
The Effect of Business Assistance on Improving the Managerial Capacity of MSMEs in Banyumulek Village, Lombok Barat

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Article Information

Article History

Received, 28 April, 2025

Revised, 8 June, 2025

Accepted, 27 June, 2025

Published, 30 June, 2025

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ABSTRACT

Micro, Small, and Medium Enterprises (MSMEs) are a strategic sector in local economic development, particularly in rural areas. However, many MSME actors in Banyumulek Village, Lombok Barat, still face various obstacles in managerial aspects, such as business planning, financial recording, decision-making, and resource management. This study aims to analyze the effect of business mentoring on improving the managerial capacity of MSME actors in the village. The research method used is a quantitative method with a survey approach. The population in this study were all active MSME players in Banyumulek Village, and a purposive sample of 55 respondents was taken. Data collection techniques were conducted through questionnaires, interviews, and field observations. Data analysis was conducted using simple linear regression techniques to test the effect of business assistance variables on the managerial capacity of MSMEs. The results showed that business mentoring has a significant and positive effect on improving the managerial capacity of MSMEs. Most of the variation in managerial capacity building can be explained by the quality and intensity of mentoring received by businesses. Managerial aspects that experienced significant improvements included business planning, financial management, business evaluation, and human resource development. Assistance that is participatory, contextual, and oriented to real needs has proven to be more effective in encouraging managerial transformation of MSMEs. This study recommends the need to strengthen a sustainable mentoring system, involve multi-stakeholders, and integrate with digitalization training programs to support the growth of village MSMEs in a sustainable and adaptive manner to the challenges of modern markets.

Keywords: Business Mentoring, Managerial Capacity, Business Management, Micro Small and Medium Enterprises (MSMEs), Human Resources (HR)

1. INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) play an important role in driving national economic growth, especially in rural areas. MSMEs not only create jobs, but also contribute to increasing the income of local communities (Ningtyas & Kusuma, 2024). In Indonesia, the MSME sector contributes more than 60% to the Gross Domestic Product (GDP) and absorbs around 97% of the labor force (Irawansyah et al., 2024). Therefore, strengthening MSMEs is a key strategy in people-based economic development (Marpaung et al., 2021).

Banyumulek Village, located in Lombok Barat Regency, Nusa Tenggara Barat Province, is one of the villages known for its MSME potential, especially in the field of pottery crafts (Prasetya et al., 2023). Handicraft products from Banyumulek have even been recognized overseas (Mujibah et al., 2023). However, behind this potential, there are still various problems faced by MSME actors, especially in aspects of business management and managerial capacity (Arham et al., 2024).

Common problems faced by MSME actors include low knowledge of business management, limitations in managing finances, difficulties in designing marketing strategies, and lack of access to training and business information (Sitorus et al., 2023). This causes many MSMEs to run stagnant and difficult to develop optimally (Handayani, 2023).

One strategic approach that can be used to overcome these problems is through a business mentoring program (Rahma et al., 2024). Business mentoring not only serves as a medium for transferring knowledge and skills, but also as a form of moral support and motivation for MSME actors to continue to innovate and improve the quality of their business management (Maq et al., 2024).

Business assistance covers various aspects, such as managerial training, financial management, business planning, marketing, and utilization of information technology (Putri & Nurhadi, 2024). Through a structured and sustainable mentoring process, it is expected that MSME actors can understand and apply the principles of good business management (Asiyah et al., 2023).

Previous studies conducted by Deti et al. (2024) showed that business mentoring has a positive impact on increasing the managerial capacity of MSMEs (Deti et al., 2024). This capacity building includes skills in business planning, decision-making, human resource management (Hidayat et al., 2024), and performance evaluation. With better management, MSMEs have a greater chance of growing and competing in a wider market (Hadi et al., 2024).

However, the effectiveness of business mentoring depends on various factors, such as the mentoring method, the quality of the mentors, the duration of the program, and the readiness and motivation of the business actors themselves. Therefore, it is important to conduct an empirical study to evaluate the extent to which business mentoring has contributed to improving the managerial capacity of MSME actors, especially in a local context such as Banyumulek Village.

Banyumulek Village has been the target of various empowerment programs from the government and non-government institutions that focus on MSME development. However, the extent to which these mentoring programs have an impact on improving the managerial capacity of MSME actors has not been systematically studied.

The research was expected to provide a clearer picture of how improving the managerial capacity of MSMEs in Banyumulek through business mentoring is expected to

have an impact not only on increasing the income of individual business owners, but also on the overall economic growth of the village. With stronger and well-managed MSMEs, the welfare of the village community can increase significantly.

Based on this background, the study aims to analyze the effect of business mentoring on improving the managerial capacity of MSMEs in Banyumulek Village, West Lombok. This research will examine the type and intensity of mentoring received by MSME actors, as well as the extent to which changes in managerial capacity occur as a result of the mentoring process.

2. LITERATURE REVIEW

a. Professionalism and Employee Performance

Professionalism is commonly associated with attitudes, behaviors, and standards that reflect a commitment to excellence, ethical conduct, and accountability in the workplace (Hoy & Miskel, 2013). According to Freidson (2001), professionalism encompasses specialized knowledge, autonomy, and a normative orientation to serve the public good. In organizational settings, higher levels of professionalism are often linked to increased motivation, efficiency, and goal attainment (Robbins & Judge, 2019). Several studies have demonstrated a significant positive relationship between professionalism and employee performance. For instance, Wibowo (2016) argued that employees who exhibit high professionalism tend to show better job commitment, initiative, and adaptability, which in turn enhance their performance outcomes. In similar research, Purwanto et al. (2020) found that professionalism is a predictor of job performance in both private and public sector institutions, emphasizing the role of professional ethics and continuous skill improvement.

b. Work Environment and Employee Performance

The work environment, encompassing both physical and psychological aspects, plays a crucial role in shaping employee behavior and productivity. According to McCoy and Evans (2005), a conducive work environment supports concentration, reduces stress, and fosters collaboration. A supportive work environment includes elements such as adequate lighting, ergonomic furniture, open communication, and a culture of respect and inclusion (Davis et al., 2011). Studies by Chandrasekar (2011) and Bakotic & Babic (2013) reveal that an improved work environment significantly correlates with higher levels of job satisfaction and employee performance. A positive work setting not only motivates employees but also reduces absenteeism and turnover, thereby contributing to organizational effectiveness.

c. Professionalism, Work Environment, and Performance Interactions

The interaction between professionalism and the work environment also warrants attention. According to Armstrong (2014), a synergistic relationship exists where a supportive environment enhances the expression of professionalism, and vice versa. In an environment that encourages ethical conduct, knowledge sharing, and recognition, employees are more likely to demonstrate professional behaviors, which ultimately lead to better performance (Hasibuan, 2016). In summary, prior literature consistently supports the proposition that both professionalism and the work environment are critical determinants of employee performance. These constructs serve as both independent and interdependent variables that can strengthen overall organizational output when strategically nurtured.

3. RESEARCH METHOD

The research used a quantitative approach with an explanatory research type. This approach was used to explain the causal relationship between the variables of business

assistance (independent) and managerial capacity building (dependent) in MSME actors in Banyumulek Village. With a quantitative approach, data is collected systematically using standardized instruments and analyzed using statistical techniques.

This research was conducted in Banyumulek Village, Kediri Sub-district, West Lombok Regency, West Nusa Tenggara. This location was chosen because it is one of the MSME centers in the handicraft sector that has been the target of various assistance programs. The research was conducted from September to December 2024, which included preparation, data collection, analysis, and report preparation.

The population in this study were all active MSME actors who live and run their businesses in Banyumulek Village. Based on data from Banyumulek village, there are around 120 active MSME players. The sample was taken using the Simple random sampling technique using the Sample Size version 2.0 software, the sample size was 55 respondents. The data collection techniques used in this study include a questionnaire in the form of a closed questionnaire given to respondents to measure their perceptions of business assistance and their managerial capacity.

The independent variable is business mentoring which is measured based on the dimensions of mentoring frequency, mentoring material, mentor quality, and the relevance of mentoring to the needs of MSMEs. The dependent variable is managerial capacity, which is measured based on the dimensions of business planning ability, financial management, decision-making, human resource management, and business performance evaluation. The research instrument was prepared in the form of a Likert scale with five answer options (strongly disagree - strongly agree). The reliability test uses the Cronbach's Alpha test and the instrument is said to be reliable if the value is more than 0.70 or 70%. Based on the results of the Cronbach's Alpha test calculation for business assistance of 0.871 (87%) and managerial capacity of 0.889 (88%). Thus the instrument used is reliable for research use.

Data analysis was carried out quantitatively with descriptive analysis stages used to see the distribution of respondents' answers on each variable. Simple linear regression analysis was conducted to examine the effect of business assistance on managerial capacity. The research was conducted by paying attention to the principles of research ethics, such as: informed consent, research guarantees the confidentiality of respondents' personal data, transparency of research objectives, and no pressure in filling out the questionnaire.

4. RESULTS AND ANALYSIS

The study involved 55 respondents of MSMEs in Banyumulek Village. The general characteristics of respondents can be seen in Table 1.

Table 1. Respondent Characteristics

Characteristic		N	%
Gender	Male	21	38,2
	Female	34	61,8
Age	< 30 years	11	20,0
	30 – 45 years	29	52,7
	> 45 years	15	27,3
Length of business	< 2 years	10	18,2
	2 – 5 years	26	47,3
	> 5 years	19	34,5

The business mentoring variable is measured through four indicators, namely frequency, material, quality of mentors, and relevance. The highest score is 5 and the lowest is 1.

Table 2. Descriptive Analysis of Business Assistance

Indicators	Mean	Category
Frequency	3,87	High
Mentoring Material	4,02	High
Companion Quality	3,95	High
Relevance of Material	3,81	High
Average Total	3,91	High

Managerial capacity was measured through five indicators: planning, finance, decision-making, human resources, and business evaluation.

Table 3. Descriptive Analysis of Managerial Capacity

Indicators	Mean	Category
Business Planning	3,75	High
Financial Management	3,58	Medium
Decision Making	3,82	High
HR Management	3,66	High
Business Performance Evaluation	3,71	High
Average Total	3,70	High

Table 4. Simple Linear Regression Test

Model	R	R Square	Adjusted R Square	Std. Error
1	0,652	0,425	0,412	0,329

The R Square value is 0.425 (42.5%) which indicates that variations in managerial capacity can be explained by business mentoring. Meanwhile, 57.5% is influenced by other factors.

Table 5. Regression Coefficient

Variable	B	Std. Error	t	Sig.
Constant	1,245	0,361	3,449	0,001*
Business Assistance	0,631	0,093	6,785	0,000*

*Significant at p-value = 0,05

Based on Table 5 above, the sig. = 0.000 < 0.05 reveals that business assistance has a significant effect on increasing managerial capacity. The positive coefficient indicates that the better the business assistance, the higher the managerial capacity of MSMEs. The results of this study indicate that quality business assistance is significantly able to improve the managerial capacity of MSMEs. MSME actors who often receive mentoring claim to be better able to design business plans, manage finances in an orderly manner, make strategic decisions, and conduct regular performance evaluations.

The results of this study show that business mentoring has a significant influence on increasing the managerial capacity of MSME actors in Banyumulek Village, West Lombok. This is indicated by the significance value of 0.000 in the regression test, which is far below the $\alpha = 0.05$ threshold. Thus, the research hypothesis stating that there is a positive effect of business mentoring on the managerial capacity of MSMEs is statistically acceptable.

These findings suggest that MSME actors who receive intensive and structured business mentoring tend to have improved capabilities in planning, managing and evaluating their business activities. Mentoring provides access to new knowledge, managerial skills and more efficient business management strategies (Setianingsih & Kharismahendra, 2023). The study results are in accordance with the managerial capacity

theory proposed by Wina et al. (2024), which emphasizes the importance of increasing the capacity of decision-making and managerial functions through training and external support (Wina et al., 2024).

Most MSMEs in Banyumulek previously ran their businesses traditionally without a systematic managerial approach. However, through mentoring activities organized by partner institutions, local government, or universities, business owners began to understand the importance of developing business plans, managing cash flow, and setting business success indicators (Prasetya et al., 2023). This transformation can be seen from the increase in the average score on the managerial capacity indicator which is classified in the high category (Hidayat et al., 2024).

The mentoring is not only technical, but also includes soft skills development, such as leadership, communication, and problem solving (Lestari et al., 2024). In the process, MSME players get the opportunity to discuss directly with mentors who have competence in business management (Ningtyas & Kusuma, 2024). This creates a contextualized learning process that allows businesses to adapt management theory to field conditions (Rahma et al., 2024).

In the local context of Banyumulek Village, which is known as a pottery craft center, a mentoring approach that is tailored to the social and cultural characteristics of the community has proven to be more effective (Mujibah et al., 2023). A participatory approach, where businesses are actively involved in developing the materials and timing of mentoring, increases the acceptability and effectiveness of the program (Arham et al., 2024). This supports the results of research from Fitriani et al. (2024) which states that mentoring programs based on local wisdom are more easily accepted by the MSME community (Sutikno et al., 2022).

One indicator of managerial capacity that has significantly improved is the ability to plan a business (Fitriani et al., 2024). MSME players have begun to develop measurable business goals, set more targeted marketing strategies, and determine market segmentation more specifically. This reflects a shift from a reactive management approach to one that is more proactive and analysis-based (Riyanto & Heriyanti, 2024).

Financial management is also an aspect that receives attention in mentoring (Handayani, 2023). Most MSME players previously did not separate personal and business finances (Saputra et al., 2024). However, after receiving assistance, they began to apply simple financial records, understood the importance of profit and loss statements, and were able to allocate working capital efficiently. These changes strengthen the resilience of the business to external risks (Marpaung et al., 2021).

Decision-making skills also showed positive developments. MSME players who participated in mentoring sessions consistently reported improvements in their accuracy and courage in making strategic decisions, such as adding product lines, changing suppliers, or expanding marketing networks (Maq et al., 2024). This is in line with the opinion of Lestari & Santoso (2024), who emphasized that the quality of managerial decisions is influenced by the availability of information and learning experience (Lestari & Santoso, 2024).

Human resource management (HRM) is also an integrated part of business mentoring. MSMEs that were previously managed by one or two family members began to involve additional labor and learn to manage tasks, division of labor, and incentive systems (Janah & Tampubolon, 2024). Assistance to encourage business actors to understand the

importance of maintaining labor motivation and productivity as part of improving business performance (Asiyah et al., 2023).

Business evaluation is a managerial indicator that is often overlooked by MSME actors. Through mentoring, businesses are trained to conduct periodic evaluations of target achievement, analyze the causes of failure, and develop improvement plans (Hidayat et al., 2024). This reflection process helps MSME players to maintain business sustainability and make adjustments to market dynamics (Lestari et al., 2024).

The significant effect of business mentoring on managerial capacity can also be explained through the perspective of social learning theory, which emphasizes the importance of observation, modeling, and social interaction in skill formation (Arham et al., 2024). In this context, the facilitator acts as a learning model and source of feedback for MSME actors (Saputra et al., 2024).

In addition, these results confirm that business mentoring is not only educative, but also has a psychological effect in the form of increased confidence and motivation of MSME actors in managing their businesses. Increased self-confidence encourages business actors to be more active in seeking new opportunities, utilizing networks, and participating in other capacity building programs (Salam & Kho, 2023).

Thus, the results of this study provide practical implications for policy makers and assisting institutions to design mentoring programs that are more responsive, participatory, and contextual. Business mentoring has proven to be an effective strategy in building the managerial capacity of MSMEs, which in turn strengthens the competitiveness and sustainability of the local economy at the village level.

5. CONCLUSION

Based on the results of the research and discussion, it can be concluded that business mentoring has a significant and positive influence on improving the managerial capacity of MSME actors in Banyumulek Village, Lombok Barat. Intensive and systematic assistance has been proven to improve important aspects of business management, such as planning, organizing, decision-making, financial management, business evaluation, and human resource development.

This increase in managerial capacity is marked by changes in the behavior and business practices of MSME actors who previously had not applied managerial approaches optimally. After participating in the mentoring program, they began to implement financial records, develop business plans, evaluate business performance, and make strategic decisions in a more rational and structured manner.

The success of this mentoring is inseparable from the participatory and contextual approach used by the mentors. The approach that accommodates local wisdom, community work culture, and the real needs of MSME actors has made the mentoring process more effective and sustainable. In addition, managerial capacity building has also increased the confidence, motivation, and readiness of MSME actors in facing market dynamics and business challenges. Thus, business mentoring is proven not only as an instrument of economic empowerment, but also as a catalyst for managerial transformation that has an impact on increasing the productivity, efficiency, and sustainability of MSMEs at the village level.

ACKNOWLEDGEMENTS

The authors would like to thank the participants who have been willing to provide information and take their time.

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