



## INTISARI

Penelitian ini bertujuan untuk mengidentifikasi jenis kegagalan usaha, faktor penyebab kegagalan, serta mengeksplorasi proses pembelajaran dari kegagalan usaha yang dialami oleh Wirausahawan Alumni Magang Jepang di Indonesia. Selain itu penelitian ini mengidentifikasi karakteristik usaha gagal hingga tutup beserta dampak finansial berdasarkan jenis kegagalan. Latar belakang penelitian ini didasari oleh tingginya angka kegagalan usaha pada alumni, di mana hasil survei terhadap 151 responden menunjukkan bahwa 98,7% pernah mengalami kegagalan, dan 60,9% di antaranya mengalami kegagalan besar berupa penutupan usaha. Penelitian ini penting dilakukan karena minimnya studi sebelumnya yang secara khusus membahas kegagalan usaha dan pembelajaran pascakrisis pada Alumni Magang Jepang. Penelitian dilakukan pada tanggal 22 Maret hingga 9 Mei 2025.

Penelitian ini menggunakan metode campuran *embedded design*, di mana metode kualitatif menjadi dominan dan didukung data kuantitatif. Data kualitatif diperoleh dari wawancara enam informan, sedangkan data kuantitatif melalui survei daring. Analisis dilakukan dengan teknik coding, kategorisasi tematik, dan deskriptif kuantitatif untuk mendukung temuan kualitatif. Teori pembelajaran pengalaman David Kolb digunakan sebagai landasan untuk memahami proses belajar wirausahawan dari kegagalan usaha yang mereka alami.

Hasil penelitian menunjukkan bahwa jenis kegagalan usaha yang cenderung dialami oleh Alumni Magang Jepang adalah penyimpangan dari harapan dan penutupan usaha. Perdagangan merupakan sektor usaha yang mendominasi mengalami kegagalan usaha hingga tutup. Dari dampak finansial yang dialami, kecenderungan kegagalan kecil mengalami penurunan laba 0-20% sebesar 54,2% dan penurunan omzet 0-20% sebesar 39%. Sedangkan kecenderungan kegagalan besar mengalami penurunan laba 0-20% sebesar 39,1% dan penurunan omzet 0-20% sebesar 33,7%. Penyebab kegagalan meliputi faktor internal seperti kesalahan manajemen dan karakteristik personal serta faktor eksternal seperti ketidakstabilan pemasok dan tingkat persaingan. Temuan penting menunjukkan bahwa sebagian besar wirausahawan alumni mampu belajar dari pengalaman kegagalan dengan perubahan mental dan strategi, tindakan konkret untuk perbaikan, dan motivasi dan dukungan dari pasangan yang merupakan temuan unik dari penelitian ini. Proses pembelajaran ini menjadi kunci dalam upaya mereka untuk bangkit dan mencapai keberhasilan di usaha berikutnya.

**Kata Kunci:** kegagalan usaha, Alumni Magang Jepang, pembelajaran pengalaman, teori Kolb, wirausahawan.



## *ABSTRACT*

This study aims to identify the types of business failures, the factors causing those failures, and to explore the learning processes from business failures experienced by entrepreneurial alumni of the Japanese Internship Program in Indonesia. In addition, this research identifies the characteristics of failed businesses up to their closure, along with the financial impacts based on the type of failure. The background of this study is based on the high rate of business failures among alumni, as a survey of 151 respondents revealed that 98.7% had experienced failure, with 60.9% of them encountering major failures in the form of business closures. This study is important due to the limited previous research specifically addressing business failure and post-crisis learning among alumni of the Japanese Internship Program. The research was conducted from March 22 to May 9, 2025.

This study employed a mixed-method embedded design, in which qualitative methods were dominant and supported by quantitative data. Qualitative data were obtained through interviews with six informants, while quantitative data were collected via an online survey. Data analysis was carried out using coding techniques, thematic categorization, and descriptive quantitative analysis to support the qualitative findings. David Kolb's experiential learning theory was used as a foundation to understand how these entrepreneurs learn from the business failures they experienced.

The findings indicate that the types of business failures commonly encountered by Japanese Internship Program alumni are deviations from expectations and business closures. The trade sector was found to be the most dominant sector experiencing business failures leading to closure. Based on the financial impacts experienced, minor business failures tended to experience a profit decline of 0–20% in 54.2% of cases and a revenue decline of 0–20% in 39% of cases. Meanwhile, major business failures tended to experience a profit decline of 0–20% in 39.1% of cases and a revenue decline of 0–20% in 33.7% of cases. The causes of these failures include internal factors such as management errors and personal characteristics, as well as external factors such as supplier instability and intense market competition. An important finding reveals that most alumni entrepreneurs were able to learn from their failure experiences through mental and strategic adjustments, concrete actions for improvement, and motivation and support from their spouses — a unique discovery of this study. This learning process has become a key factor in their efforts to recover and achieve success in their subsequent business ventures.

**Keywords:** business failure, Japanese Internship Program Alumni, experiential learning, Kolb's theory, entrepreneur.