparatus Organizations (OPD), the Population Control Service, Women's Empowerment, and Child Protection, spearheads the realization of community empowerment, including facilitating the independent business incubation program.

Crucial to the success of the independent business incubation program are the participations of the government, higher education partners, and the community. The government orchestrates the program by allocating budgetary support to university partners, while higher education institutions administer the program's activities—ranging from assessment to training and support. Community participation, both as beneficiaries and active participants, serves as a cornerstone in the program's aim to impart knowledge about creative business practices and management.

Initial investigations, including interviews, reveal varying degrees of community involvement in program activities. However, there's a noticeable decline in community participation, especially throughout the training phase, as observed from interview results. This study seeks to delineate the ladder of participation within the independent business incubation program in Surabaya, focusing on understanding the scope and dynamics of community involvement throughout the program.

The purpose of this study was to analyze the factors that influence citizen participation in the business incubation facilitation program in the city of Surabaya.

II. THEORETICAL REVIEW

A. 1. Business Incubation

The term "Incubator" commonly refers to a network of business support and technological innovation programs. Experts in this field conceptualize small business incubation as a dynamic process aimed at nurturing young companies to navigate periods of uncertainty, particularly during their startup phases, thereby assisting them in surviving and thriving. Incubators are specifically designed to tackle inherent market failures, such as inequitable

access to capital and information, along with the absence of targeted business guidance for nascent small businesses (Campbell, 1989).

Typically, a business incubator is defined as a facility providing controlled and conducive environments to facilitate the growth of new businesses (Petree, nd, 1997). These establishments might be referred to as innovation centers, enterprise centers, business enterprise centers, or technology centers. The idea of incubators gained international traction over time. Some of the initial incubators in Europe emerged at Cambridge Science Park and Sophia Antipolis in France during the late 1960s (Storey & Tether, 1998). The first incubator, functioning as a privately run profit center, was established in Batavia, New York, in 1959 (Brown et al., 2000). Researchers broadly agree that incubators' primary contribution lies in their capability to enhance the viability and success prospects of emerging businesses.

2. Citizen Participation

Allport (1945) posits that participation involves self-involvement, extending beyond mere engagement in tasks to encompass thoughts and emotions. Arnstein (1969) interprets participation as the community's power to address present challenges, aiming for a better future. Bryan & White (1982) differentiate between collective participation, involving groups or communities as a unit, and individual participation, which pertains to personal involvement in group activities. Keith & Newstrom (1995) define participation as the mental and emotional engagement in a group scenario, motivating individuals to contribute and assume responsibility for achieving group goals.

Koentjaraningrat (2004) emphasizes that society functions as a unit of human life, interrelating within a continuous system of customs bonded by a shared identity. Successful development necessitates active community involvement. While development may progress autonomously, the outcomes significantly differ when complemented by community participation, an integral facet of the developmental process.

In Minister of Home Affairs Regulation Number 5 of 2007 regarding the National Community Empowerment Program, participation is described as the active engagement of the community in the developmental planning process. The societal elements encompass individuals living together, acknowledging their collective identity, and functioning as a unified living system.

Syafie (2009) defines participation as an individual's determination to engage with their organization's situation and conditions, thereby fostering involvement in achieving organizational goals and assuming shared responsibility. Considering these perspectives on community participation, it can be concluded that community participation entails the community's willingness to be both physically and mentally engaged in collective activities, spanning from the planning phase through the entire process, underscored by a sense of moral responsibility. Indicators for measuring community participation include voluntary involvement, demonstrating a sense of belonging, showing initiative, engaging interactively through discussions, contributing physically and mentally, involvement in policy and activity planning, assuming responsibility, and focusing on achieving results and benefits.

3. Factors Affecting Participation

In this study, the factors influencing citizen participation in Surabaya's business incubation program are delineated as follows:

1) **Individual Psychological Conditions:** These variables, impacting citizen involvement in the city's business incubation program, are articulated based on Sahidu's (1998) perspective, emphasizing the psychological aspects influencing community participation. They comprise the following indicators:

a. **Individual Needs:** Community members perceive a necessity to enhance their self-quality in business management or initiating new ventures, motivating their engagement in the business incubation program.

b. **Individual Motives:** There exists an internal drive among participants to elevate their living standards through learning opportunities and acquiring information on management, marketing, and business development offered by the incubation programs.

c. **Individual Expectations:** Participants harbor hopes of commencing and expanding their businesses, particularly in production, marketing, and capital management, following their participation in the incubation program.

d. **Individual Rewards:** The community receives direct feedback in the form of government aid, such as business facilities comprising capital, marketing platforms, and sustainable sales channels, bolstering their businesses.

2) **Stakeholder Engagement (Stakeholders):** This variable influencing citizen participation in Surabaya's business incubation program, as per Sunarti's (2003) viewpoint, highlights the involvement and influence of concerned parties in the program. It encompasses the following indicators:

a. **Local Government Engagement:** The local government orchestrates the program and intervenes extensively throughout the process, from budgetary allocation to ongoing training and mentoring activities.

b. **Involvement of Village Administrators:** Village officials actively communicate and encourage business-oriented individuals within the community to partake in the business incubation program.

c. **Community Leaders' Engagement:** Leaders at the community level, such as neighborhood and religious leaders, offer support and encourage participation, especially among women, in the program's training sessions.

d. **Involvement of Consultants or Facilitators:** These partners play a crucial role in the learning process, delivering entrepreneurship material—both theoretical and practical—aligned with the program's objectives and tailored to the community's needs.

These variables, encompassing psychological aspects, stakeholder engagement, and support mechanisms, collectively shape and influence citizen participation within Surabaya's business incubation program.

III. RESEARCH METHODS

This study adopts a descriptive research methodology employing a quantitative approach. The research population encompasses all participants involved in the independent business incubation facilitation program from 2016 to 2019, totaling 696 individuals distributed across various sub-districts within Surabaya. The sampling technique

employed is non-probability sampling, specifically quota proportional sampling. This technique involves selecting a consistent number of samples from each activity period, resulting in a total sample size of 139 individuals, maintaining proportionality. Data collection is carried out using questionnaires, while data analysis techniques involve inferential analysis and examination of data characteristics. These methodologies allow for a comprehensive assessment of participant perspectives and insights garnered from the program, enabling the study to draw inferences and understand key characteristics related to citizen involvement in the business incubation program in Surabaya.

IV. RESULTS

As you've provided the category and indicators for individual psychological conditions impacting citizen participation in Surabaya's business incubation program, I can assist in further detailing the data analysis using Table 5.18. However, it seems that the specific data or results for the indicators of individual needs within individual psychological conditions are missing from your query.

If you could provide the data or specific details from Table 5.18 related to individual needs or any other aspect within individual psychological conditions, I'd be more than happy to assist in analyzing or interpreting the results to elucidate the impact on citizen participation in the business incubation program in Surabaya.

Individual Needs * Crosstabulation Participation Rate

			Participation Rate					Total
			Very high	Tall	Enough	Low	Very low	
Individual Needs	Enough	Count	0	0	7	16	2	25
		% within Individual Needs	0%	0%	28.0%	64.0%	8.0%	100.0%
	Tall	Count	5	19	25	34	3	86
		% within Individual Needs	5.8%	22.1%	29.1%	39.5%	3.5%	100.0%
	Very high	Count	7	7	12	2	0	28
		% within Individual Needs	25.0%	25.0%	42.9%	7.1%	.0%	100.0%
Total	Count	12	26	44	52	5	139	
	% within Individual Needs	8.6%	18.7%	31.7%	37.4%	3.6%	100.0%	

Psychological Conditions with Indicators of Individual Needs

Chi-Square Tests

	Value	df	asyp. Sig. (2-sided)
Pearson Chi-Square	32,875a	8	,000
Likelihood Ratio	39,943	8	,000
Linear-by-Linear Association	27,717	1	,000
N of Valid Cases	139		

a. 6 cells (40.0%) have an expected count of less than 5. The minimum expected count is .90.

(Source: Results of data processing by researchers)

Based on the information provided from Table 1 regarding the impact of individual psychological conditions with indicators of individual needs on citizen participation in Surabaya's business incubation program, it's indicated that:

- The psychological condition related to individual needs exhibits a high scale with varying participation rates:
 - 22.1% showing a high level of participation.
 - 29.1% reflecting a sufficient level of participation.
 - 39.5% indicating a low level of participation.

Furthermore, the significance value obtained is 0.000, which is less than the threshold of 0.05. This low p-value of 0.000 implies a statistically significant relationship. In essence, the data suggests that individual psychological conditions, specifically regarding individual needs, have a positive influence on the level of citizen participation in Surabaya's business incubation program.

Moving forward to Table 2, which explores individual psychological conditions focusing on indicators of individual motives, it seems you might be intending to provide further information or analysis. If you have specific data or results related to individual motives and their impact on citizen participation in the business incubation program, please share the details, and I'll be glad to assist in analyzing or interpreting those results.

Table 2: Individual Psychological Conditions with Individual Motive Indicators

Individual Motive * Crosstabulation Participation Rate

			Participation Rate					Total
			Very high	Tall	Enough	Low	Very low	
Individual Motive	Enough	Count	0	0	4	9	3	16
		% within Individual Motive	.0%	.0%	25.0%	56.2%	18.8%	100.0%
	Tall	Count	5	22	32	41	2	102
		% within Individual Motive	4.9%	21.6%	31.4%	40.2%	2.0%	100.0%
	Very high	Count	7	4	8	2	0	21
		% within Individual Motive	33.3%	19.0%	38.1%	9.5%	.0%	100.0%
Total	Count	12	26	44	52	5	139	
	% within Individual Motive	8.6%	18.7%	31.7%	37.4%	3.6%	100.0%	

Chi-Square Tests

	Value	df	asympt. Sig. (2-sided)
Pearson Chi-Square	39.632 ^a	8	.000
Likelihood Ratio	35.407	8	.000
Linear-by-Linear Association	25.543	1	.000
N of Valid Cases	139		

a. 7 cells (46.7%) have an expected count of less than 5. The minimum expected count is .58.

(Source: Results of data processing by researchers)

The data presented in Table 2 indicates that individuals' psychological state, as reflected by their individual motive indicators, registers notably on a high scale. It showcases a participation rate of 21.6% classified as high, 31.4% marked as sufficient, and 40.2% assessed as low. The statistical analysis yielded a significance value of 0.000, underscoring its statistical relevance as it falls below the significance threshold of 0.05. This statistical significance of 0.000 implies that individuals' psychological conditions, specifically those indicated by motives, positively influence the degree of citizen engagement in Surabaya's business incubation program.

The subsequent section, denoted in Table 3, elaborates on the outcomes of data processing regarding individual psychological conditions with indicators of individual expectations that impact citizen participation in the city's business incubation program. Table 3:

Individual Expectations * Crosstabulation Participation Rate

			Participation Rate					Total
			Very high	Tall	Enough	Low	Very low	
Individual Expectations	Low	Count	0	0	0	0	1	1
		% within Individual Expectations	.0%	.0%	.0%	.0%	100.0%	100.0%
	Enough	Count	0	0	8	26	3	37
		% within Individual Expectations	.0%	.0%	21.6%	70.3%	8.1%	100.0%
	Tall	Count	5	21	29	26	1	82
		% within Individual Expectations	6.1%	25.6%	35.4%	31.7%	1.2%	100.0%
	Very high	Count	7	5	7	0	0	19
		% within Individual Expectations	36.8%	26.3%	36.8%	.0%	.0%	100.0%
	Total	Count	12	26	44	52	5	139
		% within Individual Expectations	8.6%	18.7%	31.7%	37.4%	3.6%	100.0%

Individual Psychological Conditions with Individual Expectation Indicators

Chi-Square Tests

	Value	df	asympt. Sig. (2-sided)
Pearson Chi-Square	81.978 ^a	12	.000
Likelihood Ratio	69.446	12	.000
Linear-by-Linear Association	47.297	1	.000
N of Valid Cases	139		

a. 11 cells (55.0%) have an expected count of less than 5. The minimum expected count is .04.

(Source: Results of data processing by researchers)

The data depicted in Table 3 reveals that individuals' psychological disposition, as characterized by indicators of individual expectations, notably falls within a high scale. This category showcases a participation rate of 25.6% classified as high, 35.4% marked as sufficient, and 31.7% assessed as low. The calculated significance value stands at 0.000, which falls below the significance threshold of 0.05. This statistical significance of 0.000 signifies that individuals' psychological conditions, specifically those indicated by expectations, positively influence the level of citizen engagement in Surabaya's business incubation program.

Subsequently, the analysis shifts to Table 4, which delves into the outcomes of data processing concerning individual psychological conditions with indicators of individual rewards impacting citizen participation in the city's business incubation program.

Table 4: Individual Psychological Conditions with Individual Reward Indicators

Individual Awards * Crosstabulation Participation Rate

		Participation Rate					Total
		Very high	Tall	Enough	Low	Very low	
Individual Award	Low	0	0	0	0	1	1
	Count						
	% within Individual Award	.0%	.0%	.0%	.0%	100.0%	100.0%
Enough	Count	0	4	22	41	3	70
	% within Individual Award	.0%	5.7%	31.4%	58.6%	4.3%	100.0%
Tall	Count	4	17	18	10	1	50
	% within Individual Award	8.0%	34.0%	36.0%	20.0%	2.0%	100.0%
Very high	Count	8	5	4	1	0	18
	% within Individual Award	44.4%	27.8%	22.2%	5.6%	.0%	100.0%
Total	Count	12	26	44	52	5	139
	% within Individual Award	8.6%	18.7%	31.7%	37.4%	3.6%	100.0%

Chi-Square Tests

	Value	df	asyp. Sig. (2-sided)
Pearson Chi-Square	92,179 ^a	12	.000
Likelihood Ratio	68,829	12	.000
Linear-by-Linear Association	52,088	1	.000
N of Valid Cases	139		

a. 11 cells (55.0%) have an expected count of less than 5. The minimum expected count is .04.

(Source: Results of data processing by researchers)

The information presented in Table 4 illustrates that individuals' psychological state, characterized by indicators of individual rewards, prominently aligns with a high scale. This category exhibits a participation rate of 34% classified as high, 36% marked as sufficient, and 20% evaluated as low. The computed significance value stands at 0.000, falling below the significance threshold of 0.05. This statistical significance of 0.000 signifies that individuals' psychological conditions, particularly those indicated by rewards, positively influence the extent of citizen engagement in Surabaya's business incubation program.

Moving forward, the analysis transitions to [redacted] impacting citizen participation in Surabaya's [redacted], detailed in Table 5, focusing on [redacted].

Table 5: Government Involvement in Business Incubation Program

Government involvement * Crosstabulation Participation Rate

		Participation Rate					Total
		Very high	Tall	Enoug h	Low	Very low	
Government involvement	R	Count	0	0	0	0	1
		% within Government involvement	.0%	.0%	.0%	.0%	100.0%
C	Count	0	1	10	8	2	21
		% within Government involvement	.0%	4.8%	47.6%	38.1%	9.5%
T	Count	8	20	30	43	2	103
		% within Government involvement	7.8%	19.4%	29.1%	41.7%	1.9%
ST	Count	4	5	4	1	0	14
		% within Government involvement	28.6%	35.7%	28.6%	7.1%	.0%
Total	Count	12	26	44	52	5	139
		% within Government involvement	8.6%	18.7%	31.7%	37.4%	3.6%

Chi-Square Tests

	Value	df	asymp. Sig. (2-sided)
Pearson Chi-Square	48,754 ^a	12	.000
Likelihood Ratio	29,953	12	.003
Linear-by-Linear Association	17,040	1	.000
N of Valid Cases	139		

a. 13 cells (65.0%) have an expected count of less than 5. The minimum expected count is .04.

(Source: Results of data processing by researchers)



The results of data processing for stakeholder involvement (stakeholders) that affect citizen participation in the business incubation program in the city of Surabaya are in table 6 stakeholder involvement (stakeholder) with the indicators of involvement of village administrators in the program as follows:

Chi-Square Tests

Table 6

	Value	df	asympt. Sig. (2-sided)
Pearson Chi-Square	48,583 ^a	16	,000
Likelihood Ratio	44,620	16	,000
Linear-by-Linear Association	11,262	1	,001
N of Valid Cases	139		

Stakeholder involvement (stakeholders) with indicators of district management involvement

Involvement of Village Administrators * Crosstabulation Participation Rate

			Participation Rate					Total
			Very high	Tall	Enough	Low	Very low	
Involvement of Village Managers	Very low	Count	0	4	3	7	0	14
		% within Village Management Involvement	0%	28,6%	21,4%	50,0%	0%	100,0%
	Low	Count	0	2	2	12	0	16
		% within Village Management Involvement	0%	12,5%	12,5%	75,0%	0%	100,0%
	Enough	Count	1	1	10	8	4	24
	% within Village Management Involvement	4,2%	4,2%	41,7%	33,3%	16,7%	100,0%	
	Tall	Count	7	17	26	25	1	76
	% within Village Management Involvement	9,2%	22,4%	34,2%	32,9%	1,3%	100,0%	
	Very high	Count	4	2	3	0	0	9
	% within Village Management Involvement	44,4%	22,2%	33,3%	0%	0%	100,0%	
Total	Count	12	26	44	52	5	139	
	% within Village Management Involvement	8,6%	18,7%	31,7%	37,4%	3,6%	100,0%	

(Source: Results of Data Processing by Researchers)

The data displayed in Table 5 illustrates the engagement of stakeholders, particularly with indicators of government involvement, within Surabaya's business incubation program. This involvement is measured on a scale where the level of high participation amounts to 19.4%, sufficient participation stands at 29.1%, and low participation registers at 41.7%. The calculated significance value is 0.000, falling below the threshold of 0.05. This statistical significance of 0.000 indicates that stakeholder involvement, specifically with the indicator of government involvement, exerts a positive influence on the degree of citizen participation in the business incubation program in Surabaya. The subsequent section, delineated in Table 6, elaborates on the outcomes of data processing concerning stakeholder involvement, focusing on indicators of involvement of village administrators in the program and its impact on citizen participation in Surabaya's business incubation program.

Table 7 Stakeholder engagement (stakeholders) with indicators of involvement of community leaders in the program

Community Leader Involvement * Crosstabulation Participation Rate

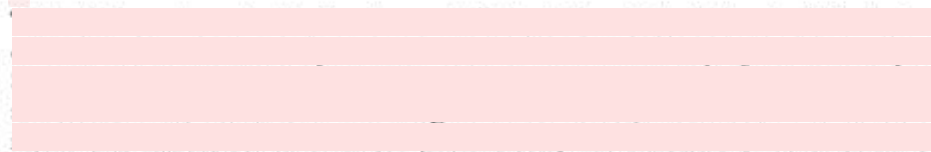
		Participation Rate					Total
		Very high	Tall	Enough	Low	Very low	
Community Leaders Very low Involvement	Count	1	4	16	28	0	49
	% within Community Leader Involvement	2.0%	8.2%	32.7%	57.1%	.0%	100.0%
Low	Count	0	2	3	17	0	22
	% within Community Leader Involvement	.0%	9.1%	13.6%	77.3%	.0%	100.0%
Enough	Count	2	3	7	3	4	19
	% within Community Leader Involvement	10.5%	15.8%	36.8%	15.8%	21.1%	100.0%
Tall	Count	4	17	15	4	1	41
	% within Community Leader Involvement	9.8%	41.5%	36.6%	9.8%	2.4%	100.0%
Very high	Count	5	0	3	0	0	8
	% within Community Leader Involvement	62.5%	.0%	37.5%	.0%	.0%	100.0%
Total	Count	12	26	44	52	5	139
	% within Community Leader Involvement	8.6%	18.7%	31.7%	37.4%	3.6%	100.0%

Chi-Square Tests

	Value	df	asympt. Sig. (2-sided)
Pearson Chi-Square	98.443 ^a	16	.000
Likelihood Ratio	84.452	16	.000
Linear-by-Linear Association	31.077	1	.000
N of Valid Cases	139		

a. 15 cells (60.0%) have expected count less than 5. The minimum expected count is .29.

(Source: Results of data processing by researchers)



community leaders having a positive effect on the level of citizen participation in the business incubation program.

The results of data processing for stakeholder involvement (stakeholders) that affect citizen participation in the business incubation program in the city of Surabaya are in table 8 stakeholder involvement (stakeholder) with indicators of consultants/resource persons involved in the program as follows:

Table 8 Stakeholder engagement (stakeholders) with involvement of consultants/resources indicate

Involvement of Consultants / Resource Persons * Crosstabulation Participation Rate

			Participation Rate					Total
			Very high	Tall	Enough	Low	Very low	
Involvement of Consultants/Sources	Low	Count	0	0	1	0	1	2
		% within Involvement of Consultants/Resources	.0%	.0%	50.0%	.0%	50.0%	100.0%
	Enough	Count	0	3	7	12	2	24
		% within Involvement of Consultants/Resources	.0%	12.5%	29.2%	50.0%	8.3%	100.0%
	Tall	Count	3	14	32	39	2	90
		% within Involvement of Consultants/Resources	3.3%	15.6%	35.6%	43.3%	2.2%	100.0%
	Very high	Count	9	9	4	1	0	23
		% within Involvement of Consultants/Resources	39.1%	39.1%	17.4%	4.3%	.0%	100.0%
Total		Count	12	26	44	52	5	139
		% within Involvement of Consultants/Resources	8.6%	18.7%	31.7%	37.4%	3.6%	100.0%

Chi-Square Tests

	Value	df	asymp. Sig. (2-sided)
Pearson Chi-Square	62.696 ^a	12	.000
Likelihood Ratio	50.433	12	.000
Linear-by-Linear Association	31.467	1	.000
N of Valid Cases	139		

a. 12 cells (60.0%) have an expected count of less than 5. The minimum expected count is .07.

(Source: Results of data processing by researchers)

The data outlined in Table 8 demonstrates the engagement of stakeholders, particularly with indicators related to the involvement of consultants or resource persons in Surabaya's business incubation program. This involvement is assessed on a scale where the

participation rates are as follows: a high participation rate of 15.6%, a sufficient participation rate of 35.6%, and a low participation rate of 43.3%. The calculated significance value stands at 0.000, which is lower than the significance threshold of 0.05. This statistical significance of 0.000 implies that stakeholder involvement, specifically related to the involvement of consultants or resource persons, yields a positive impact on the level of citizen participation in the business incubation program in Surabaya.

Instrument Test Results

The results of testing the validity and reliability of the research instrument through the participant scale are known as follows.

Table 1
Participation scale validity test

Statement	Validity value
1. Sincerely making changes to oneself by actively participating in the incubation facilitation program	0.388
2. By participating in facilitating independent business incubation activities, you can improve relationships that become social assets	0.309
3. feel happy to be able to participate in entrepreneurship training activities.	0.496
4. activities aimed at improving the standard of living of the community	0.201
5. must participate in the facilitation of independent business incubation activities until completion so that entrepreneurial knowledge	0.132
6. the target of the independent business incubation facilitation program that gets the attention of the government	0.235
7. gain knowledge about business/business during the incubation facilitation program	0.423
8. actively ask questions about the program during training in the facilitation program	0.249
9. always ask about the results of activities to program organizers	0.199
10. invited to have a dialogue with the leaders/staff of the program organizers in the "Preparation Stage"	0.176
11. invited to have a dialogue with the leaders/staff of the program organizers at the "Implementation Stage"	0.267
12. invited to have a dialogue with the leaders/staff of the program organizers at the "Monitoring Stage"	0.349
13. assisting the socialization of the program to the community as a form of contribution to the program	0.449
14. self-motivating as a form of contribution to the facilitation program	0.270
15. motivate others as a form of contribution to the facilitation program	0.364
16. involved in the process of identifying problems regarding the incubation facilitation program	0.009
17. involved in the process of exploring the potential of the target community in the program	0.186
18. involved in the decision-making process in the facilitation program	0.045
19. personally responsible for developing the business	0.419
20. collectively responsible for developing the "Group" business	0.349
21. encourage others to be active in realizing the goals of entrepreneurial training	0.249

	Statement	Validity value
22.	encourage others to have an important role in the facilitation program	0.475
23.	gain knowledge on how to manage finances after attending training	0.218
24.	gain knowledge about the right business/business	0.391
25.	increase family income after participating in entrepreneurship training in the incubation facilitation program	0.000

The validity test results indicate that the item correlation values range from 0.186 to 0.496, meeting the criteria for valid items. However, some items with a correlation index below 0.189, specifically 5 statements, are deemed invalid or irrelevant and therefore have been excluded from the subsequent analysis. This decision was based on their correlation values falling below the threshold derived from the r table at N = 139, with the minimum value at 0.182.

On the other hand, the reliability test using Cronbach's alpha yielded an alpha value of 0.736. According to Santoso (2016), a scale in social science can be considered reliable if the alpha value exceeds 0.7. Consequently, the participation scale utilized in this study demonstrates a satisfactory level of reliability.

Discussion

The influence of psychological factors encompasses various aspects of behavior that create a mental image for individuals. Hence, several aspects serve as measures in assessing the psychological influences as factors driving community participation levels, particularly regarding indicators such as the conditions of need. For instance, mentoring participants should consciously comprehend and grasp the benefits of training programs and business incubation mentoring. Another indicator is the expectation of practical benefits that could be immediately felt or realized in the long term, followed by rewards. Data presented suggests that the individual psychological condition of the indicator of need significantly affects the level of citizen participation in the business incubation program in Surabaya, indicated by a probability value of 0.000 ($p < 0.05$). Similarly, the indicator of expectation and reward also shows a positive and significant influence on community participation.

The acceptance of each psychological condition indicator's influence on community members' participation in business incubation activities is seen from a management psychology perspective. Umansky & Fuhrberg (2018) noted that effective management is closely tied to efforts in developing human resources. The quality of human resources greatly relies on fulfilling human potential according to individual needs. This perspective aligns with the study's findings, indicating a direct relationship between participants' psychological conditions and their involvement in the business incubation program. The higher the encouragement factor in an individual's psychological condition, the greater their participation in independent business incubation activities.

From a psychological viewpoint, participants' behaviors in the business incubation program represent different facets of management processes geared toward achieving predefined objectives. The mentoring process within this program can also be viewed as organized learning. Abildgaard et al. (2020) highlighted that management aiming to

improve community life quality must adhere to certain principles, such as implementing quality enhancement through education and training, good leadership, data-driven decision-making, and involving all stakeholders for community satisfaction.

The stakeholder involvement measured in this research encompasses government, village administrators, community leaders, and consultants or resource persons. The analysis demonstrates that each stakeholder's involvement positively affects the level of citizen participation in the business incubation program in Surabaya. The government's, village administrators', community leaders', and consultants' or resource persons' active involvement significantly correlates with increased community participation.

This concept is in line with research suggesting that an entrepreneur's motivation isn't solely financial but also involves escaping unsuitable environments and finding new life meanings. In addition to stakeholder involvement, individual psychological conditions significantly impact one's willingness to participate in business training activities. The level of public trust in organizers, especially the government, influences community participation. The study's analysis reflects that participants' thinking patterns and self-attributions are shaped by both individual psychological conditions and stakeholder involvement.

Furthermore, the analysis illustrates that stakeholders' involvement significantly influences participants' expectations, such as gaining deeper business knowledge, expanding social access as a market segment, ease in obtaining capital, and overcoming traditional practices or resistance to participation. This aligns with the idea that a dynamic environment necessitates adaptation for success. Participants' willingness to engage in economic strengthening programs is significantly influenced by individual evaluations regarding their business management capabilities, as indicated in the data analysis on mentoring participants' characteristics and influencing factors.

Ultimately, the success of the business incubation program acts as a catalyst for individuals' desires to become entrepreneurs. Success, perceived as achieving business goals through training programs and incubation assistance, drives participants to perceive themselves as successful entrepreneurs. This perception of success, together with ongoing feelings and experiences, defines actual success beyond mere achievements.

V. CONCLUSION

is $0.000 < 0.05$. Therefore, it can be concluded that both individual psychological conditions and stakeholder involvement significantly impact citizen participation in the business incubation program in Surabaya City. These findings emphasize the crucial role played by both psychological factors within individuals and the active involvement of stakeholders in fostering and enhancing community engagement in the business incubation program.

Research Implication

The theoretical implications of this research pave the way for further exploration of the participation ladder theory within the context of self-employment programs tailored for low-income individuals. Future studies can delve deeper into the specific factors

influencing citizen engagement in independent business incubation programs, focusing on individual psychological aspects and stakeholder involvement (stakeholders).

From a practical perspective, this research underscores the application of state administration principles through the lens of development administration. It aligns with the Indonesian government's efforts to address poverty, as evidenced by Presidential Regulation No. 15 of 2010, which emphasizes the acceleration of poverty reduction. Moreover, the research findings exemplify the collaboration between central and local governments in national development, reflecting the continuity of programs between these governing bodies. This aligns with the objectives outlined in the 2015-2019 National Medium-Term Development Plan (RPJMN). The Surabaya City Government has framed its Surabaya City RPJMD 2016-2021 in line with the overarching vision of enhancing the city's quality of life. The independent business incubation facilitation program in Surabaya, involving community participation, reflects this vision, aiming to position Surabaya as a character-rich, ecologically-based global competitor in line with the city's aspirations.

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