

THE EFFECT OF TRAINING ON THE PERFORMANCE OF MICRO, SMALL, AND MEDIUM ENTERPRISES (MSMES) EMPLOYEES THROUGH THE SUPPORT OF THE GENPRO ORGANIZATION AS A MEDIATOR

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ABSTRACT

This study aims to examine the effect of training on employee performance in Micro, Small, and Medium Enterprises (MSMEs) through the support of the Genpro organization as a mediator. The research employs a quantitative approach with data collection techniques including questionnaires and documentation. The sample consists of MSME employees involved in training programs facilitated by Genpro. Data analysis is conducted using Structural Equation Modeling (SEM) to test the relationships between training, organizational support, and employee performance. The results indicate that training directly affects employee performance, and Genpro's organizational support plays a significant role as a mediator in this relationship. These findings highlight the importance of organizational support in maximizing training effectiveness within the MSME context. The implications of this study can assist stakeholders in designing more effective training programs and supporting employee development in MSMEs.

KEY- WORDS

Training, Employee Performance, Micro, Small, and Medium Enterprises (MSMEs), Organizational Support, Genpro, Structural Equation Modeling (SEM)



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INTRODUCTION

The era of globalization and high competition requires that Micro, Small, and Medium Enterprises (MSMEs) must be able to face competitive challenges (Al Farisi, 2022; Badawi, 2022; Elizar, 2018; Irfani, 2018; Sinambela, 2016). Micro, Small and Medium Enterprises must be able to improve their quality through empowerment (Safitri, 2019; Sakta, 2014; Sulistiani I., 2019; Sutisna, 2017; Triasmoko, 2014). Empowerment of Micro, Small and Medium Enterprises (MSMEs)

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is carried out by increasing innovation in both products and services, supported by the development of the quality of human resources and technology (Badawi, 2022).

Micro, Small, and Medium Enterprises (MSMEs) are one of the sectors that contribute to the country's economic growth, especially in gross domestic product. In addition, this MSME sector can absorb labor, thereby reducing the unemployment rate due to its labor-intensive nature (Badawi et al., 2022). The government's impact of policies due to Covid-19 has made MSME actors work harder to improve the income and expenditure cycles in the goods and services sectors (Al Farisi, 2022; Wibiasmoro & Utami, 2021). This affects the absorption of labor, which is drastically reduced because business actors are unable to allocate budgets for financing their employees' salaries. Due to Covid-19, the sector that has suffered the most from the weakness in economic growth is the MSME sector. Around 96% of MSMEs have a negative impact on their business, and 75% have experienced a decline in product sales (Nofianti, 2020).

Case studies on MSMEs that have been affected by Covid-19 are 31 micro, small, and medium entrepreneurs in Gorontalo Province. There are 3 MSMEs, including businesses with a capital range below IDR 500,000,000, and the rest are businesses with a scale below IDR 50,000,000. The covid 19 pandemic has resulted in a decrease in the average weekly turnover of business actors, product marketing problems that result in a decrease in the number of market demand, changes in market marketing reach, increasing business debt, problems in production due to rising raw material prices, and other problems (Ismail, 2021).

According to the Central Statistics Agency (2005), eight indicators can be used to assess the level of public welfare: income, food, house conditions, home facilities, health, facilities for obtaining health services, facilities for children at the education level, and exemption from obtaining transportation facilities.

One of the crucial problems faced by this nation is poverty, unemployment, and income equity. This is in line with the problem of Indonesia's economic growth from the MSME sector (Badriah, 2019; Harahap et al., 2020; HARSONO et al., 2024; Lidyanti & Hanifa, 2022; Nadya & Syafri, 2019; Rahayu, 2023; Zakaria, 2020). Complicated regulations are a burden for MSME business actors due to limited human resources, budget, and facilities. In addition to complex regulations and policies, several MSME problems often occur, namely the lack of competent human resources, the lack of knowledge in managing finances, the lack of openness with stakeholders, marketing analysis, and facilities that are not paid attention to.

MSMEs are a means for the government to improve people's living standards based on eight indicators of community welfare. MSMEs have a role in increasing domestic products, helping people's income, and absorbing more labor. This can improve people's buying and selling power and meet families' daily needs. According to Al Farisi (2022), if people's purchasing power has increased, it can help realize qualified facilities for people's lives. Therefore, the presence of MSMEs will connect eight indicators that make people's welfare easier to achieve.

This is based on the regulation of the Minister of Cooperatives and Small and Medium Enterprises Number 6 of 2022 concerning the implementation of integrated management of micro and small businesses in the form of joint production houses through the Assistance Task Fund article 2 number 1, which explains the Integrated Management of MSEs through the allocation of Assistance Task Funds to facilitate the provision of raw materials and production processes.

The government's role in increasing the productivity of MSMEs is as a facilitator and mediator that bridges the community in improving domestic products. The government's task as a regulator and policymaker can provide assistance in the form of training, funds, and facilities that make it easier for the community to increase its business productivity.

MSME Brownies Cinta is an MSME that highlights that the cake and bakery business is also inseparable from the impact of technological advances and increasingly fierce business competition. This requires the management of Brownies Cinta MSMEs to make improvements by improving the performance of the company's human resources, so that they can collaborate with technology and have performance that continues to improve, so that they can face competition in the business world.

Employee performance that is not optimal to face the increasingly fierce competition in the business world makes employee performance a problem faced by MSMEs Brownies Cinta, which is used as material for this research, and the efforts made by MSMEs Brownies Cinta as an effort to solve these problems.

Human resources are the most important resource, and the handling of human resources or employees in a company certainly cannot be equated with the handling of other resources.

Handling employees requires its own way. This is as Hasibuan (2017) said regarding the importance of integration in employee handling, namely uniting the wishes of employees with the interests of the company, in order to create cooperation that provides mutual benefits. This needs to be done because humans are dynamic, have thoughts, feelings, self-esteem, traits, and bring different backgrounds, behaviors, desires, and needs to the company's organization.

In company management, as stated by Sinambela (2016) In many other literature, the "6M" is an element of management: human resources (man), money (money), materials (materials), machines (machines), methods (methods), and markets (market). In the "6M," humans are the most important resource because humans can manage other resources. Without human resources, other resources become meaningless or even meaningless at all.

In connection with this, as an identification, the problem faced by Brownies Cinta MSMEs at this time is the lack of optimal employee performance, so efforts are required to make employee performance more optimal. Preliminary data on the performance of Brownies Cinta MSME employees is presented in the following table:

Table 1. Employee Performance of MSME Brownies Love

Types of Activities	Average Performance Achievement Score			Performance Value Target	Information
	2021	2022	2023		
Core Competencies	3,0	3,2	3,6	4,0	Less
Managerial Competence	3,0	3,3	3,6	4,0	Less
Technical Competence	3,0	3,2	3,6	4,0	Less

Source: MSMEs Brownies Cinta

Table 1 shows that the average value of employee performance achievements from 2021 to 2023 has the highest average value of 3.6 (three point six). This

proves that the performance of Brownies Cinta MSME employees is still at the "poor" level because it is below the employee performance achievement target, which is with an average score of 4.0 (four zeros).

Organizations or companies with high employee performance will ultimately impact the organization's or company's high performance. Many factors that are suspected to affect employees' high and low performance include job training and work motivation.

MSMEs Brownies Cinta, in this case, provides job training for company employees who are the company's human resources. There are various types of training provided, and we can see in the following table:

Table 2. Job Training for Employees of MSME Brownies Cinta

No	Training Name	Employee Level		
		Staff	Supervisor	Coordinator
1	Sales basic training	√		
2	Leadership development program	√	√	√
3	Leadership camp 413	√	√	√
4	Coach Jaya Assistance	√	√	√

Source: PT. Blessing of Ridho Cinta Indonesia

Based on Table 2, it can be seen that MSME Brownies Cinta provides job training for employees to improve employee performance so that it can be optimal. According to the data obtained by the researcher, the job training is given at least once a year, and will be supplemented with training according to the core and technical competencies of each department.

Job training will make employees work better, work according to the standards set, feel comfortable at work, and ultimately create a sense of pride in working in the company, so that employee performance also improves. This is based on research conducted by Sakta (2014). Triasmoko (2014); Febru et al., (2015); Sutisna (2016); Hidayati (2017); Nurul (2017); Supriatna & Sutisna (2017); Anggereni (2019); Elizar (2018); Irfani (2018); Safitri (2019) Sulistiani I. (2019) who stated that Job Training has a significant positive effect on performance.

In addition to job training, another factor suspected of influencing employee performance is work motivation. Employees' high work motivation will impact the achievement of work targets, such as work completion on time, enthusiasm, focus, compliance with company regulations, and comfort at work. This condition will certainly impact the low number of complaints from the company's customers.

To improve performance, MSME Brownies Cinta Pun received support from GENPRO, an organization that handles MSMEs in Indonesia. Global Entrepreneur Professional (GENPRO) is an initiative or program designed to assist entrepreneurs and business professionals develop their skills to operate effectively in the global market. GENPRO focuses on providing education, training, and support to enhance entrepreneurial capabilities with a global perspective.

GENPRO (Global Professional Entrepreneur) is a professional entrepreneur community aiming to build a world civilization. Professional networks in all types of businesses and networking to synergize and strengthen each other. GENPRO was established in Jakarta on November 14, 2014.

Research on the effect of job training on employee performance has been conducted by several previous researchers. For example, a study by Elizar et al. (2018) states that job training significantly increases employee competence and productivity. Likewise, studies by Sakta (2014) and Safitri (2019) show that job training can increase motivation and work effectiveness. However, most previous studies only focus on the direct relationship between training and performance without considering the role of supporting organizations as mediators. This study brings novelty by examining the role of GENPRO as an MSME support organization that can strengthen the effect of training on improving employee performance. Using the mediation approach, this study provides a new perspective in MSME HR development, especially in collaboration with external organizations such as GENPRO in the MSME empowerment ecosystem in Indonesia.

Based on the description of the background above and previous studies, the researcher conducted this study titled "The Effect of Training on the Performance of Micro, Small, and Medium Enterprises (MSMEs) Employees through the Support of the GENPRO Organization as a Mediator (Case Study on PT Berkah Ridho Cinta Indonesia)."

The research conducted aims to know, analyze, and prove: (1) To find out the significant influence of job training on improving the performance of MSME employees, Brownies Cinta. (2) To find out the significant influence of job training on organizational support provided by GENPRO. (3) To find out the influence of organizational support provided by GENPRO on performance improvement. And (4) To determine the significant influence of training on performance through the mediation role of organizational support provided by GENPRO.

The results of this research are expected to provide the following uses: (1) Theoretically, this study is intended to enrich previous research on the relationship between job training variables, work motivation, three and employee performance. This research is also expected to show the effect of job training and work motivation on employee performance. (2) Practically or operationally, for the business world, this research is expected to be an input and reference for PT Berkah Ridho Cinta Indonesia in order to provide job training and work motivation to improve employee performance.

RESEARCH METHOD

Research Approach Methods

This study uses a quantitative approach. According to Sugiyono (2018), the quantitative method is a research method based on positivism (concrete data). Research data is in the form of numbers that will be measured using statistics as a calculation tool related to the problem being researched to produce a conclusion. Positivist philosophy is applied to a specific population or sample.

This research is intended to build a true picture of a phenomenon in the context of its research. Information is collected in the context of testing hypotheses or answering questions related to research problems. The causal approach is a study to determine the influence of one or more variables, namely the independent variable, on the dependent variable.

In this study, problem formulation and hypothesis formulation are based on a theoretical framework of job training variables, work motivation, and employee

performance taken from various literature. The necessary data were obtained through questionnaires to review all research problems. Research analysis is carried out through data analysis, statistical calculations, and data interpretation.

Data Collection Techniques

Data collection in this study was obtained using the following techniques:

1. Questionnaire

It is a data collection technique that involves providing written statements to respondents in the form of closed and structured statements. The question material is prepared to state the variables of job training, work motivation, and employee performance. The items were arranged based on indicators using the Likert scale, providing respondents with five (5) alternative answers.

2. Documentation

It is a technique for collecting secondary data that is carried out by recording all documents related to research variables.

Place and time of Research

The research place or research analysis unit is PT Berkah Ridho Cinta Indonesia, which is located at Jalan. Moewardi, Badranasri, Cangakan, Karanganyar, Central Java. PT Berkah Ridho Cinta Indonesia has been operating since 2010, has 30 outlets spread throughout Central Java, East Java, and the Special Region of Yogyakarta. The Brownies brand, which has existed for 14 years, has various types of products with the distinctive taste of Brownies Love.

PT Berkah Ridho Cinta Indonesia is a cake and bakery production company. It has developed using a four-stage sales scheme: through outlets, agents, resellers, and online shops. Based on its name, the company focuses on producing and selling bakery products, bread, and other bakery foods.

PT Berkah Ridho Cinta has a PRIMA work culture: professionalism, deep faith, morality based on manners, and trust in responsibility. Business Process PT Berkah Ridho Cinta has several departments that run the company, namely:

1. The Support Department carries out all activities that can support the success of business processes in PT. Blessing of Ridho Cinta Indonesia. The support activities carried out are in the form of:
 - a. Systematization in Business Processes
 - b. Human Resources
 - c. Quality control, product research, and development
 - d. Financial and asset management
 - e. Marketing communication activities
 - f. Market development
2. The Logistics Department prepares various raw materials needed by the Production Department to produce Brownies and Sweet Bread.
3. The Production Department will produce Brownies and Sweet Bread, which the Sales Department will later market.
4. The Sales Department markets the products that have been produced by the Production Department to meet all customer needs.

Population

The population in this study is all employees working at PT Berkah Ridho

Cinta Indonesia, with a total of 212 employees as shown in the table below:

Table 3. Population Data of the MSME Analysis Unit of Brownies Love

It	Employee Composition	Number of Population
1	Director	2
2	Department Head	12
3	Section Head	12
4	Staff	186
TOTAL		212

Source: PT. The Blessing of Ridho Cinta Indonesia (2024)

The sampling technique in this study was the probability sampling technique, namely, proportionate stratified random sampling using the Slovin formula.

According to Sugiyono (2012), probability sampling is a sampling technique that provides an equal chance for each element (member) of the population to be selected as a sample member.

Sample

Based on the description above, the population in this study is all employees in the PT analysis unit, which totals 212 people from various departments, namely:

1. Support Department: 69
2. Logistics Department: 21
3. Production Department: 58
4. Sales Department: 58

Based on a population of 212 people, the number of samples is as much as the total population, which is 212 people.

Data Analysis Techniques

To analyze the influence of job training and work motivation on the performance of PT Berkah Ridho Cinta Indonesia employees, SEM (Structural Equation Model) analysis using SmartPLS software was used.

Data Conversion

At this stage of analysis, the responses of the research subjects to all items of statements in the questionnaire, which include job training, work motivation, and employee performance, are coded with the provision that if the statement is responded to agree with the research subject, a code is given.

- 1) 1 = strongly disagree
- 2) 2 = Disagree
- 3) 3 = Raagu - Raagu
- 4) 4 = Agree
- 5) 5 = Strongly Agree

After the ordinal scale code on each statement item is converted into an interval scale score through the successive interval (MSI) technique, the scoring results with the MSI technique are treated as manifest variables (indicators) for each statement item in the questionnaire. Furthermore, each variable's manifest (indicator) obtained must be tested for quality to determine whether a variable's constituent indicators are considered eligible to be included in the preparation of the structural equation model.

Analisis SEM (Structural Equation Model)

Data analysis techniques are used to answer the formulation of a problem or test a hypothesis that has been formulated. Data management in this study will use SmartPLS 3 Structural Equation Modelling (SEM) software, which is a method used to address the weaknesses contained in the regression method.

According to experts, the Structural Equation Modelling (SEM) research method is grouped into two approaches, namely the Covariance Based SEM (CBSEM) approach and the Variance Based SEM or Partial Least Square (PLS) approach. Partial Least Squares is a powerful analysis method that is not based on many assumptions.

The Partial Least Squares or PLS approach is distribution-free (does not assume certain data, can be nominal, categorical, ordinal, interval, and ratio). Partial Least Square or PLS uses a random bootstrapping method where assuming normality will not be a problem for Partial Least Square or PLS.

In addition, Partial Least Squares (PLS) do not require a minimum number of samples to be used in research; research with a small sample can still use PLS. PLS is classified as a non-parametric type; therefore, in PLS modelling, no data with a normal distribution is required.

The purpose of using Partial Least Squares, or PLS, is to make predictions. In making the prediction, the goal is to predict the relationship between constructs/variables. In addition, PLS helps researchers in their research to get the value of latent variables that aim to make predictions. The latent variable is the linear aggregate of its indicators.

A weight estimate to create a latent variable score component is obtained based on how the inner model (a structural model connecting latent variables) and the outer model (a measurement model, i.e., the relationship between indicators and their constructs) are specified. The result is that the residual variance of the dependent variable (both the latent variable and the indicator) is minimized.

The parameter estimation obtained by PLS (Partial Least Squares) can be categorized as follows: The first category is the weight estimate used to create the latent variable score. Second, it reflects the path estimate, which connects latent variables and between latent variables and their indicator blocks (loading). The third category is related to the means and location of parameters (regression constant values) for latent indicators and variables. To obtain the three estimates, PLS (Partial Least Squares) uses a three-stage iteration process, and each stage produces an estimate as follows: 1. Generate a weight estimate. 2. Generate estimates for the inner and outer models. 3. Generate an estimate of means and location (constant).

In the PLS (Partial Least Squares) method, the analysis techniques carried out are as follows:

1. Analisa Outer Model

The analysis of the outer model is carried out to ensure that the measurements used are worthy of being used as measurements (valid and reliable). This model analysis specifies the relationship between latent variables and their indicators. The analysis of the outer model can be seen from several things as follows:

- a. **Convergent Validity** is an indicator assessed based on the correlation between the score/component score and the construct score, which can be seen

from the standardized loading factor, which describes the magnitude of the correlation between each measurement item (indicator) and its construct. The individual reflexive measure is considered high if it correlates > 0.7 with the construct to be measured, while according to Chin, quoted by Imam Ghozali, the outer loading value between 0.5 and 0.6 is considered sufficient.

- b. **Discriminant Validity** is a measurement model with a reflexive indicator assessed based on cross-loading the measurement with the construct. If the correlation of a construct with a measurement item is greater than that of other constructs, then it shows that its block size is better than that of other blocks. Another method to assess discriminant validity is by comparing the value of the square root of average variance extracted (AVE).
- c. **Composite reliability** indicates a construct that can be seen in view of the latent variable coefficients. Two measuring tools, internal consistency and Cronbach's alpha, are used to evaluate composite reliability. If the value achieved is > 0.70 , the construct has high reliability.
- d. **Cronbach's Alpha** is a **reliability test** that is carried out to strengthen the results of composite reliability. A variable can be declared reliable if it has a Cronbach's alpha value > 0.7 . The test carried out by the bag is a test on the outer model for reflective indicators. For formative indicators, different tests are carried out. The test for formative indicators is: Significance of weights. The weight value of the formative indicator with its construct must be significant.

2. Analisa Inner Model

Inner model analysis is usually called (inner relation, structural model, and substantive theory), which describes the relationship between latent variables based on substantive theory.

The analysis of the inner model can be evaluated using R-squared. In evaluating the inner model with PLS (Partial Least Squares), it is enough to look at the R-squared of the dependent latent variable. The value of the R-squared can be used to assess the influence of certain independent latent variables on dependent latent variables and whether they have a substantive influence.

The R-squared value based on Hair (2001) is:

- a. Less than 0.25 = weak
- b. 0,25 s/d 0,50 = moderat
- c. 0,50 s/d 0.75 = substansial
- d. Over 0.75 = Strong

3. Hypothesis Testing

Hypothesis tests can be seen from the t-statistic and p-value values. The statistical value for alpha, 5% of the t-statistical value used is 1.96. So, the hypothesis acceptance criterion is that the hypothesis is accepted when the t-statistic is > 1.96 . To reject/accept a hypothesis, use the p-value. The hypothesis is accepted if the p-value < 0.05 .

4. Mediation Variable Testing

The last test is the mediation variable test, which was also carried out using SmartPLS software.

RESULT AND DISCUSSION

Overview of Research Objects

This study was conducted on 212 respondents who are employees of Brownies Cinta MSMEs. The selection of respondents based on a saturated sample was carried out with the argument that the respondents' job characteristics were the same: serving as part of production, as service providers, and interacting directly with MSME guests or customers. All respondents were willing to fill out a questionnaire that was distributed directly (offline).

The results of the questionnaire statement answers from the respondents were then tabulated and analyzed descriptively to see their characteristic profile. The results of the analysis are outlined in the characteristics of the respondents.

Characteristics Respondents

Based on the tabulation obtained from the questionnaire answers filled out by 212 respondents, the characteristics of the respondents were summarized, which highlighted the profiles of the respondents based on various categories, namely based on gender (gender), age, last education, working period, and marital status. The following is a summary of the characteristics of the respondents presented in the form of a table:

Table 4. Summary of Respondent Characteristics

	Sum	Percentage (%)
Gender (gender)		
Man	122	57,5
Woman	90	42,5
Total	212	100
Age		
17 – 19 years old	6	2,8
20 - 30 Years	131	61,8
31- 40 Years	49	23,1
41- 50 Years	23	10,9
40 - 49 Years	3	1,4
Total	212	100
Last Education		
SD	1	0,47
SMP	12	5,67
High school equivalent	122	57,55
D1	3	1,41
D2	1	0,47
D3	15	7,07
Bachelor S1	58	27,36
Total	212	100
Employment Status		
Remain	92	43
Contract	98	45
Freelance Daily Energy	5	2
Training Period	22	10
Total	212	100
Marital Status		
Marry	117	45
Unmarried	95	55
Total	212	100

Source: Primary Data Processed (2024)

Characteristics of Respondents by Gender

Characteristics of respondents based on gender (gender) are needed to determine the number of respondents of each gender in this study. Although this study does not analyze the role of gender, information about gender is an added value and can be developed as a basis for making policies related to gender.

Based on the table of respondent characteristics that highlights the respondents' gender, it can be stated that there are more male respondents than female respondents in this study. This is in accordance with the characteristics of the field of work of MSME employees. Thus, as the characteristics of the type of work carried out generally require physical strength in addition to skills, male employees usually dominate this type of work.

Respondent Characteristics by Age

Based on the table of respondent characteristics that highlights the age of the respondents, it can be stated that in this study, the most significant number of respondents in each hotel, as well as in general in all hotels in the analysis unit, are respondents in the age range between 20 and 30 years. Thus, most respondents are relatively young employees, and it can be assumed that many of these respondents are new to the workforce or are at the beginning of their careers. The age range of the majority of respondents in this study is in accordance with the characteristics of the field of work of MSME employees, who generally have energetic requirements, and represent positive impressions in terms of speed of service to customers.

Respondent Characteristics Based on Last Education

The characteristics of the respondents based on the last education in this study are the results of a questionnaire tabulation which after being grouped into seven groups, namely SD, SMP, SMA Equivalent (SMA, SMK, SMIP, STM), Diploma (I, II, III), and Bachelor of Strata One. The characteristics of the respondents based on their last education are needed to see the distribution of the respondents' education and the possibility that the respondents have special skills.

The table of respondents' characteristics that highlights the respondents' last education shows that the respondents generally have a high school education. This also indicates that the majority of respondents have the knowledge and skills at the basic level to work with MSMEs and require training.

Respondent Characteristics Based on Employment Status

The characteristics of respondents based on work status in this study are the results of a questionnaire tabulation, which was grouped into 4 groups: respondents with contract work status, permanent employees, freelance daily workers, and those in training periods.

Based on the table of respondent characteristics, there is a work status, it is stated that in this study, the most significant number of respondents are respondents with permanent employee employment status.

Characteristics of Respondents Based on Marital Status

The characteristics of respondents based on marital status in this study are the results of questionnaire tabulation, which were grouped into 2 groups: respondents with single or unmarried status and respondents with married status.

Based on the table of respondent characteristics that highlights the marital status of the respondents, the largest number of respondents in this study were married. This reflects that the respondents already have dependents, such as children or family partners.

Descriptive Analysis of Research Variables

In this section, the questionnaire answer data obtained from 212 respondents were analyzed and described to get information about the level of data distribution. The variable measurement technique in this study uses a 5-point Likert scale as a measurement scale based on (Sekaran & Bougie, 2010).

The 5-point Likert Scale is designed to test respondents' agreement with a statement by using levels of agreement 1 to 5 to measure respondents' responses to several questionnaire statements with details of answer choices; value 1 is "Strongly disagree"; 2 is "Disagree"; 3 is "Doubtful"; 4 is "Agree"; and 5 is "Strongly Agree".

Based on the process of analyzing the value of the respondents' answer choices, an overview of 3 (three) variables in this study was obtained, namely: 1) Training, 2) Organizational Support, and 3) Employee Performance.

Inferential Statistical Analysis of Research Variables

Validity and Reliability Test

Evaluation of the outer moderating or measurement model is a measurement model test that refers to (Joseph F Hair et al., 2019) to see validity and reliability. The SmartPLS program can be seen in the **Construct Reliability and Validity** through the process **Calculate, PLS Algorithm**.

Internal consistency reliability or reliability of internal consistency based on the value of Cronbach's Alpha. A value of Cronbach's Alpha higher than 0.7 generally indicates a higher level of reliability. A reliability value exceeding 0.70 is considered to have met the reliability requirements ((Joseph F Hair et al., 2019)). The results of the analysis in this study show that all the values of Cronbach's alpha are >0.70, as recommended by (Joseph F Hair et al., 2019).

An overview of the validity and reliability of each item of the statements in the questionnaire can be seen in the following table:

Table 5. Validity and Reliability Test Results

Konstrak	Grain	Outer Loading	Valid-ity	Cronbach's Alpha	Compo-site Reli-ability	Average Variance Extracted (AVE)	Relia-bility
Job Training (X)	X1.1	0,737	Valid	0,910	0,925	0,554	Reliable
	X1.2	0,784	Valid				
	X1.3	0,760	Valid				
	X1.4	0,708	Valid				
	X1.5	0,737	Valid				
	X1.6	0,725	Valid				

	X1.7	0,753	Valid				
GENPRO Organization Support (M)	Y1	0,873	Valid	0,851	0,910	0,770	Reliable
	Y2	0,878	Valid				
	Y3	0,883	Valid				
Employee Per- formance (Y)	Y1	0,737	Valid	0,914	0,929	0,725	Reliable
	Y2	0,784	Valid				
	Y3	0,760	Valid				
	Y4	0,708	Valid				
	Y5	0,737	Valid				
	Y6	0,745	Valid				
	Y7	0,730	Valid				

Source: Primary Data Processed (2024).

Based on all the values in Table 5 above, this study has qualified in the overall validity and reliability test with an Outer Loading value of > 0.7 , Cronbach's Alpha > 0.7 , and Average Variance Extracted (AVE) > 0.5 .

Hypothesis Testing

Results of Hypothesis Test 1: Job Training on Employee Performance.

The results of the direct influence test on **path coefficients from Bootstrapping** showed that job training affected employee performance with a coefficient value of 0.397. The influence with a positive coefficient value indicates that the higher the employee training received by the employee, the higher the employee's performance. There was also a p-value obtained with a value of 0.00 (< 0.05), indicating that the influence of the job training variable on the employee performance variable was significant.

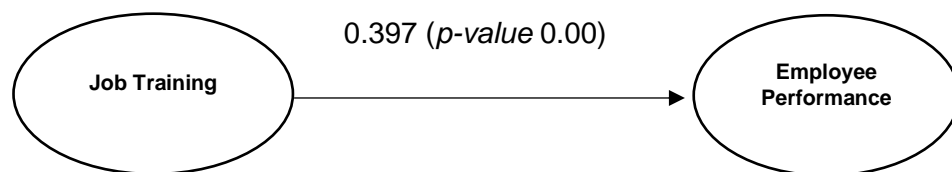


Figure 1. The Effect of Job Training on Employee Performance

Source: Results of Hypothesis Test (2024)

Based on the test results above, hypothesis 1: Job training has a significant effect on employee performance **is accepted**.

Results of Hypothesis Test 2: Job Training for GENPRO Organizational Support

The results of the direct influence test on **Path Coefficients from Bootstrapping** showed that job training influenced the support of the GENPRO organization with a coefficient value of 0.862. The influence with a positive coefficient value indicates that the higher the job training received by employees, the higher the support of the GENPRO organization provided. The p-value obtained at 0.00 (< 0.05)

shows that the influence of the job training variable on the GENPRO organizational support variable is significant.

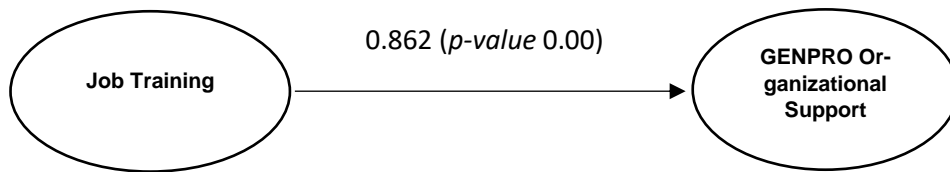


Figure 2. The Effect of Job Training on GENPRO Organizational Support
Source: Results of Hypothesis Test (2024)

Based on the results of the hypothesis test presented above, hypothesis 2: Job Training has a significant effect on GENPRO Organizational Support **is accepted.**

Results of Hypothesis Test 3: GENPRO Organizational Support for Employee Performance

The results of the direct influence test on **Path Coefficients** from **Bootstrapping** found that the support of the GENPRO organization influenced employee performance with a coefficient value of 0.533. The influence with a positive coefficient value indicates that the higher the support of the GENPRO organization, the higher the employee performance. There was also a p-value obtained with a value of 0.00 (< 0.05), indicating that the influence of the GENPRO organizational support variable on the Employee Performance variable was significant.

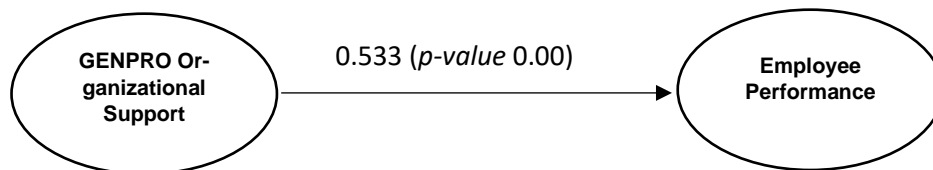


Figure 3. The Influence of GENPRO Organizational Support on Employee Performance

Source: Results of Hypothesis Test (2024)

Based on the results of the hypothesis test presented above, hypothesis 3: GENPRO Organizational Support has a significant effect on Employee Performance **is accepted.**

Results of Hypothesis Test 4: Job Training on Employee Performance through GENPRO Organizational Support

Based on the mediation influence test on **Specific Indirect Effects** Bootstrapping results, it is known that GENPRO organizational support not only has a direct influence on employee performance, as evidenced in hypothesis 3, which has been previously explained; in this study, GENPRO organizational support also has a mediation effect.

The effect of job training on employee performance through the support of the GENPRO organization was 0.460. These values can be seen in the **Calculate, Bootstrapping, Specific Indirect Effects process.**

The influence with a positive coefficient value indicates that the higher the job training felt by employees, the higher the employee performance will be indirectly through the support of the GENPRO organization. These results indicate that

the job training experienced by employees in the workplace can trigger high support of the GENPRO organization, which will then have an impact on employee performance. Based on the test results on hypothesis 1 that have been carried out, it is proven that job training has a significant positive effect on employee performance, thus the results of hypothesis 4 test regarding the mediation role of GENPRO organizational support show that GENPRO organizational support plays a role as complete mediation or mediator of the influence of job training on employee performance. There was also a p-value obtained with a value of 0.00 (< 0.05), indicating that the impact of job training variables on employee performance through the support of the GENPRO organization was significant.

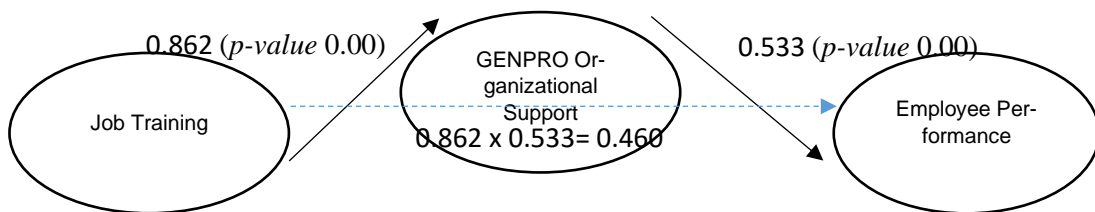


Figure 4. GENPRO organizational support as a mediator
Source: Results of Hypothesis Test (2024)

Findings on the Research Model

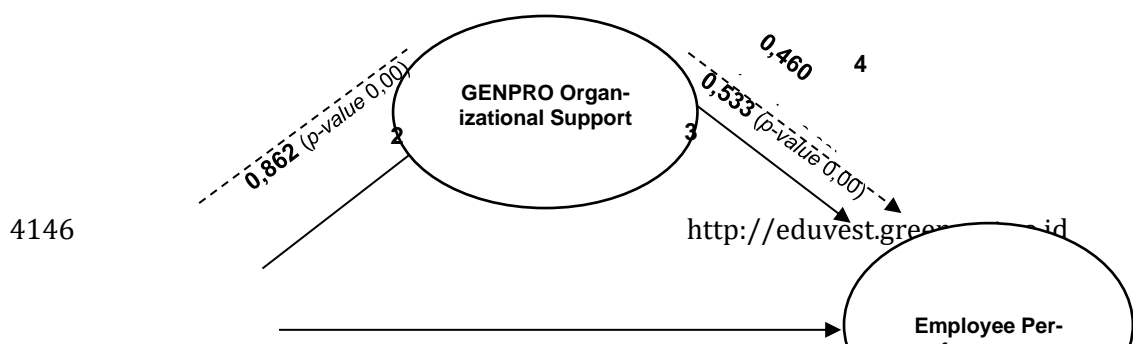
Based on the results of the hypothesis test that has been submitted, the following is a summary of the results of the hypothesis test:

Table 6. Summary of Hypothesis Test Results

Hypothesis	Variable	Path Coefficients	Standard Deviation (STDEV)	t-Statistics	p-Values	Information
H1	Employee Performance → Job Training	0,397	0,143	2,776	0,000	Signifikan
H2	Organizational Support → Job Training	0,862	0,030	29,150	0,000	Signifikan
H3	GENPRO Employee Performance Organization Support →	0,533	0,129	4,1209	0,000	Signifikan
H4	GENPRO Employee Performance Organization Support → Job Training	0,460	0,118	3,898	0,000	Signifikan

Source: Primary Data Processed (2024).

Based on Table 6. Summary of the Results of the Hypothesis Test in this study: This study produced findings in the form of four hypotheses declared accepted. The conclusions of the research model can be seen in Figure 4.5. The conclusions of the research model are as follows:



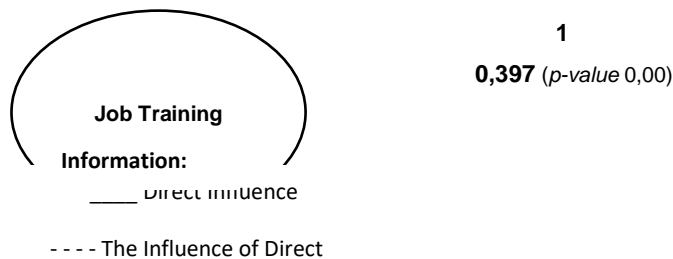


Figure 5. Findings on the research model

Source: Primary Data Processed (2024)

Based on Figure 5. above, it can be stated that there are four findings in the confirmed research model with a significant positive effect with a p-value of < 0.05 .

CONCLUSION

Based on the results of the analysis and discussion, it can be concluded that the existence of GENPRO as a community of professional entrepreneurs who handle MSMEs in Indonesia is important to improve the performance of MSME employees as follows: (1) The results of the SEM analysis found that job training can positively and significantly affect the performance of Brownies Cinta MSME employees, as evidenced by p-values of 0.000. (2) Job training was also obtained positively and significantly affected the support of the GENPRO organization, with p-values of 0.000. (3) The results of another SEM analysis found that the support of the GENPRO organization can positively and significantly affect the performance of Brownies Cinta MSME employees, with a p-value of 0.000. (4) The results of the mediation influence test through SEM analysis found that the support of the GENPRO organization can mediate between job training and employee performance, with p-values of 0.000.

Future research is encouraged to explore other mediating variables, such as work environment or leadership style, and to apply longitudinal designs to assess the sustainability of performance improvements over time. It would also be beneficial to replicate this study in different MSME sectors or regions to validate and generalize the results more broadly across the Indonesian business landscape.

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