

The Role of Coaching, Training and Mentoring in Efforts to Improve the Performance of Micro, Small and Medium Enterprises

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ABSTRACT

This study aims to determine the role and also the impact of coaching, training and mentoring from the Ngawi Regency Cooperatives and Micro, Small and Medium Enterprises Office in improving the business performance of their fostered MSMEs. A qualitative method was chosen in this study. By taking six Fostered MSME actors who participated in the coaching, training and mentoring program provided by the Ngawi Regency Cooperatives and Micro, Small and Medium Enterprises Office. Primary data in this study were obtained directly through interviews, observations and documentation as well as other supporting matters obtained directly or indirectly from informants. The data analysis technique used by the researcher is descriptive analysis through: data collection, data reduction, data display, and conclusion/withdrawal/verification. The results of this study can be concluded that the role carried out by the Ngawi Regency Cooperatives and Micro, Small and Medium Enterprises Office in terms of coaching is realized in the form of a business incubation program. As for the training, it is manifested in the form of management training and business plan. The assistance carried out is through the provision of companions. The impact of coaching, training and mentoring on their business performance is measured in five indicators, namely increasing business capital, increasing income, increasing sales, increasing profits, increasing labor or human resources. The results of the study showed an increase in the five indicators, which means an increase in the business performance of Fostered MSMEs. Although the impact of marketing is mostly still focused on conventional marketing compared to online marketing.

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KEYWORDS: *Coaching, Training, Mentoring*

INTRODUCTION

The welfare of the people of a country is one of the many ideals to be achieved from the establishment of a state (Bagiastra, 2020). With the continuous rotation of business activities and businesses carried out by citizens, it can certainly move the wheels of the economy, increase development, and be able to increase the level of prosperity and welfare of the people (Pelealu et al., 2023).

In Indonesia alone, Micro, Small and Medium Enterprises (MSMEs) have been empirically proven to be the backbone of the Indonesian economy. The existence of MSMEs in Indonesia has also been proven and tested as a driver of the economic cycle (Remmang et al., 2023). In Indonesia, the contribution of MSMEs is very large such as: contribution to the largest number of businesses of

64,194,057 business units, contribution to the highest labor absorption of 116,978,631 people, contribution to export activities of 293,840.90 billion rupiah, contribution in capital creation and investment of 2,564,549.50 billion rupiah, and large contributions in other sectors.

The fact is that although the contribution of MSMEs to Indonesia is very influential and large, MSMEs in Indonesia still have many problems and problems faced. In a report mentioned by the Ministry of Cooperatives and Small and Medium Enterprises of the Republic of Indonesia in 2018, there are at least 3 main problems faced by MSMEs in Indonesia, namely: low quality of human resources, less than optimal support systems, and regulations and policies that have not been

harmonized (Novita, 2023). So, if examined from the existing problems, cooperation from various parties, both private and government parties, is needed in supporting MSME actors in Indonesia.

The business performance that MSMEs want to achieve is not only on profit, but also aspects of non-profit, such as human resource development should also be achieved (Sunarti et al., 2023). The business performance that MSMEs want to achieve is not only on profit, but also aspects of non-profit, such as human resource development should also be achieved. However, it is undeniable that if entrepreneurs are often wrong in positioning strategies or wrongly targeting strategies that do not match their ability to improve performance, it will have a negative impact on the business (Micheli & Mari, 2014).

Specifically in Ngawi Regency, the data at the end of January 2023 has 84,729 registered MSMEs actors spread across 19 sub-districts. This number consists of 16.39% small businesses, 6.49% medium-sized businesses and 77.12 percent micro businesses. Where there are 10 types of MSMEs business product clusters in Ngawi Regency, namely: Snacks, Batik, Handicraft, Herbs, Metal, Furniture, Food processing, Tourism, Woven bags, and others. Of the 10 clusters, there are 5 business clusters of assisted MSME members that have entered the Business Incubation program. However, in this study researchers chose to focus only on 3 business clusters, namely: processed food, batik and handicraft clusters. The selection was motivated by the large number of dominant members included in the 3 clusters.

The Ngawi District Office of Cooperatives and MSMEs always continues to carry out programs that support the business performance of MSMEs players in their area, especially with various programs and facilities provided for MSMEs players such as: coaching, training, and mentoring programs, with the hope that with the various programs from the agency, MSMEs players can upgrade and advance their businesses which ultimately have an impact on their welfare and prosperity.

According to Harsoyo, Head of the Ngawi District Cooperative and MSMEs Office, MSMEs have a positive influence on Ngawi District. In order to maintain the sustainability of MSMEs businesses, the Office conducts various programs including: coaching, training and mentoring. As a rule, it is mandatory for all MSMEs players who want to join the program to have a valid business permit. Because if a business already has a license, it is certainly easier for the office to monitor the development of community businesses and ease in providing business support facilities.

However, based on the results of preliminary observations made by researchers, several problems were found after the implementation of coaching, mentoring and training programs that have been carried out by Ngawi Regency Cooperatives and MSMEs. Among them are: 1). There is no data on the development of each member's business conducted by the Office; 2). Practical activities as an application of the material are still not carried out; 3). There has been no production equipment assistance from the Office; and 4). Not all assisted MSMEs that are included in the business incubation program are still actively selling until now.

In fact, the program that has been carried out, sometimes does not match the expected results (Chauhan et al., 2023). Likewise, in the training, coaching and mentoring facilities provided by the government through the agency, it turns out that there are assisted MSMEs that have an impact and some that do not. This fact has actually been studied by several previous researchers with different results.

For example, the results of research conducted by (Arifin, 2021) that the increase in MSMEs income is not influenced by the training program but because of capital assistance and good business management or management methods. Then, research conducted by (Subekti et al., 2022) They also came to the same conclusion that MSMEs profits are influenced by the existence of capital, either personal capital or capital assistance. Meanwhile, the role of coaching and financing has no effect on their profits.

Meanwhile, in the research conducted by (Ade Ika Astutiningrum, 2019) shows that the success of MSMEs actors in the region is influenced by training, mentoring and coaching. The same thing, also the results of research from (Albertus Lalaun & Victor Cornelis., 2023) which shows that the business development of MSMEs actors is influenced by training and coaching.

Based on various kinds of MSMEs problems and research results related to the role of coaching, training, and mentoring as a solution to MSMEs problems and problems, it turns out that it still shows mixed results, namely some have a positive impact and some have a negative impact. Based on this, the researcher is interested in researching more deeply related to the role of coaching, training and mentoring carried out by the Ngawi Regency Cooperatives and MSMEs Office on the performance of MSMEs.

LITERATURE REVIEW

A. Coaching Concept

Coaching is referred to as business development, which means an activity carried out to pursue strategic

business opportunities by identifying markets, expanding markets, developing capabilities to be better (Schutte & Steyn, 2015). Coaching is a process that includes three things such as building, growing and maintaining efforts accompanied by efforts to improve and develop (Florita et al., 2019). Meanwhile, according to Soegiyono, the definition of coaching is a variety of ways that are pursued by entrepreneurs or small craftsmen so that their abilities increase and become independent (Nasution et al., 2017). The conclusion from the various definitions above is that coaching is a process carried out by entrepreneurs to grow their business capabilities so that they can be independent.

Many MSMEs business actors face problems, for example related to management and marketing aspects (Mukhlis et al., 2022). In the management aspect, MSMEs often do not know how a business can continue to run. Meanwhile, in the marketing aspect, MSME business actors are still difficult to face competition to enter the distribution channel (Wibowo et al., 2023). From the examples of problems in these two aspects, this shows the importance of coaching activities for MSME business actors.

In Indonesia, arrangements concerning small business development activities have been carried out by the government for the first time through Government Regulation No. 32 of 1998 Guidance and Development of Small Businesses. Then, the regulation was refined or improved by Government Regulation Number 17 of 2013 concerning the Implementation of Law Number 20 of 2008 concerning Micro, Small and Medium Enterprises. In the new regulation, Article 1 Number 14 explains that the organizer of coaching activities for MSMEs is carried out by the Regional Government. Based on the authority granted, the Regional Government can provide continuous guidance to entrepreneurs and craftsmen in the region.

By conducting coaching, it is expected that MSMEs will become better and more in line with the culture used such as: working hard, working well, having a high spirit, having a strong mentality, having a high sense of concern for achievement (Uka & Prendi, 2021). In conducting coaching activities, of course, a guide is needed that is used as a reference in measuring changes. Some things that can be used as indicators include (Hendriani & Soni A. Nulhaqim, 2008) :

1. Knowledge

Includes businessmen who understand and master the business they will run, know the basics of good business management, and understand strategies in competing.

2. Skills

Includes conceptual skills (business blueprint which includes the concept, goals, business strategy) and existing Human Resources skills to develop the business (skills, management, and others).

3. Ability

Several indicators that have an impact on abilities such as the ability to set business goals and strive to achieve them and time management skills.

4. Motivation

There is a spirit to succeed, have hopes and ideals in the future, the results produced from their efforts and interesting activities in business.

B. Training Concept

Training is the activity of learning or teaching skills and knowledge needed for a particular job or activity (O'Connell & Wong, 2014). While, (Gomes et al., 2014) stated in his book that training is an effort used to improve the performance of the worker for whom he is responsible, or a job that is related to his work. If associated with entrepreneurs, training is a process carried out by entrepreneurs to improve their business performance (Aizuddin & Adam, 2021). Based on the opinions of the experts who have been stated above, it can be concluded that training is a form of assistance in the learning process that is organized and systematic with a relatively short period of time to improve the knowledge and skills of trainees who are practical in nature to achieve certain goals.

The goals of the training, according to Moekijat (1992), are to: 1) Develop skills so that work can be done more quickly and efficiently; 2) Develop knowledge so that work can be done logically; and 3) Develop attitudes so that they can work together with leaders and other employees (Suriyadi & Wijaya, 2023). Meanwhile, in general, the purpose of training is to improve the knowledge, skills and behavior of employees, which in the future can be applied in everyday life (Dachner et al., 2021). The definition of the purpose of the training clearly reveals that the training must be a means of meeting the needs of trainees to be able to develop skills, knowledge, and attitudes that can be used by trainees after participating in the training in accordance with their competencies as an effort to develop their business.

According to Rivai, there are several indicators in the training, namely: material (material needed by MSMEs actors), methods (training methods used by the agency such as through workshops, seminars, etc.), instructors (instructors who provide training must be competent and master the material and problems), training facilities and training participants for MSMEs actors (Aruan, 2013).

C. Mentoring Concept

Mentoring is an effort to help, direct and support individuals/groups through problem formulation, planning, implementation and evaluation in the development of their business. The mentoring program aims to provide knowledge assistance and development in the small business process. By definition, mentoring is a guidance given to individuals/groups or institutions that are assisted by competent mentors who master certain fields or knowledge by sharing knowledge, experience and everything needed (Louka et al., 2016). The Ministry of Social Affairs of the Republic of Indonesia defines mentoring as an activity between the mentor and the assisted to solve problems and problems together, provide motivation and support, explore and optimize resources and potential, provide information on access to facilities and services needed and others (Wahyuningsih, 2019). Mentoring is a strategy carried out between mentors and participants who are dialogically interconnected to understand and update quality in a good direction (Jyoti & Sharma, 2015). Based on some of the definitions above, it can be understood that the meaning of mentoring is to provide individual assistance to develop their solutions and train the thinking process which can then be applied independently for future development.

The goal is that mentoring is an empowerment process. Mentoring activities are usually carried out to improve quality and quality for the better. Meanwhile, the purpose of business mentoring is to help entrepreneurs improve their ability to manage their business, identify business opportunities, overcome problems that arise, and optimize their business performance. Business assistance also aims to increase entrepreneurs' independence, provide motivation, and build confidence and confidence in facing business challenges and risks.

Regarding mentoring, there are two main strategies in assisting MSMEs, namely training and advocacy, which are summarized in several indicators, namely (Berelowitz et al., 2020):

1. Facilities

The companion provides facilities to the accompanying such as providing training, routine consultations, providing motivation, teaching good business and financial management, and everything that business people, in this case MSMEs, need to progress and develop.

2. Protection

The companion ensures that each member has clear legal protection, so that if something unwanted happens, the members do not experience difficulties.

3. Strengthening

Strengthening needs to be carried out in the mentoring process, because the purpose of the mentoring is to make the members' businesses can be upgraded.

4. Backing

The facilitator provides full support to the members so that they can continue the process, so that the goals can be achieved optimally.

Business assistance has an important role in the success of entrepreneurs. Through mentorship, skill development, and access to networks and resources, entrepreneurs can increase their chances of success in managing a business. Mentoring also builds entrepreneurs' independence and confidence, helping them to face challenges with confidence. Therefore, investing in business mentoring is a wise and strategic move for governments, financial institutions, and other organizations that want to support the growth and sustainability of entrepreneurs.

D. Business Performance

There is a performance theory stated by Harris and Bona, which is a measure of success or achievement that has been achieved by a company measured every certain period of time (Munizu, 2010). Veithzal Rivai also argues that performance is the result / success achieved by either groups or individuals in realizing work, targets, goals or criteria that have been determined in advance and agreed upon together (Dahmiri & Sakta, 2014). Meanwhile, Pelham and Wilson (1996) define company performance as the company's success in releasing new products and market development, where company performance can be measured through sales growth and market share (Anggraini et al., 2014). Business Performance has various theoretical definitions. Hasibuan in theory said that performance is the result achieved in doing or carrying out something based on skill, competence, experience and seriousness as well as time (Bratama & Erianjoni, 2020). The conclusion of the definition that can be drawn is that business performance is the result achieved by business actors in realizing their business vision and mission. In MSMEs, business performance is not only measured in profits, but the development of businesses undertaken by MSMEs actors can also affect business performance.

In seeing whether an entrepreneur has good performance or not, of course, it is determined by various aspects, as stated by experts, the details are as follows (Kore & Septarini, 2018):

1. Growing sales

Good business performance is one of them marked by continued sales growth. Sales that grow from one period to period make the market demand more and

more widespread. Growing sales also result in increased revenue.

2. Increased capital

Good business performance is also characterized by an increase in business people's capital compared to the initial capital when starting a business or starting a business. Capital has a great influence on profit creation.

3. Growing workforce

Good and advanced business performance is also marked by an increase in employees or labor. This is a sign that the market demand for products or services is high, requiring increasing production and capacity.

4. Growing market share

The higher the market acceptance and demand, the better it will be for the return on investment and profits obtained by actors so that it has an impact on good business performance. This can be seen by the increase in consumers, demand for goods/services, sales levels, etc.

5. Growing and increasing profits

Profit is the key and goal of a person in doing business/business. The better and more a person's profit grows, the business will survive and grow. This affects business performance.

Assistance to home-based business actors so that they can become MSMEs is certainly not without purpose. One of the goals is to provide more opportunities for business actors in various aspects such as knowledge related to business registration that can be more optimized.

In the mentoring program, it takes a war of a companion. There are many competencies that must be mastered by MSME companions in carrying out their duties so that the mentoring program can run effectively and achieve the expected goals. Considering the problems faced and must be fixed from each MSME actor, this assistance is fairly complex and requires specific solutions (Piter Leiwakabessy, 2020). MSME assistants must be able to improve the business conditions of assisted MSMEs in terms of business planning, increasing work productivity, improving packaging, recording financial transactions, expanding marketing and partnerships, and so on.

E. Micro, Small and Medium Enterprises

In general, MSMEs are defined as individuals or groups and/or business entities that are engaged in productive economic activities in small stages (Pedraza, 2021). According to Law of the Republic of Indonesia Number 20 of 2008 concerning MSMEs, Article 1 states that micro businesses are productive

businesses owned by individuals and/or individual business entities that have micro business criteria as regulated in the Law (Budiarto et al., 2021). According to the Central Statistics Agency (BPS) which defines SMEs according to two categories, namely: 1) According to turnover, small businesses are businesses that have fixed assets of less than Rp 200 million and annual turnover of less than Rp 1 billion 2) According to the number of workers, small businesses are businesses that have a workforce of 5-9 people.

Based on the definition above, it can be said that MSMEs are businesses owned by individuals, business entities that are not subsidiaries or branches of other companies with the criteria of having business capital that has certain restrictions that do not include land and buildings where they do business and are owned by Indonesian citizens. It can also be concluded that the definition of MSMEs is a small-scale business activity carried out by individuals or groups of less than 100 people, has a net worth of 200 million (excluding land and buildings) with an income of 100-200 million.

In addition to understanding what MSMEs are, it is also necessary to know the various types of MSMEs themselves. Along with the development of the times and increasingly sophisticated technology, many kinds of MSME businesses have begun to emerge. That is why, to make it easier for MSME actors in Indonesia, until now the productive business has been divided into 5 types of businesses, namely: Culinary Business, Fashion Business, Beauty Business, Agribusiness Business, and Automotive Business (Al Farisi et al., 2022).

In addition to knowing the meaning of MSMEs and their various types, you also need to learn what the functions of this small-scale business are. There are 5 important functions of MSMEs, (Fitri Zakiyah et al., 2022) namely:

1. Meet all the needs of the community quickly while reviving the surrounding economy;
2. Opening new jobs so that the unemployment rate is reduced;
3. Creating an economic system for a more equitable society;
4. Supporting the economy in Indonesia even when faced with an economic crisis situation;
5. Increase foreign exchange.

Principles and objectives of MSME empowerment Law number 20 of 2008 article 4 states that the principles of MSME empowerment are as follows: a). Fostering independence, togetherness, and entrepreneurship of Micro, Small, and Medium

Enterprises to work on their own initiative; b). Realization of transparent, accountable, and equitable public policies; c). Business development based on regional potential and market orientation in accordance with the competence of Micro, Small and Medium Enterprises; d). Increasing the competitiveness of Micro, Small, and Medium Enterprises; and e). Implementation of integrated planning, implementation, and control.

METHODOLOGY

A. Type of Research

Researchers use qualitative methods using a description approach. According to Melong, descriptive qualitative research is research that collects data in the form of words and observed behavior (Colorafi & Evans, 2016). The use of this type of research is because researchers want to analyze events, social activities, beliefs, thoughts and others, both individuals or groups. In this study, researchers also directly intervened by going directly to get data and information from the object of research. So that the ultimate goal is to get in-depth information about the research problems that have been studied (Matua & Van Der Wal, 2015).

B. Data Source

In this study, there are 2 data sources, namely Primary and Secondary. Primary data obtained directly from the subject as a source of information. In this case, the researcher chose 3 clusters out of 5 clusters that are included in the business incubation program of the Ngawi Regency Cooperatives and MSMEs Office. Of the 42 selected participants, the researcher selected 6 people to be informants. The selection of informants is based on the informant's knowledge of the existing problems, so that the researcher gets maximum information. Meanwhile, Secondary data is obtained from other sources (indirect) such as books, journals, official documents and MSME actors, websites, and others.

C. Data Collection Techniques

According to Sugiyono as quoted by (Sukmawati et al., 2023) stated that the most important step in research is data collection techniques, because the purpose of research is to obtain data. There are three techniques for collecting data carried out by researchers, namely: observation, interviews, and documentation.

Observations are made by researchers to observe events in the field, either intentionally or unintentionally, so that researchers are able to explore the situation in the field. Then, interviews are conducted by researchers to explore the problems felt by the resource persons, so that researchers get information or data directly and more accurately both

in writing and unwritten. Meanwhile, documentation is carried out by researchers to obtain information or additional supporting data from various other sources related to this research.

D. Data Validity Testing Techniques

Validity parameters consist of four characteristics, namely: Credibility, Transferability, Dependability, and Confirmability. Of these four characteristics, the qualitative research method has eight data examination techniques such as; extension-participation, observation diligence, triangulation, peer checking, reference sufficiency, negative case studies, member checks and detailed descriptions. In this study, the researcher used a triangulation technique. Triangulation in Qualitative Research can be likened to a technique to check the validity of data by comparing the results of interviews with research objects (Carter et al., 2014).

E. Data Analysis Techniques

The data analysis technique used by the researcher is descriptive analysis, which is a procedure or way to solve research problems by explaining the state of the object being investigated and how it exists based on actual facts in the present. In qualitative research, the data collection process is interactive or interconnected with data analysis. So that during the data presentation process, all information will be collected and compiled coherently, to facilitate the drawing of conclusions. This is as explained by Miles and Huberman that the qualitative data analysis process is carried out interactively and continues until completion (Dhahir, 2020). Based on this opinion, the author analyzes the data through the following steps: data collection, data reduction, data display, and conclusions/withdrawal/verification.

ANALYSIS AND DISCUSSION

A. The Role of Coaching, Training and Assistance for MSMEs Actors in Ngawi Regency

MSMEs as the backbone of the Indonesian economy in general need to receive special attention from the government in order to survive, develop and upgrade in the competition of the business world (Tarigan & Mawardi, 2024). In this case, the delegation of duties is specifically delegated to the Ministry of Cooperatives and Small and Medium Enterprises of the Republic of Indonesia nationally and assisted by its agencies spread across every province and city/district in Indonesia.

In Ngawi Regency itself, MSMEs are under the Ngawi Regency Cooperatives and MSMEs Office, which has an obligation to support and petrify micro business actors and create conduciveness that favors the actors in relation to the development and progress

of their businesses. Government Regulation Number 7 of 2021 concerning the Facilitation, Protection, and Empowerment of Cooperatives and Micro, Small, and Medium Enterprises also states that the Ngawi Regency Cooperatives and MSMEs Office is obliged to plan, coordinate, foster, facilitate, develop and provide protection and improve the quality of micro businesses and their actors in Ngawi Regency.

Furthermore, the Ngawi Regency Cooperatives and MSMEs Office is quite serious in carrying out this mandate by playing its role for the advancement of MSMEs in Ngawi Regency through coaching, training and mentoring programs that they carry out to Fostered MSMEs with the aim that MSME actors and their businesses can not only survive but also develop, upgrade and advance so that it has an impact on the welfare and prosperity of the actors which will also have a positive impact for the Indonesian economy in general.

The Role of the Coaching Program

In this program, the Ngawi Regency Cooperatives and MSMEs Office conducts coaching by conducting a business incubation program for Fostered MSMEs. Incubation itself is defined in the Presidential Regulation of the Republic of Indonesia in 2013 as a process of coaching, training and mentoring carried out by incubators to incubation participants. The incubation itself is carried out to build and accelerate the business success of MSME actors (Hutapea, 2023). Meanwhile, the business incubator itself is a facility provided to the incubation participants as well as a physical place for the incubation process itself.

According to Harsoyo as the Head of the Ngawi Regency Cooperatives and MSMEs Office, the participants were given various kinds of training and mentoring as well as consultation discussions related to all kinds of problems and problems faced by MSMEs actors. The Agency also provides business management training to MSME actors and other materials related to the business world. Not only that, in the coaching program, several e-commerce were also presented to lure MSMEs to be digital marketing literate. Harsoyo in his interview also added that the development of small businesses carried out by the government is carried out in a directed and integrated and sustainable manner to realize small businesses that are resilient and independent and can develop into medium enterprises.

Related to the above, the researcher also conducted an interview with Mrs. Nurtanti Ekawati as the Head of Micro Enterprises who gave a different attitude regarding the results of the previous development. Where he explained that although efforts have been made so that MSMEs can go digital, the fact is that

there are still several obstacles felt by some members of the Fostered MSMEs.

Furthermore, regarding this, the researcher then further tried to explore what obstacles are experienced by MSME actors. It turned out that the results of the study showed that the average informant said that in principle the coaching program implemented by the Ngawi Regency Cooperatives and MSMEs Office had gone well, but because the obstacle for MSME actors was due to the age factor of the participants who were not young on average, it was difficult for them to follow and understand the material presented in the coaching program. Elderly age greatly influences a person to understand new learning materials (Glass, 1996).

The Role of the Training Program

Based on the results of the research, it shows that the training program provided by the Ngawi Regency Cooperatives and MSMEs Office is basic business management training. Business management itself means that MSME actors can manage or manage their business or business properly starting from the planning, organizing, implementation and control processes. Management in business includes: financial management, marketing, production, distribution and human resources (Anwar et al., 2023). In this training, it is known that the Ngawi Regency Cooperatives and MSMEs Office provides training to MSME actors, including the following:

1. Business model canvas training

This training was given because it was based on the behavior of MSME actors who often underestimated the business design to be carried out. In fact, with the right design, business actors will find it easier to achieve their goals. Therefore, in this business incubation program, a business model canvas training is held, it is hoped that with this training, it will be easier for Fostered MSME members to map their business plans.

2. Financial management training

In this activity, MSME actors were given training on business financial management in a good but simple manner. Considering that there are still many MSMEs who are negligent and underestimate to record their finances. In fact, there are still many MSMEs that do not separate personal finance and business finance. In addition, they are also trained to make simple financial statements such as: income statements, capital change statements, balance sheets and cash flow statements. In this session, the members of the Fostered MSMEs were also given tips to determine the price of the products they sell because the fact is that there are still many MSMEs who carelessly

provide prices. Because of their mindset, if the price is low, it will automatically increase sales.

3. Marketing management training

In this activity, MSME actors were given training on how to market their products. There are still many MSME actors who are still confused about how to market their products. Not only conventional or offline marketing, basic digital-based online marketing training is also provided to MSME actors so that they can expand their marketing network. However, the digital marketing training provided by the Ngawi Regency Cooperatives and MSMEs Office is still limited, this can be seen in the <https://www.instagram.com/diskopumngw/>. On the other hand, the Office also not only provides training but also provides a container facility to market MSME products through the "Serena Ngawi Gallery", which is a forum that provides a variety of Ngawi superior local products since 2019 under the auspices of the Ngawi Regency Cooperatives and MSMEs Office. In this offline outlet, the gallery management only accepts all batik, handicraft and processed food (light snack) business clusters due to limited space, so not all business actors from the cluster can display their products.

4. Production management training

In this training, Ngawi MSME actors were taught how to manage their businesses in terms of production so that they are good and appropriate. This is given because often MSME actors do not pay attention to their production, because they do not conduct market research or calculate market demand for their products. This training is expected to be fruitful so that MSME actors can produce properly and correctly, while maintaining the quality of their products. As for packaging problems, the Ngawi Regency Cooperatives and MSMEs Office provides facilities for MSMEs who want to get to know packaging in depth in the form of a comparative study program. In addition, the agency also provides halal assurance training for MSMEs so that it is hoped that MSME actors can produce in accordance with applicable halal guidelines.

5. Distribution management training

Customers will be dissatisfied and lazy to buy a product if it takes a long time to get it or an effort that is complicated and inefficient. Because training on effective distribution channels is needed by MSMEs so that their products can be distributed and obtained easily. In addition to providing strategies or training on product distribution, the Agency also collaborates with souvenir shops, mini/supermarkets, exhibitions and others to distribute MSME products more widely so that they are easy to obtain.

6. Human Resource management training

Human resources in business are key. Good, superior and competent human resources will give progress to the business. The Ngawi Regency Cooperatives and MSMEs Office also trains human resources of MSME actors to improve and develop basic self-competence in doing business. They are taught how to make a good business plan, form a solid business team and supportive trainings so that business actors can transmit their knowledge to their employees/employees and the surrounding community.

Role of the Assistance Program

The assistance provided to these Fostered MSMEs is by providing assistance to cooperatives and small micro enterprises. Head of the Ngawi Regency Cooperatives and MSMEs Office, Mr. Harsoyo, said that the task of the facilitator is very important in improving the quality and development of cooperatives and micro and small businesses. This assistant is a service facility provided by the agency to MSME actors to be able to consult their business, or obtain information related to business, and other facilities that can be used by MSME actors. The accompanying officer can be contacted directly by coming to the Office or through the WhatsApp application that has been provided.

The mentoring program through this mentor can guide MSME actors who want to consult, which are divided into several groups and each group will have a mentor. So that the accompanying officers are more focused on their respective group members. Related to this, all informants of this study were admitted who were compact in saying that there was a division of groups. Members from each group are also randomly divided, the goal is for MSME actors to get to know each other so that it will expand networking.

The following is the service of the accompanying officer provided by the Ngawi Regency Cooperatives and MSMEs Office:

1. Information Services

MSME actors can ask any questions or consult anything related to their business. The agency itself through its accompanying officers often provides useful information for MSME actors. Like the last one, information on the Presidential Assistance (Presidential Assistance) worth 2.4 million rupiah for MSME actors affected by Covid-19. Like Mr. Jamal (Snacks) and Mrs. Nur (Michis Cookies), he both received assistance from the Presidential Assistance of 2.4 million rupiah, which he got information about through the accompanying officer.

2. Advocacy services

This service is provided by the agency for MSME actors so that the legality of their business laws is clear and recognized. The accompanying officer will be ready to carry out assistance activities in terms of applying for business legality for free such as: Small Micro Business License and Business Identification Number.

B. The Impact of Coaching, Training and Assistance on Improving the Performance of MSMEs in Ngawi Regency

The target of holding a coaching, training and mentoring program from the Ngawi Regency Cooperatives and MSMEs Office for fostered MSMEs is to improve their business performance. With the increase in business performance, it will certainly have an impact on improving their welfare (Soraya et al., 2022). Business performance itself is measured by several indicators such as: increase in business capital, increase in profit, increase in workforce, increase in sales, increase in market (Ariani et al., 2023). If the indicators show an increase, then it can be said that there has been an increase in the business performance of the fostered MSMEs.

In the following, the researcher will analyze whether the programs carried out by the agency have an impact on improving the performance of MSME businesses. Here is the discussion and analysis:

Impact on Business Capital

In running a business, the position of capital is very important, because with capital business actors can produce goods that they will market (Surya et al., 2021). According to Mardiyatmo, capital is divided into three types, namely personal business capital, loans and joint ventures. Each type certainly has its own advantages and disadvantages, the capital can be adjusted to the needs of the owner to develop his business (Latif et al., 2018).

Understanding this, the Ngawi Regency Cooperatives and MSMEs Office has held many programs to solve the problems experienced by MSMEs affected by capital problems, one of which is through a credit facility with a low interest rate of only 3% per year. Even though it has been simplified, it turns out that there are still many micro business actors who have not taken advantage of the credit facility.

As conveyed by Mrs. Widji Pangastuti, one of the MSME actors, that in principle, credit services for capital with low interest are very helpful, but assistance in the form of loans is the same as adding to the burden of expenses. The same thing was also conveyed by other micro business owners, whose point is that they say that credit loans will be a burden

if they cannot pay off the loan because business income is not always stable. Meanwhile, according to Mrs. Yochasta Adventia, the additional capital is not always in the form of business capital loans but is better in the form of direct assistance such as Presidential Assistance.

The following is a table of Fostered MSME members who have received business capital assistance in the form of credit or presidential assistance:

Table 1. Data on MSME Members Fostered by Capital Assistance Recipients

Business Name	Credit Users	Presidential Assistance
Tas Anyaman Manungga	No	Yes
Coklat Tempe Kukikek	No	Yes
Gethuk Anyar	No	No
Sale Pisang Chuwi-lan	No	No
Beras Jagung Djeng Dewi	No	No
Batik widi nugraha	No	Yes

In conclusion, the credit program facilities provided by the Ngawi Regency Cooperatives and MSMEs Office as the government have not been used optimally by MSME members because business actors do not want to be burdened with existing debts or installments. What MSME actors hope for is to get grant capital assistance as provided by the President, which is said to be more beneficial for their business. This means that the coaching, training and mentoring programs provided to MSMEs have an impact on increasing sales and profits, so this automatically has an impact on increasing their capital, in this case it is personal capital. Coupled with grant capital assistance from the president also increases their capital, in this case aid capital.

This impact is in accordance with the results of the study (Liani & Prawihatmi, 2017) which states that the capital factor, both personal capital and assistance capital, affects the profits of MSMEs.

Impact on Sales

Sales for every business actor is the goal (Mitra, 2023). The production they do will only generate profits if there is a sales transaction. Even though a product can be sold, there are many factors such as: the product is needed, the product packaging is attractive, the product already has a permit, the product is easy to reach and get (Sook-Fern Yeo et al., 2020). So that MSME actors need and need to be fostered, trained and assisted so that the products they sell can be accepted by the market and have an impact on their business performance.

Based on interviews conducted with informants, the researcher obtained the results that some of the

product distribution of Fostered MSME members had been assisted by the Ngawi Regency Cooperatives and MSMEs Office. As felt by Mrs. Rahayu Nugraheni Rachmawati, after joining the business incubation program, she had the opportunity to expand cooperation with several bakeries in Ngawi Regency. Until now, the collaboration is still running with a consignment system. So that their business turnover after participating in the coaching, training and mentoring program from the Service has increased. Although many of the informants who were satisfied with the assistance in distributing products from the agency turned out to be one of the informants, Mrs.

Yochasta felt that the consignment system was not suitable to be applied, but felt comfortable if the product could be found in the marketplace and resellers. Even though it does not follow the consignment system, the turnover can still increase.

In detail, the researcher explained the annual business turnover data of each informant. Business turnover is divided into two tables, in the first table is business turnover before participating in the coaching, training and mentoring program from the Ngawi Regency Cooperatives and MSMEs Office. Meanwhile, the second table contains business turnover after participating in the activity. The results are as follows:

Table 2. Development of Business Turnover of Fostered MSME Members

Business Name	Before you follow program	After participating in the program
Tas Anyaman Manungga	Rp 2.000.000	Rp 2.600.000
Coklat Tempe Kukikek	Rp 4.500.000	Rp 5.100.000
Gethuk Anyar	Rp 2.000.000	Rp 3.000.000
Sale Pisang Chuwi-lan	Rp 7.000.000	Rp 9.450.000
Beras Jagung Djeng Dewi	Rp 7.000.000	Rp 8.750.000
Batik widi nugraha	Rp 8.000.000	Rp 9.350.000

The results of coaching, training and mentoring provided by the Ngawi Regency Cooperatives and MSMEs Office have proven to have an impact on increasing sales for Fostered MSMEs. The increase in sales here is marked by the use of many media for their products to be sold such as: retail stores, souvenir centers, creative galleries, supermarkets, restaurants, canteens, market places and websites. With increasing sales also has an impact on increasing their revenue turnover. These results are in accordance with research conducted by (Amalia, 2018) which states that the way of business management affects the income of MSMEs. (Ananda, 2024) It also proves in his research that the increase in MSME sales in Tulungagung is influenced by the influence of the quality of service and assistance of the Integrated Business Service Center.

As a result of what has been done by the local government, it has affected the improvement of MSME performance by being proven to have improved both quality and quantity in production, increased customer satisfaction and increased new cooperation between MSME actors and consumers or new partners.

Impact on the Workforce

The key to business competition is actually the ability of its resources (Roy Setiawan et al., 2020) . Human resources play an important role and key in the success of a business (Salasiah et al., 2023). Human resources or the workforce of a company must understand, master and be competent in running a business so that the business can not only survive but also develop, upgrade and advance.

The Ngawi Regency Cooperatives and MSMEs Office always strives to improve the quality of human resources for MSME actors through the coaching, training and mentoring programs they carry out. This program turns out to be very useful and useful for MSME actors themselves, especially in terms of human resources or labor. As admitted by Mrs. Yochasta, she said that the existence of an improvement program for the Ngawi Regency Cooperatives and MSMEs Office could affect her business management pattern, because he understands business financial management, production management and marketing skills. But on the other hand, there are also some informants who claim to only understand or master part of the material, be it business financial management, production management or marketing skills only.

To be more detailed, the researcher made a table of changes in the human resource capabilities of Fostered MSME members after participating in the business incubation program, which can be known as follows:

Table 3. Changes in Human Resources of Fostered MSME Members

Business Name	Financial Management Effort	Production Management	Marketing Skills
Tas Anyaman Manungga	-	V	V
Coklat Tempe Kukikek	V	V	-
Gethuk Anyar	V	V	V
Sale Pisang Chuwi-lan	V	V	V
Beras Jagung Djeng Dewi	V	V	V
Batik widi nugraha	-	V	-

In terms of business financial management, those who are entitled to a check mark are members who have recorded business finances, separating personal funds and business funds. Meanwhile, in terms of production management, Fostered MSME members can be said to be successful if they can be disciplined and effective in carrying out production activities. Finally, the marketing skill point includes the ability of Fostered MSME members to *copy-write products, use hard-selling or soft-selling techniques*.

The results show that even though the Ngawi Regency Cooperatives and MSMEs Office has implemented a coaching and training program that supports the improvement of human resource capabilities, it turns out that there are still members who have not implemented it optimally. When interviewed, members of the Fostered MSMEs who have not implemented maximum business financial management said that they consider administration not yet necessary to be implemented in their business because the scope of the business is still micro. Sometimes they also forget to immediately record the sales results. Meanwhile, in Fostered MSME members who do not have sufficient marketing skills, it is due to a lack of mastery of techniques.

Furthermore, in the next table, the researcher explained the results of the development of the workforce owned by the Fostered MSME members after participating in the program:

Table 4. Development of the Workforce of Fostered MSME Members

Business Name	Before	After	Increase
Tas Anyaman Manungga	3	5	2
Coklat Tempe Kukikek	3	3	0
Gethuk Anyar	7	7	0
Sale Pisang Chuwi-lan	3	3	0
Beras Jagung Djeng Dewi	4	4	0
Batik widi nugraha	7	11	4

In principle, in the human resources or labor sector, the role of the Ngawi Regency Cooperatives and MSMEs Office through coaching, training and mentoring programs provided for Fostered MSMEs has a positive and real impact on the human resources of business actors. In terms of quality, with various kinds of training and mentoring provided, it further improves their knowledge, skills and competencies in doing business. As for the quantity, with the increase in their business performance, it also has an impact on the addition of manpower/employees to their business. (Muyasaroh & Iswadi, 2023) proved in his research that the quality of human resources of MSME actors is influenced by training and mentoring carried out by the Cilegon City Cooperatives and SMEs Office.

Impact on Marketing

A product can be said to be a profitable product if it can be accepted by the market (Hirotaka Takeuchi & John Quelch, 2020). The wider the market that a product reaches or controls, the more it will have an impact on improving the performance of a business (Miati & Tresna, 2020). In fact, the coaching, training and mentoring programs provided by the agency to Fostered MSMEs have a major impact on increasing the market. As admitted by Mrs. Widji Pangastuti, who said that the selected Fostered MSME members must remain active in building relationships with employees in the office, because if the relationship has been built well, it will create more opportunities. As

he felt, because of his activeness, he had the opportunity to be invited by the Head of the Ngawi Regency Cooperatives and MSMEs Office to participate in exclusive exhibitions outside the region.

If you look further, the market coverage that is still controlled by MSME actors is still offline. Because the social media accounts created by the members have not been used optimally. This opinion was agreed by Mr. Abdul Jamal, who said that many people are happy to transact directly to see their goods because there is their own satisfaction from consumers if they see it directly.

The impact on marketing from the results of the coaching, training and mentoring programs carried out by the Ngawi Regency Cooperatives and MSMEs Office to Fostered MSMEs has a positive impact. However, most of them are still limited to conventional marketing or offline. As for online marketing, it can be seen that the Fostered MSME actors have indeed done but have not been able to master and understand online marketing techniques, so the results have not been maximized. Indeed, the training provided by the Agency for them is still in the stage of basic training in doing business.

CONCLUSION

The role carried out by the Ngawi Regency Cooperatives and MSMEs Office as the government tasked with empowering and developing MSMEs, is briefly divided into three roles, namely: as a facilitator, as a regulator and as a catalyst. The three roles are realized by various efforts made, one of which is through coaching, training and mentoring programs to Fostered MSMEs. In this program, the participants were given various kinds of training and mentoring as well as consultation discussions related to all kinds of problems faced by MSME actors themselves. The Agency also provides business management training to SMEs and other materials related to the business world. The training program is realized by providing management training and business plans for Fostered MSMEs. The management training in business provided includes business model canvas, financial management, marketing management, production management, distribution management, and human resource management. With this program, it is hoped that business actors can map their business plans. The mentoring program is realized in the form of facilitation of assistance personnel for MSME actors to be able to consult their business, or obtain information related to business, and others that can be used by MSME actors. Accompanying officers can guide MSME actors who want to consult. The accompanying officers provided by the Ngawi Regency Cooperatives and MSMEs Office also provide useful information services for MSME actors, as well as advocacy services such as free business legality applications such as: Micro Small Business Permits and Business Identification Numbers. MSME business performance is measured by several indicators such as: increased business capital, increased profit, increased workforce, increased sales, and increased market. Based on these indicators, it can be seen that the results of the study show an increase, so it can be said that there has been an increase in the business performance of fostered MSMEs.

The results of the research concluded that the coaching, training and assistance provided by the Ngawi Regency Cooperatives and MSMEs Office for Fostered MSMEs had a positive impact on improving their business performance, both in the form of an increase in capital, namely their capital increased with the increase in their sales results and also their business capital increased through assistance capital. In terms of profit, it has also increased, in terms of human resources, it has a positive and real impact on the resources of business actors. In terms of quality, with various kinds of training and mentoring provided, it further improves their knowledge, skills and competencies in doing business. As for the quantity, with the increase in their business performance, it also has an impact on the addition of manpower/employees to their business. In terms of the impact on the increase in sales here, it is marked by the use of many media for their products to be sold such as retail stores, souvenir centers, creative galleries, supermarkets, restaurants, canteens, market places and websites. With increasing sales, it also has an impact on increasing their revenue turnover. The impact on marketing from the results of coaching, training and mentoring programs carried out by the Ngawi Regency Cooperatives and MSMEs Office to Fostered MSMEs has a positive impact but most of them are still limited to conventional marketing or offline. As for online marketing, it can be seen that these Fostered MSME actors have indeed done but have not been able to explore and understand online marketing techniques, so the results have not been maximized. Indeed, the training provided by the Agency for them is still in the stage of basic training in doing business.

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