

BUSINESS TRAINING AS A DETERMINANT OF MSME PERFORMANCE IN KULON PROGO, INDONESIA

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Abstrak

Usaha Mikro, Kecil, dan Menengah (UMKM) memiliki peran penting dalam perekonomian Indonesia, namun masih menghadapi berbagai kendala struktural seperti keterbatasan kapasitas sumber daya manusia, akses pasar, dan dukungan kebijakan. Penelitian ini bertujuan untuk mengidentifikasi posisi struktural pelatihan usaha dalam sistem kinerja UMKM di Kabupaten Kulon Progo. Penelitian menggunakan desain struktural kualitatif dengan metode MICMAC (Cross-Impact Matrix Multiplication Applied to Classification). Data dikumpulkan melalui Focus Group Discussion (FGD) yang melibatkan 18 pemangku kepentingan dari unsur pemerintah, pelaku UMKM, asosiasi bisnis, dan akademisi. Sebanyak 16 variabel yang mewakili dimensi dukungan kebijakan, kapasitas internal, dan lingkungan usaha dianalisis menggunakan matriks pengaruh langsung dan tidak langsung untuk memetakan tingkat pengaruh serta ketergantungan antarvariabel. Hasil analisis menunjukkan bahwa pelatihan usaha merupakan salah satu variabel penggerak utama yang memiliki pengaruh tinggi terhadap sistem kinerja UMKM. Pelatihan tidak hanya meningkatkan kualitas sumber daya manusia, tetapi juga memperkuat kemampuan inovasi, orientasi pertumbuhan usaha, dan praktik manajerial. Temuan ini menegaskan bahwa penguatan kapasitas melalui pelatihan memiliki efek sistemik dalam meningkatkan daya saing dan keberlanjutan UMKM. Oleh karena itu, kebijakan pengembangan UMKM di tingkat daerah perlu menempatkan program pelatihan usaha sebagai strategi prioritas yang terintegrasi dengan pendampingan, fasilitasi pembiayaan, dan akses pasar.

Kata kunci: kinerja UMKM; metode MICMAC; pelatihan usaha; pengembangan daerah.

Abstract

Micro, Small, and Medium Enterprises (MSMEs) play a significant role in the Indonesian economy but continue to face structural constraints such as limited human resource capacity, market access, and policy support. This study aims to identify the structural position of business training within the MSME performance system in Kulon Progo Regency. The research employs a qualitative structural design using the MICMAC (Cross-Impact Matrix Multiplication Applied to Classification) method. Data were collected through Focus Group Discussions (FGDs) involving 18 stakeholders representing government institutions, MSME practitioners, business associations, and academic experts. A total of 16 variables representing policy support, internal capacity, and business environment dimensions were analyzed using direct and indirect influence matrices to map the level of influence and dependence among variables. The results show that business training emerges as one of the key driving variables in the MSME performance system. Training not only improves human resource quality but also strengthens innovation capability, growth orientation, and managerial practices among MSMEs. These findings indicate that capacity building through business training generates systemic effects that contribute to improving competitiveness and long-term business sustainability. Therefore, MSME development policies at the regional level should position business training as a strategic priority integrated with mentoring programs, financial facilitation, and market access support.

Keywords: business training; MICMAC method; MSME performance; regional development.



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INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) constitute a strategic sector that forms the backbone of the Indonesian economy through their contribution to Gross Domestic Product (GDP) and employment absorption. (Yolanda & Hasanah, 2024) report that MSMEs contribute approximately 61% to national GDP and absorb around 97% of the labor force, underscoring their role as a pillar of economic stability. (Sari et al., 2025) further emphasize that MSMEs stimulate local economic activity through innovation and sustainable financial transactions, while (Faturrahman et al., 2025) highlight the resilience of MSMEs in the post-pandemic period through market adaptation and business transformation. In the context of regional development, including Kulon Progo Regency, MSMEs function as instruments of economic equity and regional economic strengthening. Consequently, enhancing the capacity of business actors through managerial, operational, and entrepreneurial training has become a strategic development priority.

Despite their significant contribution, MSMEs continue to face structural constraints, including limited knowledge, skills, capital, and market access (Sutrisno et al., 2023), as well as infrastructural limitations (Suharyanto et al., 2024). A number of empirical studies demonstrate that training and human resource development positively influence MSME productivity and business performance (Idris et al., 2023; Nursalim et al., 2023; Wulandari & Nurhayati, 2025). At the international level, government- or institution-supported training programs are widely recognized as policy instruments to enhance MSME capacity, performance, profit, and sales, although their effectiveness depends heavily on program design and contextual implementation (Lashitew et al., 2021). In this study, MSME performance is conceptualized as business achievement reflected in productivity improvement, revenue growth, and business sustainability.

However, most previous studies employ regression-based or partial causal approaches that position training merely as an independent variable affecting business performance, without mapping the structural interrelationships among factors within the MSME system as a whole. Such approaches are limited in explaining whether training functions as a driving variable or merely as a supporting factor within a complex and interdependent system. Therefore, the central research problem addressed in this study is how the structural position of business training can be identified within the MSME performance system in Kulon Progo Regency. To address this gap, this research adopts a structural analysis approach using the MICMAC method to examine the levels of influence and dependence among variables. The objective of this study is to determine the structural position of business training within the MSME performance system and to assess whether training acts as a primary driving factor in improving MSME performance.

METHODS

This study employed a qualitative structural research design using the MICMAC (Cross-Impact Matrix Multiplication Applied to Classification) method to determine the structural position of business training within the MSME performance system in Kulon Progo Regency, Indonesia. The research was conducted from November to December 2025 and involved 18 purposively selected stakeholders representing government institutions, MSME practitioners, business associations, and academic experts.

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Participant selection was based on expertise and decision-making relevance rather than statistical representativeness, consistent with structural analysis requirements.

Based on literature review and initial stakeholder consultation, 16 variables were identified and grouped into three dimensions: policy support, internal capacity, and business environment. The selection process ensured both theoretical grounding and contextual relevance. The complete list of variables and short labels is presented in Table 1.

Table 1. Identified Variables for MICMAC Structural Analysis

No	Dimension	Variable	Short Label
1	Policy Support	Business Training	BT
2	Policy Support	Financial Facilitation	FF
3	Policy Support	Business Legal Assistance	BLA
4	Policy Support	Government Promotion Program	GPP
5	Policy Support	Business Mentoring	BM
6	Policy Support	Provision of Production Facilities	PPF
7	Internal Capacity	Human Resource Quality	HRQ
8	Internal Capacity	Financial Record Discipline	FRD
9	Internal Capacity	Growth Orientation	GO
10	Internal Capacity	Product Innovation Capability	PIC
11	Internal Capacity	Independent Marketing Ability	IMA
12	Business Environment	Market Competition Intensity	MCI
13	Business Environment	Market Demand Stability	MDS
14	Business Environment	Input Price Volatility	IPV
15	Business Environment	Digital Infrastructure Access	DIA
16	Business Environment	Distribution Network Access	DNA

Data were collected exclusively through structured Focus Group Discussions (FGDs). During the sessions, participants assessed the direct influence among variables using a cross-impact matrix and an ordinal scale ranging from 0 (no influence) to 3 (strong influence). The consolidated assessments formed the primary dataset for the MICMAC structural analysis. Variable identification and instrument validity were ensured through expert consensus and iterative clarification during the discussions.

To ensure credibility and reduce bias, source triangulation was applied by involving diverse stakeholder backgrounds. The diversity of perspectives strengthened the reliability of the structural configuration generated through the MICMAC analysis. The analytical procedure consisted of two stages. First, the direct influence relationships among variables were compiled into a Matrix of Direct Influence (MDI) based on FGD assessments. Second, the MDI was processed using MICMAC software to calculate direct and indirect influence–dependence scores through matrix multiplication. Based on these scores, variables were classified into four sectors: driving variables (high influence, low dependence), linkage variables (high influence, high dependence), dependent variables (low influence, high dependence), and autonomous variables (low influence, low dependence). The resulting structural configuration was subsequently

confirmed through a follow-up FGD to validate the interpretation of the influence–dependence mapping based on (Chatziioannou & Alvarez-Icaza, 2017).

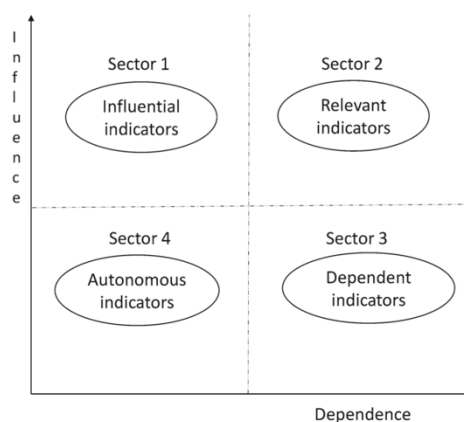


Figure 1. Four Hierarchy Sectors Of Structural Analysis

RESULTS AND DISCUSSION

Based on the literature review and stakeholder consultations, this study identified sixteen variables representing policy support, internal capacity, and business environment dimensions within the MSME performance system in Kulon Progo Regency. Each variable was assigned a short label to facilitate structural computation using the MICMAC method as shown before in table 1 above.

Following the identification and coding of variables, an expert-based assessment was conducted to evaluate the direct influence among variables. The results were compiled into a Matrix of Direct Influence (MDI), forming the fundamental analytical structure for the MICMAC processing. This matrix reflects the systemic interdependencies within the MSME performance framework in Kulon Progo Regency and serves as the basis for subsequent influence–dependence mapping. The complete matrix is displayed in Figure 2.

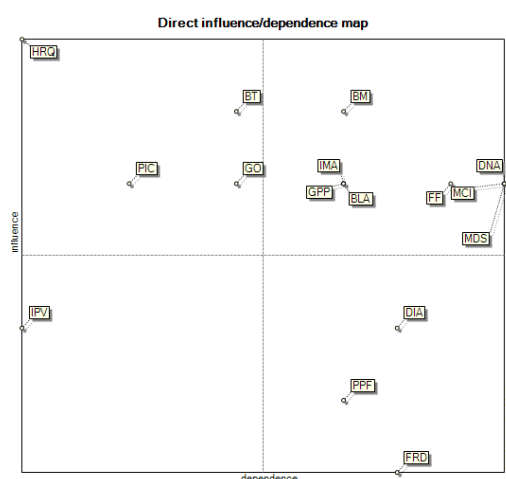


Figure 2. Direct Influence–Dependence Map of MSME Performance Variables

The MICMAC analysis results indicate that Sector I consists of HRQ, PIC, GO, and BT, which exhibit high influence and relatively low dependence within the MSME

performance system in Kulon Progo Regency. The position of HRQ as a driving variable confirms that the quality of human resources constitutes the primary foundation of business competitiveness, particularly within the dynamic capability framework that emphasizes the importance of adaptive capacity and managerial competencies (Teece, 2018). PIC also emerges as a structural determinant, indicating that innovation capability plays a significant role in generating added value and sustaining the competitiveness of MSMEs in an increasingly competitive market environment (Siregar et al., 2024; Sok et al., 2016; Trihudyatmanto, 2022) which strengthens MSMEs' capacity to compete in a competitive market. Furthermore, GO indicates that growth orientation and the intention to expand businesses reinforce the utilization of internal resources while encouraging the exploration of new opportunities. (Bekata & Kero, 2025; Qurratu'ain et al., 2024; Rahmawati et al., 2024; Setiadi et al., 2025).

Interestingly, BT is also classified as a driving variable, indicating that training interventions possess systemic leverage in enhancing managerial capacity and improving business management practices. (Aizuddin & Adam, 2021; Bagis & Darmawan, 2022; Maharani et al., 2025; Nuel & Chika, 2022). In practical terms, business training equips MSME actors with essential entrepreneurial skills such as financial management, strategic planning, product development, and market adaptation, which enable them to respond more effectively to competitive pressures and changing market conditions. Previous studies also show that well-designed training programs contribute to higher productivity, better decision-making, and improved business sustainability among small enterprises. Based on this alignment, it can be concluded that the overall configuration confirms that MSME performance in Kulon Progo Regency is more strongly determined by internal capabilities and strategic orientation than by external factors. Therefore, strengthening capacity—particularly through structured and continuous business training—becomes the most strategic intervention point within the system.

Sector II comprises BM, IMA, GPP, BLA, DNA, FF, MCI, and MDS, all of which exhibit both high influence and high dependence within the system. Among these variables, BM occupies a crucial position, as mentoring has been shown to improve managerial practices, strategic decision-making, and the sustainability of small enterprises when it is designed in a structured manner and aligned with the actual needs of businesses. (McKenzie, 2021; St-Jean & Audet, 2012).

Policy interventions such as GPP also play an important role in expanding market access and improving business visibility, particularly when supported by well-integrated innovation policy design. (OECD, 2019). However, the literature on innovation and MSME policy suggests that the impact of government programs largely depends on the absorptive capacity of business actors, which explains the high level of dependence among these variables within the system's structure. (Zou et al., 2018).

Sector III consists of DIA, PPF, and FRD, which display high dependence but relatively low influence within the MSME performance system in Kulon Progo Regency. DIA reflects the availability and accessibility of digital infrastructure that supports business activities; however, its utilization largely depends on the human resource capacity and business strategies possessed by MSME actors (Khin & Ho, 2018). Meanwhile, PPF relates to the provision of production facilities that can enhance the operational capacity of enterprises; however, its effectiveness is highly influenced by managerial readiness and the ability of business actors to utilize such support. (Putri

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et al., 2025; Vicario & Nawangpalupi, 2020). On the other hand, FRD reflects business financial management and record-keeping practices, which generally develop as a consequence of improved business literacy, training programs, and MSME mentoring initiatives (Esomar et al., 2025; Satiti, 2020; Utami et al., 2021).

Sector IV in the MICMAC mapping is represented by IPV as an autonomous variable, meaning that it neither strongly influences nor is strongly influenced by other variables, yet it reflects an important external pressure for MSMEs. Fluctuations in input prices directly affect cost structures, profit margins, and production decisions, as small enterprises generally have limited bargaining power and relatively weak inventory management capacity (Bachmann et al., 2019). Its position in Sector IV indicates that input price volatility primarily originates from broader market and macroeconomic dynamics rather than from interactions within the MSME development system itself, which explains why it shows low structural influence and dependence in the MICMAC model.

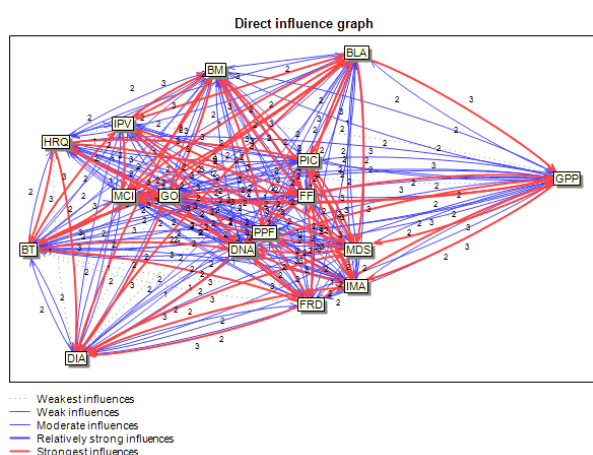


Figure 3. Direct Influence Graph

Based on the direct influence graph, the interpretation begins by identifying variables with the highest number of outgoing arrows and the thickest connection lines, since these indicate the strongest direct driving power in the system. From this reading, GPP, FF, BM and GO clearly emerge as dominant driver variables. GPP shows strong direct influence on PIC, IMA, and FRD, suggesting that promotional interventions simultaneously strengthen innovation capacity and managerial discipline. Likewise, FF and BM directly reinforce HRQ and PIC, which is consistent with the theory that financial access and mentoring enhance skills, knowledge, and product competitiveness. In addition, MCI, MDS, and IPV are strongly interconnected with innovation and marketing variables, reflecting structural interactions within the business environment. Overall, the graph illustrates a system in which promotional support, financial access, competitive pressure, and internal capabilities interact directly to shape business development performance.

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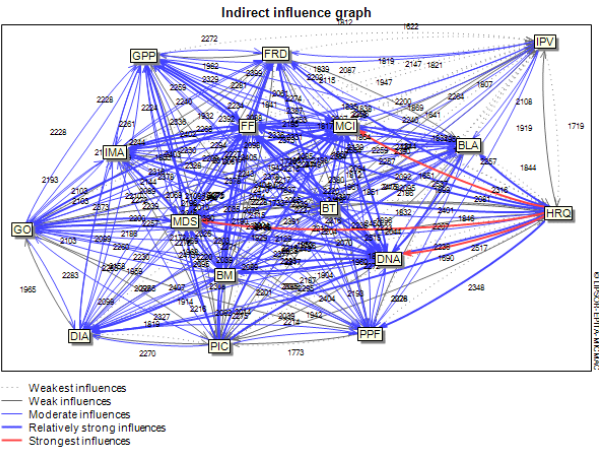


Figure 4. Indirect Influence Graph

Based on the indirect influence graph, the interpretation begins by identifying the variables with the thickest lines and the highest number of connections, as these represent the strongest cumulative indirect effects in the system. From this pattern, FF, MDS, DNA, and GPP emerge as central variables with broad systemic influence. Although some variables may not appear dominant in direct influence, their indirect effects spread through multiple pathways and shape other strategic variables over time. In particular, FF acts as a transmission variable that indirectly strengthens PIC, GO, and HRQ, reflecting the multiplier effect of financial access in business development. Overall, the structure illustrates a dynamic and interconnected ecosystem where financial access, market stability, distribution reach, and innovation capability collectively determine sustainable business performance.

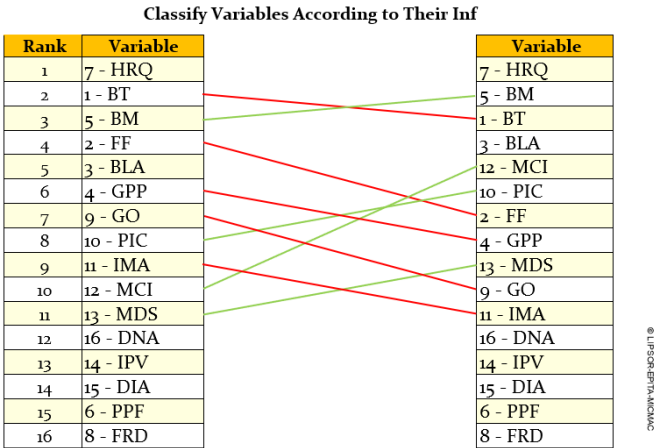


Figure 5 Comparison of Direct and Indirect Influence Variable Rankings

Based on the classification diagram, the reading begins by comparing each variable’s ranking in the direct and indirect influence columns while observing the connecting lines that indicate positional shifts. HRQ remains in the top position in both structures, confirming its role as a consistently dominant driver. BT and BM also stay in relatively high ranks, showing stable strategic importance. Meanwhile, variables such as PIC, MCI, and MDS gain stronger positions in the indirect structure, indicating accumulated systemic effects. Overall, the comparison shows that some variables

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maintain structural dominance, while others become more strategically significant when long-term interactions are considered.

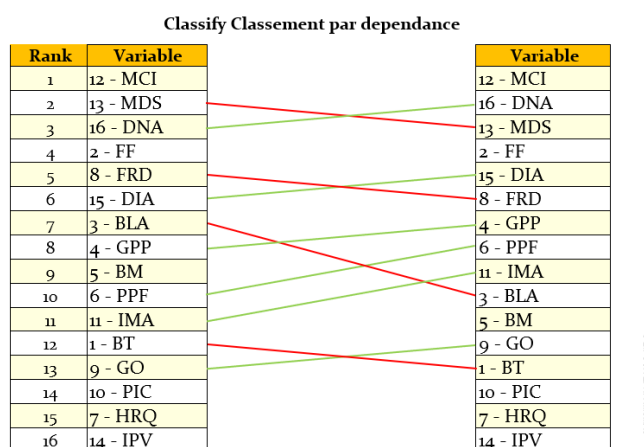


Figure 6. Comparison of Direct and Indirect Dependence Variable Rankings

The dependence classification diagram is interpreted by examining how each variable's ranking changes between the direct and indirect dependence columns, while noting the connecting lines that signal upward or downward shifts. Market Competition Intensity (MCI) consistently holds the highest dependence rank, indicating that it is strongly influenced by other variables in both structures. Market Demand Stability (MDS) and Distribution Network Access (DNA) also remain in top positions, reflecting their high sensitivity to systemic changes. Financial Facilitation (FF) and Digital Infrastructure Access (DIA) show moderate positional adjustments, suggesting dynamic but stable levels of dependence. Overall, the structure reveals that market-related variables exhibit the strongest dependence, meaning they are highly responsive to shifts in financial, managerial, and promotional factors.

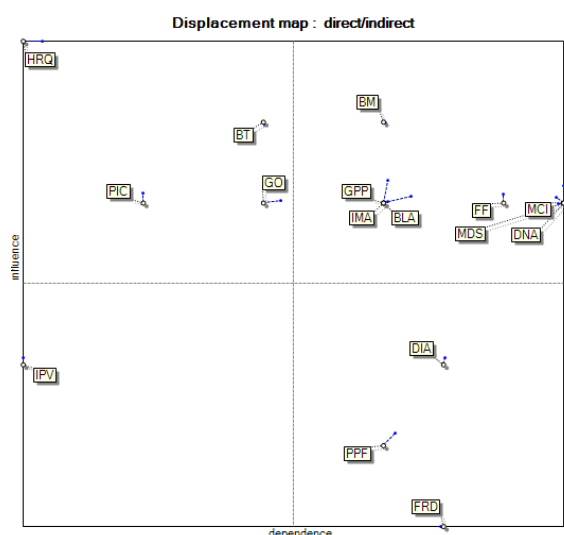


Figure 7. Displacement Map of Direct and Indirect Influence–Dependence

The displacement map is interpreted by observing the position of each variable across the four quadrants and the movement from direct to indirect influence, indicated

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by the small connecting arrows. Variables such as HRQ, BT, BM, and PIC are located in the upper-left quadrant, showing high influence and relatively lower dependence, which identifies them as key driving variables. In contrast, FRD, PPF, and DIA are positioned in the lower-right quadrant, indicating higher dependence and lower influence, meaning they are more affected by other variables in the system. MCI, FF, DNA, and MDS cluster in the upper-right quadrant, reflecting variables with both strong influence and strong dependence, often categorized as linkage variables with high systemic sensitivity. Overall, the map demonstrates structural shifts between direct and indirect analysis while confirming which variables function as drivers, linkage factors, or dependent outcomes within the system.

CONCLUSION AND RECOMMENDATIONS

The MICMAC analysis indicates that the performance of MSMEs in Kulon Progo Regency is largely shaped by the internal capacity of business actors, with Business Training (BT) emerging as one of the most influential variables in the system. Training plays a crucial role not only in improving the quality of human resources but also in strengthening managerial capability, innovation capacity, and business growth orientation. Its position as a key driving variable suggests that well-designed training programs generate wider systemic effects, influencing other important factors within the MSME development ecosystem and ultimately contributing to stronger competitiveness and sustainability.

Based on these findings, business training should be positioned as a strategic priority in MSME development policies. Local governments and related stakeholders need to design training programs that are practical, continuous, and aligned with the real needs of entrepreneurs. Integrating training with mentoring, financial facilitation, and market access initiatives will make these programs more effective, enabling MSMEs not only to improve their capabilities but also to achieve more sustainable business growth.

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