



# A Framework of Entrepreneurship Incubator for Indigenous Youth to Become Successful Entrepreneurs

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**Abstract:** The involvement of indigenous peoples in entrepreneurship through assistance and guidance to entrepreneurs with technical and vocational-based training seeks to help them deal with the issue of high levels of poverty, education issues, and mind change to continue to compete in this challenging globalization era. This study aims to identify the support factors for indigenous youths to engage in entrepreneurship including the internal and external aspects that are appropriate to produce a framework of entrepreneurship incubator for indigenous youth to become successful entrepreneurs. This study is a qualitative study involving 10 experts, who have been selected using purposive sampling. Data were obtained based on semi-structured interviews, which were further analyzed using thematic analysis to identify emerging themes. Finding found that the eight success factors were external support factors include financial, mentoring and business advice, networking, government policies, and stakeholder objectives, research – university, entrepreneurial education and entrepreneurial skill, physical and logistical infrastructure, and technology support. Internal support factors include the demographic, field of entrepreneurship, and characteristics of entrepreneurs. The results of this study are expected to be used by relevant parties to provide more awareness and exposure to indigenous youth to have a career in entrepreneurship.

**Keywords:** Business incubator, framework, successful business factors

## 1. Introduction

The issue of lack of infrastructure in Indigenous villages, high poverty rates, education issues and change of mind among the Indigenous community are the main issues that are often given attention by the government (JAKOA Annual Report 2014a; 2015b). Therefore, efforts towards improving the well-being of life and empowering human capital among the Indigenous community are the main focus of JAKOA (JAKOA Annual Report 2014a; 2015b & 2016c). One of the key elements in human capital development is through entrepreneurship (Gamede & Uleanya 2018; Agbai, 2018) and it plays an important role in fostering economic growth, job creation and innovation to the country (Hisrich & Kearney, 2013; Alam et al., 2015; Teoh & Chong, 2014; Mohammad & Othman 2018).

In line with the national development policies such as the Twelfth Malaysia Plan (RMKe-12), Shared Prosperity Vision 2030 (WKB 2030), National Entrepreneurship Policy 2030 (DKN2030) and Department of Orang Asli Development (JAKOA Annual Report, 2014a; 2015b; 2016c), to restructuring productive business and industry ecosystem through high technology and emerging industries among Malaysian community. Therefore, to increase the number of viable and resilient entrepreneurs among the Indigenous, JAKOA has provided assistance and funding in the form of education, entrepreneurial knowledge and skills. There is no doubt that some of them have achieved success as entrepreneurs and dominated the market in various fields, but the number of successful entrepreneurs is still low. As

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has been recorded in 2019, a total of 221 indigenous entrepreneurs succeeded under JAKOA’s guidance and it’s compared to the key performance index in strategic plan JAKOA 2016 - 2020 is 600 entrepreneurs. This number only reached 36 percent until 2019 which is 221 entrepreneurs. Here arises the question of the suport system that should be given by JAKOA be able to encourage the Orang Asli community interested in venturing into entrepreneurship.

**Table 1: Number of Orang Asli Entrepreneurs Recorded Up to 2019 (JAKOA Economic Development and Entrepreneurs Unit, 2019)**

| Malaysian Plan          | Before Seventh Malaysian Plan | Seventh Malaysian Plan | Eight Malaysian Plan | Nineth Malaysian Plan | Tenth Malaysian Plan | Eleventh Malaysian Plan | Total number of entrepreneurs |
|-------------------------|-------------------------------|------------------------|----------------------|-----------------------|----------------------|-------------------------|-------------------------------|
| Number of entrepreneurs | 27                            | 52                     | 182                  | 305                   | 534                  | 221                     | 1321                          |

Based on Table 1 Number of Orang Asli Entrepreneurs Recorded Up to 2019, although the involvement of Orang Asli entrepreneurs increased from Seventh Malaysian Plan to Eleventh Malaysian Plan, but only achieve 0.7 percent compared to 178 197 people in the population of the Orang Asli community in Malaysia. However, the number of participation of these entrepreneurs can be increased if the Orang Asli community is more interested in venturing into the field of entrepreneurship (Mokhtar & Hanafi, 2020). As stated by Nawi and Othman (2019); Esa et al., (2019); Nor et al., (2017) that the main influence that drives a person to venture into the field of entrepreneurship is a deep interest so as to become a successful entrepreneur. Furthermore, the influence of interest among successful entrepreneurs is able to motivate them to always strive (Nkamnebe & Ezemba 2020; Al-Tit, Omri & Euch 2019; Efendi, Zulmi & Rangky 2021, Amiruddin et al., 2020), and in turn be able to provide better economic opportunities to generate income lucrative, in turn capable of enhancing the economic development of the country (Stoica, Roman & Rusu 2020; Prasetyo 2019; Doran, McCarthy & O’Connor 2018).

Therefore, to increase the involvement of Orang Asli in the field of entrepreneurship, through the JAKOA’s Strategic Plan 2016-2020 gives priority to developing human capital and improving the skills of Orang Asli youth through the Skills and Career Training Program. Indirectly, the skills acquired open new spaces and dimensions to the Orang Asli community to venture into entrepreneurship based on technical and vocational-based skills (TVET) acquired through the skills courses attended in information technology and ict, oil and gas, retail, services, food and beverage, handicrafts, hotels and tourism, beauty and hairdressing, fashion and apparel also automotive. Therefore, further research is needed in identifying the fields of entrepreneurship can be adapted for Orang Asli youth based on TVET areas acquired through specialized skills courses for those interested in venturing into entrepreneurship

In supporting the efforts of Orang Asli youth entrepreneurs to build new enterprises and accelerate the growth and success of entrepreneurial companies, a system of business support services should be created. Entrepreneur incubators are business support services needed to accelerate the growth and success of entrepreneurs who are able to move on their own and succeed in terms of strong financial position and resilience (Muriithi, Ndegwa & Juma 2018; Medaković & Marić 2020; Li, et al., 2020). Even entrepreneurial incubators are able to provide a comprehensive range of support including business space, business support services and business networking opportunities (Ahmed, et al., 2020; Bismala, Andriany & Siregar 2020). Supposedly in order to produce a successful entrepreneurial incubator it requires a model that can be adapted to local needs and the current incubator ecosystem (Gabarret & D’Andria 2021; Li et al., 2020; Shehada et al., 2020). Therefore, this study focuses on the interest in entrepreneurship among Orang Asli youth through entrepreneur incubators. This is in line with the objectives stated in the JAKOA Strategic Plan 2016 - 2020, namely in an effort to increase the existing number of Orang Asli entrepreneurs.

In an increasingly competitive market, entrepreneurs need to be consistent and globally competitive (SME Corporation Malaysia 2020; SME Corporation Annual Report 2020). The failure of entrepreneurs in formulating new enterprise strategies to maintain enterprise competitiveness is the cause of bankruptcy under the business loan category as has been recorded in 80 625 bankruptcy cases among Malaysians from 2015 to August 2019 (Department of Insolvency Malaysia 2020). The involvement and success of the Indigenous community in the field of entrepreneurship is undeniable. Although it is common knowledge that the field of entrepreneurship is a field that is at high risk for failure due to mistakes in management (Hoogendoorn et al., 2019; Lin & Wang 2019; Aziz et al., 2018; Fang et al., 2018; Samad et al., 2019). Therefore, to minimize the risk implications of failure among Indigenous youths who are interested in venturing into entrepreneurship, it is important for researchers to produce an entrepreneur incubator framework. It is hoped that this entrepreneur incubator framework is expected to function as a moderator to cultivate and encourage the interest of traders to become entrepreneurs among the Indigenous. In addition, as an evaluation and supervision by the relevant parties to evaluate and monitor traders in guiding them towards successful entrepreneurs. Therefore, this study is needed to identify the appropriate driving factors that influence the interest of Orang Asli youth to venture into entrepreneurship and are suitable to be proposed in a framework of entrepreneurship incubator for indigenous youth to become successful entrepreneurs.

To produce a successful business incubator, it needs a framework or model that can be adapted to the needs of local and current incubator ecosystems (Chandra & Fealey, 2009). This study focuses on supporting factors in the business incubator to produce successful indigenous entrepreneurs. Therefore, further research is needed to identify the appropriate driving factors proposed in the incubator framework of indigenous youth entrepreneurs. Researchers have made comparisons as can be seen in Table 1 are supporting factors in the business incubator to produce successful entrepreneurs based on five business frameworks and models namely Business Incubator Framework of Indonesian Public Universities (Gozali, 2016), Jones's Incubation Value Chain Model (2010), A Priori Framework of Incubator Success Factors (Verman, 2004), Costa-David, Malan, Lalkaka Model NBIA (2002) and Lalkaka Incubator Development Model - Enterprise Support System (2000).

Based on the comparative results from the incubator framework and model shows that appropriate driving factors proposed in the incubator framework of indigenous youth entrepreneurs namely entrepreneurial education and entrepreneurial skill, mentoring and business advice, networking, financial support, technology support, physical and logistical infrastructure, government policies and stakeholder objectives and also research support (university). Although Verman, (2004) did not state the need for technology support in its incubator framework, nor did the research factor Support (University) also be included as a driving factor in the Costa-David model, Malan, Lalkaka (2002). But in the four frameworks and other incubator models state the need for technology support and factor research support (University), therefore the researcher has chosen both factors as the driving factor in the incubator framework. The various forms of support systems provided in the framework and model of entrepreneur incubator discussed are in a continuous manner so as to create a business until it manages to move on its own and has financial stability. Businesses that have completed this incubator program are able to move on their own and will create employment opportunities, improve the economy local and commercialize the latest technology. It serves as a guideline for researchers related to exploring the key support factors that should be available as an incentive to individual entrepreneurs to be able to achieve a level of successful entrepreneur status.

**Table 2 - Supporting factors in the bussiness incubator/ model**

| Business Incubator Framework/ Model   | Supporting Factors In The Bussiness Incubator / Model |                             |            |                   |                    |  |  |                               |
|---|---|-----------------------------|------------|-------------------|--------------------|--|--|-------------------------------|
|   | Entrepreneurial Education / Entrepreneurial Skill     | Mentoring / Business Advice | Networking | Financial Support | Technology Support | Physical And Logistical Infrastructure | Government Policies & Stakeholder Objectives | Research Support (University) |
| Business Incubator Framework of Indonesian Public Universities (Gozali ,2016)       | √   | √                           | √          | √                 | √                  | √                                      | √  | √                             |
| Jones's Incubation Value Chain Model (2010)   | √   | √                           | √          | √                 | √                  | √                                      | √  | √                             |
| A Priori Framework of Incubator Success Factors (Verman, 2004)                      | √   | √                           | √          | √                 | X                  | √                                      | √  | √                             |
| Costa-David, Malan, Lalkaka Model NBIA (2002)                                       | √   | √                           | √          | √                 | √                  | √                                      | √  | X                             |
| Lalkaka Incubator Development Model – Enterprise Support System (2000)              | √   | √                           | √          | √                 | √                  | √                                      | √  | √                             |
| New Economic Entrepreneur Incubator Model Lazarowich & Wojciechowski (2002)         | √   | √                           | √          | √                 | √                  | √                                      | √  | √                             |
| Lalkaka Entrepreneur Incubator Development Model - Enterprise Support System (2000) | √   | √                           | √          | √                 | √                  | √                                      | √  | √                             |

## 2. Methodology

The design of this study is a qualitative to identify the factors that motivate indigenous youths to engage in entrepreneurship including the internal and external aspects that are appropriate to produce business incubators framework of Indigenous youths through technical and vocational training. To obtain the study data, the researcher interviewed 10 experts in the field consisting of indigenous entrepreneurs from various business backgrounds and is listed as successful entrepreneurs under the guidance of JAKOA in 2016 to 2019. Researcher use objective sampling techniques (purposive sampling) because study participants are experts because they have meaningful information on an issue being studied (Maxwell, 2008 & Merriam, 2009). The data collection process involved in-depth interviews between both study participants and researchers.

The instrument of this study is an interview protocol which is a semi-structured interview. Patton (1980) states that there are three types of interview techniques, namely formal interviews, informal interviews and open interviews. Fontana and Frey (1994) and Merriem (1998) also stated that there are three types of interviews, namely structured interviews, semi-structured interviews and unstructured interviews. In this study, the researcher chose to use a semi-structured interview because it is more flexible and this situation allows respondents to describe what they think to the researcher. This instrument contains 10 questions.

These entrepreneurs engage in this study voluntarily to supply the study data. Prior to the interview, the researcher requested permission from the expert to record the following interview process. Furthermore, the interview results were analyzed using a thematic analysis approach. Thematic analysis is used to categorize the data and form a theme appropriate to answer the research questions in this study. Thematic analysis consists of five steps is illustrated that is data familiarization, code generation, theme search, themes revision, and theme definition (Braun and Clarke, 2006). This thematic analysis is started with the initial stage of analyzing the data and followed by the advanced process of entering code construction section and ends with the data display section in the form of a matrix or tables, networks, concept maps, flow charts, diagrams to make it easier for readers to research findings of the study obtained.

## 3. Results

The results of the interview analysis through the coding process show that there are two main themes of the supporting factors to become a successful entrepreneur, namely internal motivation factor and external motivation factor. Themes, subthemes, codes and frequency of factors of internal drive of entrepreneurial success obtained through this study are shown in Table 3. While themes, subthemes, codes and frequency of factors of external drive of entrepreneurial success are shown in Table 4.

**Table 3 - Themes, subthemes, codes and frequency of each of the internal driving factors of entrepreneurial success**

| Themes  | Subthemes  | Code         | Frequency |
|---|--|--------------|-----------|
| Internal Support Factor (Demographics)          | - Family background of running a business                        | ISF- D1      | 8         |
|   | - Formal education   | ISF- D2      | 9         |
|   | - Entrepreneurial knowledge                                      | ISF- D3      | 10        |
|   | - Technical and vocational skills training                       | ISF- D4      | 7         |
| Internal Support Factor (Entrepreneurial field) | - The importance of choosing the field of entrepreneurs involved | ISF- EFV1    | 10        |
|   | - Potential areas of entrepreneurship need to be ventured into:  |              |           |
|   | i. Automotive,   | ISF- EFV2(A) | 7         |
|   | ii. Fashion and Clothing,  | ISF- EFV2(B) | 7         |
|   | iii. Hotels and Tourism,   | ISF- EFV2(C) | 4         |
|   | iv. Beauty and Hairdressing,                                     | ISF- EFV2(D) | 6         |
|   | v. Handicraft  | ISF- EFV2(E) | 6         |
|   | vi. Food and drinks  | ISF- EFV2(F) | 9         |
|   | vii. Construction  | ISF- EFV2(G) | 5         |
|   | viii. Fisheries  | ISF- EFV2(H) | 5         |
|   | ix. Services,  | ISF- EFV2(I) | 8         |
|   | x. Agriculture and Livestock                                     | ISF- EFV2(J) | 10        |
|   | xi. Retail   | ISF- EFV2(K) | 8         |
| xii. Information Technology And ICT.            | ISF- EFV2(F)   | 3            |           |

|  |                 |   |            |    |
|--|-----------------|---|------------|----|
| Internal Support Factor<br>(entrepreneurial characteristics) | -               | The need for entrepreneurial characteristics in the individual                | ISF-EC1    | 10 |
|  | -               | The characteristics of an entrepreneur that must be present in the individual |            |    |
|  | i.              | Ability to Take Risks   | ISF-EC1(A) | 9  |
|  | ii.             | Achievement Requirements  | ISF-EC1(B) | 6  |
|  | iii.            | Creative and Innovative   | ISF-EC1(C) | 8  |
|  | iv.             | Internal Control  | ISF-EC1(D) | 10 |
|  | v.              | Commitment  | ISF-EC1(E) | 10 |
|  | vi.             | Entrepreneurial Skills  | ISF-EC1(F) | 9  |
|  | vii.            | Management Skills   | ISF-EC1(G) | 7  |
|  | viii.           | Leadership Skill  | ISF-EC1(H) | 6  |
|  | ix.             | Communication Skills  | ISF-EC1(I) | 8  |
|  | x.              | Problem Solving Skills  | ISF-EC1(J) | 5  |
|  | xi.             | Decision Making Skills  | ISF-EC1(K) | 7  |
| xii.   | Planning Skills | ISF-EC1(L)  | 8          |    |

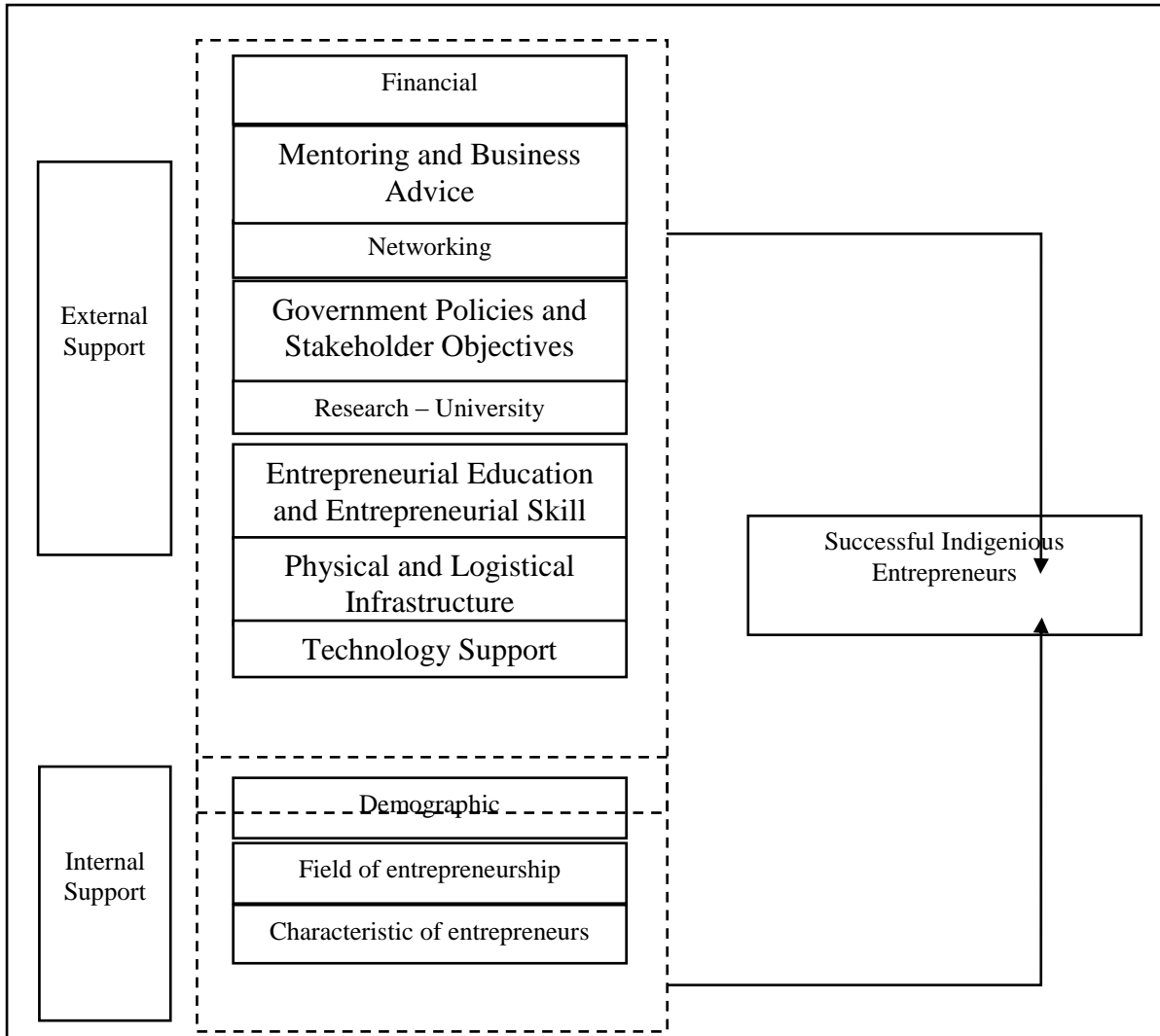
**Table 4 - Themes, subthemes, codes and frequency of each code are external driving factors of entrepreneurial success**

| Themes   | Subthemes  | Code     | Frequency |
|--|--|----------|-----------|
| External Support ( Financial )   | - Start-up capital assistance                              | ESF-1(A) | 8         |
|  | - Loans grow business                                      | ESF-1(B) | 9         |
| External Support (Mentoring And Business Advice)                       | - Coaching starts a business                               | ESF-2(A) | 10        |
|  | - Business management guidance                             | ESF-2(B) | 7         |
|  | - Business development guidance                            | ESF-2(C) | 6         |
| External Support (Networking)  | - Domestic business network                                | ESF-3(A) | 10        |
|  | - Overseas business network                                | ESF-3(B) | 8         |
| External Support (Government Policies And Stakeholder Objectives)      | - Grants and financing                                     | ESF-4(A) | 7         |
|  | - Business Tax Rates                                       | ESF-4(B) | 10        |
|  | - Protection through law                                   | ESF-4(C) | 8         |
| External Support ( Research – University)                              | - Collaborate to conduct research in technology transfer.  | ESF-5(A) | 8         |
|  | - Enhance professional and global network                  | ESF-5(B) | 9         |
|  | - Partnership in human resource development                | ESF-5(C) | 8         |
| External Support (Entrepreneurial Education And Entrepreneurial Skill) | - Entrepreneurial Education Needs                          | ESF-6(A) | 9         |
|  | - Entrepreneurial Skill Needs                              | ESF-6(B) | 6         |
| External Support (Physical And Logistical Infrastructure)              | - Infrastructure Support                                   | ESF-7(A) | 8         |
|  | - Equipment Support  | ESF-7(B) | 7         |
|  | - Provision Of Business Premises                           | ESF-7(C) | 9         |
| External Support (Technology Support)                                  | - Application of technology and innovation in business     | ESF-8(A) | 9         |
|  | - The need to improve the quality of products and services | ESF-8(B) | 10        |

#### 4. Discussion

According to the interview with the entrepreneurs among indigenous were selected on the basis of their expertise in entrepreneurship and they are guided by the Indigenous Development Department (JAKOA) in Johor, Kelantan, Perak, Pahang, Malacca, Negeri Sembilan and Selangor. According to the interview with the experts, data were acquired resulted in the fact that most of them agreed with the proposed factors and dimensions on financial, mentoring and business advice, networking, government policies and stakeholder objectives, research – university, entrepreneurial education and entrepreneurial skill, physical and logistical infrastructure and technology support. However, the experts suggested new factors added that’s is the internal support factors in the individual as an entrepreneurs. It is based on demographic and cultural background of the indigenous community, field of entrepreneurship and characteristic of

entrepreneurs. On the basis of the results and discussion above, the supporting factors to become a successful entrepreneur framework is developed. The framework of entrepreneurship incubator for indigenous youth to become successful entrepreneurs consisting of variables or factors and dimensions is shown in Figure 1.



**Fig. 1 - A framework of entrepreneurship incubator for indigenous youth to become successful entrepreneurs**

### 5. Conclusion

From the literature review and preliminary study conducted with the ten experts from successful entrepreneurs among indigenous, the results indicate that the framework of successful indigenous entrepreneur business incubators in Malaysia can consist of eleven independent variables and one dependent variable. The eight success factors were external support factors include financial, mentoring and business advice, networking, government policies and stakeholder objectives, research – university, entrepreneurial education and entrepreneurial skill, physical and logistical infrastructure and technology support. The three independent variables were internal support factors include the demographic, field of entrepreneurship and characteristic of entrepreneurs. Meanwhile, the dependent variable is the successful indigenous entrepreneur. The results of this study are expected to be used by relevant parties to provide more awareness and exposure to indigenous youth to have a career in entrepreneurship.

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