



Agustinus Purna Irawan &lt;agustinus@untar.ac.id&gt;

**[IJTech] Revise initial screening manuscript #IE-2464**

2 messages

**IJTech** <noreply@ijtech.eng.ui.ac.id>

Tue, Mar 12, 2019 at 8:16 AM

Reply-To: "noreply@ijtech.eng.ui.ac.id" &lt;noreply@ijtech.eng.ui.ac.id&gt;

To: linag@ft.untar.ac.id

Cc: maslin.kl@utm.my, yuri@ie.ui.ac.id, habibahharon.kl@utm.my, j.reyes@derby.ac.uk, asrilsyamas@yahoo.com, fransjusuf42@gmail.com, agustinus@untar.ac.id

*Screening result : Revise*

Dear Mrs. Lina GOZALI,

I am writing to you regarding the manuscript **#IE-2464** entitled "**BUSINESS INCUBATOR PERFORMANCE FACTORS OF INDONESIAN PUBLIC UNIVERSITIES**" which you submitted to International Journal of Technology (IJTech).

After we made an initial screening we found some problem including:

1. Unsuitable Format
2. *We use the font of Times New Roman size 12 pt 2. After making a revision of your font, please reduce the pages, the maximum of the paper length 10 pages*

We recommend that this manuscript be revised in order to proceed to peer review.

You must respond to this revise and resubmit request before **19 Mar 2019**, after which point we will presume that you have withdrawn your submission from International Journal of Technology (IJTech) Online System.

Yours sincerely,

Dr. Nyoman Suwartha  
[nsuwartha@eng.ui.ac.id](mailto:nsuwartha@eng.ui.ac.id)  
**Managing Editor**  
International Journal of Technology (IJTech)  
p-ISSN: 2086-9614  
e-ISSN: 2087-2100  
<http://ijtech.eng.ui.ac.id/>

IJTech is currently indexed in SCOPUS and Emerging Sources Citation Index (ESCI) Thomson Reuters

**IJTech** <noreply@ijtech.eng.ui.ac.id>

Tue, Mar 12, 2019 at 2:59 PM

Reply-To: "noreply@ijtech.eng.ui.ac.id" &lt;noreply@ijtech.eng.ui.ac.id&gt;

To: linag@ft.untar.ac.id

Cc: maslin.kl@utm.my, yuri@ie.ui.ac.id, habibahharon.kl@utm.my, j.reyes@derby.ac.uk, asrilsyamas@yahoo.com, fransjusuf42@gmail.com, agustinus@untar.ac.id

*Screening result : Revise*

Dear Mrs. Lina GOZALI,

I am writing to you regarding the manuscript **#IE-2464** entitled "**BUSINESS INCUBATOR PERFORMANCE FACTORS OF INDONESIAN PUBLIC UNIVERSITIES** " which you submitted to International Journal of Technology (IJTech).

After we made an initial screening we found some problem including:

1. High Similarity/Plagiarism Rate

We recommend that this manuscript be revised in order to proceed to peer review.


You must respond to this revise and resubmit request before **19 Mar 2019**, after which point we will presume that you have withdrawn your submission from International Journal of Technology (IJTech) Online System.

Yours sincerely,

Dr. Nyoman Suwartha  
[nsuwartha@eng.ui.ac.id](mailto:nsuwartha@eng.ui.ac.id)  
**Managing Editor**  
International Journal of Technology (IJTech)  
p-ISSN: 2086-9614  
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<http://ijtech.eng.ui.ac.id/>

[Quoted text hidden]

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 **2464.pdf**  
3286K



Agustinus Purna Irawan <agustinus@untar.ac.id>

## [IJTech] Editor Decision

1 message

**IJTech** <noreply@ijtech.eng.ui.ac.id>

Wed, Nov 6, 2019 at 4:33 PM

Reply-To: "noreply@ijtech.eng.ui.ac.id" <noreply@ijtech.eng.ui.ac.id>

To: linag@ft.untar.ac.id

Cc: maslin.kl@utm.my, yuri@ie.ui.ac.id, habibaharon.kl@utm.my, j.reyes@derby.ac.uk, asrilsyamas@yahoo.com, fransjusuf42@gmail.com, agustinus@untar.ac.id



*Decision Result : Revise*

Dear **Mrs. Lina GOZALI**

We have finished the review and made decision on your manuscript entitled [ **BUSINESS INCUBATOR PERFORMANCE FACTORS OF INDONESIAN PUBLIC UNIVERSITIES** ] which was submitted to International Journal of Technology.

We have decided that your manuscript **Need to be Revised**

We also send you the review result from the reviewers. Here is the detail review result:

Notes from Editor:

Please revise according to the reviewer's comment and it is suggested to include at least 2 relevant IJTech articles as references

Reviewer (1)

### Introduction:

The introduction does not explain clearly how importance of the research conducted. The objectives of the research should be describe on the introduction

### Methodology:

Although the methodology approached is quite clear, but there is lack of explanation why the researcher choose that method. It should be supported by literature review.

### Results and Discussion:

Actually the results of the study are very interesting, but in this part still lack of discussion.

### References:

Its good

### Other:

Originality	4 ( <i>above average</i> )
Technical	4 ( <i>above average</i> )
Methodology	3 ( <i>average</i> )
Readability	3 ( <i>average</i> )
Practicability	4 ( <i>above average</i> )
Organization	4 ( <i>above average</i> )
Importance	4 ( <i>above average</i> )

### Additional Comment:

### Attachment File:

-

Reviewer (2)

**Introduction:**

1. Abstract in the article is different from the abstract given on the first page of manuscript submission.
2. Gap of research is unclear.
3. List of four measurements by Kaplan and Norton in last para of introduction is not uniformed using double quote for learning and growth perspective, non double quote for other three perspectives.
4. Figure 1 was not referred in text of manuscript without any explanation.
5. Literature is lacking to explain on the variables/attributes measured/assessed.

**Methodology:**

1. Provide the survey question/survey structure in Appendix or in main manuscripts.
2. The validation of methodology is not explained.

**Results and Discussion:**

The findings should relate back with the objectives and previous researches in literature reviews.

**References:**

Accepted.

**Other:**

Originality	4 ( <i>above average</i> )
Technical	3 ( <i>average</i> )
Methodology	3 ( <i>average</i> )
Readability	4 ( <i>above average</i> )
Practicability	4 ( <i>above average</i> )
Organization	4 ( <i>above average</i> )
Importance	4 ( <i>above average</i> )

**Additional Comment:**

Minor revision.

**Attachment File:**

-

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Please login into application <http://ijtech.eng.ui.ac.id/login> for more detail.

You must respond to this revise and resubmit request before **13 Nov 2019**, after which point we will presume that you have withdrawn your submission from International Journal of Technology (IJTech) Online System.

Yours sincerely,

Dr. Nyoman Suwartha  
[nsuwartha@eng.ui.ac.id](mailto:nsuwartha@eng.ui.ac.id)  
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Agustinus Purna Irawan &lt;agustinus@untar.ac.id&gt;

**[IJTech] Editor Decision**

1 message

**IJTech** <noreply@ijtech.eng.ui.ac.id>

Fri, Jan 10, 2020 at 4:11 PM

Reply-To: "noreply@ijtech.eng.ui.ac.id" &lt;noreply@ijtech.eng.ui.ac.id&gt;

To: linag@ft.untar.ac.id

Cc: maslin.kl@utm.my, yuri@ie.ui.ac.id, habibahharon.kl@utm.my, j.reyes@derby.ac.uk, asrilsyamas@yahoo.com, fransjusuf42@gmail.com, agustinus@untar.ac.id, benny.tjahjono@coventry.ac.uk, ssusanto@unpar.ac.id, iveline.annemarie@trisakti.ac.id, kiwi.mlw@gmail.com

*Editor Decision on #R1-IE-2464 : Accepted***Ms ID #R1-IE-2464****Title : PERFORMANCE FACTORS OF SUCCESSFUL BUSINESS INCUBATOR FOR INDONESIAN PUBLIC UNIVERSITIES****Author(s) : Lina GOZALI, Maslin Masrom, Yuri Zagloel, Habibah N. Haron, Jose Arturo Garza-Reyes, Astril Syamas, Frans Daywin, Agustinus Irawan, Benny Tjahjono, Sani Susanto, Iveline Anne Marie, Harry Kusuma Aliwarga**Dear **Mrs. Lina GOZALI** ,

Greetings from Depok,

The editorial board is delighted to inform you that your paper entitled "PERFORMANCE FACTORS OF SUCCESSFUL BUSINESS INCUBATOR FOR INDONESIAN PUBLIC UNIVERSITIES" has been accepted to be published on IJTech. At the present, we are conducting further necessary action to complete the publication process.

On behalf of IJTech, we appreciate your intention and willingness to publish your work with IJTech.

Warmest regards,

Dr. Mohammed Ali Berawi  
[maberawi@eng.ui.ac.id](mailto:maberawi@eng.ui.ac.id)**Editor in Chief**

International Journal of Technology (IJTech)

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Agustinus Purna Irawan &lt;agustinus@untar.ac.id&gt;

**[IJTech] Notification Payment for Publish #IE-2464**

2 messages

**IJTech** <ijtech@eng.ui.ac.id>

Mon, Jan 13, 2020 at 3:10 PM

To: linag@ft.untar.ac.id

Cc: maslin.kl@utm.my, yuri@ie.ui.ac.id, habibahharon.kl@utm.my, j.reyes@derby.ac.uk, asrilsyamas@yahoo.com, fransjusuf42@gmail.com, agustinus@untar.ac.id, benny.tjahjono@coventry.ac.uk, ssusanto@unpar.ac.id, iveline.annemarie@trisakti.ac.id, kiwi.mlw@gmail.com

Dear Mrs. Lina GOZALI,

On behalf of the Editorial Board, We are pleased to inform you that your paper entitled: PERFORMANCE FACTORS OF SUCCESSFUL BUSINESS INCUBATOR FOR INDONESIAN PUBLIC UNIVERSITIES has been accepted to be published in International Journal of Technology (IJTech). **Congratulation!**

In order to ensure the readability and the quality of the journal, Starting from 1st of January 2020, all accepted articles to publish will be subjected to article processing charge (APC) of **US\$ 200 (around IDR. Rp. 2.740.000)** for Regular Publication (Covers the review process, line editing, layouting, DOI deposit, printing, and shipping cost).

You can make a payment via bank transfer (please noted that transfer fees may be additionally charged and become the responsibility of the sender) addressed to :

Bank : Bukopin

Branch : BUKOPIN kas FT UI Depok, Indonesia

Swift Code : **BBUKIDJA**Acc. Number: **422 105 1810**Acc. Name: **Nyoman Suwartha, ST.MT.**

We appreciate it if you can confirm your payment (along with the receipt of transfer) no later than 3 days after this email submitted. Any confirmation can be submitted by email to [ijtech@eng.ui.ac.id](mailto:ijtech@eng.ui.ac.id). We look forward to receiving your confirmation at your earliest convenience.

--

Kind regards,

Secretariat IJTech

International Journal of Technology (IJTech)

ISSN : 2086-9614

<http://www.ijtech.eng.ui.ac.id>**Lina Gozali** <linag@ft.untar.ac.id>

Wed, Jan 15, 2020 at 12:34 PM

To: IJTECH Journal &lt;ijtech@eng.ui.ac.id&gt;

Cc: Maslin Masrom &lt;maslin.kl@utm.my&gt;, Prof Yuri &lt;yuri@ie.ui.ac.id&gt;, Habibah Haroen &lt;habibahharon.kl@utm.my&gt;, Jose Arturo Garza-Reyes &lt;j.reyes@derby.ac.uk&gt;, Asril Syamas &lt;asrilsyamas@yahoo.com&gt;, Frans Jusuf &lt;fransjusuf42@gmail.com&gt;, Agustinus Purna Irawan &lt;agustinus@untar.ac.id&gt;, benny.tjahjono@coventry.ac.uk, ssusanto@unpar.ac.id, iveline.annemarie@trisakti.ac.id, Kiwi UT &lt;kiwi.mlw@gmail.com&gt;

Dear Prof Editor,

I already made payment of USD 200,- to your bank account.  
Please kindly find attached my money receipt of transfer.

Looking forward to hearing from you.

Thank you very much.

Best regards,

Lina Gozali

[Quoted text hidden]

**Lina Gozali IE 2464 pembayaran 200 usd.pdf**

1673K



Agustinus Purna Irawan &lt;agustinus@untar.ac.id&gt;

**[IJTech] Editor Decision**

1 message

**IJTech** <noreply@ijtech.eng.ui.ac.id>

Mon, Jan 13, 2020 at 3:11 PM

Reply-To: "noreply@ijtech.eng.ui.ac.id" &lt;noreply@ijtech.eng.ui.ac.id&gt;

To: linag@ft.untar.ac.id

Cc: maslin.kl@utm.my, yuri@ie.ui.ac.id, habibahharon.kl@utm.my, j.reyes@derby.ac.uk, asrilsyamas@yahoo.com, fransjusuf42@gmail.com, agustinus@untar.ac.id, benny.tjahjono@coventry.ac.uk, ssusanto@unpar.ac.id, iveline.annemarie@trisakti.ac.id, kiwi.mlw@gmail.com

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On behalf of IJTech, we appreciate your intention and willingness to publish your work with IJTech.

Warmest regards,

Dr. Mohammed Ali Berawi  
[maberawi@eng.ui.ac.id](mailto:maberawi@eng.ui.ac.id)**Editor in Chief**

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Agustinus Purna Irawan &lt;agustinus@untar.ac.id&gt;

**[IJTech] Editor Decision**

1 message

**IJTech** <noreply@ijtech.eng.ui.ac.id>

Mon, Jan 13, 2020 at 3:11 PM

Reply-To: "noreply@ijtech.eng.ui.ac.id" &lt;noreply@ijtech.eng.ui.ac.id&gt;

To: linag@ft.untar.ac.id

Cc: maslin.kl@utm.my, yuri@ie.ui.ac.id, habibahharon.kl@utm.my, j.reyes@derby.ac.uk, asrilsyamas@yahoo.com, fransjusuf42@gmail.com, agustinus@untar.ac.id, benny.tjahjono@coventry.ac.uk, ssusanto@unpar.ac.id, iveline.annemarie@trisakti.ac.id, kiwi.mlw@gmail.com

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Agustinus Purna Irawan &lt;agustinus@untar.ac.id&gt;

---

**[IJTech-IE-2464] Result of Line-editing of the Paper**1 message

---

**IJTech** <ijtech@eng.ui.ac.id>

Mon, Jan 20, 2020 at 11:39 AM

To: linag@ft.untar.ac.id

Cc: maslin.kl@utm.my, yuri@ie.ui.ac.id, habibahharon.kl@utm.my, j.reyes@derby.ac.uk, asriisyamas@yahoo.com, fransjusuf42@gmail.com, agustinus@untar.ac.id, benny.tjahjono@coventry.ac.uk, ssusanto@unpar.ac.id, iveline.annemarie@trisakti.ac.id, kiwi.mlw@gmail.com

Dear Mrs. Lina GOZALI,

We have conducted line editing for your paper as part of the publication process in IJTech. Enclosed, please find the receipt order and the comments from the line editor indicated by the character in color besides black. We would like to ask you to complete the following:

1. Please make necessary revise the paper accordingly to the line editor comments.
2. Please complete detail information for the name of the author(s), and affiliation of each author(s). Please refer to Guideline for Author to write the affiliation section

After the revision complete, please send it back to [ijtech@eng.ui.ac.id](mailto:ijtech@eng.ui.ac.id) or by reply to this email, no later than **January 21, 2020**

We will proceed to the next step (Layouting, Final proof & Copyright) of the revised paper before printing.

We are looking forward to receiving your revised paper soon.

--

Kind regards,

Secretariat IJTech

International Journal of Technology (IJTech)

ISSN : 2086-9614

<http://www.ijtech.eng.ui.ac.id>**R1-IE-2464-2019111210531.docx**

287K

# PERFORMANCE FACTORS ~~OF FOR~~ SUCCESSFUL BUSINESS INCUBATORS ~~INFO~~R INDONESIAN PUBLIC UNIVERSITIES

## ABSTRACT

Scaling the performances of business processes is already a main concern ~~forin~~ both faculty and enterprise players, since organizations are motivated to ~~grasp~~ the productivity stage. Employing a performance achievement framework ~~to-for~~ the relationship ~~of-between~~ business incubator success factors will guarantee connection with ~~a-c~~Commercial schemes, which support ~~the-a~~ high level of performance indicators in successful business incubator models. This research employs ~~the-a~~ quantitative ~~method~~-approach, ~~and-with~~ the data ~~are~~ analyzed using ~~the the~~ IBM SPSS version 23 and Smart PLS version 3 statistical software packages. ~~Applying-Employing~~ a sample of 95 incubator managers from 19 universities which geographically ~~operated~~ in Indonesia, ~~this exhibitit~~ is shown that the ~~image of~~ business incubator factors' ~~image-shows~~has a positive effect on the incubator's performance. ~~Theis~~ study investigates ~~thea~~ relationship between ~~the-incubator's~~ performance and business incubator success factors in Indonesia. ~~The result are as follows:It was found that~~ Information TechnologyIT, as part of the business incubators's facets/abilities, partially supports their performance ~~of-business-incubator~~; ~~that the eEntry cCriteria supports~~ directly ~~support-to~~ the performance of ~~business-the~~ incubators; ~~that mMentoring nNetworksing~~ also supports the performance ~~of-business-incubator~~, with a good ~~infrastructure~~ systems of ~~infrastrueture~~ as a moderating factor; ~~that fFunding~~ supports the performance of business incubators, also with good ~~infrastructure~~ systems of ~~infrastructure~~ as a moderating factor; ~~and that uUniversity rRegulations and gGovernment sSupport and pProtection~~ enhance the performance of business incubators, with credits and rewards as a moderating factor. ~~And-In addition~~, a variety of indicators from the local context affiliate positively to promote a community that highlighted the incubators' ~~strategies~~.

**Keywords:** Successful Business Incubator, Indonesian Public Universities, Incubator Performance Factors

## 1. INTRODUCTION

The ~~C~~ommercialization passage such as "If you cannot measure it, you cannot manage it" or "What is measured, improves" (~~P-~~Drucker, 2006) are occasionally challenged ~~due-to-notas they~~ are not significantly measurable ~~to a significant extent~~ (Ryan, 2014). Nevertheless, that ~~help the~~ incubator managers to ~~scaling~~ their company's performance and successful factors' tools (such as ~~gapping from~~ quantitative to qualitative and from financial to non-financial), supports the study of ~~then~~ business activityies performance dimension (Van Looy and Shafagatova, 2016). However, ~~the-a~~ performance framework ~~ineline~~ to support ~~the~~ business process strategy and performance factors ~~have-needs~~ to be selected and ~~conducted-employed~~ (Shah et al., 2012).

Sometimes, the optimized performance measurement framework ~~used~~ is the ~~bB~~alanced ~~sS~~corecard (BSC) developed by Kaplan and Norton (1996, 2001), which ~~given-provides~~ four ~~-~~measurement methods ~~to-of~~ business performance: (1) ~~the~~ financial perspective; (2) customer perspective; (3) internal business process perspective; and (4) learning and growth perspective.

Commented [SG1]: "Measuring"?

Commented [SG2]: "improve"?

Commented [SG3]: OK to delete "which geographically operated"?

Commented [SG4]: sentence not clear, especially "affiliate positively" and "a community that highlighted"

Commented [SG5]: "commercial sayings" maybe?

Commented [SG6]: do you mean the "sayings" are not measureable?

Commented [SG7]: "that help" not clear. Maybe "they help", but what would "they" refer to?

Commented [SG8]: "measure"?

Commented [SG9]: "factor tools" not clear

Commented [SG10]: "gapping from" not clear

Commented [SG11]: what "supports"?

The role of ~~Business Incubator~~ ~~p~~Performance ~~f~~Factors in ~~the~~ successful ~~of~~ business incubator~~s~~ has received increased attention across several disciplines in recent years. During the last decade, the performance of business incubator~~s~~ has been at the center of much attention. Many ~~business incubators~~ are currently trying to achieve the best performance in the intense competition ~~in the current period~~ to be successful. The purpose of this research ~~was~~ is to assess the extent to which these ~~business incubator~~ performance factors ~~were~~ are important for success ~~inful~~ business incubator~~s~~ in Indonesian ~~p~~Public ~~u~~Universities. ~~Theis~~ research will greatly help ~~business~~ incubators to achieve their best performance so that ~~it~~ they can help their tenants to perform.

## 2. LITERATURE REVIEW

Service ~~i~~Innovation has been widely accepted as part of ~~thea~~ strategy to generate more advantages for business player~~s~~, particularly SMEs. Therefore, it is safe to conclude that business player~~s~~ which employ and ~~applicae~~ apply the latest innovation~~s~~ and activities as part of their ~~repetitious routine~~ action~~s~~, will have ~~higher~~ greater chances of ~~importantly~~ significantly upgrad~~ing~~ e their performance ~~atef~~ company level. This will ~~constantly~~ consistently equip them with the basic economic and financial resources needed to maintain the growth of the~~ir~~ service innovation. By generating new ~~assistance~~, which ~~do not~~ may have not recently existed in the business, ~~even~~ SMEs ~~are able to~~ can obtain the urge ~~conditions~~ to employ extreme innovations. ~~Thus~~ In this way, they can ~~conquer~~ beat their main business rival~~s~~, as well as significantly ~~upgrad~~ improving e their business performance.

Commented [SG12]: "assistance" in what sense?

Commented [SG13]: "urge conditions" not clear

~~The exploration led~~ Research by Aerts et al. (2007) on the relationship between ~~the~~ filtering process of incubators and performance ~~finds~~ found the coherence between filtering based on activities set with higher tenant survival ~~rate~~. While this is an important indication for incubator managers to understand ~~theat~~ filtering process, it does not demonstrate the application of incubator support, as ~~the~~ filtering process introduces ~~heavy~~ selection factors ~~when~~ compared to ~~an~~ incubator~~s~~ ~~which are~~ not ~~equally~~ filtered.

Commented [SG14]: second part of sentence not clear

Commented [SG15]: "important"? "strict"?

Peters et al. (2004) emphasize ~~on~~ the effect of incubator services, including infrastructure, mentoring and network~~s~~, and on the ~~graduation~~ percentage level of graduation of incubatees. They ~~obtain~~ found that ~~barely~~ simple comparison ~~of~~ types of services offered ~~will~~ was not ~~be~~ enough to highlight the differences in graduation rates among incubators. ~~Rather~~ Instead, they conclude from their investigation that ~~regarding~~ of screening activities as well as literate resource~~s~~ are needed through network~~s~~, and ~~that the~~ relationship ~~among~~ between co-tenant~~s~~ ~~are~~ is the important factors ~~to know~~ in establishing incubator~~s~~' performances in terms of graduation rates.

Mian (1997) advise~~s~~ that performance evaluations also support ~~the~~ program development and sustainability, tenant's firm survival and growth, implication to the University's mission sponsor and the environmental impacts should be noticed into account in order to measure ~~the~~ incubator performance~~s~~. The findings on technology business incubator performance can be observed by studying the incubation process, including the knowledge-sharing process, diffusion of innovation and individual creativity, which is vital for the developmental process of new ventures (Binsawad, Sohaib, and Hawryszkiewycz et al., 2019).

Formatted: Highlight

Commented [SG16]: highlighted part of sentence not clear

The ~~deficiency-lack~~ of perception from ~~the~~ incubatees ~~in-of~~ the future challenge ~~leads to~~ Chan and Lau (2005) to propose an adjusted model to understand the implication of technology firms through their business ~~operation~~. Using previous research ~~and references~~, they ~~fou~~ind a set of indicators to compare performances from the incubatees' perception. The nine elements consisted of pooling criteria, sharing facilities, coaching and mentoring services, public ~~impress~~, networking, clustering, geographic proximity, finance, ~~and~~ and funding support. They ~~identif~~iedy that the tenants' level of improvement affecteds the influences of each incubator characteristic on the ~~incubator's~~ tenants.

**Commented [SG17]:** "the implication of technology firms through their business operation" not clear

**Commented [SG18]:** "public impress" not clear

It ~~hasis~~ also ~~been~~ identified that the capability to connect start-ups to specific financial sources ~~upgrade-improves~~ the ~~important~~ factors ~~important of-anfor~~ incubators for increase their investments (Van Rijnsoever, ~~Van Weele, and Eveleens et al.~~, 2017). It ~~has also beenis~~ found that ~~being-participating~~ in network events, engaging in referral services and the sheer fact of being ~~linkage-linked~~ to a reputable incubator, ~~place-puts~~ the start-ups in a beneficial ~~stage~~position, while supporting actions directly ~~targeted~~ at gaining more funding (such as pitch training) have less influence. In spite of that, ~~this-it~~ does not mean that the supporting actions ~~correlated~~ to ~~hit-making~~, —such as coaching, mentoring, or workshops, —are all in vain. The ~~indicator-of~~ performance ~~indicators for-related to~~ raising funding ~~areis~~ primarily applicable to new business players (Eveleens et al. 2016).

**Commented [SG19]:** is "hit-making" a technical term in this context?

The important factor ~~of-in~~ incubation is the capability of the incubators to link the networks to ~~the~~ incubatees (Sherman ~~and-&~~ Chappell 1998; Colombo ~~and-&~~ Delmastro 2002; Haapasalo ~~and-&~~ Ekholm 2004; Pena 2004; Bøllingtoft ~~and-&~~ Ulhøi 2005; Chan and Lau ~~&~~ 2005; Hughes, Ireland, ~~and-Morgan et al.~~, 2007). One of the ~~performance~~-important ~~performance~~ factors ~~of-thein~~ incubation is the process of governing the incubatees' affiliations. Public incubators, which consist of ~~the~~-regional offices and ~~the~~-universitiesy, represent most of ~~the~~ business facilitators activated within the observed context, but it is even less ~~effective~~. ~~The-U~~universitiesy and the local government play a key role in the development of public policies and contribute to research funding, agreements between universities, incubators and the regional entrepreneurial systems to aid and promote entrepreneurship, economic development and innovations (Corsi, 2014). Finally, the ~~study~~ also finds the 'learning' factor, ~~to beas~~ the foundation of performance (Messegham et al., 2018).

**Commented [SG20]:** "but it is even less effective" not clear. What does "it" refer to? And "less effective" than what?

**Commented [SG21]:** which study?

This research ~~has~~ ~~arisen~~s because ~~of-the~~previous papers, ~~for example -that-have-been-previously published-according-to~~ Vanderstraeten and Matthyssens (2012). O'Nneal (2005), Voisey et. al. (2006), Löfsten and Lindelöf (2001), Mian (1997) ~~and~~, Bigliardi et. al. (2006), ~~shows-that-previous research-has~~have not used any processed data. Only Lalkaka (2003) ~~showed-indicates~~ five5 factors, ~~such-asnamely~~ public policy, ~~that-which~~ stimulates entrepreneurial businesses and provides the a business infrastructure; private sector partnerships for mentoring and marketing; ~~the~~ knowledge base of learning and research; professional networking, nationally and globally; and community involvement to promote entrepreneurship and cultural change. Stefanovic et. al. (2014) ~~researched~~ found that ~~on-the~~ ~~model~~ developed to measure business incubator performance ~~is-only-a-model~~was only one that measures financial statements. This research seeks to develop a model that measures the performance factors of ~~the~~-incubator ~~business~~ ~~inat-the~~ pPublic uUniversities in Indonesia.

**Commented [SG22]:** which model?

**Commented [SG23]:** "business incubators"?

### 3. STRUCTURAL MODEL, PERFORMANCE INDICATORS, AND HYPOTHESES

The factors studied in this research ~~such as~~ include the ~~a~~Abilities of business incubators (Smilor, 1987; Costa-David, 2002; Verma, 2004); ~~i~~Incubator ~~g~~Governance (Campbell, 1989; Verma, 2004; Hannon, 1995); ~~e~~Entry ~~c~~Criteria (Campbell, 1985; Campbell, 1989; Smilor ~~and &~~ Gill, 1986; Costa-David, 2002); Verma, 2004; Hackett ~~and &~~ Dilts, 2004; Hutabarat, 2014); ~~e~~Exit ~~c~~Criteria (Verma, 2004; Costa-David, 2002); ~~m~~Mentoring and ~~n~~Networking (Campbell, 1985; Aerts, 2007; Costa-David, 2002; Verma, 2004; Hackett ~~and &~~ Dilts, 2004); ~~f~~Funding and ~~s~~Support (Costa-David, 2002; Campbell, 1985; Verma, 2004); ~~g~~Government ~~s~~Support and ~~p~~Protection (Smilor, 1987; Mian, 1997; Wilson, 2012; Lee et al., 1999; Chandra ~~and &~~ Chao, 2011; Wolf ~~and &~~ Worf 2017); ~~u~~University regulations (Smilor, 1987; Gibson, 1988; Carayanis, 2006; Mian, 1997; Chandra ~~and &~~ Chao, 2011; Wonglimpiyarat, 2016); ~~and~~; ~~s~~System ~~i~~Infrastructure (O'Neal, 2005; Hackett ~~and &~~ Dilts, 2004; Carayanis, 2006).

~~The~~ ~~A~~ structural model of all ~~of the~~ factors to be assessed from the performance of ~~a~~-successful business incubators ~~from their~~ ~~p~~Public ~~u~~Universities ~~of in~~ Indonesia is shown in Figure 1.



H2: The better the incubator's governance, ~~ais~~ moderated by credit and reward, the more likely ~~the business incubator~~ is to be performed.

H3: The stronger the enforcement of tenant entry criteria, the higher the probability of ~~the~~ business incubator ~~is to be performing~~ welled

Commented [SG30]: change OK?

H4: The stronger the enforcement of tenant exit criteria, the higher the probability of ~~the~~ business incubator ~~is to be performed~~performing well.

Commented [SG31]: OK?

H5: The better the mentoring and networking of the business incubator, moderated by ~~a~~ good ~~system-of~~infrastructure system, the more likely the business incubator is to be performed.

H6: The better the funding and support of the business incubator for its tenants is moderated by good system of ~~infrastructure~~, the more likely the business incubator is to be performed.

Commented [SG32]: first part of sentence not clear

H7: The better the support and protection from the government, moderated by credit and reward, the more likely the business incubator is to be performed

H8: The better the university regulations ~~are~~is moderated by credit and rewards, the better the initiative programs and projects for business incubator performance (university regulations).

Commented [SG33]: necessary to repeat this in brackets?

H9: The better the system and infrastructure are moderated by ~~a~~ good ~~system-of~~infrastructure system, the more likely the performance of the business incubator

Commented [SG34]: see above

#### 4. METHODOLOGY

Using a mixed~~ed~~ method approach, ~~theis~~ research involves ~~a~~ sequential timing ~~in~~of the use of several different methods. One approach is first employed, ~~first~~ and the conclusion ~~is~~ used to select the sample to establish the instrument, ~~and~~or to write the analysis for the subsequent approaches. Other applications were used to establish ~~the~~ designs of ~~the~~ differing approaches of equal weight and sequencetial. ~~The s~~Second method involved~~s~~ data collection and procedure ~~strategy~~; ~~f~~First, ~~a~~ qualitative study, ~~and then proceeds with~~followed by ~~a~~ quantitative study. The weight between the qualitative and quantitative studi~~es~~y ~~which~~ should be equal~~ly~~, although in practice ~~one one~~ approach ~~more practically~~is used more than ~~the~~ another.

The decision ~~on~~to choosinge the properan appropriate approach ~~forin the a~~ study hinge~~s~~ upon the goal~~s~~ of the research, ~~and~~ ~~It ought to be~~should be determined by the study questions (Marshall, 1996). The mixed-method approach incorporates mixed-methods design, employing both quantitative and qualitative studies. This approach has been utilized in many fields of study, including ~~the~~ social, behavioral, and health sciences (Yin, 2003). Tashakkori and Creswell (2007) defined mixed-methods as research in which the investigator collects and analyses data, integrates the findings, and draws inferences using both qualitative and quantitative approaches or methods in a single study or ~~a~~ program of inquiry. Johnson and Onwuegbuzie (2004) advocated~~d~~ the use of mixed-methods research as the third research paradigm in educational research, and ~~they~~ recognized~~d~~ the importance and usefulness of both ~~quantitative and qualitative~~types of study.



Consequently, the use of ~~the~~ qualitative and quantitative methods ~~was~~ considered ~~to be~~ suitable ~~for~~ this research. ~~First, it~~ ~~The study first~~ seeks to examine the indicators and ~~the~~ successful factors for business incubators ~~for in~~ Indonesian public universities, ~~secondly, the~~ investigation of ~~successful~~ ~~these~~ factors ~~for business incubators~~, and finally ~~examines~~ the research framework performance through statistical analysis.

Based on various literature ~~reviews~~, the survey questionnaire was constructed and developed into a consolidated survey questionnaire consist~~ing~~ of different measurement scales and questions. Each related success factor was measured using a 1 to 5 Likert scale, ~~which was~~. ~~The Likert scale~~ ~~was~~ incorporated ~~with into~~ the questionnaire, ~~where the~~ ~~and~~ respondents ~~we~~are requested to ~~fill indicate~~ the importance of ~~the~~ factors relative to other~~s~~ ~~factors~~.

~~Further to that, T~~he objective of the study is to distinguish those factors ~~that which~~ have a relatively higher score. ~~The study~~ ~~It then~~ continues with the ~~use of~~ quantitative method using reliability and validity tests, ~~where in which~~ all the successful factors are valid and reliable (Gozali, 2018), research hypothes~~es~~ tests, and a structural model test. ~~The research uses~~ ~~Cease studies are~~ ~~used~~ as part of the qualitative method to study the differences ~~among between~~ public university business incubators in Indonesia.

The qualitative study was adapted from ~~the~~ literature ~~reviews~~, ~~where the in which~~ business incubator successful factors ~~we~~are identified. The survey questionnaire was constructed and developed from face-to-face interviews with ~~the~~ Indonesian public university~~ies~~ business incubator experts. The survey questionnaire ~~has been~~ ~~was then~~ validated by ten professors from six countries (i.e. ~~United States of America~~ ~~the USA~~, Scotland, Finland, Australia, Malaysia, and Indonesia) (Gozali, 2018). After ~~the~~ validation of ~~survey the~~ questionnaire and ~~completion of the~~ correction process ~~have been carried out~~, the final survey questionnaire was circulated to ~~the~~ respondents via e-mail or conducted face-to-face. ~~The~~ Cronbach's alpha value obtained from ~~the~~ 95 respondents ~~in the results of this questionnaire gives~~ ~~gave~~ a value of 0.98, which shows that the reliability ~~of the~~ results ~~are is~~ quite high.

The quantitative study ~~was~~ supported by data from in-depth, one-to-one interviews. The ~~status~~ ~~reliability~~ of the quantitative factors ~~in of~~ the study ~~was~~ assumed ~~to be~~ higher than the qualitative ~~ones~~, since the interviews with the experts were originated on empirical data which ~~was~~ ~~collected~~ ~~had been~~ previously ~~collected~~ (Graff, 2016). The ~~ultimate main~~ approach ~~is to is~~ utiliz~~ing~~ ~~the~~ questionnaire~~s~~ on a large sample ~~as in the form of~~ quantitative data collection, hence the creation of ~~the is~~ survey for the purpose of this research (Denscombe, 2007).

This research examined~~s~~ the results ~~to in~~ identify~~ing~~ the performance of business incubator~~s~~ using the survey questionnaire developed for ~~the is~~ study and the business incubator success~~ful~~ framework (Gozali, 2016).

Commented [SG35]: "various previous studies"?

Commented [SG36]: "from previous research"?

## 5. RESEARCH LOCATIONS AND RESEARCH SAMPLE

### 5.1 Research Location



~~For the actual research, The~~ 95 respondents consisted of business incubator managers from Indonesian public universities, ~~were~~ chosen from the following institutions: Institut Teknologi Bandung, Institute Teknologi Sepuluh November, Andalas University, Institut Pertanian Bogor, Diponegoro University, University of Indonesia, Samratulangi University, Brawijaya University, Airlangga University, Riau University, Udayana University, Gorontalo University, Sebelas Maret University, Jambi University, North Sumatera University, Bandung Technopark, Padjajaran University, and Yogyakarta State University.

## 5.2 Research Sample

The sample used for ~~the~~is study consisted of business incubator managers in Indonesian~~n~~'s public universities ~~who are~~ involved in the day-to-day operations of the incubators and the graduated tenant companies. ~~As the~~In their role as sample or respondents, the business incubator managers would have the necessary insights and experiences of managing incubators, ~~and the~~with a relationships between the incubators ~~with the~~and tenant firms. The sample for this research consisted of 95 respondents, all of whom ~~were~~are business incubator managers from Indonesian ~~Public~~ ~~Universities~~.

Commented [SG37]: repetition?

## 6. RESULTS AND DISCUSSION

~~The~~is research employs the ~~mixed~~ method approach, and the data are analyzed using the IBM SPSS version 23 and Smart PLS version 3 statistical software packages. After data collection and analysis, the results ~~are~~ shown~~s~~ in ~~T~~able 1.

Table 1 Structural model measurement for the performance of business incubators

Hypotheses	Construct relationship	t stat	p value
H1	Information Technology → Quality of Facility	4.374	0.000
H2	Incubator Governance → Credit and Rewards	0.461	0.645
H3	Entry Criteria → <del>Performance</del> Business Incubator Performance	2.125	0.034
H4	Exit Criteria → Successful factors	0.997	0.319
H5	Mentoring and Networking → <del>Good System</del> System of Infrastructure	2.686	0.007
H6	Funding and Support → <del>Performance</del> Business Incubator Performance	3.535	0.000
H7	Government Support and Protection → Credit and Rewards	2.309	0.021
H8	University Regulation → Credit and Rewards	3.515	0.000
H9	System Infrastructure → Good System of Infrastructure	1.486	0.138

Commented [SG38]: This would mean "Infrastructure of the system". OK?

~~Only~~ Lalkaka (2003) ~~stated~~ proposes five factors: government support, mentoring networking, infrastructure, community support ~~and~~; sharing knowledge, ~~which~~ will increase ~~the~~ business

incubator performance. Stefanovic et al. (2014) developed ~~model~~ ~~to measure business incubator performance just only~~ by ~~only~~ measuring financial statements.utama, Pasek, and Mudanaet al. (2018) state ~~that~~ business incubator performance depends on office space, tenant rooms, discussion room 1, and ~~a~~ tenant production display room, ~~and with a~~ minimum time requirement for ~~the~~ incubation process. Grapeggia et. al. (2011) state ~~that~~ ~~H~~ncubator governance, marketing assistance and infrastructure ~~are important~~ for increasing business incubator performance in Brazil. Binsawad, ~~Sohaib, and Hawryszkiewicz, I. et al.~~ (2019) state ~~that~~ the performance of technology business incubators ~~was-is~~ influenced by sharing knowledge and incubator governance, ~~while~~. Zibarzani and Rozan, (2017) stated ~~that~~ mentoring networking and sharing knowledge ~~greatly~~ influences ~~significantly on~~ business incubators performance in supporting ~~the~~ start-ups. Xie, Wu, Zhao, et al. (2011) ~~stated~~ ~~explain that~~ ~~the~~ incubation funding can ~~increase the improve~~ incubator performance but not directly influence the tenants's income.

**Commented [SG39]:** Lalkaka's model?

Van Loooy and Shafagatova (2016) show that the performance indicators from quantitative to qualitative and from financial to non-financial, almost similar ~~with to~~ Kaplan and Norton (2001), ~~which-who~~ takes a four-dimensional approach to organizational performance, ~~from the~~: (1) financial perspective, (2) customer perspective, (3) internal business process perspective, and (4) learning and growth perspective. Learning is a key indicator for performance, as stated ~~of by~~ Messeghe et al. (2018), Mian (1997) ~~and~~, Binsawad, ~~Sohaib, and Hawryszkiewicz et al.~~ (2019).

**Commented [SG40]:** "from quantitative to qualitative and from financial to non-financial" not clear. Appears incomplete.

Aerts et al. (2007) developed ~~the~~ screening criteria, or ~~the~~ entry criteria. Corsi (2014) emphasizes ~~ed~~ the roles of ~~u~~University regulations and collaborations ~~into~~ investment, and public policies. Van Rijnsoever et al. (2017) and Eveleens et al. (2016) recommended ~~the~~ funding and support. Van Rijnsoever, ~~Van Weele, and Eveleenet al.s~~ (2017), Bøllingtoft and Ulhøi (2005), Chan and Lau (2005), Colombo and Delmastro (2002), Haapasalo and Ekholm (2004), Hughes, ~~Ireland, and Morgan et al.~~ (2007), Pena (2004) ~~and~~; Sherman and Chappell (1998) acknowledged the relationship ~~or~~ mentoring and networking. ~~With Aall of~~ the above ~~theories, they~~ support ~~all~~ the factors within the findings of this ~~analysis~~.

**Commented [SG41]:** "between"?

**Commented [SG42]:** are all the above "theories"?

**Commented [SG43]:** These three paragraphs seem to be a list of other researchers' findings, which may be better in the Literature Review sections, rather than Results and Discussion.

Table 2 ~~The R~~results of performance hypothes~~ises~~ testing

Hypothes <del>ies</del>	Description	Result
H1	The greater the focus is on the performance of business incubator moderated by the quality of the facilities, the more likely the business incubator to perform due to good quality of <del>facilities</del> .	<del>Supported</del> Partially <del>Supported</del> (Information Technology and E-com Assistance)
H2	The better the incubator's governance is moderated by credit and reward, the more likely the business incubator to perform	Not Supported

**Commented [SG44]:** See corrections and comments on pp.4-5 (first listing of hypotheses)

**Commented [SG45]:** what do these relate to?

Hypotheses	Description	Result
H3	The stronger the enforcement of tenant entry criteria, the higher the probability of business incubator to perform	<del>Directly</del> Supported <del>Directly</del>
H4	The stronger the enforcement of tenant exit criteria, the higher the probability of business incubator to perform	Not Supported
H5	The better the mentoring and networking of the business incubator moderated by good system of infrastructure, the more likely the business incubator to perform	Supported
H6	The better the funding and support of the business incubator for its tenants is moderated by good system of infrastructure, the more likely the business incubator to perform	Supported
H7	The better the support and protection from the government moderated by credit and reward, the more likely the business incubator to perform	Supported
H8	The better the university regulation is moderated by credit and rewards, the better the initiative programs and projects for business incubator on the performance (university regulation).	Supported
H9	The better the system and infrastructure are moderated by a good system of infrastructure, the more likely the performance of the business incubator to increase	Not Supported

Commented [SG46]: "Directly" not clear

The results of the hypotheses analysis ~~at-shown in T~~table 2 ~~as-demonstrated~~ that: information technology (Grapeggia, 2011; Lalkaka, 2003), as part of the abilities of a business incubator, partially supports their performance ~~and that of business incubator;~~ cEntry cCriteria (Campbell, 1985; Campbell, 1989; Smilor ~~and &~~ Gill, 1986; Costa-David, 2002) ~~directly supports directly to the performance of business incubator.~~ Mentoring ~~n~~Networking (Lalkaka, 2003; Zibarzani ~~and &~~ Rozan, 2017) supports the performance of business incubator, with good ~~system of~~ infrastructure systems as a moderating factor ~~and;~~ fFunding supports (Xie, Wu, Zhao, et al., 2011; Van Loooy ~~and &~~ Shafagatova, 2016; Van Rijnsoever et al., 2017; ~~and~~ Eveleens et al., 2016) ~~also supports the performance, with of business incubator with good system of infrastructure systems also~~ as a moderating factor. Finally, uUniversity rRegulation (Corsi, 2014) supports the performance of business incubator, with credits and rewards as a moderating factor.

## 7. CONCLUSION

This research has been ~~done-conducted~~ to measure the factors that are critical to incubator performance. The research design ~~of this study~~ employ~~eds~~ the mixed methods approach. To conclude, it can be said that comprehensive skimming of ~~references~~ has ~~given-provided~~ us with numerous factors ~~which~~ account~~able~~ for the success of incubation performance. An important finding from ~~theis~~ paper ~~shows-is~~ that ~~i~~nformation ~~t~~echnology, ~~e~~ntry ~~c~~riteria, ~~g~~overnment ~~s~~upport and ~~p~~rotection, ~~f~~unding and ~~s~~upport, ~~m~~entoring ~~n~~etworking and ~~u~~niversity ~~r~~egulation support the performance of business incubator~~s~~.

Commented [SG47]: "analysis of previous research"?

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## Appendix A

### The question of the Questionnaire questions

1. The following criteria relate to the ability of the business incubator to provide PHYSICAL OR LOGISTICAL FACILITIES: Office Space, Workshop Space, Laboratory, Computers, Conference Room, Meeting Room, Furniture and Equipment Rental, Telephone Equipment, Canteen, Shipping and Receiving, Logistic.
2. The following criteria relate to the ability of the business incubator to provide SHARED BUSINESS SERVICES AND EQUIPMENT: Audio Visual Equipment, Mail Service, Photocopy, Electricity, Water, Filling, Clerical Service, Receptionist, Office Hours Answering, Air Conditioner, Cleaning, Maintenance, Custodial Services.
3. The following criteria relate to the ability of the business incubator to provide FINANCIAL AND ACCOUNTING CONSULTATIONS: Business Taxes, Risk and Management Units, Government Grants and Loans, Government Procurement Process, Government Contract Preparation, Equity and Debt Financial Agreement, Export Development Assistance, Writing Financial Report.
4. The following criteria relate to the ability of the business incubator to provide MARKETING ASSISTANCE. Market Research, Advertising and Media Promotion, Customer Service Training, Pricing Strategy, Product and Image Development, Selling and Distribution Strategy, Business Events, Conferences and Exhibitions, Network to other business support, agencies, and potential clients.
5. The following criteria relate to the ability of the business incubator to provide PROFESSIONAL BUSINESS SERVICES AND BUSINESS ETIQUETTE: Pre-Incubation Services, Legal Counseling, Legal Representation, Patent Assistance, Accounting, Computing and Information Services, Book Keeping, Introduction to Seed and Venture Capitalist, Business Angel Network.
6. The following criteria relate to the ability of the business incubator to provide MANAGEMENT AND HUMAN RESOURCE ASSISTANCE: Business Planning Skill, Budgeting Skill, Employee or Human Relations Skill, Controlling Skill, Renumeration Packages, Career Path Planning, Public Speaking and Presentation Skill, Training Package for Human Development.
7. The following criteria relate to the ability of the business incubator to provide INFORMATION TECHNOLOGY AND E-COMMERCE ASSISTANCE: E Business or E commerce, E business or E Commerce, Computer & Software Skill, Network Provider, Web Admin, Accessibility.
8. The following criteria relate to the INCUBATOR GOVERNANCE: An Experienced Incubator Manager, A Key Board of Directors, A Noted Advisory Council, Concise Program Milestones with Clear Policies and Procedures, Dynamic and Efficient Business Operation, Good System Operation Procedure of Business Incubator, Vision, Mission, Value and Culture of Business Incubator.
9. The following criteria relate to the ability of the business incubator to screen tenants for admission to the incubator (ENTRY CRITERIA). Ability to Create Jobs, Ability to Present a Written Business Plan, Have a Unique Opportunity, Ability to The Firm to be Owned Locally, Advanced Technology Related Firm, Ability of Firm to Present Its Space Needs,

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Complementary to Existing Firms, New Start Up Firm, Age of Firm, Affiliated with University, Be Able to Pay Operating Expenses, Business Must Have an Innovative Project, Business Must Demonstrate The High Growth Potential, Social Impact.

10. The following criteria relate to the ability of the business incubator to decide when tenants should leave the incubator (EXIT CRITERIA): Time Limit of Tenancy, Space Requirements, Achieved Business Target and Objectives, Fail to Achieved Business target and Objectives, Need More Support that Incubator Cannot Offer.
11. The following criteria relate to the ability of the business incubator to provide MENTORING AND NETWORKING: Entrepreneurial Network, Entrepreneurial Education, Tie to a University, Community Support, Affiliation with Key Institutions, Finding the Strategy and Expertise Partner.
12. The following criteria relate to the ability of the business incubator to obtain GOVERNMENT SUPPORT AND PROTECTION: Grant or Funding, Good Regulation, Tax Holiday or Protection, Special Stock Market for Startup Company.
13. The following criteria relate to the ability of the business incubator to obtain FUNDING AND SUPPORT: Financing Arrangement, Organizational Arrangement, Good Supporting Data, Intellectual Property Protection, Help with Regulatory Compliance
14. The following criteria relate to the ability of the business incubator to obtain UNIVERSITY REGULATION: Good University Regulation for Entrepreneurship, Good Entrepreneurship Programs, appointed a Good Business Incubator Manager, Give Credit and Rewards for Business Incubator, Manager, Mentor and Counselor, Evaluation System for Business Incubator Services and social impacts
15. The following criteria relate to the ability of the incubator to provide SYSTEM INFRASTRUCTURE. Integrate Clients in the Largest, Technology Development System, Good Service Provider, High Speed Broadband Internet, Technology Support
16. The management use the following criteria to monitor the PERFORMANCE OF THE BUSINESS INCUBATOR itself. Incubator Occupancy Rates, Number of Companies Graduating from Incubator, Job Created by Tenant/Graduate Companies, Turnover of Tenant/Graduate Companies, Financial Performance of Incubator Itself, Business Incubator Contribution to Society or Local Development



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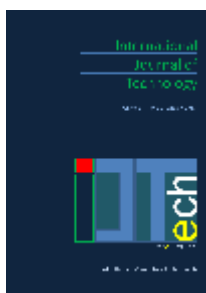
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## Performance Factors for Successful Business Incubators in Indonesian Public Universities

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**Abstract.** Measuring the performance of business processes is already a main concern for both faculty and enterprise players, since organizations are motivated to reach the productivity stage. Employing a performance achievement framework for the relationship between business incubator success factors will guarantee connection with commercial schemes, which support a high level of performance indicators in successful business incubator models. This research employs a quantitative approach, with the data analyzed using the IBM SPSS version 23 and Smart PLS version 3 statistical software packages. Employing a sample of 95 incubator managers from 19 universities which geographically located in Indonesia, it is shown that the image of business incubator factors has a positive effect on incubator performance. The study investigates the relationship between incubator performance and business incubator success factors in Indonesia. It was found that IT, as part of the business incubators' facets/abilities, partially supports their performance; that the entry criteria directly support the performance of the incubators; that mentoring networks also support the performance, with good infrastructure systems as a moderating factor; that funding supports the performance of business incubators, also with good infrastructure systems as a moderating factor; and that university regulations and government support and protection enhance the performance of business incubators, with credits and rewards as a moderating factor. In addition,

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a variety of indicators from the local context affiliate positively to promote a community that highlighted the incubators' strategies.

**Keyword:** Incubator performance factors; Indonesian public universities; Successful business incubator

## 1. Introduction

Commercialization passage such as "If you cannot measure it, you cannot manage it" or "What is measured, improves" (Drucker, 2006) are occasionally challenged as they are not measurable to a significant extent (Ryan, 2014). Nevertheless, that passage help incubator managers to measuring their company's performance and successful factor (such as gapping from quantitative to qualitative and from financial to non-financial), that can support the study of the business activity performance dimension (Van Looy and Shafagatova, 2016). However, a performance framework to support the business process strategy and performance factors needs to be selected and employed (Shah et al., 2012).

Sometimes, the optimized performance measurement framework used is the balanced scorecard (BSC) developed by Kaplan and Norton (2001), which provides four measurement methods of business performance: (1) the financial perspective; (2) customer perspective; (3) internal business process perspective; and (4) learning and growth perspective.

The role of performance factors in successful business incubators has received increased attention across several disciplines in recent years. During the last decade, the performance of business incubators has been at the center of much attention. Many are currently trying to achieve the best performance in the intense competition to be successful. The purpose of this research is to assess the extent to which these performance factors are important for success in business incubators in Indonesian public universities. The research will greatly help incubators to achieve their best performance so that they can help their tenants to perform.

## 2. Literature Review

Service innovation has been widely accepted as part of the strategy to generate more advantages for business players, particularly SMEs. Therefore, it is safe to conclude that business players which employ and apply the latest innovations and activities as part of their routine actions will have greater chances of significantly upgrading their performance at company level. This will consistently equip them with the basic economic and financial resources needed to maintain the growth of their service innovation. By generating new assistance, which may have not recently existed in the business, SMEs can obtain the urge conditions to employ extreme innovations. In this way, they can beat their main business rivals, as well as significantly improving their business performance.

Research by Aerts et al. (2007) on the relationship between the filtering process of incubators and performance found coherence between filtering based on activities set with higher tenant survival rate. While this is an important indication for incubator managers to understand the filtering process, it does not demonstrate the application of incubator support, as the filtering process introduces heavy selection factors compared to incubators which are not filtered.

Peters et al. (2004) emphasize the effect of incubator services, including infrastructure, mentoring and networks, and on the percentage level of graduation of incubates. They found that simple comparison of types of services offered was not enough to highlight the differences in graduation rates among incubators. Instead, they conclude from investigation

that screening activities as well as literate resources are needed through networks, and that the relationship between co-tenants are the important factors in establishing incubator performances in terms of graduation rates.

Mian (1997) advises that performance evaluations also support program development and sustainability, tenant's firm survival and growth, implication to the University's mission sponsor and the environmental impacts should be noticed into account in order to measure incubator performance. The findings on technology business incubator performance can be observed by studying the incubation process, including the knowledge-sharing process, diffusion of innovation and individual creativity, which is vital for the developmental process of new ventures (Binsawad et al., 2019).

The lack of perception from incubatees of the future challenge led Chan and Lau (2005) to propose an adjusted model to understand the implication of technology firms through their business operation. Using previous research, they found a set of indicators to compare performance from the incubatees' perception. The nine elements consisted of pooling criteria, sharing facilities, coaching and mentoring services, public impress, networking, clustering, geographic proximity, finance, and funding support. They identified that the tenants' level of improvement affected the influences of each incubator characteristic on the tenants.

It has also been identified that the capability to connect start-ups to specific financial sources improves the factors important for incubators for increase their investments (Van Rijnsoever et al., 2017). It has also been found that participating in network events, engaging in referral services and the sheer fact of being linked to a reputable incubator puts the start-ups in a beneficial position, while supporting actions directly targeted at gaining more funding (such as pitch training) have less influence. In spite of that, it does not mean that the supporting actions correlated to hit-making, such as coaching, mentoring or workshops, are all in vain. The performance indicators related to raising funding are primarily applicable to new business players (Eveleens et al., 2017).

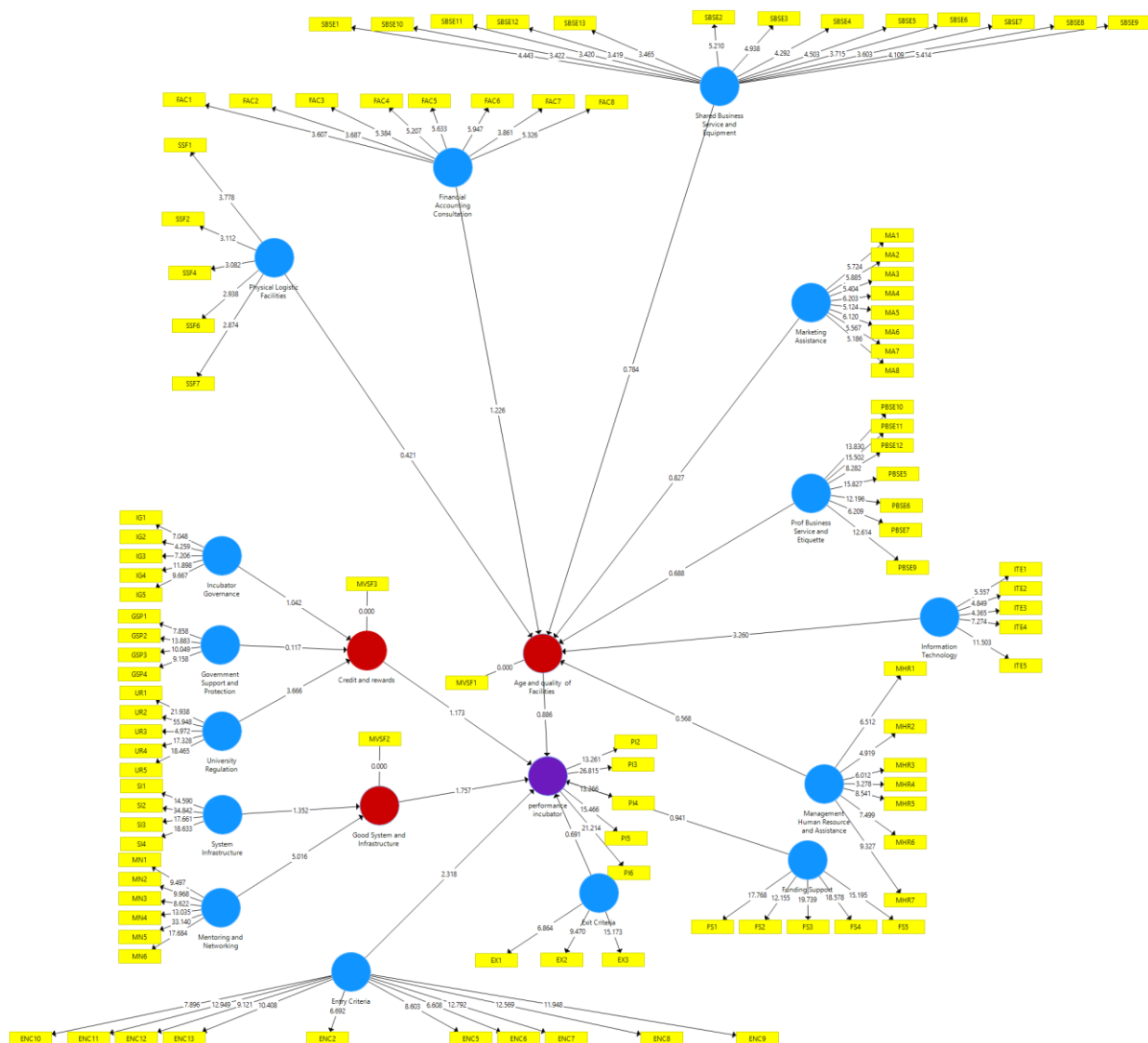
The important factor in incubation is the capability of the incubators to link the networks to the incubatees (Sherman and Chappell, 1998; Colombo and Delmastro, 2002; Haapasalo and Ekholm, 2004; Pena, 2004; Bøllingtoft and Ulhøi, 2005; Chan and Lau, 2005; Hughes et al., 2007). One of the important performance factors in incubation is the process of governing the incubatees' affiliations. Public business incubators, which consist of regional offices and universities, represent most of the business facilitators activated within the observed context. Universities and the local government play a key role in the development of public policies and contribute to research funding, agreements between universities, incubators and the regional entrepreneurial systems to aid and promote entrepreneurship, economic development and innovation (Corsi and Di Berardino, 2014). Finally, the research also finds the 'learning' factor to be the foundation of performance (Messeghem et al., 2018).

This research has arisen because previous papers, for example Vanderstraeten and Matthyssens (2012), O'Neal (2005), Voisey et al. (2006), Löfsten and Lindelöf (2002), Mian (1997) and Bigliardi et al. (2006), have not used any processed data. Only Lalkaka (2003) indicates five factors, namely public policy, which stimulates entrepreneurial businesses and provides a business infrastructure; private sector partnerships for mentoring and marketing; the knowledge base of learning and research; professional networking, nationally and globally; and community involvement to promote entrepreneurship and cultural change. Stefanović and Stanković (2014) found that usually the model developed to measure business incubator performance was only one that measured financial

statements. This research seeks to develop a model that measures the performance factors of business incubator in public universities in Indonesia.

### 3. Structural Model, Performance Indicators, and Hypotheses

The factors studied in this research include the abilities of business incubators (Smilor, 1987; Costa-David et al., 2002; Verma, 2004), incubator governance (Campbell, 1989; Hannon, 1995; Verma, 2004), entry criteria (Campbell, 1985; Smilor and Gill, 1986; Campbell, 1989; Costa-David et al., 2002; Verma, 2004; Hackett and Dilts, 2004; Hutabarat, 2014), exit criteria (Costa-David et al., 2002; Verma, 2004), mentoring and networking (Campbell, 1985; Costa-David et al., 2002; Verma, 2004; Hackett and Dilts, 2004; Aerts et al., 2007), funding and support (Campbell, 1985; Costa-David et al., 2002; Verma, 2004), government support and protection (Smilor, 1987; Mian, 1997; Lee et al., 1999; Chandra and Chao, 2011; Wilson, 2012; Wolf 2017), university regulations (Smilor, 1987; Gibson, 1988; Mian, 1997; Carayannis et al., 2006; Chandra and Chao, 2011; Wonglimpiyarat, 2016), and system infrastructure (Hackett and Dilts, 2004; O'Neal, 2005; Carayannis et al., 2006). A structural model of all the factors to be assessed from the performance of successful business incubators in public universities in Indonesia is shown in Figure 1.



**Figure 1** Structural model of the performance of business incubators in Indonesian public universities

The incubator performance framework section explained that the incubator performance framework should typically determine different performance approaches from which performance measurement could be further defined. However, we should observe that performance measurement and (key) performance measurements as phrasing (Dumas et al., 2013).

H1: The greater the focus on the performance of business incubators moderated by the quality of facilities, the more likely the business incubator is to be performed due to good quality of facilities.

H2: The better the incubator's governance, as moderated by credit and reward, the more likely it is to be performed.

H3: The stronger the enforcement of tenant entry criteria, the higher the probability of the business incubator performing well.

H4: The stronger the enforcement of tenant exit criteria, the higher the probability of the business incubator performing well.

H5: The better the mentoring and networking of the business incubator, moderated by a good infrastructure system, the more likely the business incubator is to be performed.

H6: The better the funding and support of the business incubator for its tenants is moderated by good system of infrastructure, the more likely the business incubator is to be performed.

H7: The better the support and protection from the government, moderated by credit and reward, the more likely the business incubator is to be performed

H8: The better the university regulations are moderated by credit and rewards, the better the initiative programs and projects for business incubator performance.

H9: The better the system and infrastructure are moderated by a good infrastructure system, the more likely the of the business incubator performance

#### 4. Methodology

Using a mixed method approach, the research involves sequential timing in the use of several different methods. One approach is first employed, and the conclusion used to select the sample to establish the instrument, and to write the analysis for the subsequent approaches. Other applications were used to establish the designs of the differing approaches of equal weight and sequence. The second method involved data collection and procedure; first, a qualitative study, followed by a quantitative study. The weight between the qualitative and quantitative studies should be equal, although in practice one approach is used more than the other.

The decision on choosing an appropriate approach for a study hinges upon the goals of the research, and should be determined by the study questions (Marshall, 1996). The mixed-method approach incorporates mixed-methods design, employing both quantitative and qualitative studies. This approach has been utilized in many fields of study, including social, behavioral and health sciences (Yin, 2003). Tashakkori and Creswell (2007) define mixed-methods as research in which the investigator collects and analyses data, integrates the findings, and draws inferences using both qualitative and quantitative approaches or methods in a single study or program of inquiry. Johnson and Onwuegbuzie (2004) advocate the use of mixed-methods research as the third research paradigm in educational research, and recognize the importance and usefulness of both types of study.

Consequently, the use of qualitative and quantitative methods was considered suitable for this research. The study first seeks to examine the indicators and success factors for business incubators in Indonesian public universities, second investigates these factors, and finally examines the research framework performance through statistical analysis. Based on various literature reviews, the survey questionnaire was constructed and developed into a consolidated survey questionnaire consisting of different measurement scales and questions. Each related success factor was measured using a 1 to 5 Likert scale, which was incorporated into the questionnaire, and respondents were requested to indicate the importance of factors relative to others.

The objective of the study is to distinguish those factors which have a relatively higher score. It then continues with the quantitative method using reliability and validity tests, in which all the success factors are valid and reliable (Gozali, 2018), research hypothesis tests, and a structural model test. Case studies are used as part of the qualitative method to study the differences between public university business incubators in Indonesia.

The qualitative study was adapted from the literature reviews, in which business incubator success factors were identified. The survey questionnaire was constructed and developed from face-to-face interviews with Indonesian public university business incubator experts. The survey questionnaire was then validated by ten professors from six countries (i.e. the USA, Scotland, Finland, Australia, Malaysia and Indonesia) (Gozali, 2018). After validation of the questionnaire and completion of the correction process, the final survey questionnaire was circulated to respondents via e-mail or conducted face-to-face. The Cronbach's alpha value obtained from the 95 respondents gave a value of 0.98, which shows that the reliability of the results is quite high.

The quantitative study was supported by data from in-depth, one-to-one interviews. The reliability of the quantitative factors in the study was assumed to be higher than the qualitative ones, since the interviews with the experts were originated on empirical data which had been previously collected (Graff, 2016). The main approach is to utilize questionnaires on a large sample in the form of quantitative data collection, hence the creation of the survey for the purpose of this research (Denscombe, 2007). This research examined the results to identify the performance of business incubators using the survey questionnaire developed for the study and the business incubator success framework (Gozali, 2016).

## 5. Research Locations and Research Sample

### 5.1. Research Location

The 95 respondents consisted of business incubator managers from Indonesian public universities, chosen from the following institutions: Institut Teknologi Bandung, Institute Teknologi Sepuluh November, Andalas University, Institut Pertanian Bogor, Diponegoro University, University of Indonesia, Samratulangi University, Brawijaya University, Airlangga University, Riau University, Udayana University, Gorontalo University, Sebelas Maret University, Jambi University, North Sumatera University, Bandung Technopark, Padjajaran University and Yogyakarta State University.

### 5.2. Research Sample

The sample used for the study consisted of business incubator managers in Indonesian public universities involved in the day-to-day operations of the incubators and the graduated tenant companies. In their role as sample or respondents, the business incubator managers would have the necessary insights and experience of managing incubators, with a relationship between the incubators and tenant firms. The sample for this research



consisted of 95 respondents, all of whom were business incubator managers from Indonesian public universities.

## 6. Results and Discussion

The research employs the mixed method approach, and the data are analyzed using the IBM SPSS version 23 and Smart PLS version 3 statistical software packages. After data collection and analysis, the results are shown in Table 1.

**Table 1** Structural model measurement for the performance of business incubators

Hypothesis	Construct relationship	t stat	p value
H1	Information Technology → Quality of Facility	4.374	0.000
H2	Incubator Governance → Credit and Rewards	0.461	0.645
H3	Entry Criteria → Business Incubator Performance	2.125	0.034
H4	Exit Criteria → Business Incubator Performance	0.997	0.319
H5	Mentoring and Networking → Good System Infrastructure	2.686	0.007
H6	Funding and Support → Business Incubator Performance	3.535	0.000
H7	Government Support and Protection → Credit and Rewards	2.309	0.021
H8	University Regulation → Credit and Rewards	3.515	0.000
H9	System Infrastructure → Good System Infrastructure	1.486	0.138

Lalkaka (2003) proposed five factors, government support, mentoring networking, infrastructure, community support and sharing knowledge, which will increase business incubator performance. Stefanović and Stanković (2014) developed a model by only measuring financial statements. Utama et al. (2018) state that business incubator performance depends on office space, tenant rooms, discussion room 1 and a tenant production display room, with a minimum time requirement for the incubation process. Grapeggia et al. (2011) state that incubator governance, marketing assistance and infrastructure are important for increasing business incubator performance in Brazil. Binsawad et al. (2019) state that the performance of technology business incubators is influenced by sharing knowledge and incubator governance, while Zibarzani and Rozan (2017) state that mentoring networking and sharing knowledge greatly influences business incubator performance in supporting start-ups. Xie et al. (2011) explain that incubation funding can improve incubator performance but not directly influence the tenants' income.

Van Looy and Shafagatova (2016) show that the performance indicators from quantitative to qualitative methods and from financial to non-financial factors, almost similar to Kaplan and Norton (2001), who take a four-dimensional approach to organizational performance, from the: (1) financial perspective; (2) customer perspective; (3) internal business process perspective; and (4) learning and growth perspective. Learning is a key indicator for performance, as stated by Messeghem et al. (2018), Mian (1997) and Binsawad et al. (2019).

Aerts et al. (2007) developed screening criteria, or entry criteria. Corsi and Di Berardino (2014) emphasizes the roles of university regulations and collaborations in investment and public policies. Van Rijnsoever et al. (2017) and Eveleens et al. (2017) recommend funding and support. Van Rijnsoever et al. (2017), Bøllingtoft and Ulhøi (2005), Chan and Lau (2005), Colombo and Delmastro (2002), Haapasalo and Ekholm (2004), Hughes et al. (2007), Pena (2004) and Sherman and Chappell (1998) acknowledge the relationship between mentoring and networking. All the above theories and models support the factors within the findings of this analysis.

**Table 2** Results of performance hypothesis testing

Hypothesis	Description	Result
H1	The greater the focus is on the performance of business incubator moderated by the quality of the facilities, the more likely the business incubator to perform due to good quality of facilities.	Partially Supported (Information Technology and E-com Assistance)
H2	The better the incubator's governance is moderated by credit and reward, the more likely the business incubator to perform	Not Supported
H3	The stronger the enforcement of tenant entry criteria, the higher the probability of business incubator to perform	Directly Supported
H4	The stronger the enforcement of tenant exit criteria, the higher the probability of business incubator to perform	Not Supported
H5	The better the mentoring and networking of the business incubator moderated by good system of infrastructure, the more likely the business incubator to perform	Supported
H6	The better the funding and support of the business incubator for its tenants is moderated by good system of infrastructure, the more likely the business incubator to perform	Supported
H7	The better the support and protection from the government moderated by credit and reward, the more likely the business incubator to perform	Supported
H8	The better the university regulation is moderated by credit and rewards, the better the initiative programs and projects for business incubator on the performance (university regulation).	Supported
H9	The better the system and infrastructure are moderated by a good system of infrastructure, the more likely the performance of the business incubator to increase	Not Supported

The results of the hypothesis analysis shown in Table 2 demonstrate that information technology (Grapeggia, 2011; Lalkaka, 2003), as part of the abilities of a business incubator, partially supports their performance and that entry criteria (Campbell, 1985; Smilor and Gill, 1986; Campbell, 1989; Costa-David et al., 2002) directly support performance. Mentoring networking (Lalkaka, 2003; Zibarzani and Rozan, 2017) supports the performance of business incubator, with good infrastructure systems as a moderating factor and funding (Xie et al., 2011; Van Looy and Shafagatova, 2016; Van Rijnsoever et al., 2017; Eveleens et al., 2017) also supports performance, with good infrastructure systems also as a moderating factor. Finally, university regulation (Corsi and Di Berardino, 2014) supports the performance of business incubators, with credits and rewards as a moderating factor.

## 7. Conclusions

This research has been conducted to measure the factors that are critical to incubator performance. The research design employed the mixed methods approach. To conclude, it can be said that comprehensive skimming of references has provided us with numerous factors which account for the success of incubation performance. An important finding from the paper is that information technology, entry criteria, government support and protection, funding and support, mentoring networking and university regulation support the performance of business incubators.

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## Appendix A

### The content of the Questionnaire

1. The following criteria relate to the ability of the business incubator to provide PHYSICAL OR LOGISTICAL FACILITIES: Office Space, Workshop Space, Laboratory, Computers, Conference Room, Meeting Room, Furniture and Equipment Rental, Telephone Equipment, Canteen, Shipping and Receiving, Logistic.
2. The following criteria relate to the ability of the business incubator to provide SHARED BUSINESS SERVICES AND EQUIPMENT: Audio Visual Equipment, Mail Service, Photocopy, Electricity, Water, Filling, Clerical Service, Receptionist, Office Hours Answering, Air Conditioner, Cleaning, Maintenance, Custodial Services.
3. The following criteria relate to the ability of the business incubator to provide FINANCIAL AND ACCOUNTING CONSULTATIONS: Business Taxes, Risk and Management Units, Government Grants and Loans, Government Procurement Process, Government Contract Preparation, Equity and Debt Financial Agreement, Export Development Assistance, Writing Financial Report.
4. The following criteria relate to the ability of the business incubator to provide MARKETING ASSISTANCE. Market Research, Advertising and Media Promotion, Customer Service Training, Pricing Strategy, Product and Image Development, Selling and Distribution Strategy, Business Events, Conferences and Exhibitions, Network to other business support, agencies, and potential clients.
5. The following criteria relate to the ability of the business incubator to provide PROFESSIONAL BUSINESS SERVICES AND BUSINESS ETIQUETTE: Pre-Incubation Services, Legal Counseling, Legal Representation, Patent Assistance, Accounting, Computing and Information Services, Book Keeping, Introduction to Seed and Venture Capitalist, Business Angel Network.
6. The following criteria relate to the ability of the business incubator to provide MANAGEMENT AND HUMAN RESOURCE ASSISTANCE: Business Planning Skill, Budgeting Skill, Employee or Human Relations Skill, Controlling Skill, Renumeration Packages, Career Path Planning, Public Speaking and Presentation Skill, Training Package for Human Development.
7. The following criteria relate to the ability of the business incubator to provide INFORMATION TECHNOLOGY AND E-COMMERCE ASSISTANCE: E Business or E commerce, E business or E Commerce, Computer & Software Skill, Network Provider, Web Admin, Accessibility.
8. The following criteria relate to the ability of the business incubator to provide INCUBATOR GOVERNANCE: An Experienced Incubator Manager, A Key Board of Directors, A Noted Advisory Council, Concise Program Milestones with Clear Policies and Procedures, Dynamic and Efficient Business Operation, Good System Operation Procedure of Business Incubator, Vision, Mission, Value and Culture of Business Incubator.
9. The following criteria relate to the ability of the business incubator to screen tenants for admission to the incubator (ENTRY CRITERIA). Ability to Create Jobs, Ability to Present a Written Business Plan, Have a Unique Opportunity, Ability to The Firm to be Owned Locally, Advanced Technology Related Firm, Ability of Firm to Present Its Space Needs, Complementary to Existing Firms, New Start Up Firm, Age of Firm, Affiliated with University, Be Able to Pay Operating Expenses, Business Must Have an Innovative Project, Business Must Demonstrate The High Growth Potential, Social Impact.
10. The following criteria relate to the ability of the business incubator to decide when tenants should leave the incubator (EXIT CRITERIA): Time Limit of Tenancy, Space Requirements, Achieved Business Target and Objectives, Fail to Achieved Business target and Objectives, Need More Support that Incubator Cannot Offer.
11. The following criteria relate to the ability of the business incubator to provide MENTORING AND NETWORKING: Entrepreneurial Network, Entrepreneurial Education, Tie to a University, Community Support, Affiliation with Key Institutions, Finding the Strategy and Expertise Partner.
12. The following criteria relate to the ability of the business incubator to obtain GOVERNMENT SUPPORT AND PROTECTION: Grant or Funding, Good Regulation, Tax Holiday or Protection, Special Stock Market for Startup Company.
13. The following criteria relate to the ability of the business incubator to obtain FUNDING AND SUPPORT: Financing Arrangement, Organizational Arrangement, Good Supporting Data, Intellectual Property Protection, Help with Regulatory Compliance
14. The following criteria relate to the ability of the business incubator to obtain UNIVERSITY REGULATION: Good University Regulation for Entrepreneurship, Good Entrepreneurship Programs, appointed a Good Business Incubator Manager, Give Credit and Rewards for Business Incubator, Manager, Mentor and Counselor, Evaluation System for Business Incubator Services and social impacts
15. The following criteria relate to the ability of the incubator to provide SYSTEM INFRASTRUCTURE. Integrate Clients in the Largest, Technology Development System, Good Service Provider, High Speed Broadband Internet, Technology Support
16. The management use the following criteria to monitor the PERFORMANCE OF THE BUSINESS INCUBATOR itself. Incubator Occupancy Rates, Number of Companies Graduating from Incubator, Job Created by Tenant/Graduate Companies, Turnover of Tenant/Graduate Companies, Financial Performance of Incubator Itself, Business Incubator Contribution to Society or Local Development



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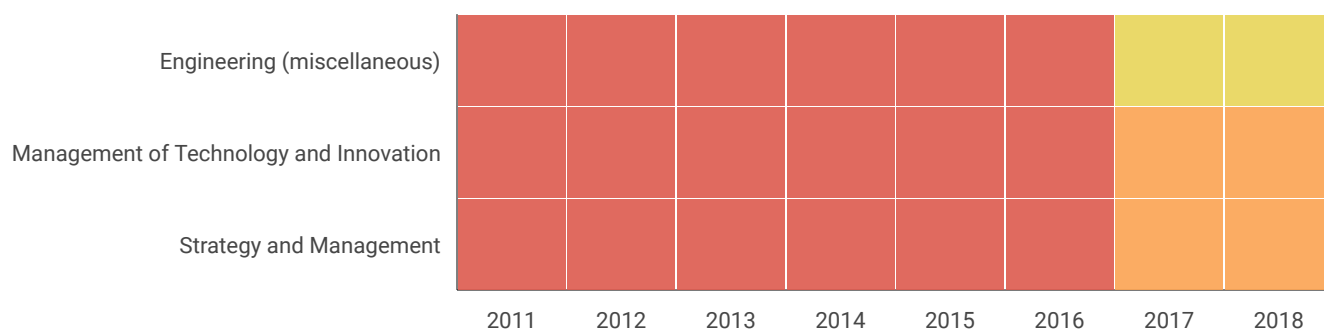
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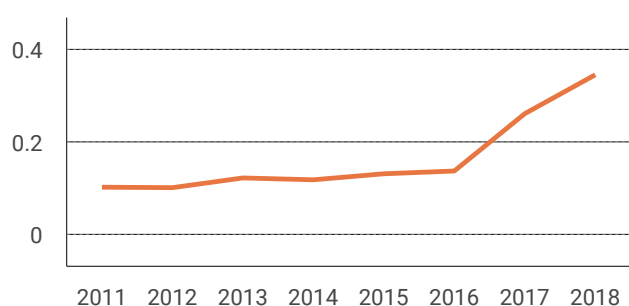
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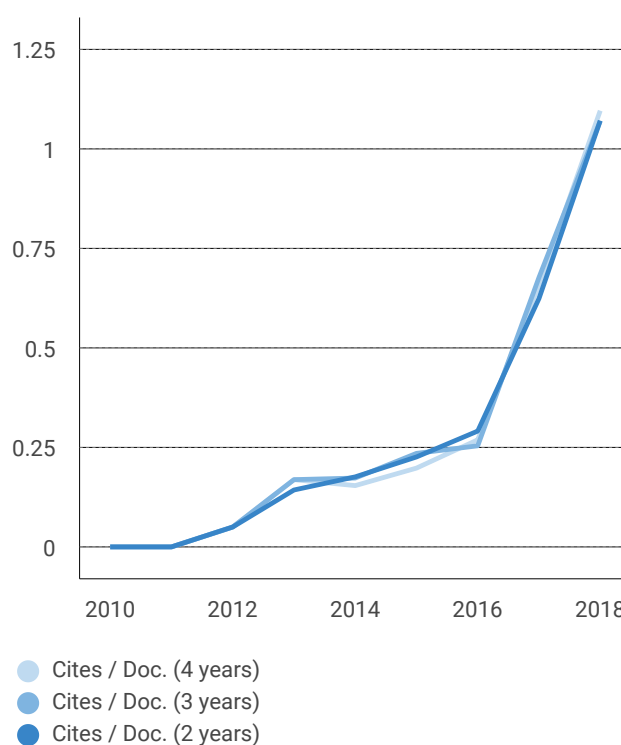
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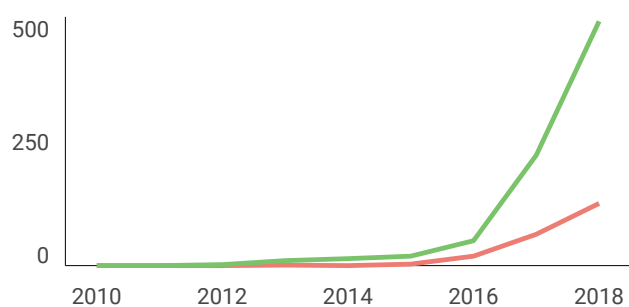
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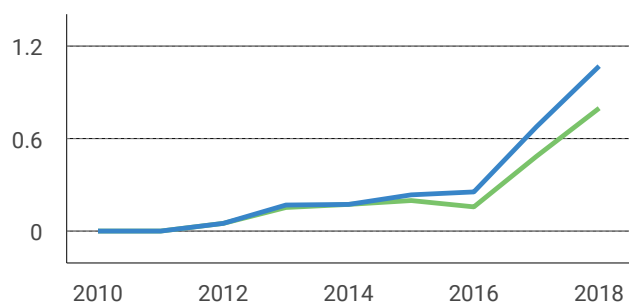
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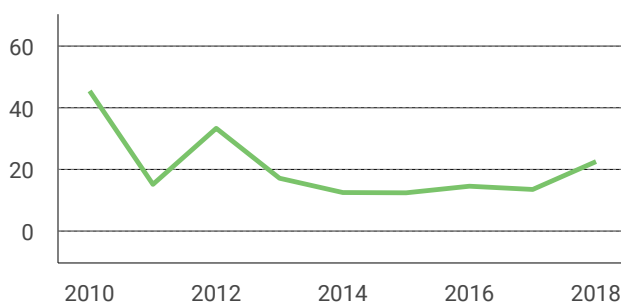
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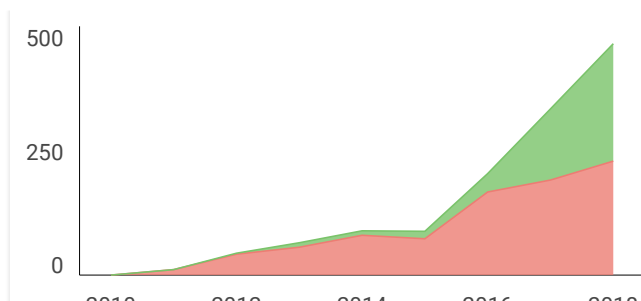
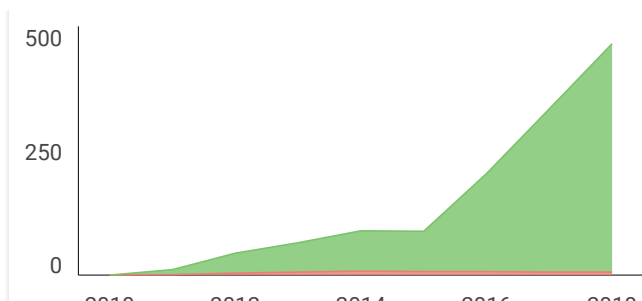


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**Melanie Ortiz** 8 months ago

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