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THE IMPACT OF TRAINING AND MENTORING ON THE BUSINESS PERFORMANCE OF CULINARY SECTOR MSMES IN JAKARTA

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ABSTRACT

This study aims to analyze the impact of the Training and Mentoring Program organized by the DKI Jakarta Tourism and Creative Economy Agency on the business performance of MSMEs. The research employed a quantitative approach using purposive sampling to select 95 MSME business owners who participated in the program over the past five years. Data were collected through questionnaires and analyzed using SPSS for reliability and hypothesis testing. The results show that both the Training Programand MSME Assistance have a significant positive impact on MSME business performance. Specifically, the training program helps business owners improve their financial management, marketing, and customer service skills, thereby enhancing their competitiveness and operational efficiency. MSME Assistance provides critical support, enabling businesses to overcome barriers such as limited capital and resources. The study concludes that the training and mentoring initiatives effectively contribute to the growth and sustainability of MSMEs in Jakarta. Based on these findings, it is recommended that MSMEs actively participate in available training programs and continue to innovate to stay competitive. Additionally, the Jakarta local government should expand access to training and support MSMEs with policies that enhance their competitiveness, ensuring long-term success in the global market.

KEYWORDS: - MSMEs, Training, Mentoring, Business Performance.

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1.0 INTRODUCTION

Micro, small and medium enterprises (MSMEs) play a crucial role in efforts to build and strengthen a country's economy (Arifin et al., 2021). MSMEs are also significant absorbers of labor and make significant contributions to GDP. In addition, MSMEs encourage innovation and support inclusive

economic development. MSMEs not only create jobs but also offer training and skills development for local communities. Thus, they improve the quality of human resources in Indonesia.

Table of Number of MSMEs in DKI Jakarta in 2021-2023

No	Year	Number of MSMEs
1	2021	1,634,687
2	2022	1,061,968
3	2023	1,715,891

Source: BPS DKI Jakarta (2022)

Number of MSMEs shows that DKI Jakarta has increased every year. This increase can be attributed to various factors, one of which is the training and mentoring program organized by the DKI Jakarta Tourism and Creative Economy Agency (DISPAREKRAF).This program helps MSMEs to improve their knowledge, skills, and market access, so they can grow and compete in the market. By obtaining knowledge and skills required, MSMEs can better face the increasingly tight market competition. They can develop competitive advantages through product innovation, quality improvement, and the implementation of more efficient business practices. The results of this MSME training and mentoring program are not only beneficial for business actors, but also for society as a whole.

MSMEs in DKI Jakarta have survived thanks to good infrastructure, broad market access, and a dynamic business environment. They have survived despite facing problems such as tight competition and high operational costs. In addition, MSMEs in this area have been improved through training and mentoring programs provided by the DKI Jakarta DISPAREKRAF.MSMEs have proven to be able to survive and survive in the face of economic crises, so they have a strategic role in supporting national economic growth, especially those affected by the Covid-19 pandemic. This is evidenced by the increase in the contribution of MSMEs to Indonesia's GDP by around 60% before the pandemic (Hasibuan et al., 2024).

Realizing the importance of the role of MSMEs in the development of the tourism and creative economy sectors, the DKI Jakarta DISPAREKRAF has launched a training and mentoring program for MSMEs in this sector. However, further research is still needed to determine the extent to which this training and mentoring program has an impact on improving the performance of MSME businesses in DKI Jakarta.

To become an MSME fostered by the DKI Jakarta Disparekraf, as regulated in the DKI Jakarta Governor Regulation No. 2 of 2020, the requirements for Jakpreneur participants are as follows: Beginner Entrepreneurs consist of having a DKI Jakarta Resident Identity Card (KTP); and a statement of plans to open a business which can be in the form of an online statement through the Jakpreneur application. while for Upgrading Entrepreneurs consist of: having a DKI Jakarta KTP; Proof of business ownership; and a statement of plans to develop a business which can be in the form of an online statement through the Jakpreneur application.The requirements for participants who want to take part in this entrepreneurship training are: submitting a photocopy of the family card (KK), photocopy of KTP, photocopy of the taxpayer identification number (NPWP), 2 4x6

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photos of business activities/business premises that have been run. The training will be carried out face-to-face in the Mandala room of the Tourism and Creative Economy Office or at the Hotel. The training that is of interest to participants is Digital Marketing.

Entrepreneurs will receive two types of training programs, namely basic and advanced training. Advanced training includes technical training such as production and product development, as well as non-technical training such as entrepreneurship, business management, promotion, and product marketing.In technical training, business actors will receive guidance on production techniques and product development. While non-technical training is aimed atimprove soft skills and foster an entrepreneurial spirit and competencies in business management, promotion and product marketing. This training program can help MSMEs learn more about business management, marketing, finance, and other things that are important for their business growth. Training can also improve the abilities of MSME actors and increase productivity (Krisnawati & Djamaluddin, 2023).Although many training and mentoring programs have been carried out for MSMEs, it is still necessary to evaluate how effective and impactful they are on MSME business performance. Performance in micro and small businesses in Indonesia still tends to be low, making micro and small businesses unable to compete and develop properly (Ratnaningtyas et al., 2025).

2.0 LITERATURE REVIEW

2.1 Organization

According to Winardi in Ruhana(2018) in Muspawi, et al., (2023), an organization is a system consisting of various elements and subsystems, with humans being the most important subsystem. All subsystems interact to achieve the identified goals of the organization. Not all systems are organizations, as stated by Armosudiro in Fithriyyah (2021). An organization involves division of work and communication between individuals occupying specific positions to achieve common goals through coordinated work and task allocation.

2.2 Business

According to Raymond in Umar(2020), a business entity refers to activities regulated by individuals involved in the field of trade, such as entrepreneurs, traders, industrial consumers, and the industrial sector where the business is conducted. The main goal of a company is to achieve financial profit through various activities aimed at achieving profitability based on predetermined objectives in terms of quantity, quality, and timelines. Profit is a primary goal and crucial for the sustainability of a business in both the short and long term. Rapid return strategies are often seen as a key to achieving profitability, as unpredictability in return on investment may lead to business failure. Business players should pay attention to external changes and evaluate internal factors that contribute to business failure, such as market understanding, technical knowledge, financial management, product innovation, and legal aspects. By considering these factors, entrepreneurs can maximize profit opportunities and ensure business sustainability.

2.3 Small Medium Enterprises

Characteristics of MSMEs in Indonesia reflect their challenges and potential. Many small businesses are established to grow into larger enterprises, facing various issues depending on their development stage. They often struggle to meet regulatory requirements for bank support, use

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traditional technology, and rely heavily on government facilities. Understanding and supporting MSMEs is crucial for sustainable and inclusive economic growth.

Various publications provide different definitions for Micro, Small, and Medium Enterprises (MSMEs) depending on the issuing institution or organization, including regulatory laws. According to Law Number 20 of 2008 on MSMEs, the definitions are as follows: Micro enterprises are individual or sole proprietorship businesses that meet the micro criteria under this law. Small enterprises are independently operated economic production businesses, not affiliated with a medium or large company that meets the small business criteria. Medium enterprises are self-sufficient economic production businesses with a certain net worth or annual sales. The criteria for each category are specified in the law based on net worth and annual sales.

2.4 Human Resources

The Resource-Based View (RBV) theory was first proposed by Kraaijenbrink et al. (2010). RBV theory explains that resources and capabilities are essential for a company's competitiveness and performance. According to RBV theory, resources are crucial as performance can be measured based on the company's resources. In addition, resources must be used in line with the internal and external conditions of the company. Lubis (2022) argue that RBV theory focuses on superior and competitive resources that are difficult to imitate and can compete with other rivals. Sae-Perez & Garcia-Falcon (2002) divides business resources into three types: organizational, human, and physical. Physical resources include factors such as facilities and equipment, technology, and the geographical location of the company. Human resources encompass aspects such as experience, judgment, and intelligence of managers and individual workers. Meanwhile, organizational resources include the company's structure, planning, control, coordination systems, and informal relationships among groups within the company and other companies in its environment.

Resource-based theory (RBV) emphasizes the importance of managing a company's resources and capabilities for competitive advantage and superior performance. It suggests that companies should understand their internal strengths and weaknesses, and use resources effectively based on external conditions for competitive advantage in the market.

2.5 The role of training in improving human resources quality

The role of training in improving human resources quality is crucial. According to Soekanto (2009), it is a dynamic process where individuals fulfill their roles consistently with their functions. Training aims to enhance employees' skills for their current or future jobs, ensuring their sustainability. The distinction between position and role is vital for knowledge advancement. Training focuses on developing skills necessary for current job tasks, helping employees master them effectively. To ensure successful training, employers must create excitement and expectations among employees by offering rewards such as salary or position advancements upon completion of training programs.

2.6 Entrepreneurship Training

Training is a way to change perceptions, train entrepreneurship, and improve skills, enhancing performance evaluation abilities and knowledge goals. Training offers benefits to communities,

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where provided training activities can accelerate meeting their needs, improve entrepreneurship training, boost learning motivation, develop confidence and solidarity, enhance quantity and quality of results, reduce learning time for acceptable performance standards, create more beneficial entrepreneurship training, meet human resource planning requirements, lower workplace accident numbers and costs, and aid individual improvement and development. It also boosts participants' performance. Proper training procedures are necessary for successful training processes. In conclusion, entrepreneurship training is a talent, skill, and creativity development process involving hard work to train and nurture oneself for new business ventures.

Training process improves employee quality & ability to fulfill responsibilities according to standards 5 training indices. Training Objectives must be realistic and achievable to develop technical skills and increase awareness of job responsibilities. Various methods such as group discussions, workshops, demonstrations, and educational activities are used in training. Participants must meet qualifications, while trainers must possess relevant skills and be able to inspire and motivate learners using participatory methods. According Mira (2022), training is a process to improve employee knowledge and skills, which may also include changes in attitudes so that employees can work more effectively.

2.7 MSMEs Assistance

Mentoring is a common strategy used by various organizations, including government, private sector, and NGOs, to support the success of programs. Mentoring helps improve the quality of human resources and encourages individuals to identify and find alternative solutions to the problems they face. The capacity of human resources is significantly influenced by the individual's presence, making empowerment activities crucial in all learning activities. Mala (2024) explains that mentoring is a common strategy used by the government and non-profit institutions to improve the quality of human resources. Thus, individuals can identify themselves as part of the problem and try to find alternative solutions. The ability of human resources is greatly influenced by the existence of the individual. Therefore, empowerment activities are very important in all forms of mentoring.

2.8 Company Performance

According to Edison (2016) in Widnyaniet al. (2021), performance is the result of a process that is referenced and measured within a certain period based on pre-established agreements or regulations. It refers to all or some of the actions or activities of an organization during a specific time frame. Setiawan (2006) in Maulanaet al. (2022) states that business performance is a measure of success achieved from overall activities in the marketing process of a company or organization. Moeheriono (2012) in Azizet al. (2022) defines business performance as an indication of the extent to which the implementation of a program or policy in achieving the goals, objectives, vision, and mission of an organization, as outlined in the organization's strategic plan is achieved. In order to strengthen the economy and play a vital role in the national economy, it is essential to achieve efficiency. Atiek et al. (2022) suggests that the performance of SMEs can be assessed by measuring productivity. Atiek et al. (2022) highlights indicators such as profit growth, customer growth, sales growth, and volume growth to assess.

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3.0 METHODOLOGY

This research aims to measure behavior, opinions, or attitudes that could answer the questions what, who how many and when, quantitative research is also known as research (positivism) which emphasizes testing related theories through measuring research variables with numbers and conducting data analysis with statistical processing or what is commonly called the Statistical Package for the Social Sciences (SPSS). This research approach is used and adjusted to the purpose of the research, namely to analyze how the Influence of the SMES Training and Mentoring Program by office of tourism and creative affairs Jakarta to improving business performance. The population in this study were all business owners who received training and mentoring programs at office of tourism and creative affairs Jakarta in the last five years. A total of 1,482 people participated in the Training and Mentoring according to data from the office of tourism and creative affairs Jakarta.The sample in this study was MSMEs that received training and mentoring programs, where the sample in this study used a purposive sampling technique.. The number of respondents required for this study is 95 (Ninety Five) respondents, that is the Business Owner. This research was conducted from February - July 2024.

4.0 RESULTS AND DISCUSSION

Table 1. Respondent Characteristic

Characteristic		**Frequency**	**Percent**
Gender	Woman	53	55.8%
	Man	42	44.2%
Age	25-30 Years	23	24.2%
	31-35 Years	50	52.6%
	36-40 Years	21	22.1%
	41-45 Years	1	1.1%
Education	High School/Vocational School	48	50.5%
	Diploma (D1/D2/D3)	19	20.0%
	Diploma IV/Bachelor	28	29.5%
Residence	South Jakarta	17	17.9%
	East Jakarta	15	15.8%
	West Jakarta	16	16.8%
	Central Jakarta	16	16.8%
	North Jakarta	16	16.8%
	Thousand Islands	15	15.8%
Business Length	1-3 Years	64	67.4%
	4-5 Years	27	28.4%
	More than 5 Years	4	4.2%

Source: SPSS data processing results (2024)

A total of 55.8% of respondents are female, while 44.2% are male. The percentages displayed in the table and diagram above indicate that the majority of respondents who filled out the research questionnaire are female. Women's motivation in running MSMEs is often driven by the economic

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needs of their families and the desire to contribute to the household economy. Among the respondents, 24.2% are aged between 25 and 30 years, 52.6% are aged between 31 and 35 years, 22.1% are aged between 36 and 40 years, and 1.1% are aged between 41 and 45 years. These results suggest that the majority of business owners supported by DISPAREKRAF DKI Jakarta are between 31 and 35 years old. This finding is consistent with research published in "Entrepreneurship Theory and Practice" (2021), which also shows that entrepreneurs in this age group tend to be more adaptable to new technologies and market trends, which are crucial factors for business success today.

Regarding the respondents' last level of education, 50.5% have completed high school/vocational school, 20% have a diploma (D1/D2/D3), and 29.5% have a D4/S1 or equivalent degree. The most common educational background among respondents is high school/vocational school. In terms of geographic origin, 17.9% of respondents come from South Jakarta, 15.8% from East Jakarta, 16.8% from West Jakarta, 16.8% from Central Jakarta, 16.8% from North Jakarta, and 15.8% from the Thousand Islands. The largest proportions of respondents are from South Jakarta.

As for business duration, 67.4% of respondents have been in business for 1 to 3 years, 28.4% for 4 to 5 years, and 4.2% for more than 5 years. The majority of respondents have businesses that have been running for 1 to 3 years. The length of time in business significantly impacts the owners' ability and understanding of managing their finances. This study reveals that MSMEs that have been operating for 1 to 3 years are typically in the early stages of development, where they are still adapting to market challenges and improving their financial management practices.

Table 2. Validity Test

Variable	Quisioner Item	r-hitung	r-table
Training Program	With the training program organized by DISPAREKRAF DKI Jakarta, it can help you develop the skills needed in your business	0,865	0,169
	The training program organized by DISPAREKRAF DKI Jakarta helps you increase the productivity needed in your business	0,822	0,169
	The training materials provided are in accordance with my needs, so that they support the business I do	0,679	0,169
	The materials provided are complete and can be easily understood	0,647	0,169
	After taking the training, I was able to complete it more easily and quickly	0,690	0,169
	The materials used are in accordance with the objectives of the training	0,664	0,169
	Training materials help improve my ability to manage a business	0,759	0,169
	Participants are MSME actors registered as MSMEs under the guidance of the DKI Jakarta	0,791	0,169

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Variable	Quisioner Item	r-hitung	r-table
	DISPAREKRAF		
	The trainers selected to provide training materials must have adequate qualifications according to their fields, be personal and competent	0,844	0,169
	The instructors are really good at conducting training The training methods used are in accordance with the type of material and training components	0,809	0,169
MSME Assistance	The DKI Jakarta Disparekraf provides capital assistance	0,724	0,169
	From the assistance provided by the DKI Jakarta Disparekraf, individual and organizational management can be improved	0,813	0,169
	With the assistance, your business management can be improved	0,781	0,169
	DISPAREKRAF DKI Jakarta provides assistance for Micro Business Permits for MSMEs	0,751	0,169
	With the assistance of my business, I am motivated to develop my business	0,725	0,169
	The assistance provided by DISPAREKRAF DKI Jakarta is very useful for business development	0,761	0,169
	The assistance provided is useful for MSME management	0,718	0,169
	This assistance helps improve the quality of MSME products	0,760	0,169
	The Assistance Team provides a lot of direction to MSME actors	0,772	0,169
MSME Business Performance	Our product sales have increased from previous years	0,858	0,169
	Customer demand for products/services is also met	0,864	0,169
	Our business assets have increased from the previous year	0,809	0,169
	Continuous renewal of production equipment	0,817	0,169
	There has been an increase in the number of goods sold in the last 1 year	0,807	0,169
	The target for increasing the number of customers has been achieved	0,850	0,169

Source: SPSS data processing results (2024)

This validity test table shows that all items in the Training Program, MSME Assistance, and MSME Business Performance variables have r-calculated values greater than the r-table (0.169), indicating that all items are valid for use in the study. The r-calculated values range from 0.647 to 0.865 for

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Training Program, 0.718 to 0.813 for MSME Assistance, and 0.809 to 0.864 for MSME Business Performance, demonstrating strong correlations between each item and the constructs being measured. Therefore, the instruments used in this study can be trusted to accurately measure the variables under investigation.

Table 3. Reliability Test

Variables	Cronbach's Alpha Value	Criteria	Information
Training Program	0.919	≥ 0.60	Reliable
MSME Assistance	0.921	≥ 0.60	Reliable
MSME Business Performance	0.913	≥ 0.60	Reliable

Source: SPSS data processing results (2024)

The reliability test results indicate that the alpha coefficient values for the X1, X2, and Y variables are 0.919, 0.919, and 0.913, respectively. These values are considered reliable according to the Cronbach's Alpha value and the reliability criteria outlined in the reliability table. Therefore, it can be concluded that all three variables, X1, X2, and Y, demonstrate high reliability, as their alpha coefficients exceed the generally accepted threshold for reliability in research studies.

Table 4. Uji Hipotesis

	Unstandardized Coefficients		Standardized Coefficients		
Model	**B**	**Std. Error**	**Beta**	**t**	**Sig.**
(Constant)	5.936	2,914		2,037	.045
Training Program	.231	.068	.335	3.413	.001
MSME Assistance	.255	.071	.352	3,585	.001

Source: SPSS data processing results (2024)

The Training Program has a significant impact on MSME Business Performance, as evidenced by the t-value of 3.413, which is greater than the critical t-value, and the significance value of 0.001, which is smaller than the threshold of 0.05. This suggests that the Training Program positively influences MSME performance. Similarly, MSME Assistance also affects MSME Business Performance, with a t-value of 3.585, which exceeds the critical t-value, and a significance value of 0.001, which is less than 0.05. These results indicate that both the Training Program and MSME Assistance are significant factors in improving MSME business performance.

The Training Program has a significant impact on MSME Business Performance in Jakarta because it equips business owners with the necessary skills and knowledge to improve their operations. With enhanced capabilities in areas such as financial management, marketing, and customer service, MSMEs are better positioned to adapt to market changes, innovate, and increase their overall performance. The statistical results, including a t-value of 3.413 and a significance level of 0.001, confirm that the Training Program plays a key role in driving business success.

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Previous studies have also highlighted the positive effect of training on business performance. For instance, a study by Sutrisno et al. (2023) found that training programs significantly improved the operational efficiency of small businesses, leading to better performance in terms of profitability and market share. Similarly, research by Trianti et al. (2024) emphasized that business training programs are essential for SMEs in urban areas like Jakarta, as they help entrepreneurs enhance their competitive edge and navigate economic challenges effectively.

MSME Assistance plays a crucial role in enhancing MSME Business Performance in Jakarta by providing financial, technical, and strategic support. This assistance helps businesses overcome barriers such as limited access to capital, inadequate resources, and lack of market knowledge, enabling them to scale their operations and improve competitiveness. The significant impact of MSME Assistance is supported by a t-value of 3.585 and a significance value of 0.001, which indicate its strong influence on business performance.

Previous studies have demonstrated the positive effects of MSME assistance on business outcomes. For example, a study by Luthfiah et al. (2024) found that financial and technical support provided to SMEs significantly increased their productivity and market reach. Similarly, research by Pranandari & Aoyama (2020) revealed that MSME assistance programs in urban areas such as Jakarta lead to better access to resources and improved business management practices, ultimately boosting the overall performance of small businesses.

5.0 CONCLUSION

This study demonstrates that the Training and Mentoring Program organized by the DKI Jakarta Tourism and Creative Economy Agency has a significant impact on improving the business performance of MSMEs. The analysis shows that both variables, namely the Training Program and MSME Assistance, positively affect the performance of micro, small, and medium enterprises in Jakarta. The training provided helps MSME owners enhance their skills in financial management, marketing, and customer service, which in turn boosts their competitiveness and business sustainability. Therefore, this program proves to be effective in supporting the development of MSMEs and can serve as a model for business development in the creative economy and tourism sectors in Jakarta.

For MSMEs, it is recommended to continue taking advantage of available training and mentoring opportunities to enhance skills and knowledge in both technical and non-technical aspects of business. MSMEs should also be more proactive in keeping up with technological advancements and market trends, which can help them, innovate and compete more effectively in the market. For the Jakarta local government, it is important to expand and improve access to training and mentoring programs, especially in areas that are less accessible. The government should also ensure the sustainability of these programs by providing adequate resources and supporting MSMEs with policies that strengthen their competitiveness, both in local and global markets.

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