

# The Role of the Management of the Indonesian Young Business (HIPMI) Group in Increasing Business Interests for Young Generation in Padangsidempuan City

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## ABSTRACT

The role of the Padangsidempuan HIPMI City is needed to increase the number of entrepreneurs. To increase the interest of the people of Padangsidempuan City, especially the younger generation for entrepreneurship, this study aims to analyze the role of the management of the Indonesian Young Entrepreneurs Association (HIPMI) in developing the interest in entrepreneurship for the younger generation in Padangsidempuan. interest in entrepreneurship for young people in Padangsidempuan City. Then, to find out the strategy of the Indonesian Young Entrepreneurs Association in developing young entrepreneurs in Padangsidempuan City, this research is a type of quality research by referring to primary data. Methods of collecting data by using an open questionnaire. The research informant were 16 people. All informant in this study were administrators of the Padangsidempuan City HIPMI. This research raises several research results. First, the role of the Padangsidempuan HIPMI City management in increasing business interests for the younger generation in Padangsidempuan includes: by conducting activities in the form of training and seminars. If viewed from the type of role, the majority of the roles of the management of HIPMI in Padangsidempuan City are as evaluators. But on the contrary, the number of administrators who are in the hands of innovators in the HIPMI of Padangsidempuan City is even smaller. Even though the role of innovators today is the most necessary role in the Padangsidempuan City HIPMI. Second, the factors that inhibit the implementation of the entrepreneurship program of the City of Padangsidempuan HIPMI in increasing interest in entrepreneurship for the younger generation in Padangsidempuan include: many administrators who are not active, lack of funding / supervision, assistance with limited human resources and activities that expensive. Third, the strategy of the Board of HIPMI Padangsidempuan in developing young entrepreneurs in the City of Padangsidempuan, including: other activities that are product promotion, as well as attracting the interest of the younger generation, especially students for entrepreneurship.

**Keywords:** *Entrepreneurship, Youth Generation, Padangsidempuan City HIPMI*

## INTRODUCTION

Entrepreneurship is a science that examines the development and development of a spirit of creativity and dares to bear the risk of the work done in order to realize the work, the courage to take risks already belongs to the entrepreneur, because an

entrepreneur is required to be brave and ready if the efforts made do not yet have the value of attention market, and this must be seen as a form of process towards true entrepreneurs (Astamoen, 2005: 27). Entrepreneurship is an alternative way to solve the problem of unemployment where

young people are guided to have an independent mentality, so they can think of facing the situation and dare to take steps by creating jobs for themselves and others so that they can ultimately help the growth of the Indonesian economy (Meredit, 2002: 33). A publication from Bank Indonesia last November, stated that the development of Indonesian entrepreneurs was still limited. This is based on two things, namely the entrepreneurial population, entrepreneurial health by number, the entrepreneurial population in Indonesia has only reached 3.1% of the population. This number is still very small when compared to Malaysia, Thailand and Singapore, which is above 4%. (Data from the Ministry of Cooperatives and MSMEs as reported by the Central BPS, 2017).

According to (Jahja Setiaadmadja, 2016) who is the President Director of BCA, there are two root problems that cause entrepreneurs to not develop properly in Indonesia. The first problem is that the Indonesian people have not given recognition and appreciation to the entrepreneurial profession. Society tends to respect and want other professions that are considered promising the future such as civil servants, doctors, lawyers, engineers, architects and several other professions. As a result, young people are not conditioned to become entrepreneurs. Since pre-school to university is very rare there are those who aspire to become entrepreneurs. To overcome this, efforts are needed by various parties to further promote entrepreneurship in society, especially among the younger generation. Even if necessary, starting from an early age of education by instilling independence in children. At the age of 9 years compulsory education, began to be gradually introduced to the world of entrepreneurship. If possible, there will be more vocational or vocational schools throughout Indonesia based on local excellence in each region. Thus it is expected that entrepreneurship science is more easily applied. In addition, the government and the established business

world must support both capital, assistance and regulations.

The second problem, namely the existence of Indonesian culture that is not properly applied in an entrepreneurial environment. The culture in question is a family culture that can be said to be mistakenly applied. This causes the mixing of money for personal needs with money for entrepreneurial or business needs. If there are family members who start to look successful as entrepreneurs, it will become the foundation of their extended family. This results in money that is supposed to smooth business turnover, being used for personal and or family needs. Business activities cannot develop rapidly, only run slowly and are vulnerable if they experience problems in their operations. When falling, it will be difficult to get back up or have to start from zero again. In order to overcome this problem, it is inevitable that the person concerned should be able to sort out which profits can be used for personal needs and be distributed to extended families, which must be maintained for smooth business turnover, especially if there is also business capital that comes from loans, if it is not strict and disciplined in managing finances, it is feared that it will rewind or even shut down the business. Large families must also know themselves by not necessarily burdening and relying on family members who are pioneering entrepreneurship. If need be given assistance in the form of funds or energy, at least help with prayer and encouragement. The government and entrepreneurs can also help overcome this problem by providing financial management training and, if necessary, assistance so that entrepreneurs can manage their finances as healthy small and medium entrepreneurs. Promoting entrepreneurship in Indonesia requires the support and participation of all parties. More and more people who are entrepreneurial and able to develop their businesses will have a significant impact on the progress of the Indonesian economy. Investors are increasingly interested in investing their capital in the real sector,

unemployment can be overcome while simultaneously overcoming poverty, and increasing community income and even prosperity makes it easier to collect taxes and can affect the Indonesian economy.

In carrying out these entrepreneurial goals, the government needs partners of social organizations that support and boost economic growth and develop entrepreneurial spirit for young people to be able to open their own businesses and jobs to reduce unemployment in order to achieve economic growth, one of the problems that exist in the economy Indonesia is about Entrepreneurship, youth organizations as a forum for youth are expected to participate in its development, it is explained in Article 27 paragraph 1 and 2 of RI Law No.40 of 2009, that the development of youth entrepreneurship is carried out in accordance with the interests, talents, youth potential, regional potential and the direction of national development and the implementation of youth entrepreneurship development as referred to in paragraph 1 shall be facilitated by the government, regional government, community or youth organizations.

An organization that has a concentration on entrepreneurship is the Indonesian Young Entrepreneurs Association (HIPMI), which was founded on June 10, 1972, the founding of this organization is based on a passion to grow entrepreneurship among young people. national and international business arena. The situation can then change the public's view of the entrepreneur profession in an honorable position. In article 3 of the organizational rules of HIPMI Number: 1 / PO / HIPMI / VI / 2012 concerning the instructions for implementing organizational management it is explained that HIPMI has a duty. The main task of HIPMI is to foster, promote and develop young entrepreneurs into professional, strong, resilient and global entrepreneurs in the occupied business sector. in the success of the national and regional development process towards the creation of a prosperous and just society and fostering the national enthusiasm and

awareness of young entrepreneurs to have the patriot spirit of warriors and to be responsible as good citizens.

In spreading the responsibilities and organizational structure of HIPMI, HIPMI formed Branch Management Agencies (BPC) in every region throughout the Provinces in Indonesia. Specifically as the executor and person in charge in Padangsidimpuan City is BPC HIPMI of Padangsidimpuan City. BPC HIPMI of the City of Padangsidimpuan is expected to play a role in developing youth capacity in the issue of youth entrepreneurship interests in the City of Padangsidimpuan through the program created, because the City of Padangsidimpuan has the resources that must be optimally developed. In order for the City of Padangsidimpuan to develop and advance in the economic field, young people must be encouraged to move in the field of entrepreneurship, the main program implemented by BPC HIPMI in the City of Padangsidimpuan in increasing interest in entrepreneurship is training and training for beginner entrepreneurs both members and non-members and as a forum to facilitate entrepreneurs in facilitating entrepreneurs adding business networks, in this program HIPMI is expected to increase the interest of entrepreneurship for youth in the City of Padangsidimpuan and can create independent young entrepreneurs, and be able to answer the challenges of this globalization era. This study aims to analyze the role of the administrators of the Indonesian Young Entrepreneurs Association (HIPMI) in the City of Padangsidimpuan in developing entrepreneurial interest for young people, find out the inhibiting factors in the implementation of the HIPMI Entrepreneurship program in increasing the interests of young entrepreneurs for youth, know the strategy of the Indonesian Young Entrepreneurs Association in developing Young Entrepreneurs in Padangsidimpuan City.

## **LITERATURE REVIEW**

### **Role**

In the Big Indonesian Dictionary the role means a set of behaviors that are expected to be owned by people who are domiciled in the community, and in its word (role) means the actions carried out by someone in a subsequent event Amba states that the role is a concept used by sociology to know regular and relatively free behavior patterns from certain people who happen to occupy various positions and show behavior in accordance with the demands of the role it does (Amba, 1998: 23). According to Tolman the role of an overall behavior that has its own meaning, and will lose its meaning if reduced, meaning that the whole unit is directed towards a particular goal. Understanding the role according to Soekanto (2002), namely the role is a dynamic aspect of the position (status), if someone carries out his rights and obligations in accordance with his position, according to Ahmadi (1982) the role is a complex of human expectations of the way individuals must behave and act in certain situations that based on their social status and function.

### **Young man**

According to Law number 40 of 2009 on Youth, youth are defined as Indonesian citizens who enter an important period of growth and development aged 16 (sixteen) to 30 (thirty) years. Youth are always at the forefront in the struggle of the Ummah and are able to be involved in all sectors, namely:

#### **1. Liberation and Independence Sector**

Youth is the ability, determination, courage, and patience to face challenges, with the Ummah dispelling the enemy and raising the flag of glory.

#### **2. Sector Thinking and Formation**

Youth is a strong element that is able to study hard, master and produce ideas and renewal, like a twig that is still fresh, enough flexibility to form thoughts while transforming those thoughts to others.

#### **3. Faith and Charity Sector**

Silent faith and loss of dynamics have no value, while youth faith always gives rise to

great hidden energy in the form of the movement to foster the Ummah.

#### **4. Sector Change**

Youth are the pioneers and means of change. Allah Subhhanahu wata'ala will not change the fate of a people until they change the condition of their souls. Whereas young people have great mental strength, the changes they make are also great.

### **The Role of Youth**

Yet the essence is that the future of a nation lies in the hands of youth, meaning that they will replace the previous generation in leading the nation. Therefore, young people need to be equipped with knowledge in the form of providing them with both formal and informal education, both basic and higher education. The development carried out by the young generation is a series of movements for change towards progress. In national development, it is not only physical development that is needed but it brings them to create social change. Then there are some roles that must be taken by youth in the economic sector, among others, as follows:

a. Taking a large role in the sector's policy making process

economy In this phase, young people can bring out bright ideas for the advancement of the Indonesian economy, it is hoped that young people have in-depth knowledge and empirical data, which will certainly be very useful for policy making in the economic sector.

b. Supervise economic programs. One thing that is also urgent is how to make the program that has been prepared can be received in accordance with the targets and targets that have been set. This is where the role of youth can be given to improve the weakness of the monitoring system.

c. Carry out intelligence, assistance, and empowerment efforts

economy to reduce poverty. Youth is basically part of the community. The existence of youth in the community can at least provide opportunities for

empowerment for people who are on average have low education. One of the things that can be given in the context of intelligence, assistance, and economic empowerment is by participating in building institutions.

d. Provide economic advocacy to reduce numbers

poverty The powerlessness of the community facing an unfavorable system needs to be assisted by the youth. With the loan sharks, traders can be used as a vehicle for the youth to contribute (Ginanjar, 1995).

The experts differed in expressing the role of youth, the difference was at least the expression of the terms and number of items from those roles. There are at least five youth roles according to Taufiq (2013), namely:

1. Youth as a dynamic A dynamic in simple language is a mobilizer. Youth is also interpreted as a community of people who have young minds such as creative, innovative and desduct. The thoughts of the young man will always have the will and ability, when the will and ability are united, the youth will be the mobilizer.

2. Youth as a catalyst. Development planning and implementation sometimes there is still a gap (distance). This gap can occur in the form of a mismatch between planning and implementation, it can also be in the form of the length of time between planning and implementation. In the context of the gap as above, youth with their souls that are always creative, innovative, and decodent can position themselves as catalysts (accelerating links) the suitability of planning and implementation as well as the timeliness between planning and implementation.

3. Youth as motivators. Development is the responsibility of all elements of society, we must not impose development implementation only on the government. In this context, youth must play a role as motivators for all elements of society to work together to carry out and succeed in development.

4. Youth as innovators. In the study of youth psychology, it has the characteristic of always thinking rationally and ideally, because that characteristic is that renewals often arise from youth. The characteristics that eventually give birth to the spirit of innovation must also penetrate into the development implementation sector. Youth with a soul that is never satisfied with one success will always look for second, third and success so on. Youth with the spirit of innovation will not feel satisfied and remain silent with a system that has achieved 100% success rate but will always improvise to find a system that can deliver success to the number of 1000%.

5. Youth as evaluators. The steps of the development process carried out by all parties certainly cannot be separated from the control of young intellectuals (youth) who are better able to know the indicators of deviations, deviations, failures, and other manipulations in development activities.

### **The definition of entrepreneurship**

The definition of entrepreneur (entrepreneur) is a person who dares to take risks to open a business in various opportunities. Being brave to take risks means to be mentally independent and dare to start a business, without being overwhelmed by fear or anxiety even in uncertain conditions (Kasmir, 2007). Opportunities will be easily exploited by an entrepreneur to create a new business with a large profit potential. Not only opportunities in positive (good) conditions, but also in bad conditions. Entrepreneurs can easily analyze the demand for goods or services needed by the community, even in bad conditions such as disasters and scarcity. The type of business that an entrepreneur engages in can be the creation of a new business or buying a business that has long been established.

Entrepreneur is a person who is able to create a new business, and people who are usually directly dealing with risk are able to identify success. Entrepreneurs are able to identify various agreements, and devote all of the resources he has to change

the opportunity that benefits Nurain (2011). Another case with Suryana (2006) which states that entrepreneurship is a person who has an inner power drive to obtain a goal and likes to experiment to display his freedom outside the power of others. From the above statement it can be concluded that an entrepreneur is a person who creates a business activity and is capable of being responsible for all risks faced in order to achieve his business goals.

(McClelland, in Alma 2007), argues that entrepreneurship is determined by achievement motives, optimism, value attitudes and entrepreneurial status or success. Meanwhile, according to Ibnoe (1993), the process of entrepreneurship or entrepreneurial action (entrepreneurial action) is a function of property right (PR), competency / ability (C), incentive (I), and external environment (E).

### **Entrepreneurial Function**

The function and role of the entrepreneur can be seen through two approaches namely micro and macro. Micro, entrepreneurship has two roles, namely as an inventor (innovator) and planner (planner). As an inventor, entrepreneurs discover and create something new, such as products, technology, ways, ideas, organizations and so on. As planners, entrepreneurs have the role of designing new actions and ventures, planning new business strategies, planning ideas and opportunities for success, creating new company organizations and others. At a macro level, the role of entrepreneurs is to create prosperity, wealth distribution, and employment opportunities that function as an engine of economic growth in a country. So the function and role of the entrepreneur can be seen from two approaches namely micro and which functions and acts as an inventor (innovator) and planner (planner). Meanwhile, at the macro level, the role of entrepreneurship is to create prosperity, wealth distribution, and employment opportunities that function as an engine of economic growth in a country.

### **Characteristics and Nature of Entrepreneurship**

Astamoen (2005) mentions the characteristics of people with an entrepreneurial spirit, including:

- a. Have a vision
- b. Creative and innovative
- c. Able to see opportunities
- d. Orientation on customer or customer satisfaction, profit and growth
- e. Dare to bear the risk and spirited competition
- f. Quick response and fast motion
- g. Social and generous (phylanthrophis).

The characteristics of entrepreneurship expressed by the experts show that the essence of the characteristics of an entrepreneur is creativity. So, an entrepreneur "surely" is a creative person. Thus entrepreneurship can be interpreted as creative qualities possessed by someone to carry out activities in their environment.

### **The Role of Entrepreneurship in Indonesia**

The role of entrepreneurs in developing countries such as Indonesia has many positive impacts. The role of entrepreneurship is in the form of contributions in the transformation of people with low incomes to higher incomes and from community-based primary sectors into service-based and technology-based societies (Wim Naude, 2008). There are three positive impacts of entrepreneurs in solving problems in developing countries.

1. Entrepreneurs open new types of businesses in the economy. The businesses that are developed add to the heterogeneity of businesses in Indonesia. Society becomes creative in developing this type of business.
2. Provide employment and absorb labor. When entrepreneurs open a business, it means opening steps to reduce the proportion of unemployed and job applicants.
3. Increase national per capita output. Increased productivity due to the emergence

of new businesses will increase national economic growth and community income.

The average entrepreneur in Indonesia is a necessity entrepreneur group. Underlying this group's interest in building a business is a family economic drive factor. The unstable family economic condition causes this group business to be individual and not absorb enough labor. Entrepreneur necessity groups tend to be careless in business management. Meeting the needs of daily household life is still the most important motivation for this group. Actually most entrepreneurial necessities have sufficient skills in building a business, but the main problem lies in capital.

### **Entrepreneurship Training Education**

Entrepreneurship education needs to be done through the provision of material and training. Entrepreneurship material has been widely given, especially to students in tertiary institutions. In line with Priyanto's (2009) explanation that there are four objectives in entrepreneurship education, namely motivational education, knowledge education, expertise education, and capacity development. These objectives can be included in the learning curriculum. Basically entrepreneurs are groups who are good at taking advantage of opportunities and dare to take risks. This again goes back to the entrepreneur's "self performance", that strong motivation, courage, and strong soft skills will encourage entrepreneurs to go to this stage. There is a lot of rigidity in forming the character of students, especially in formal schools. The development of student soft skills is less than even though the school has provided a variety of specialization activities according to their talents. The development of soft skills is not only influenced by the formation of character education, but also the influence of the external environment. The concept of completing education and working established has been embedded in students' perceptions so that many of the academic graduates who are not interested in becoming entrepreneurs.

### **Business Development Facilities**

The development of a business is the responsibility of every entrepreneur or entrepreneur who needs foresight, motivation and creativity (Anoraga, 2007: 66). If this can be done by every entrepreneur, then there is great hope to be able to turn a small business into a medium scale and even become a large business. Business activities can be started from starting a business, building cooperation or by buying other people's businesses or better known as franchising. But what needs to be considered is where the business will be taken. Therefore, it needs a development in expanding and maintaining the business so that it can run well. To carry out business development, support is needed from various aspects such as production and processing, marketing, human resources, technology and others

### **Business Development Stage**

According to Pandji Anoraga (2007: 90), there are several stages of business development including:

#### **First step: Identify opportunities:**

Need to identify opportunities supported by data and information. Information can usually be obtained from various sources such as:

1. Company Plan
2. Small management suggestions and suggestions
3. Programs and government
4. The results of various business opportunity research
5. Kadin or similar business associations

#### **Second stage: Formulate Business Alternatives**

After the information is gathered and analyzed, the company leadership or business manager can formulate any business that might be opened.

#### **Stage Three: Alternative selection**

The many alternative alternatives must be chosen one or several best and prospective alternatives. For prospective businesses, the

basis for their selection can include the following criteria:

1. Market Availability
2. Risk of Failure
3. Price

#### **Stage Four: Implementing Selected Alternatives**

After determining alternatives, the next stage of implementing selected businesses.

#### **Fifth Stage: Evaluation**

Evaluation is intended to provide corrections and improvements to the business being run. In addition, it is also directed to be able to provide input for further improvement of business operations.

#### **Increased Economic Scale**

This method can be done by increasing the scale of production, labor, technology, distribution systems, and place of business (Suryana, 2006: 156). This is done if business expansion or increased output will reduce long-term costs, which means reaching economics of scale. Conversely, if an increase in output results in an increase in long-term costs (diseconomics of scale), then it is not good to do. In other words, if the products and services produced have reached the most efficient point, then expanding the scale of the economy cannot be done, because it will drive up costs.

The scale of an economic venture occurs when business expansion or increased output decreases long-term costs. Therefore, if there is a scale of business that is not economical, the entrepreneur can increase his business by expanding the scope of the business (economics of scope). Economies of scale show a reduction in company costs due to an increase in output, so the experience curve or learning curve shows a reduction in costs that appears due to cumulative increase in volume.

#### **Expansion of Business Coverage**

This method can be done by adding new types of businesses, new products and services that are different from those currently produced (diversification), as well

as with different technologies. For example, the city transportation service business was expanded by the tourism bus service business, the education service business expanded by the training service business and courses (Suryana, 2006: 156). Thus, the scope of economic business can be defined as a diversification of economic business characterized by the total combined production costs (joint total production cost) in producing two or more types of products together is smaller than the sum of the production costs of each product if separately produced. Expansion of the scope of this business can be done if the entrepreneur has sufficient capital. Conversely, the scope of non-economic business can be defined as a diversification of uneconomic business, where the total total production cost (joint total production cost) in producing two or more types of products together is greater than the sum of the production costs of each type the product if it is produced separately. To expand economies of scale or sufficient, the scope of the economy, if sufficient business knowledge and capital, entrepreneurs can collaborate with other companies through joint ventures, or management cooperation through a partnership system

#### **Business Development Strategy**

Strategy is a tool to achieve company goals in relation to long-term goals, follow-up programs, and priority allocation of resources (Rangkuti, 2009: 4). Product development is seeking increased sales through improvement of current products or services or development of new products or services (Dinsi, 2009: 251). Product development usually requires a large expenditure for research and development. This product development strategy was chosen to be run by a company in order to modify existing products or create new products that are still related to the current product. Thus new or modified products can be marketed to existing customers through existing marketing channels. The idea of this strategy was



chosen to run with the aim of being able to provide satisfaction to customers. In addition, at the same time doing product development, for efforts to explore the influence of the cycle known as product life style. The emphasis of implementing a product development strategy is to increase product attractiveness, while maintaining the image of the brand and company reputation, as well as providing a positive experience for customers.

### **Entrepreneur Creation Model**

Wim Naude (2008) states that some of the best ways to support entrepreneurship include increasing the ability of entrepreneurs and reducing costs in opening new companies and regulations that facilitate the opening of businesses by new entrepreneurs. The ability of entrepreneurs to determine the economic development of a country. Entrepreneurs who only seek rent-seeking with low capabilities actually cause economic stagnation and even "development traps". Countries not only take into account how many entrepreneurs are born, but also their capabilities so that macroeconomic stability is more controlled. In creating entrepreneurs, non-profit organizations can combine education and entrepreneurship training. Education serves to provide material for entrepreneurship while training is intended to: hone the soft skills of prospective entrepreneurs. Through these two things, it is expected that aspiring entrepreneurs are motivated to open new businesses, dare to take risks, and not afraid to fail.

The government plays a role as a mediation of capital problems. Government activities focused on increasing the number of entrepreneurs through capital loans are generally called business incubators. These funds are used as initial capital to set up a business. Prospective entrepreneurs who dare to take risks will not be afraid of failure, because even a large entrepreneur must experience several failures to achieve success. If it is collaborated that the non-profit organization plays a role in 4 (four)

factors: first, it acts as a motivator, motivates young entrepreneurs to open new businesses and is not afraid of failure. Because this initial capital is very important in entrepreneurship. Secondly, the role of the educator (trainer) is to provide a teaching in the form of managerial and reading opportunities contained in seminars and workshops. Third. Financing (donors) after conveying some important material in entrepreneurship and being confident that the prospective entrepreneur provides a form of venture capital in the form of loans for money or goods needed. Fourth. Supervision, Supervision in question is how the prospective young entrepreneurs are always at the main goal of developing business.

### **Factors Inhibiting Entrepreneurship**

In addition to success, an entrepreneur is also always overshadowed by the potential failure that will provide more lessons than just success. According to Zimmerer (1996: 14-15) there are several factors that cause entrepreneurs to fail in running their new businesses, which are as follows:

1. Not competent in managerial terms. Inept or inadequate ability and knowledge to manage a business is a major contributing factor that makes a company less successful.
2. Less experience, both in technical ability, visualizing business, coordinating, managing human resources and integrating the company's operations.
3. Lack of financial control. For a company to succeed well, the most important factor in finance is maintaining cash flow, managing expenses and income carefully. Mistakes in maintaining cash flow will hamper the company's operations and result in the company not going well.
4. Fail in planning. Planning is the starting point of an activity, once it fails in planning, it will experience difficulties in implementation.
5. Inadequate location. Strategic business location is a factor that determines business success. Non-strategic locations can make it difficult for companies to operate because they are less efficient.

6. Lack of equipment supervision. Supervision is closely related to efficiency and effectiveness. Lack of supervision can result in inefficient and ineffective use of company equipment (facilities).

7. Attitude that is less serious in trying. A half-and-half attitude in a business will result in the business being made unstable and failed. With a halfhearted attitude, the likelihood of failure is greater.

8. Inability to make an entrepreneurial transition / transition. Entrepreneurs who are not ready to face and make changes will not be successful entrepreneurs. Success in entrepreneurship can only be obtained if you dare to make changes and are able to make the transition every time.

In addition to the factors that make failure, Zimmerer (1996: 17) suggests a number of potentials that make a person withdraw from entrepreneurship, including:

1. Uncertain income.
2. Losses due to loss of investment.
3. Need hard work and a long time.
4. Quality of life remains low despite successful efforts.

Failure can also be generated by the basis of weakness that comes from a personal nature that is full of doubt, and lives without strict guidelines or orientation, for example:

1. Like to underestimate the quality.
2. Likes to break through or take shortcuts.
3. Do not have confidence.
4. Undisciplined.
5. Likes to ignore responsibilities

### **Vision and Mission of the Indonesian Young Entrepreneurs Association (HIPMI)**

HIPMI is an organization of young Indonesian entrepreneurs who is united with the aims and objectives:

1. Encourage and participate in developing an entrepreneurial spirit among the younger generation.
2. Fostering, advancing and developing the younger generation of entrepreneurs into professional, strong and resilient

entrepreneurs in the occupied business sector.

3. Participating as a strategic partner of the Government in the success of the national and regional development process towards the creation of a just and prosperous society.

4. Participating in empowered and effective efforts, exploring and utilizing natural resources while continuing to prevent the occurrence of damage and pollution to the environment, fostering and developing human resources in the technological process towards professionalism and creativity, in order to support economic growth and national stability and resilience.

5. Forming National Entrepreneurs who are nationally oriented, who have business ethics and ethics, and are able to compete in the international market. (AD / ART HIPMI organizational guidelines: Jakarta)

### **MATERIALS & METHODS**

This research was conducted using a qualitative approach, which is an approach by looking at the object of study as a system, meaning that the object of study is seen as a unit consisting of related elements and describing the phenomena that exist (Arikunto, 2006: 209). In qualitative research, researchers collect data based on observations of natural (natural) situations as they are without being influenced or manipulated (Kaelan, 2005: 18). In qualitative research, researchers gather descriptive data instead of using numbers as the main method. The data collected in the form of text words, words, symbols, images, however it is also possible to collect quantitative data (Kaelan, 2005: 20).

Qualitative research is research that aims to understand phenomena about what is experienced by research subjects such as perception behavior, motivation, etc. holistically, and by means of descriptions in the form of words and language. (Moleong, 2012: 7). The location of this research is the Secretariat of DPC HIPMI Organization in Padangsidempuan City, located on Jl. Imam Bonjol No. 40. Padangsidempuan North Sumatra. The time for research to collect

data is carried out in November 2018 until May 2019 with the initial survey stages, preparation of proposals, data collection, data analysis and thesis report preparation. the focus of this research is to find out how the role of the management of the Association of young entrepreneurs (HIPMI) in increasing interest in entrepreneurship for young people in the city of Padangsidempuan.

Data sources from this study are subjects where data can be obtained. Sources of data can be obtained through informants. Data from informants used or needed in research are reviewed from the following data sources.

#### 1. Primary Data

Primary data that is the words or actions of people observed or interviewed (Moleong, 2007: 112). Primary data is data obtained from field research results by carrying out activities, listening, and seeing directly. Data sources used are informants. Informants are certain individuals who can be interviewed for information purposes, or people who can provide information data needed by researchers. Polymer data in this study were obtained by direct interviews with informants.

#### 2. Secondary Data

In addition to words or actions as primary data sources, additional data such as documents are also data sources (Moleong, 2007: 113). The document is every written material and film (Moleong, 2007: 161). In this study also needed secondary data that serves as a complement or supporting primary data. This secondary data comes from the literature, legislation, archives or documents and other relevant sources.

Data collection methods used in a study, the methods used in this study are:

#### 1. Interview Method

An interview is a conversation with a specific purpose. This conversation is carried out by two parties, namely the interviewer (interviewer) who asks the question and the interviewee (interviewee) who gives the answer to that question

(Moleong, 2007: 135). Interview is a technique or method of collecting data by holding a conversation or question and answer verbally between the interviewee and the interviewee (Mugiarso, 2009: 83). Interviews (interviews) for research purposes are different from everyday conversation. Interviews are usually intended to obtain information, positions, opinions verbally from someone (commonly called an informant) by talking directly (face to face) with that person. Thus the interview is different from chatting, chatting and being friendly (Suyanto, 2006: 69). The interview method used in this study is a semi-structured interview. This type of interview is included in the in-depth interview category, which in its implementation is more free compared to structured interviews. The purpose of this type of interview is to find problems more openly, where the parties invited to the interview are asked for their opinions and ideas. In this study, interviews were used to reveal data related to the organizational role of the Padangsidempuan Branch of the Indonesian Young Entrepreneurs Association (HIPMI) in increasing the interest of entrepreneurship for young people in Padangsidempuan City.

#### 2. Observation Method

Observation or commonly known as observation is one method to see how an event, event, certain things happen. Observation provides a detailed description of program activities, processes and participants.

### **Statistical Analysis**

#### **Strategy Determination by SWOT Analysis**

SWOT analysis is interpreted as an evaluation of the overall strengths, weaknesses, opportunities, and threats. SWOT analysis is one of the well-known internal and external environmental analysis instruments of the organization. This analysis is based on the assumption that an effective strategy will minimize weaknesses and threats. (Kotler, 2002).

### Data analysis method

Data analysis is one important step in order to obtain research findings. The data analysis technique used in this study is a descriptive technique by making a picture that is done by (1) data reduction or simplification (data reduction), (2) exposure / data presentation (data display), and (3) drawing conclusions / verification .

### Data reduction

In reducing data, the researcher will carry out the process of selecting, focusing attention on simplifying and transforming rough data arising from written records in the field. After the researcher starts to collect data as mentioned before, the researcher will make a summary, encode, trace themes, create clusters, write memos and so on and set aside irrelevant data / information. So that the problem does not extend to things that are not related to the title of the study.

### Data Presentation

Presentation of data is a collection of information that is arranged which gives the possibility of drawing conclusions and taking action. The most frequently used presentation in qualitative is the form of narrative text among qualitative data presentation is the type of matrix, graph, network and chart. (Matthew and Huberman, 1992). Data that has been collected by the method described above will be reduced so that it is well selected and not widened.

1. Presentation of graphs, graphs are a picture of data that has been processed in such a way or a visualization of tables that can be presented or can be displayed in the form of images, lines, circles and bars.
2. Tabulation, tabulation is the process of placing data in tabular form by creating tables containing various data in accordance with the needs of research analysis.
3. Presentation of frequency tables, frequency tables are one form of presentation of data made so that the data that has been collected are presented in the form of clear and good tables so as to get an

overview of the situation of the research results.

4. Presentation of contingency tables, contingency tables are used to analyze and determine the relationship of one variable with other variables.

5. Technically the data data will be presented in narrative text, tables, photos, and charts.

### Conclusion Withdrawal / verification

Conclusion / verification is the final activity of data analysis. The data presented previously is very likely to be drawn conclusions. However, if researchers still feel inadequate with the results of the study, then it can be done by collecting data from the beginning, this is what is meant by verification.

Conclusions will be drawn later in the form of interpretation activities that find the meaning of the data that has been presented. In other words, drawing conclusions in this study will be carried out inductively.

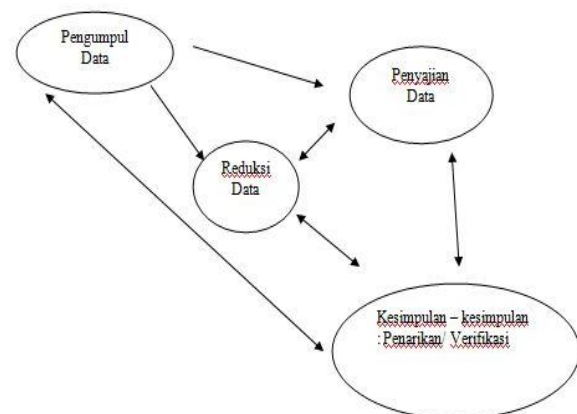


Figure 1. Components of data analysis: Interactive Model (Matthew and Huberman, 1992)

## RESULT

### The Role of HIPMI Management in Padangsidempuan City in Increasing Young Entrepreneurial Interest

The role becomes a bridge between the interests of individuals or groups in society with the government to fill the role that is not carried out by the government in social development or citizenship education, carrying out its own activities without

government interference. In democratic countries, community organizations are not controlled by the government and in many cases need to advocate for the government to be more accountable for its policies and actions.

HIPMI has made up its mind to grow a cluster of new, middle-class entrepreneurs who are added value, synergize and with dignity. This new medium-sized business cluster is a cluster of entrepreneurs who have the ability to create value, be innovative, be professional, focus and hold normative values in conducting their business. This cluster was born from the HIPMI forging process so that it becomes a mature and resilient entrepreneur - Entrepreneurs who move up from small to medium entrepreneurs and from local entrepreneurs to national.

The role of HIPMI in increasing entrepreneurial interest in the younger generation in the City of Padangsidempuan is to hold a number of trainings. HIPMI has conducted a number of motivational training and seminars. This motivational training and seminar aims to make young people understand the ins and outs of the world of entrepreneurship. The role of HIPMI in developing young business spirit is in accordance with the organization's vision and mission. Starting from the role of motivator (motivating) entrepreneurship to the younger generation, the role of the trainer (educator) provides important entrepreneurial material to prospective entrepreneurs in the form of training, seminars to a workshop.

1. Entrepreneurship Seminar which aims to provide knowledge about entrepreneurship to HIPMI members in Padangsidempuan City. This seminar was deemed necessary because in addition to providing knowledge, this seminar could also strengthen the commitment of new members of the HIPMI Padangsidempuan City in order to stay afloat in the HIPMI of Padangsidempuan City. One of the seminars was the Entrepreneurship

Seminar that was held at Graha Nusantara Padangsidempuan University (UGN). The seminar aimed at realizing millennial generation with an entrepreneurial spirit. The seminar was held at Campus III, UGN hall, Jalan H T Rizal Nurdin, Sihitang, Padangsidempuan, Thursday (2/14/2019). The national seminar on entrepreneurship raised the theme 'UGN Penegeerian, in building millennial with the character of entrepreneurship'. This activity presented a guest speaker of Jolo Coffee owner, Bobby Afif Nasution, Chairman of the BPP HIPMI Bahlil Lahadalia and millennial artist Chaca Frederica. In the seminar, Chairman of the DPP HIPMI Bahlil Lahadalia as the resource person said, to become entrepreneurs is not only owned by the children of the rich or the children of officials, but everyone can become entrepreneurs depending on all of you.

2. Branch Education and Training held in collaboration with DPC HIPMI Padang Lawas. This training was held at Tor Sibohi Hotel, Sipirok, South Tapanuli, Friday (3/4/2018). The event was attended by 52 young entrepreneurs who were creative and competitive in reviving the regional economy.
3. Organizing a Prospective Investor Forum. This event was held at the Mega Permata Padangsidempuan Hotel Hall. In the event, HIPMI of Padangsidempuan City directed the young generation to invest in the capital market. According to HIPMI, Padangsidempuan City, being an entrepreneur does not only go through the real sector, but also through the financial sector. The event also presented speakers such as M. Pintor Nasution (Head of the Indonesian Stock Exchange in Padangsidempuan, and Darmin CIMBA (Head of Padangsidempuan Securities Panin) and in collaboration with HIPMI Padangsidempuan, Indonesian Stock

Exchange Padangsidempuan, and Panin securities Padangsidempuan.

4. Hold a Tabagsel Festival - once a year at Alaman Bolak Padangsidempuan City which aims to provide reinforcement for Micro and Small Business Products to develop its business and development so that it can get support from various parties including the government to promote its products not just in the regions. but to the national scene.

The Entrepreneurship Education Program implemented by BPC HIPMI of Padangsidempuan City aims to motivate young people to become entrepreneurs. The main target of BPC HIPMI in Padangsidempuan City is among the students, because the biggest unemployment comes from tertiary institutions. Their mindset must be changed so that after finishing college they don't only think about looking for work because the number of available jobs is very limited, as a result many graduates from tertiary institutions become unemployed. Therefore students are invited to become entrepreneurs, because by becoming entrepreneurs they will get their own income. Being an entrepreneur is not difficult, as long as there is a will and continuing to learn is the main capital to become an entrepreneur.

Based on the data above, many are interested in entrepreneurship, but only a few are trying to open a business. Based on interviews with BPC HIPMI of Padangsidempuan City, they said that there were indeed many people who were interested in becoming entrepreneurs, but not many dared to start the business because of many factors, including capital and human resources. Many of them make capital the main factor in opening a business. Capital is important in business, but there are many ways you can do to get capital as long as there is a clear business plan and good human resources they can submit business proposals. Today there are many government programs to provide capital assistance to novice entrepreneurs, only those who do not want to try and lack

of learning. If seen from the various roles of administrators of the Indonesian Young Entrepreneurs Association, the Padangsidempuan City Branch Management Board in increasing entrepreneurial interest for the younger generation is divided into five roles, namely: dynamic, catalyst, motivator, innovator and evaluator. Based on the results of the study, the role of the management of HIPMI Padangsidempuan City is as follows:

**Table 1. Crosstab Roles, Education and Informant Position**

Item	Education And	Role					Total
		D	K	M	I	E	
Last education	Position	-	-	-	-	-	-
		-	-	-	-	-	-
	Elementary school	-	1	-	-	-	1
	Middle School	1	-	-	-	1	2
	High school	3	1	3	1	4	12
	Diploma	-	-	-	-	1	1
Position	S1	4	2	3	1	6	16
	S2 / S3	1	-	-	-	-	1
	amount	-	1	-	-	-	1
	Chairman	1	-	-	-	-	1
	general Secretary	2	1	3	1	6	13
	Total	4	2	3	1	6	16

Source: Primary Data (2019)

Note:

- D = Dynamic
- I = Innovator
- K = Catalyst
- E = Evaluator
- M = Motivator

Based on the data above, the majority of informants were evaluators, namely 6 people or 37.5%. While the minority of informants acted as innovators, with only 1 person or 6.25%. There are 4 informants who act as dynamists or 25%. While the informants who served as catalysts totaled 2 people or 12.5%. There are 3 informants who act as motivators or 18.75%.

From the above crosstab in terms of education, the role of the evaluator is filled by administrators who have an S1 degree. According to the writer, the management of S1 educated people should be more suitable to fill the role as an innovator because in entrepreneurship the role of the innovator is the most important role. Meanwhile, the most important role of the innovator is only filled by one administrator who has an undergraduate degree. Meanwhile administrators who have S2 / S3 degrees

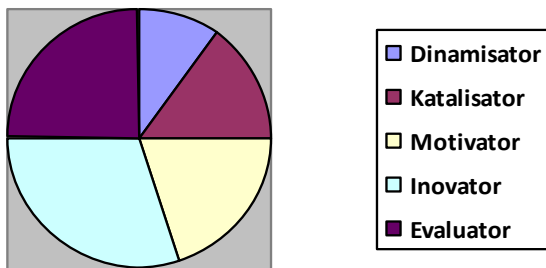
actually act as evaluators. Highly educated administrators instead act as evaluators and not innovators. When viewed from the importance of the role of the five types of roles, the innovator is precisely the most important role. But on the contrary, very few HIPMI administrators in Padangsidempuan City were able to play the role of innovators. The following is a percentage of the importance of each of these roles.

**Table 2. Percentage of the Importance of Role Sharing**

Role Type	Percentage of importance of role
Dynamist	10
Catalyst	15
Motivator	20
Innovator	30
Evaluator	25
Total	100

Source: Observation Results in the Field

If drawn with a pie chart, the percentage of roles is. It appears that the innovator's role has the most circular plane. In other words in HIPMI, Padangsidempuan City, the role of the innovator is the most important Role



**Figure 2. Circle Diagram of Percentage of Role of HIPMI Management in Padangsidempuan City**

The roles carried out by these five roles include:

**1. The role of the dynamist**

Dynamicers are people who play a role in moving others to work on programs that are in accordance with organizational policies. Dynamicers are usually filled with people who have a leadership spirit. From the results of filling in an open questionnaire from the HIPMI management informants in Padangsidempuan City, the role of HIPMI Padangsidempuan dynamism dynamics included:

- a. Play an active role in entrepreneurship training programs by creating training that is honing interest and informing about entrepreneurship, including: entrepreneurship seminars, entrepreneurship training for members of HIPMI, Padangsidempuan City and the general public
- b. To foster a creative and innovative organizational culture with the principles of togetherness and family. For example, by holding meetings and often gather and discuss the entrepreneurship development of HIPMI members in Padangsidempuan City and the development of entrepreneurship nationally.
- c. Mobilizing the potential of human resources in paving the way to reduce unemployment because human resources are the most important thing in developing entrepreneurship in the City of Padangsidempuan

**2. The Role of the Catalyst**

A catalyst is a person who always increases the use of all available human resources, tries to give a reaction that gives enthusiasm and working power as fast and as much as possible, and always appears as a pioneer and a carrier of change. Following are the roles of catalysts in HIPMI, Padangsidempuan City.

- a. Conduct participatory entrepreneurship development planning based on the potential of the younger generation. One proof is the frequent holding of entrepreneurship training.
- b. Encourage young people to open up jobs. The trick: by inviting the younger generation to open a business or entrepreneurship.
- c. Conduct training in an effort to increase work income because training can improve entrepreneurial skills (abilities) so that participants can increasingly know how to manage products and marketing.

**3. The Role of a Motivator**

Motivator is a person who is able to provide encouragement to members so that

members are eager to carry out program activities. The role of motivator is really needed if the condition of the organization is sluggish or not passionate. The following are a number of motivator roles in HIPMI in Padangsidempuan City:

- a. Creating jobs is better than finding jobs because creating jobs can benefit many people and can also have a major impact on the country's economy as a whole. Besides opening up employment opportunities have a greater opportunity than finding work.
- b. Provide motivation to get the highest education. For example by holding a seminar on the importance of education
- c. Give motivation to get high income. The way to do this is by conducting guidance and supervision of new entrepreneurs, especially for those who have just joined the HIPMI of Padangsidempuan City.

#### 4. The Role of Innovators

Innovators are people who are able to make new breakthroughs for the progress of an organization. Innovators are usually creative people who are able to come up with brilliant ideas. In business organizations, especially entrepreneurship such as HIPMI, the role of innovators is needed. Following are the roles of innovators in HIPMI, Padangsidimpua City:

- a. Creative and innovative thinking to increase economic added value. The way to change is the mainset (thinking power) that creativity and innovation are the most important factors in developing entrepreneurship.
- b. Youth have ideas and ideas to create jobs. For example by continuing to hone the ability of creativity and ideas so that more can increase business so they can create jobs.
- c. Youth have ideas and ideas to improve the competitiveness of HR. For example, by continuing to improve ideas and ideas so that the products produced can be better than other people's products.

#### 5. Role of the Evaluator

Evaluators are people who are tasked with providing assessments and evaluations regarding the implementation of programs and activities in an organization. In an organization that is not an exception to HIPMI, the role of the evaluator actually does not need to be filled by many people. Evaluators should be filled by people who do have high positions. Following are the roles of evaluators in HIPMI, Padangsidempuan City:

- a. Supervise the HIPMI program related to entrepreneurship. Examples of processes that are supervised are training programs to run as desired.
- b. Conduct an assessment in increasing revenue. For example, by giving an assessment to the company / own business. The company is for example a culinary business.
- c. Facilitating bureaucratic permits for young entrepreneurs is very important for the government. You do this by helping HIPMI members in Padangsidempuan City to arrange business licenses such as SIUP, TDP, NPWP. Because this permit is needed to get capital.

Before the role of HIPMI in Padangsidimpuan City, a number of entrepreneurs in Padangsidimpuan City did not have too many relationships. Some of them only have relationships of 1-5 people. However, since joining HIPMI in Padangsidimpuan City and the role of HIPMI in Padangsidimpuan City, the number of their relations has increased. For example, previously their relationship was only 5 people, but since joining HIPMI in Padangsidimpuan City, the number of their relationships could reach up to 10 people. Meanwhile, the role of HIPMI of Padangsidimpuan City also increased the number of entrepreneurs in Padangsidimpuan City. For example in 2017, there were 397 MSMEs in Padangsidimpuan City. Whereas in 2018, the number will increase to 503 businesses. (Data of the Office of Cooperatives and SMEs Padangsidimpuan City Government).



One of the reasons for the increase was due to the role of HIPMI in Padangsidempuan City which recruited members from among young students and entrepreneurs. Regarding the increased interest in entrepreneurship in the City of Padangsidempuan can be seen from the number of entrepreneurs in the City of Padangsidempuan. Based on HIPMI data in Padangsidempuan City in 2016, the number of entrepreneurs in Padangsidempuan City numbered around 3,265 people. In 2017, the number experienced an increase of 3,327 people, from the number of entrepreneurs being the younger generation. (HIPMI Data of Padangsidempuan City 2018).

Qualitatively, this increase in interest cannot be measured except in a quantitative way by looking at the number of entrepreneurs in Padangsidempuan City. Increased interest in entrepreneurship of the younger generation in Padangsidempuan City will automatically increase the number of entrepreneurs in Padangsidempuan City. This cannot be denied, although indirectly the role of HIPMI in Padangsidempuan City has also succeeded in increasing entrepreneurial interest in Padangsidempuan City. In fact, HIPMI is an entrepreneurial-based organization that often holds entrepreneurship seminars and training for young people. Not a few of the young generation who later decided to become entrepreneurs after attending seminars and training conducted by HIPMI, Padangsidempuan City. (Interview with the Chairman of HIPMI, Padangsidempuan City).

### **Inhibiting Factors for the Implementation of the HIPMI Entrepreneurship Program in Padangsidempuan City**

In this section the researcher will discuss the inhibiting factors in the implementation of the BPC HIPMI Entrepreneurship Program in the City of Padangsidempuan in increasing interest in youth entrepreneurship in the City of Padangsidempuan. Based on the results of

interviews with the organizers of the HIPMI Padangsidempuan City, the factors that became obstacles in the implementation of the HIPMI entrepreneurship program in Padangsidempuan City included:

1. Many administrators are not active in this organization so the planned program is running less optimally.

The management who is not active in the HIPMI of Padangsidempuan City is one of the inhibiting factors in the implementation of the HIPMI program in Padangsidempuan City. Inactive administrators hampered the planned program. The inactive management automatically makes the process of coordination in the implementation of the planned program slightly hampered.

This was stated by the Chairman of the HIPMI of Padangsidempuan City, M Iqbal Harahap:

*"In my opinion, the factor that hinders the implementation of the HIPMI entrepreneurship program in Padangsidempuan City is that there are not many active administrators. Most of them are busy with their respective businesses. Sometimes it is rather difficult to get together. Sometimes one can get together but others cannot gather it can be difficult. When it comes to program problems, there are already lots of them. Each person has a plan, yes, this is it. But sometimes it's just a plan because there aren't many active management".*

2. Lack of funding will result in programs that run less than the maximum.

The funding factor is the next factor which becomes an obstacle in the implementation of the HIPMI program in Padangsidempuan City. Sometimes programs that are planned have to be dispersed because of funding problems. Funding is also an obstacle in developing the business of HIPMI members in Padangsidempuan City. Sometimes when they want to develop a business, HIPMI members in Padangsidempuan City struggle. This condition was agreed by the Head of the HIPMI Economy, Finance and Banking Padangsidempuan Iskandar Muda:

*"In my opinion, the problem is funding. Sometimes if we want to hold an event or seminar, we still have financial difficulties. Sometimes cash becomes. Sometimes we still have financial difficulties. Our business is already large. Sometimes it is constrained by funding problems. we made a lot. It seems like we formed a partnership with the bank, the government. We also looked for investors. But sometimes that's how it is. Sometimes it's not good at managing finances either. "*

3. Lack of maximum supervision / assistance is carried out so that many entrepreneurs who try to open a business fail and stop running their business.

The lack of maximum supervision / assistance is one of the factors which hinders the implementation of the HIPMI program in Padangsidempuan City. Due to lack of supervision and assistance, many entrepreneurs fail and do not want to continue their business. Sometimes many entrepreneurs who are laymen and just beginning to run a business, suddenly stop when they fail because of lack of assistance. In fact, supervision and assistance is urgently needed for entrepreneurs. Padangsidempuan HIPMI management cannot just close their eyes when there are novice entrepreneurs who need assistance and supervision. Not immediately recruited, then when it fails, the board of HIPMI of Padangsidempuan City. If this condition continues, the future interest of the younger generation to become entrepreneurs will decrease.

This condition was apparently agreed by a board of HIPMI Padangsidempuan City through the Deputy General Secretary, Arifin Hidayat:

*"One of the factors that hinders our program, in my opinion, is because of the lack of assistance and our supervision of this member. Sometimes you are the member, need assistance. Sometimes the person's mentality is down, so it needs assistance. Sometimes if it's not given assistance it's difficult "They have progressed. If they fail, sometimes they just*

*give up. If there are a lot of our program problems. Almost every month we have program plans or activities. Already there are also many of our channels or links when carrying out activities. Sometimes in our hotels for our events. If we talk about capital, we have helped members who are struggling with funds, we already have links with banks, governments, SME cooperative agencies and large companies. Sometimes they also want to give loans. If the problem is capital, God willing, members have no difficulty getting it aid funds.If the problem is opening up SMEs in the City of Padangsidempuan, there really isn't any obstacle, the obstacle is within ourselves. Our biggest h is ourselves. If you can already master yourself, God willing, that's easy."*

4. Human resources are still lacking in providing entrepreneurship training so that it often brings paid trainers / speakers. The next factor that has become an obstacle for the HIPMI program in Padangsidempuan City is the lack of HIPMI cadres in Padangsidempuan City who are able to become trainers or speakers. This condition sometimes makes the HIPMI of Padangsidempuan City have to look for external speakers or trainers. This certainly makes HIPMI the City of Padangsidempuan have to spend more money. Because after all to bring in an external speaker or trainer would require funding. This condition is one of the problems in the regeneration process within the HIPMI of Padangsidempuan City. It was noted that not many management and HIPMI members of Padangsidempuan City were able to be speakers at their training events.

This condition was conveyed by the General Secretary of HIPMI of Padangsidempuan City, M Yunus Hutasuhut:

*"The main obstacle that impedes our programs is that not many of our cadres can become public speakers. Most often it is Bang Iqbal. I don't think that even 5 HIPMI members in Padangsidempuan City can be*

speakers. Sometimes we have to find outsiders. also to be a speaker, and the honorarium is not small, while our cash is limited, sometimes it is 'torn' from private funds. Our program is actually a lot. Each meeting, there is this plan, that plan, a lot actually. the speaker, sometimes it becomes a problem, sometimes the program is almost fixed, because no one is ready to be a speaker, it fails again, it is also difficult, we admit that our regeneration process runs less smoothly. Sometimes we use cash, sometimes there are members who lack funds for business, we volunteer to help, we also work with banks and the government, but sometimes it's unclear. The problem with raising MSMEs in Padangsidempuan City is actually in many ways. Love capital, love training plus the interest of the person, surely the business will be big. Sometimes the main problem is with that person ".

5. There are still expensive activities that make young people who want to attend entrepreneurship seminars / training discourage because they do not have / lack of money.

Another problem that has hampered the implementation of the HIPMI program in Padangsidempuan City is the paid seminar held by the HIPMI of Padangsidempuan City. Sometimes the HIPMI of Padangsidempuan City wants to increase the interest of the younger generation for entrepreneurship, but on the other hand the HIPMI of Padangsidempuan City is underfunded so they make a costly seminar. Sometimes this paid seminar actually becomes an obstacle to the HIPMI program in Padangsidempuan City. Not a few young generation who suddenly discouraged due to a paid seminar set by HIPMI Padangsidempuan City.

This was conveyed by Organizational and Cadreization elements, Fadlyka HS Harahap:

*"In my opinion, the problem that hinders the Padangsidempuan HIPMI program is the issue of paid seminars. These paid seminars sometimes become a problem too. Because there are not many who want to pay. They*

*also have problems. Programs to increase the generation of young people, one of them is with training Most seminars and training, but it was paid seminars, so not many people want to participate, like things are going wrong, I want to find members, but for paid seminars too, if the problem is to help members who lack funds, sometimes from management financial assistance. Sometimes the finance department also helps members who lack funds. The constraints of Padangsidempuan MSMEs are mostly capital problems, in my opinion. Sometimes they have interests and intentions, but there is no capital, so they don't open businesses. I think that's the problem. "*

#### **HIPMI Padangsidempuan Management Strategy in Developing Young Entrepreneurs**

The strategy undertaken by HIPMI City to develop young entrepreneurs is other activities that are product promotion. Following are the promotion and funding activities carried out by HIPMI, Padangsidempuan City. This is as conveyed by the Chairman of the HIPMI Padangsidempuan City, M Iqbal Harahap:

*"When asked about the strategy of HIPMI management in Padangsidempuan City, there are actually a lot. For example, we make promotional events. Usually we have a lot of cooperation with RAU FM radio stations. RAU FM usually helps marketing HIPMI members"*

Based on information, the collaboration program conducted by HIPMI of Padangsidempuan City with RAU FM was an inspirational chat with the owner of RAU FM, one of the local radio stations in Padangsidempuan City. In the chat, HIPMI of Padangsidempuan City discussed media promotion of all forms of business and young entrepreneurs of Padangsidempuan Millennial along with the owner of the RAU FM. In the program, the owner of RAU FM radio, Faisal was pleased and proud of the mindset of millennials who joined HIPMI who increasingly understood to use the media to carry out promotions.

Then the next step is to attract the interest of the younger generation, especially students, for entrepreneurship. This method is carried out so that HIPMI of Padangsidempuan City is not only known among the elite, but also known to the campus community. With the increasingly well-known HIPMI of Padangsidempuan City within the student environment, the growing young entrepreneurs in the HIPMI of Padangsidempuan City. This was stated by the Chairman of the HIPMI Padangsidempuan City, M Iqbal Harahap:

*"The way we attract the interest of the younger generation, especially entrepreneurs, we make events that work in partnership with the campus. Sometimes the event is free. For example, last month, we made an event at UGN Padangsidempuan. entrepreneurship, so when the person is finished, they no longer expect to find work".*

One form of the event that had been held by HIPMI of Padangsidempuan City was when the "HIPMI National Seminar Discusses Graha Nusantara University in Padangsidempuan became a State University". The seminar was held free of charge. In the event, the management of HIPMI Padangsidempuan, will embrace all elements of society, especially the milineal in building the character of entrepreneurship. Entrepreneurship is very important in the current millineal era. The point is to build an entrepreneurial spirit that aims to bridge the gap between science and market capabilities.

The next strategy to increase the interest of the younger generation in the City of Padangsidempuan to become entrepreneurs is to provide training and seminars. This training and seminar is the most frequently done effort so that more and more young people are interested in entrepreneurship. In the beginning, the organizer of HIPMI of Padangsidempuan City made a seminar and training event without paying or free. In fact they will also be given a charter later. This was stated by the Chairman of the HIPMI Padangsidempuan City, M Iqbal Harahap:

*"Our strategy is to increase the interest of the young generation of Padangsidempuan City so that they want to become entrepreneurs, we make free seminars or training. Sometimes it is free, we give certificates again. We also promise to them that later we will become HIPMI members. We will definitely guide them. senior management. With so many coming in. But sometimes there are those who are interested in opening a business. But there is no capital. If so, we help. Sometimes we look for help to banks, cooperatives."*

As previously explained, there have been many seminars and trainings conducted by the HIPMI administrator of Padangsidempuan City. This is solely aimed at fostering entrepreneurship in the City of Padangsidempuan, especially the younger generation. The seminar and training that was held by HIPMI of Padangsidempuan City was not only internal but also external. The next step to find out the strategy of HIPMI management in Padangsidempuan City to develop young entrepreneurs, can be done using SWOT analysis (Strength, Weakness, Opportunity and Threat). SWOT analysis is an analysis used to look at a company's strategy by combining internal factors with the company's external factors.

Following is the SWOT analysis of the strategy of HIPMI management in Padangsidempuan City to develop young entrepreneurs.

#### 1. Strength

- a. HIPMI Padangsidempuan City has many relations, both with the government and private parties. HIPMI Padangsidempuan City has advantages in terms of relations. HIPMI of Padangsidempuan City often cooperates with government institutions, for example the Cooperative Office of MSMEs, banks to radio stations. This relationship will certainly help HIPMI programs in Padangsidempuan City in developing young entrepreneurs. Especially in terms of marketing and capital.

- b. HIPMI Padangsidempuan City often does social activities. This is an advantage of HIPMI of Padangsidempuan City because with this social activity, the image of HIPMI of Padangsidempuan City as an organization that cares about social activities will begin to emerge in the minds of the community. The social activities carried out by the HIPMI of Padangsidempuan City include social service activities and breaking the fast together with the poor and orphans.
  - c. Padangsidempuan City HIPMI education and training program is more focused on practice than theory. This is an advantage of HIPMI in Padangsidempuan City because in the education and training program, what is needed is practice rather than theory. One of the training programs conducted by HIPMI in Padangsidempuan City is a visit and working practices at the Martabe Gold Mine in South Tapanulis Regency. The program aims to establish a partnership between HIPMI in Padangsidempuan City and PT Agincourt Resources as manager of the Martabe Gold Mine.
2. Weakness
    - a. There are not many HIPMI members and management of Padangsidempuan City who are active in the HIPMI activities of Padangsidempuan City. One of the weaknesses of HIPMI of Padangsidempuan City is that there are not many active members in the management of HIPMI of Padangsidempuan City. There are around 30 people from Padangsidempuan City HIPMI Board of Directors with 50 members. But the number of active management is only half. Likewise with the number of active members whose numbers do not reach half. This is a disadvantage of HIPMI in Padangsidempuan City because it can cause delays in the implementation of the HIPMI program in Padangsidempuan City
    - b. HIPMI Padangsidempuan City has a lot of planning activities and programs. But the activities and programs that were realized were not many. The management of HIPMI in Padangsidempuan City has many plans and program activities. However, not many of these plans can be realized. That is why the goals of the Padangsidempuan HIPMI City are difficult to carry out. Actually, the HIPMI activity program of Padangsidempuan City has been launched every month. But sometimes the program can be realized only 3 or 4 months.
    - c. HIPMI of Padangsidempuan City sometimes lacks funds to hold activities and programs and to develop the businesses of its members. This is a problem that is often experienced by HIPMI Padangsidempuan City. Sometimes the planned program of activities is difficult to realize because of lack or lack of capital.
  3. Opportunity
    - a. The government disbursed a lot of aid funds for MSME entrepreneurs. This is an opportunity because with the large amount of aid given by the government to MSME entrepreneurs, the HIPMI members of Padangsidempuan City who are entrepreneurs can take advantage of this assistance to get venture capital. The more capital gained, the more planning can be done so that the efforts of HIPMI members in Padangsidempuan City can grow. It is recommended that HIPMI members of Padangsidempuan City take advantage of this opportunity.
    - b. The development of information technology is rapidly increasing. This can be used as an opportunity for HIPMI members in Padangsidempuan City because the development of increasingly developing information technology can be utilized in terms of marketing. For example by using social media such as Facebook, Instagram, Youtube, Twitter as a tool to promote products. HIPMI of

Padangsidempuan City should take advantage of this opportunity for social media development as a promotional media.

- c. Increasing numbers of companies are using Corporate Social Responsibility (CSR) funds to help MSME entrepreneurs. Just like the government that disbursed greater capital for MSME entrepreneurs, companies that disbursed CSR funds for MSMEs will also further enhance the development of MSMEs. This CSR fund can be utilized by HIPMI members in Padangsidempuan City to further develop the business of its members. Especially so far, capital problems have become a major problem in developing the business of HIPMI members in Padangsidempuan City.
4. Threat
- a. More and more entrepreneurs with similar products can become HIPMI

members in Padangsidempuan City. This is certainly the hardest threat to HIPMI members of Padangsidempuan City. Competitors are always a scourge in business development. Moreover, competitors with similar products. The more competitors with similar products, the higher the threat faced by HIPMI members in Padangsidempuan City.

- b. Transportation access is sometimes difficult in Padangsidempuan City. The topography of Padangsidempuan City which is dominated by the highlands can be one of the threats in developing a business. Moreover, sometimes the number of damaged roads in Padangsidempuan City is an obstacle for HIPMI members of Padangsidempuan City to market their products to other regions.

**Table 3. SWOT Table of HIPMI Strategy in Padangsidempuan City**

Environment	Aspect	Description
Internal	<i>Strength</i>	HIPMI Padangsidempuan City has many relations, both with the government and private parties. HIPMI Kota Padangsidempuan often carries out social activities. The HIPMI education and training program in Padangsidempuan City is more focused on practice than theory.
	<i>Weakness</i>	Not many HIPMI members and management of Padangsidempuan City are active in HIPMI activities in Padangsidempuan City. HIPMI Padangsidempuan City has a lot of planning activities and programs. But the activities and programs that were realized were not many. HIPMI Padangsidempuan City sometimes lacks funds to hold activities and programs and to develop the businesses of its members.
External	<i>Opportunity</i>	The government disbursed a lot of aid funds for MSME entrepreneurs. The development of increasingly rapid information technology. More and more companies are using Corporate Social Responsibility (CSR) funds to help MSME entrepreneurs.
	<i>Threat</i>	Increasing numbers of entrepreneurs with similar products can become HIPMI members in Padangsidempuan City. Transportation access which is sometimes difficult in Padangsidempuan City ..

Source: Observation Results in the Field

**Table 4. Results of SWOT Calculation Internal Aspects of HIPMI Strategy in Padangsidempuan City**

No	<i>Strength</i>	Score	Weight	Total
1	HIPMI Padangsidempuan City has many relations, both with the government and private parties.	0,2	3	0,6
2	HIPMI Padangsidempuan City often does social activities.	0,1	2	0,2
3	Padangsidempuan City HIPMI education and training program is more focused on practice than theory.	0,3	4	1,2
<i>Weakness</i>				
1	There are not many HIPMI members and management of Padangsidempuan City who are active in the HIPMI activities of Padangsidempuan City	0,2	4	0,8
2	HIPMI Padangsidempuan City has a lot of planning activities and programs. But the activities and programs that were realized were not many	0,1	2	0,2
3	HIPMI Padangsidempuan City sometimes lacks funds to hold activities and programs and to develop the businesses of its members	0,1	2	0,2
Total Internal Factors		1		3,2
Total Strength				2,0
Total Weaknesses				1,2
X = total strength (S) - difference in total weakness (W) = 2.0 - 1.2 = 0.8				

Source: Observation Results in the Field

After describing the SWOT analysis of the Padangsidempuan HIPMI strategy, the quantitative SWOT analysis was calculated. This is intended to be known with certainty the real position of the organization. The following are the results of the quantitative calculation of the SWOT analysis of the HIPMI strategy of Padangsidempuan City:

Based on the internal aspects of SWOT calculation, the value of the HIPMI strategy in Padangsidempuan City is positive. That means the strength of the HIPMI strategy of Padangsidempuan City is still superior when compared to the

weaknesses of HIPMI of Padangsidempuan City. This calculation aims to see the extent of the advantages between the strengths and weaknesses of HIPMI in Padangsidempuan City. From the results above, the difference is not too far away. This means that the value advantages of strengths are not far adrift with the weaknesses of HIPMI in Padangsidempuan City. Next is calculating the external aspects. For external aspects, the calculated components are opportunity and threat. For detailed calculations, can be seen in the table below:

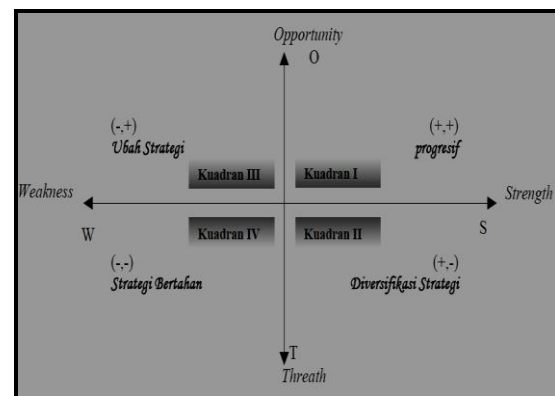
**Table 5. Results of SWOT Calculation External Aspects of HIPMI Strategy in Padangsidempuan City**

No	Opportunity	Score	Weight	Total
1	The government disbursed a lot of aid funds for MSME entrepreneurs.	0,3	3	0,9
2	The development of information technology is rapidly increasing.	0,2	2	0,4
3	Increasing numbers of companies are using Corporate Social Responsibility (CSR) funds to help MSME entrepreneurs	0,2	2	0,4
<i>Threat</i>				
1	More and more entrepreneurs with similar products can become HIPMI members in Padangsidempuan City	0,2	4	0,8
2	Transportation access is sometimes difficult in Padangsidempuan City	0,1	2	0,2
Total External Factors		1		2,7
Total Opportunities				1,7
Total Threats				1,0

$Y = \text{total chance (O)} - \text{difference in total threat (T)} = 1.7 - 1.0 = 0.7$   
Source: Observation Results in the Field

Based on the results of the external aspect SWOT calculation, the value of the HIPMI strategy in Padangsidempuan City is positive. It means that the opportunity of the HIPMI strategy of Padangsidempuan City is still superior when compared to the threat of HIPMI of Padangsidempuan City.

The next step is to look at the continuity of the HIPMI strategy in Padangsidempuan City through the SWOT sanctuary. This SWOT awareness aims to determine the type of strategy that is suitable to be applied by the HIPMI of Padangsidempuan City. This type of strategy is obtained after calculating the internal and external factors of the SWOT analysis. For an explanation, it can be seen in the awareness below:



**Figure 3. Quadrant SWOT Strategy**

Based on the results of the SWOT assessment of the HIPMI strategy of Padangsidempuan City, it was found that the internal factors were of less value compared to external factors. That is, the internal factors of the HIPMI marketing strategy of Padangsidempuan City have not been able to surpass the external factors of the HIPMI City of Padangsidempuan strategy so that if there are serious problems and an increase in internal factors, the external factors are able to deal with it. In this case external

factors are more relied on in the HIPMI strategy of Padangsidempuan City.

From these results it was also found that both were positive. From these results it was found that the results of the SWOT calculation showed quadrant I position. Quadrant I indicated that the HIPMI of Padangsidempuan City was still strong in dealing with the problems faced. The recommended strategy given is a progressive strategy, meaning that HIPMI in Padangsidempuan City is still considered strong and able to face a number of severe challenges, but the strategy needs to be improved so that the HIPMI of Padangsidempuan City is able to face a number of problems in the future.

The progressive strategy or improvement strategy undertaken by HIPMI in Padangsidempuan in the opinion of the author is:

- a) Improve the quality and quantity of HIPMI events in Padangsidempuan City. For example increasing the training events and seminars HIPMI Padangsidempuan City.
- b) Increasing the number of relations that can be invited by HIPMI in Padangsidempuan City.
- c) Increase product marketing so that the products produced can be known by the public.

Then the SWOT matrix is formed. The following is a SWOT matrix of the HIPMI Strategy of Padangsidempuan City.

**Table 6. Combination of Internal and External Aspects of SWIP Strategy in the City of Padangsidempuan**

Internal Factors / External Factors	<i>Strength (S)</i>	<i>Weakness (W)</i>
<i>Opportunity (O)</i>	SO Strategy: Relationship strategies, social activities and training by utilizing MSME assistance funds from the government, private sector CSR and technological development	WO Strategy: Strategies to increase the activeness of the management, planning and efficient use of organizational funds by referring to government, private and technology assistance funds.
<i>Threat (T)</i>	ST Strategy: Relationship strategies, social activities and education and training by considering competitors and transportation access	WT Strategy: Strategies to increase the activeness of the management, planning and efficient use of organizational funds by referring to competitors and access to transportation

Source: Observation Results in the Field

**From the table above we find the SW**

OT matrix results from the HIPMI strategy of Padangsidempuan City in developing young entrepreneurs in Padangsidempuan City, as follows:

- a. **Relationship strategies, social activities and training by utilizing MSME assistance funds from the government, private sector CSR and technological development.**

The results of this SWOT matrix arise from a combination of strength and opportunity aspects. The strength aspect has actually become the superior strategy of the HIPMI strategy of Padangsidempuan City. By combining strength and opportunity aspects, the marketing strategy of HIPMI in Padangsidempuan City has clear goals and combinations. From the results of a

combination of strength and opportunity from the HIPMI strategy of Padangsidempuan City, relations, social activities and training programs emerged by utilizing MSME assistance funds from the government, private sector CSR and technological development. From this it is clear that the relations strategy, social activities and training with the HIPMI strategy of the City of Padangsidempuan have a clear combination of combining it with grants from the private government and technological development. Moreover, the problem of marketing and funding is one of the problems in developing entrepreneurs in the City of Padangsidempuan. Funds from the government and the private sector can be used by HIPMI of Padangsidempuan City to conduct business development, training



and seminars. Whereas information technology can be utilized in the marketing process. Strategi meningkatkan keaktifan para pengurus, *planning* dan efisiensi penggunaan dana organisasi dengan berpedoman pada dana bantuan pemerintah, swasta dan teknologi.

**b. This strategy arises from the results of the SWOT matrix between aspects of weakness and opportunity.**

In the SWOT matrix the weakness aspect which incidentally is a weakness of the Padangsidempuan HIPMI strategy can be improved so that it becomes better and more beneficial for the HIPMI of Padangsidempuan City. Besides that, aspects of weakness that have been improved and combined with aspects of opportunity will no longer be a weakness in the HIPMI strategy of Padangsidempuan City. The activeness of HIPMI management in Padangsidempuan City, program planning and the efficient use of funds which incidentally is a weak point of the HIPMI strategy of Padangsidempuan City can be improved by combining it with opportunity. Then came the strategy to increase the activeness of the management, planning and efficient use of organizational funds by referring to government, private and technology aid funds. Grants from the government and the private sector can be used to further activate the HIPMI program in Padangsidempuan City. That way the management of HIPMI of Padangsidempuan City can be active by itself. In addition, technologies such as social media can also be used to promote and publicize the HIPMI program in Padangsidempuan City.

**c. Relationship strategies, social activities and education and training by considering competitors and transportation access.**

This strategy arises from the combination of strength and opportunity aspects of the HIPMI strategy of Padangsidempuan City. From the combination of strength and opportunity aspects, relations, social activities and training will emerge, taking into account competitors and transportation

access. This emerging strategy has a clear combination. With this strategy, HIPMI of Padangsidempuan City could consider more useful programs as an anticipatory step towards competitors and transportation access. For example, organizing training and education programs that increase marketing and product innovation. In addition, if you are carrying out a program of activities, you should consider whether transportation access is easy to reach by trainees or not.

**d. Strategies to increase the activeness of the management, planning and efficient use of organization funds by referring to competitors and transportation access.**

This strategy is the result of a combination of aspects of weakness and opportunity. From this combination, strategies emerged to improve the activeness of the management, planning and efficient use of organizational funds by referring to competitors and access to transportation. Issues of activeness of the management, planning program and efficiency of organizational funds which have been a weakness of the Padangsidempuan HIPMI strategy can be developed by considering HIPMI competitors in Padangsidempuan City and transportation access. With this combination of strategies, it is hoped that there will be no more weak points in the HIPMI strategy of Padangsidempuan City and can have a positive impact on the HIPMI of Padangsidempuan City. Efforts that can be made are, for example, giving an appeal to the management of HIPMI in Padangsidempuan City to be active in implementing the program and the efficiency of the funds. Because if not, then the competitors will be ready to attack and make other innovations.

The SWOT matrix of the marketing strategy of HIPMI in Padangsidempuan City aims to identify strengths, weaknesses, opportunities, threats and combinations where strengths meet opportunities are the most positive conditions, and the

combination of weaknesses and threats is the most negative and should be avoided. SWOT matrix is very useful for HIPMI Padangsidempuan City in order to find solutions to the strategies that have been implemented by the HIPMI of Padangsidempuan City. The results of the SWIP matrix of the Padangsidempuan City HIPMI strategy are expected to be implemented by the Padangsidempuan City HIPMI so that they can become additional weapons and solutions to the strategies that have been applied by the Padangsidempuan City HIPMI.

## **DISCUSSION**

Civil society organizations emerged in line with the demands of democratic ideology. Democracy which emphasizes the importance of the active involvement of citizens as holders of the highest sovereignty in the process of socio-political implementation of a country. Democracy is now starting to spread to other elements of statehood. Like democracy in the economic, social, political, legal, etc. In Indonesia, democracy began to find its space during the reformation order as the collapse of the attitude of authoritarian behavior inherent in the new regime. The enactment of Law of the Republic of Indonesia Number 22 of 1999 concerning Regional Government is the first step in the process of democracy in both the local and national politics in Indonesia. Along with dynamic social and political developments, demands for substantial democracy including adhering to the principle of pluralism are difficult to avoid.

In a democratic country, government is just one element that lives together with many and various other institutions such as political parties, the private sector and civil society organizations. In connection with this, demands for the importance of civil society organizations as government assistants and supervisors began to emerge. The life, authority and legitimacy of civil society organizations in a democratic society are not dependent on the

government. Civil society organizations can play a role and function of the goals of the organization that has been formed. The factual condition referred to is the actual condition of the Indonesian Young Entrepreneurs Association (HIPMI) when this research was conducted, both in terms of the role of giving capital (donors) / *keraja*, which is to provide capital in the form of money or material needed and the role of supervision of prospective new entrepreneurs so that remains on the main goal of developing the business. Some of those who tried to open a business also did not all succeed until today, this is because they lacked learning and easily gave up on the obstacles they faced in entrepreneurship. Therefore, as a beginner entrepreneur, he must learn a lot from books, successful entrepreneurs and often participate in entrepreneurship training to gain knowledge and successful ways to become successful entrepreneurs.

The essence of the above research is that if the HIPMI of Padangsidempuan City wants to increase the interest of the younger generation so that they become entrepreneurs, the HIPMI management of Padangsidempuan City will be more active. Including the courage to undergo cooperation with campuses in order to attract members. In addition, more promotional activities and entrepreneurship knowledge programs should be improved. We recommend programs that do not have an impact on increasing the interest of the younger generation, so they should be put aside first. Because there are many more useful programs that can be run by the HIPMI of Padangsidempuan City.

Based on the author's opinion, the inhibiting factors of the HIPMI program in Padangsidempuan City mostly came from internal factors, such as the lack of active management. Indeed internal problems are easier to overcome than external problems. If indeed the management of HIPMI of Padangsidempuan City is serious in overcoming the problem then it is not a difficult thing to overcome. It only takes

seriousness to overcome the problem. Funding problems can actually be overcome if indeed the financial HIPMI Padangsidempuan City by finding funding through sponsorship.

The research shows that there are 2 factors that determine entrepreneurial success, namely internal and external factors. Internal factors consist of motivation arising from the business actor, entrepreneurial experience and education, and the entrepreneur's personality. While external factors consist of two factors, namely family environment factors and work environment factors. While the authors did not find any of these factors in the author's research, although the author's research there discussed the factors. But the factors discussed were not factors that led to the success of entrepreneurs. The factor in the author's research is the inhibiting factor in HIPMI, Padangsidempuan City.

## CONCLUSION

Based on the results of research that the author has done, the conclusions obtained are;

1. The role of HIPMI management in Padangsidempuan City in increasing business interest for young generation in Padangsidempuan includes: by conducting activities in the form of training and seminars. When viewed from the type of role, the majority of the roles of the management of HIPMI in Padangsidempuan City are as evaluators. On the contrary, the number of administrators who played a role as an innovator in the HIPMI of Padangsidempuan City was even small in number. Even though the role of innovator is currently the most needed role in the HIPMI of Padangsidempuan City.

2. Factors that have become obstacles in the implementation of HIPMI's entrepreneurship program in Padangsidempuan City in increasing entrepreneurial interest for young people in Padangsidempuan, including:

a. Many administrators are not active in this organization so that the planned program is running less optimally.

b. Lack of funding will result in programs that run less optimally.

c. The lack of maximum supervision / assistance is carried out so that many entrepreneurs who try to open a business fail and stop running their business.

d. Human resources are still lacking in providing entrepreneurship training so that it often brings paid trainers / speakers.

3. HIPMI Padangsidempuan Management Strategy in developing young entrepreneurs in the City of Padangsidempuan, including:

a. The strategy undertaken by HIPMI City to develop young entrepreneurs is other activities that are product promotion.

b. Attracting the interest of the younger generation, especially students, for entrepreneurship.

Whereas the HIPMI strategy of Padangsidempuan City in developing young entrepreneurs in Padangsidempuan City based on the SWOT analysis, including:

a. Relationship strategies, social activities and training by utilizing MSME assistance funds from the government, private sector CSR and technological development.

b. Strategies to increase the activeness of the management, planning and efficient use of organizational funds by referring to government, private and technology assistance funds.

c. Quadrant I indicates that HIPMI of Padangsidempuan City is still strong in facing the problems faced. The recommended strategy given is a progressive strategy, meaning that HIPMI in Padangsidempuan City is still considered strong and able to face a number of severe challenges.

d. Strategies to increase the activeness of the management, planning and efficient use of organizational funds by referring to competitors and access to transportation

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