

INTISARI

Kompleksitas problematika pertanian di Indonesia sebagai negara agraris: menurunnya tren rumah tangga petani, menurunnya jumlah petani muda, tingginya ketergantungan tengkulak, peningkatan jumlah penduduk yang diiringi menyempitnya lahan pertanian, menjadi latar belakang berdirinya inovasi social entrepreneurship berupa inkubator bisnis di sektor pertanian. Melalui pendekatan kualitatif, penelitian ini mengkaji inkubator bisnis di masa pandemi COVID-19 dalam perspektif tata kelola tangkas (*agile governance*) yang dilakukan pada Agriyaponik dibawah naungan PT Tani Sehat Berkarya yang berlokasi di Cibubur, Jakarta Timur.

Berangkat dari konsep ekonomi kerakyatan yang semakin terasa dampaknya ketika krisis pandemi COVID-19 melanda, inkubator bisnis Agriyaponic sebagai inovasi *social entrepreneurship* memiliki lima peran utama yang meliputi visi sosial, ekologi, wirausaha sosial, ekonomi, dan wirausaha inovatif. Dalam pelaksanaan inkubatornya, Agriyaponik tidak hanya berorientasi pada profit semata, tetapi justru mengedepankan visi sosial, ekologi, dan inovasi. Melalui tata kelola tangkas, Agriyaponik mampu bertahan dan berkembang di masa pandemi COVID-19.

Penelitian ini menghasilkan metamodel ketangkasan Agriyaponik sebagai social entrepreneurship yang menjadi kunci strategi bertahan di masa pandemi COVID-19. Kelima metamodel Agriyaponik meliputi ketangkasan strategis, ketangkasan kepemimpinan, ketangkasan kemanusiaan, ketangkasan budaya, dan ketangkasan modal. Tata kelola ketangkasan yang diterapkan Agriyaponik memiliki keterbaruan dibandingkan dengan model tata kelola ketangkasan terdahulu. Adapun keberhasilan implementasi tata kelola tangkas pada Agriyaponik dipengaruhi oleh faktor pendukung antara lain inovasi, finansial, kepemimpinan, struktur organisasi, kolaborasi, dan gaya hidup. Namun demikian, Agriyaponik terhambat oleh faktor sumberdaya manusia, perbedaan budaya, dan kebijakan pemerintah.

Kata kunci: inkubator bisnis, tata kelola tangkas, wirausaha sosial

ABSTRACT

The complexity of agricultural problems in Indonesia as an agrarian country: the declining trend of farmer households, the decreasing number of young farmers, the high dependence of middlemen, the increase in population accompanied by the narrowing of agricultural land, are the background for the establishment of social entrepreneurship innovation in the form of business incubators in the agricultural sector. Through a qualitative approach, this study examines business incubators during the COVID-19 pandemic in the perspective of agile governance carried out at Agriyaponik under the auspices of PT Tani Sehat Berkarya located in Cibubur, East Jakarta.

Starting from the concept of a people's economy whose impact was increasingly felt when the COVID-19 pandemic crisis hit, the Agriyaponik business incubator as a social entrepreneurship innovation has five main roles which include societal-visionary, ecological, societal-entrepreneurial, economic, and innovative-entrepreneurial. In the implementation of its incubator, Agriyaponik is not only profit-oriented, but instead puts forward social, ecological, and innovation visions. Through agile governance, Agriyaonik is able to survive and thrive during the COVID-19 pandemic.

This study resulted in a metamodel of Agriyaponics agility as social entrepreneurship which is the key to survival strategies during the COVID-19 pandemic. The five Agriyaponics metamodels include strategic agility, leadership agility, human agility, cultural agility, and capital agility. Agility governance applied by Agriyaponik is up-to-date compared to the previous agility governance model. The successful implementation of agile governance in Agriyaponics is influenced by supporting factors including innovation, finance, leadership, organizational structure, collaboration, and lifestyle. However, Agriyaponik is hampered by human resource factors, cultural differences, and government policies.

Keywords: business incubator, agile governance, social entrepreneurship