

STRATEGY FOR STRENGTHENING BUSINESS INCUBATORS AS ESTABLISHMENT OF ENTREPRENEURSHIP USING THE ANP MODEL IN PRIVATE HIGHER EDUCATION IN NORTH SUMATERA

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ABSTRACT

The high level of educated unemployment is the responsibility of Universities to have a sustainable business by implementing mentoring and strengthening new entrepreneurial institutions, namely through the Business Incubator. The problems found in this research internally come from regulations, lecturers, digitization and infrastructure, while external problems come from problems with the partner network, environment and funding. Based on the results of the research that has been done, regulatory issues are a top priority in the strategy for strengthening entrepreneurship as a form of business incubator for private tertiary institutions in North Sumatra with a score of 0.298. Furthermore, the second priority problem is the problem of facilities and infrastructure with a value of 0.1197. Furthermore, the third priority problem is facilities and infrastructure with a value of 0.1196. In determining the order of priority, respondents have an agreement (W) of 0.024.

Keywords: *Strategy, Business Incubator, Entrepreneurship, Higher Education*

ABSTRAK

Tingginya tingkat pengangguran terdidik menjadi tanggung jawab Perguruan Tinggi untuk memiliki bisnis yang berkelanjutan dengan menerapkan pendampingan dan penguatan lembaga wirausaha baru, yaitu melalui Inkubator Bisnis. Permasalahan yang ditemukan dalam penelitian ini secara internal berasal dari regulasi, dosen, digitalisasi dan infrastruktur, sedangkan masalah eksternal berasal dari masalah jaringan mitra, lingkungan dan pendanaan. Berdasarkan hasil penelitian yang telah dilakukan, permasalahan regulasi menjadi prioritas utama dalam strategi penguatan kewirausahaan sebagai bentuk inkubator bisnis perguruan tinggi swasta di Sumatera Utara dengan skor 0,298. Selanjutnya, masalah prioritas kedua adalah masalah sarana dan prasarana dengan nilai 0,1197. Selanjutnya, masalah prioritas ketiga adalah sarana dan prasarana dengan nilai 0,1196. Dalam menentukan urutan prioritas, responden memiliki kesepakatan (W) sebesar 0,024.

Kata Kunci: Strategi, Inkubator Bisnis, Kewirausahaan, Perguruan Tinggi

1. INTRODUCTION

The phenomenon that occurs in the development of entrepreneurs in Indonesia is still very low when compared to other countries in Asia. This statement can be seen from the number of existing entrepreneurs, in Indonesia only 3.47% of the total population. Meanwhile, a country can be said to be prosperous if there are entrepreneurs at least 4% of the total population.

On Bisnis.tempo.co.id The successful development achieved by Japan is one of the reasons for this is the role of entrepreneurs, who account for 2% at the medium level and for small businesses as much as 20% of the population. Besides Japan, there are also several countries whose economic progress is sponsored by entrepreneurs, namely Malaysia with 5% of the population's entrepreneurs, Singapore with 7% of the population's entrepreneurs, and America with more than 12% of the population becoming entrepreneurs

One of the ways of economic development is carried out through the provision of employment in order to anticipate a faster growth in the labor force than the growth in employment opportunities. Schumpete, an economist who initiated the theory of economic growth, stated that entrepreneurs have a big contribution to economic development through creating innovation, employment and welfare. To do this, the role of the government is needed to strengthen and encourage people to want to run entrepreneurship.

One of the government's roles in encouraging entrepreneurship is through entrepreneurship education which is implemented in higher education. Higher education facilitates entrepreneurship education, entrepreneurial practices and ongoing assistance to make students have creative and innovative ideas that will later become reliable entrepreneurs and be able to become solutions to reduce unemployment which is expected to create jobs which will later become solutions to reduce unemployment.

Table 1. Table of Unemployment Data by Education

No	Education	2016	2017	2018	2019
1	No/never attended school	94.293	92.331	42.039	35.665
2	No/ not finished elementary school	557.418	546.897	446.812	435.655
3	Elementary school	1.218.954	1.292.234	987.630	954.010
4	junior secondary school	1.313.815	1.281.240	1.249.761	1.219.767
5	Senior High School	1.546.699	1.552.894	1.650.636	1.680.794
6	Vocational School	1.348.327	1.383.022	1.424.428	1.381.964
7	Diploma	249.362	249.705	300.845	269.976
8	University	695.304	606.939	789.113	839.019
	Amount	7.024.172	7.005.262	6.871.264	6.816.019

The table above shows an increase in unemployment in the category of university graduates from 2017-2019. this causes high levels of educated unemployment in Indonesia. This condition is also supported by the fact that most university graduates are job seekers (Job Seekers) and not job creators (Job Creators). This is because there are still many tertiary institutions that consider entrepreneurship education only for certain majors.

Peter F. Drucker said that entrepreneurship is the ability to create something new and different. This definition is more broadly put forward by Hisrich in Suryana, who says that

entrepreneurship is the process of creating something different to generate value by devoting time and effort, followed by the use of money, physical, risk, and then generate rewards in the form of money as well as personal satisfaction and freedom. Meanwhile, Zimmerer defines entrepreneurship as a process of applying creativity and innovation in solving problems and finding opportunities to improve life (business).

In Susilaningsih's research, entrepreneurship education should develop an understanding of the importance of entrepreneurship education for all professions produced by universities. That entrepreneurship education in tertiary institutions is needed in all fields of study, both exact and social. This has an impact on the competence of college graduates and has not met the needs of the labor market which results in not being creative enough to start entrepreneurship. Even though entrepreneurship can be built based on enthusiasm and serious guidance by universities.

In Moh Faiza's research (2015), there are three reasons why someone should carry out economic activities; First, to meet the needs of life concerned. Second, for the welfare of the family. Third, to help others in need. According to him, the non-fulfillment of these three reasons can be blamed by religion. With the concept of strengthening and prospering through business, of course the role in developing entrepreneurship is to form a forum that will be able to provide solutions for entrepreneurs, namely through the Business Incubator.

A business incubator is an institution engaged in the provision of facilities and business development, both management and technology for small and medium enterprises to improve and develop their business activities and or develop new products so that they can develop into strong entrepreneurs and or new products that are competitive in the long term. certain time.

Business incubators in tertiary institutions are in principle a catalyst for the process of starting and growing a business. The role of Business Incubators in Higher Education can be seen through the provision of entrepreneurship consulting services, service networks and equipment facilities needed by entrepreneurs to support their success. An experience in North America proves that Inbis in 2001-2004 was able to help more than 35,000 startup companies with 82,000 permanent employees who were able to grow revenues of more than 7 billion US dollars.

In the explanation above, it can be seen that business incubators certainly need a development in the form of a business model that aims to attract competitiveness or competency in entrepreneurial business for students. Higher education business incubators have a goal called technopreneur, collaboration and independence with the aim of developing the business of new entrepreneurs (tenants) under their assistance. Therefore, assistance is needed through a business incubator institution. which aims to develop technology-based startup entrepreneurs over a certain period of time. And business incubator institutions under the management of tertiary institutions use the concept of link and match. The concept of link and match is a form of learning in the form of mentoring by way of work based learning by practicing work in the industry

This is in line with research conducted by Sudana et al., (2019) one way to make a university quality is to have an innovative business incubator. Strengthened by the research of (Hernández & Carrà, 2016), the presence of an incubator in a university must be supported by the head of state in order to develop business and improve the economy.

Like Eka Trisna Gumelar's research entitled Islamic Business Technology Base Incubator And Micro Small Enterprises Center (Ibti-Msec) As an Islamic Entrepreneur Laboratory, this research concludes that to increase community empowerment it is hoped that universities will form a Business Incubator institution to practice business and transform ideas. students become start-ups.

Whereas in another study put forward by Haven Allahan et.all entitled Business Incubation as an Instrument of Innovation: The Experience of South America and the Caribbean concluded that there are similarities in incubators established by foundations, universities as a tool to promote business development and innovation

From the research above, it can be concluded that entrepreneurship can become an innovation and a superior product with learning to integrate a strong entrepreneurial spirit so that the product can become a start-up company, so it is very important and very necessary to strengthen business incubators in tertiary institutions, especially in tertiary institutions. private sector in North Sumatra. The development of entrepreneurship programs for students must also be supported by the strengthening of Business Incubators at Universities

In order to get the right strategy in strengthening the Business Incubator as a form of entrepreneurship in Islamic tertiary institutions in North Sumatra, it is necessary to first know the problematic assumptions and the solutions offered to overcome them. After taking an inventory based on a review of several literatures, it turns out that the problems are classified into two, namely internal and external problems. Internal problems consist of four components, namely regulations, lecturers, digitalization and infrastructure, while external problems consist of three components, namely problems with partner networks, environment and funding.

As for solutions, there are also Internal Solutions and External Solutions. Internal solutions from Regulations, Lecturers, Digitalization and infrastructure then for External solutions also consist of Partner Networks, Environment and Funding

Strategy

Etymologically, strategy is a noun that means blueprint, design, trick, program, plan, strategy, policy, strategy, strategy, approach, and politics (Ministry of National Education, 2009). Strategy comes from the Greek word *strategia* which means the art or science of being a general (Davidkurniakristiadi, 2015). Strategy was originally used in the military world as a grand plan to destroy the enemy, but then developed into a variety of different fields, such as business strategy, sports, economics, marketing, trade, management, and so on. In strategic management references, the word "strategy" is usually associated with activities and decisions that focus on long-term interactions between the organization and its environment (Yunus, n.d.).

In terminology, Griffin defines strategy as a comprehensive plan to achieve organizational goals. The strategy is intended to maintain the sustainability of the organization in the environment where the organization carries out its activities (Sulaksono, 2015). Strategy can also be defined as a short term or long term plan on how a company or organization can achieve its mission. Strategy is also a guideline for determining how future decisions and results are in accordance with the direction in which the company will move (Thoyib, 2005).

Meanwhile, according to Mamduh, strategy is the determination of the long-term goals of an organization or company and choosing as an alternative action as well as the allocation of the resources needed to achieve that goal (M.M, 2020). Strategy is an overall approach related to the implementation of ideas, planning and execution of an activity within a certain period of time. Strategy emphasizes actions or actions to achieve goals and also on the goals themselves. Strategy is distinguished from tactics which have a narrower scope and shorter time, although in general the two words are often confused. Strategy is a set of overall ways related to the implementation of an idea, a plan within a certain time

Some of the above understandings can be concluded that strategy is the basic framework of the organization by using existing resources within the organization to achieve certain goals, always interacting with the environment to get beneficial relationships. a tool to achieve goals or competitive advantage by looking at external and internal factors of a company or institution. What is commonly used to create a strategy is to use a SWOT analysis (Strength, Weakness, Opportunity, Threat).

Business Incubator

Incubation is "the concept of nurturing qualifying entrepreneurs in managed workspaces called incubators". While the Incubator is "a dedicated workspace (building) to support qualifying businesses with: mentorship, training, professional networking, & assistance in finding finances until they graduate & can survive in the competitive environment" (Dewi, 2017).

Incubation is a coaching process for Small Businesses and/or new product development carried out by Business Incubators in terms of providing business facilities and infrastructure, business development and management and technology support. While the Incubator is an institution that is engaged in providing facilities and business development, both management and technology for Small and Medium Enterprises to improve and develop their business activities and or develop new products so that they can develop into strong entrepreneurs and or new products that are competitive in the long term. certain time.

Another opinion in the journal (Mahanani, 2014) Business Incubation is a demand from the new global economy, which occurs due to rapid and significant changes in the fields of technology,

telecommunications, and digitalization; deregulation and globalization. These changes force changes to every actor starting from the scale of the country, companies/organizations, and individuals. Business Incubation is a coaching process for small businesses and/or new product development carried out by business incubators in terms of providing business facilities and infrastructure, business development and support management and technology

According to the research results of Dr. Laurence Hewick from Canadian Business Incubator (2006), that the establishment of an incubator generally aims to:

- a. Creating new jobs;
- b. Reducing small business failures from 80% to 20%;
- c. Fostering youth in a community;
- d. Facilitating commercialization and export;
- e. Facilitating entrepreneurship in a period of economic transition;
- f. Attract foreign graduates to apply their knowledge.

Incubators are designed to help new and growing businesses become established and profitable by providing information, consulting, services, and other support (Reith, 2000).

Entrepreneurship

Entrepreneurship is a science that examines the development and development of a creative spirit and the courage to take risks for the work done in order to realize the results of the work. The courage to take risks already belongs to an entrepreneur because he is required to be brave and ready if the business being undertaken does not yet have value in the market, and this must be seen as a form of process towards true entrepreneurship.

According to Thomas W. Zimmerer and Norman M. Scarbrough "Entrepreneurs are people who create new businesses by taking risks and uncertainties in order to achieve profits and growth by identifying opportunities and combining the necessary resources to establish them". Peter Drucker said that entrepreneurs are not looking for risks, they are looking for opportunities (Arifin, 2021)

Entrepreneurship is the equivalent word for entrepreneurship in English, *unternehmer* in German, *ondernemen* in Dutch. While in Indonesia it is given the name entrepreneurship. The word entrepreneurship itself actually comes from the French language, namely *entreprened* which means adventurer, creator and business manager. This term was first introduced by Richard Cantillon (1755). This term became increasingly popular after being used by economist J.B Say (1803) to describe entrepreneurs who are able to move economic resources from low productivity levels to higher levels and produce more (Edy et al., 2019).

Islamic Education Perspective Entrepreneurship

Entrepreneurs are people who have the ability to see and assess business opportunities, gather resources needed to take advantage of it and take action right, to ensure success. Entrepreneur or in English called entrepreneurship comes from the word entrepreneur, in his book According to Soemahamidjaja this term was used by Cantillon in *Essai sur la nature du commerce* designation for traders who buy goods at regions and resell it at uncertain prices. Usman argues that entrepreneurs in the context of management are people who have the ability to use financial resources (money), raw materials, and labor, to produce products new with new business that can create a business organization.

According to Friedman, it is impossible for a business not to seek profit. Milton sees the fact that profit is the only motivation for business people. In the end, business ethics returns to own businessman. There are two aspects that are used as ethical benchmarks namely: the principle of reciprocity and good faith. The principle of reciprocity is the whether or not a person accepts another person's behavior towards himself. If an action can be well received then action it does not violate existing ethics. While good faith or good intentions, can be seen when the seller says the right thing and is honest about the goods the merchandise. A good Muslim can be seen from his daily behavior. In acting a Muslim will be very careful not to make other people disturbed and stick to the teachings of Islam.

Entrepreneurial Determinants

According to Marini & Hamidah, (2014) that in building an entrepreneurial spirit in a person there are 3 (three) critical factors that play a role in the interest in entrepreneurship, namely:

- a. Personal, concerning aspects of a person's personality
- b. Sociological, concerns the relationship with family and other social relations
- c. Environmental, concerning the relationship with the environment

Alma revealed that the scale for measuring entrepreneurial interest can be seen from the nature or behavior of entrepreneurs, namely, self-confidence, optimism, leadership, flexibility, ability to manage money, imagination, ability to plan, patience, firmness, passion, responsibility and so on.

According to Marini & Hamidah, (2014) several aspects that can influence the emergence of an entrepreneurial spirit are as follows:

1. Family environment as a child. The family environment is the "role model" that is closest to a person's life which greatly influences the interest in entrepreneurship. This example can arise from anyone in the household so that someone reflects on himself to become an entrepreneur. However, the most influential are parents. Parents who work alone and have their own business tend to have their children become entrepreneurs too. This situation often inspires children from childhood.
2. Education Many people say that the educational level of entrepreneurs is rather low compared to the average population. However, it is not so significant, because the level of education is also important for entrepreneurs, especially in maintaining the continuity of their business and overcoming all the problems they face, an adequate level of education is needed.
3. Personal values, namely the self-concept that is in one's mind, this is the dominant factor that strengthens a person's entrepreneurship. Strong self-characteristics are the main thing that someone must have in entrepreneurship
4. Age, although this factor is not so obvious, age is a factor that also often encourages people to do entrepreneurship. Usually the tendency of young people to have a burning passion in building entrepreneurship even though it is considered less wise in managing the business
5. Work History, Someone who already has a lot of work experience will certainly think and be able to compare the various types of jobs he has chosen. So that prompted him to build other options that are more independent of himself.

Entrepreneurial Success

Performance (business performance) refers to the level of achievement or achievement of the company within a certain period of time (Winarno, 2013), whereas according to Aditama & Widowati, (2017), the notion of performance or performance is a description of the level of achievement of the implementation of an activity program or policy in realizing goals, goals, vision and mission of the organization as outlined in the strategic planning of an organization. Company performance can be seen from the level of sales, profit levels, return on capital, turnover rates and market share achieved (Sutomo, 2014). Sumantri et al., (2013) explained the link between business performance and income, where performance is the desire to grow which is reflected in income.

According to Sudiyatno & Puspitasari, (2010) indicators in measuring business success or organizational performance are as follows:

- a. Productivity, as measured by changes in output to changes in all input factors (capital and labor).
- b. Changes at the staffing level (output, technology, capital reserves, adjustment mechanisms, and effects of changes in status).
- c. Financial ratios (reducing employee costs and increasing employee value added).

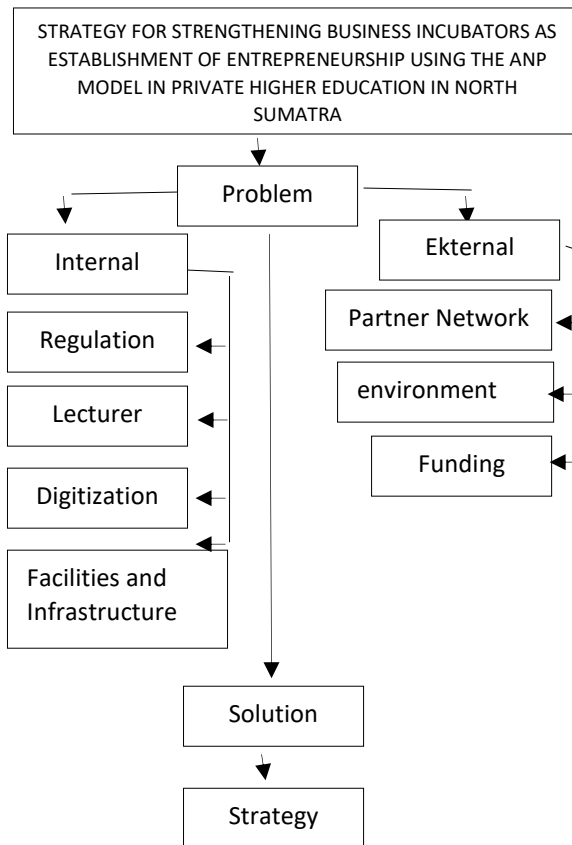


Figure 1. Outer model framework

2. METHOD

This research is a combination research or (mixed methods). Combination research is a research method that combines or combines quantitative methods and qualitative methods to be used together in a research activity, in order to obtain data that is more comprehensive, valid, reliable, and objective. Comprehensive data is complete data which is a combination of quantitative and qualitative data

The data source for this research is primary data obtained from in-depth interviews with Tenant practitioners and academics who are considered experts and know about Business Incubators. In addition, data was obtained through literature review in the form of searching the literature related to the research focus. Then a questionnaire was made based on the results of the interviews and literature review and the respondents filled out the questionnaire

Data analysis

This study uses the Analytical Network Process (ANP) analysis tool. ANP is a decision-making technique for a problem. In ANP, there is no specific limit in determining the number of respondents used in research, but with the condition that the respondents are truly experts in the problem at hand (Hidayati, 2016).

ANP is a new approach to the decision-making process that provides a general framework for treating decisions using a network without having to set levels such as the hierarchy used in the Analytical Hierarchy Process (AHP), which is the starting point of ANP. The Analytic Network Process (ANP) method is a method that is able to present the level of importance (priority) of various parties or elements by considering the interrelationships between one object and another. This method is a development of the AHP method.

Table 2. Definitions of Rating Scales and Numerical Scales

Definition	Intensity of Importance
Equal Importance	1
Weak	2
Moderate importance	3
Moderate plus	4
Strong importance	5
Strong Plus	6
Very strong or demonstrated importance	7
Very, very strong	8
Extreme importance	9

3. RESULT AND DISCUSSION

Referring to the methodology used, namely the Analytic Network Process (ANP) to see the priority scale according to Lecturers, Managers and Entrepreneurs in tertiary institutions who are respondents in this study, the results can be seen in the following table below

Table 3. Results of Priority Aspect Cluster Synthesis of Problems Combined Perspective

Problem Aspect	lecturer	Businessman	manager	all respondents	ranking
Internal Problems					
Regulation	0,4545	0,2914	0,2918	0,2986	1
Lecturer	0,1685	0,1083	0,1166	0,1136	7
digitization	0,1636	0,1185	0,1183	0,1165	5
Infrastructure	0,1765	0,1193	0,1183	0,1197	2
external problem					
partner network	0,1605	0,1309	0,1183	0,1196	3
environment	0,1649	0,1101	0,1183	0,1140	6
funding	0,1661	0,1215	0,1183	0,1180	4
W= 0,024					

Based on the results of data processing, priority problems were obtained in the opinion of all respondents as shown in the table above. The table shows that based on the combined opinions of the respondents, regulatory issues are a top priority in the cluster of problems in determining Business Incubator Strengthening Strategies as Entrepreneurship Shapers in North Sumatra private universities with a score of 0.29. The next priority issues are facilities and infrastructure (0.119) and networks (0.119). The rater agreement obtained by all respondents was 0.024. This means that the level of agreement of respondents on the order of priority is not too high.

On the other hand, according to academic respondents the main priority in determining Business Incubator Strengthening Strategies as Formers of Entrepreneurship in North Sumatra private tertiary institutions is regulation (0.45), followed by facilities and infrastructure (0.17) and lecturer factors (0.16) . According to Entrepreneurs/Tenants respondents, the main priority in determining Business Incubator Strengthening Strategies as Entrepreneurship Shapers at North Sumatra Islamic Universities is regulation (0.45), followed by networking (0.13) and funding (0.12). Furthermore,

according to Management respondents, the top priority in determining Business Incubator Strengthening Strategies as Entrepreneurship Shapers in North Sumatra private tertiary institutions is regulation (0.45), followed by digitization, infrastructure, partner network, environment, and funding with the same values, namely 0.118.

Table 4. Solution Aspect Priority Cluster Synthesis Results

Solution Aspect	lecturer	Businessman	manager	all respondents
Regulation	0,2425	0,1942	0,1952	0,1947
Lecturer	0,1436	0,1144	0,1161	0,1153
digitization	0,0787	0,0640	0,0635	0,0636
Infrastructure	0,1760	0,1425	0,1414	0,1419
partner network	0,2136	0,1734	0,1716	0,1723
environment	0,1786	0,1428	0,1434	0,1434
funding	0,2095	0,1686	0,1688	0,1688

Rater Agreement (W) = 0,310

The table above shows that based on the combined opinions of the respondents, regulatory solutions are the top priority solution in the Business Incubator Strengthening Strategy as Entrepreneurship Shapers in North Sumatra Islamic Higher Education with a value of 0.197. The next priority is followed by Partner Network, Funding, Environment solutions with a value of 0.172 each; 0.168; 0,0,143. The rater agreement obtained by all respondents was 0.310. This means that the level of agreement of respondents to the order of priority solutions is moderate.

On the other hand, according to academic respondents, the main solution in determining Business Incubator Strengthening Strategies as Entrepreneurship Shapers in North Sumatra Islamic Universities is regulation (0.242), followed by partner networks (0.213) and funding (0.209). According to Entrepreneurs/Tenants respondents, the main priority in determining Business Incubator Strengthening Strategies as Entrepreneurship Shapers at North Sumatra Islamic Universities is regulation (0.194), followed by partner networks (0.173) and funding (0.168). Furthermore, according to Management respondents, the top priority solution in determining Business Incubator Strengthening Strategies as Entrepreneurship Shapers in North Sumatra private universities is regulation (0.195), followed by partner networks (0.171) and funding (0.168).

Table 5. Results of Synthesis of Cluster Priority Aspects of Strategic Solutions

Strategi	lecturer	Businessman	manager	all respondents	ranking
Business Incubator Strengthening Carrying out Incubation Activities at Universities	0,4731	0,4884	0,4550	0,4721	1
	0,4620	0,4479	0,4479	0,4536	2

All Parties					
Collaboration	0,0649	0,0637	0,0971	0,0743	3
Rater Agreement (W) = 0,669					

Based on the results of a literature review and interviews with experts who understand entrepreneurship, there are three priorities that emerge in the Business Incubator Strengthening Strategy as Entrepreneurship Shapers in North Sumatra Islamic Higher Education. The three priorities are:

- a. Forming a Business Incubator in Strengthening Entrepreneurship Universities in North Sumatra
- b. Carrying out Incubation Activities Higher Education
- c. All Parties Collaboration

Based on the results of data processing, strategic priorities were obtained according to the opinion of all respondents related to the Business Incubator Strengthening Strategy as a Former of Entrepreneurship in North Sumatra Islamic Higher Education. Based on the combined opinion of all lecturers, administrators and businessmen respondents, the most priority strategy in the Business Incubator Strengthening Strategy as a Former of Entrepreneurship in Islamic Higher Education in North Sumatra is strengthening the incubator.

These results, where a combination of all lecturer and management respondents argue that establishing a business incubator as the most priority strategy is in accordance with research conducted by (Widiyanti, 2021), entitled University business incubators as a tool for accelerating entrepreneurship: theoretical perspective. This study concludes, among other things, that the role of university business incubators is not limited to providing services for start-up businessmen, but also strengthens an entrepreneurial culture, develops research, creates an entrepreneurial mindset that creates innovation, and even becomes a tool for developing organizations and the entrepreneurial spirit of leaders and enhancing people's standard of living.

This is also in accordance with research (Mahanani, 2014) entitled a review of the start-up business model in Indonesia. This study concludes, among other things, that every Business Incubator must have the ability in strategic planning for start-up companies and have connections with economic resources and the business community related to information and business consulting. The role of the Business Incubator is very strategic in developing Innovative SMEs, because through the Incubator prospective new science and technology-based entrepreneurs can increase their capacity and business performance. These results are also supported by Bismala et al., (2019), where the role of university business incubators is not limited to providing services for novice businessmen, but also strengthening entrepreneurial culture, developing research, creating an entrepreneurial mindset that creates innovation, and even becoming a tool for develop the organization and entrepreneurial spirit of leaders and improve people's living standards. KM, as well as providing incentives for MSME development

4. CONCLUSION

The establishment of business incubators at tertiary institutions can be a means of implementing the elements of the Tri Dharma of higher education, namely teaching, research and community service. With this incubator, various strengthening of business ideas can be carried out by using the theories and methods received in lectures. Based on the results of research that has been done,

1. Regulatory issues are a top priority in the Business Incubator Strengthening Strategy as Entrepreneurship Shapers at North Sumatra Islamic Universities. Furthermore, the second priority issue is the problem of facilities and infrastructure. Furthermore, the third problem is facilities and infrastructure. Based on the results of data processing on regulatory issues, it shows

that all respondents place problems where Higher Education Regulations are not yet available. For the second and third priorities, there are no SOPs and no incubation services available. Furthermore, according to a combination of all respondents in the facilities and infrastructure cluster, the main priority is the lack of space, followed by the problem of Seed Capital and Unsupported Support. In the cluster partner network, the top priority is Not Registered in AIBI Membership (Association of Indonesian Business Incubators), followed by No Professional Assistance and Lack of AIBI Information.

2. The solution that is the top priority is regulation, followed by a network of network partners and funding. In the regulation of cluster issues, the top priority is the Higher Education Leadership Regulations, followed by the Incubation Process System and SOPs. In the network partner cluster solution, the top priority is Professional Assistance followed by Join AIBI. Furthermore, in cluster financing solutions, the top priority is Matching Fund, followed by Banking and University/Institution solutions.
3. Strategy for Strengthening Business Incubators as Formers of Entrepreneurship in Islamic Higher Education in North Sumatra, the top priority is Strengthening Business Incubators, followed by a strategy of Carrying Out Incubation Activities at Islamic Higher Education and Collaboration of All Relevant Stakeholders.

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