Comparative Study of the Role of BUMN and the Private Sector in Empowering Digital-based MSMEs in Pangandaran Regency

Leni Lenza Latifah, Slamet Rosyadi, Dwiyanto Indiahono

Universitas Jenderal Soedirman, Purwokerto, Jawa Tengah

ARTICLE INFORMATION

ABSTRACT

The digital transformation of Micro, Small, and Medium Enterprises (MSMEs) in Pangandaran Regency faces several challenges, including limited technological understanding, market access constraints, and financial limitations. To address these challenges, state-owned enterprises (BUMN) and private sector entities have initiated training and coaching programs to empower digital-based MSMEs. However, comparative studies on the effectiveness of these initiatives remain limited. This study aims to (1) assess the impact of training and coaching on the performance of MSMEs supported by BUMN, (2) evaluate the impact of similar programs on MSMEs assisted by the private sector, and (3) analyze the differences in their effectiveness. Employing a descriptive comparative method with a quantitative approach, this study surveyed two MSME groups: those assisted by BUMN and those supported by private enterprises. The findings indicate that training programs conducted by BUMN significantly enhance MSME performance, while private sector training has a positive but statistically insignificant impact. Conversely, coaching activities provided by private companies exhibit a stronger influence on MSME performance compared to BUMN. Although differences exist between the two groups, they are not statistically significant. These findings highlight the need for optimizing training and coaching methodologies across sectors to maximize MSME empowerment. Future research should explore additional influencing factors and incorporate qualitative approaches for deeper insights.

INTRODUCTION

One of the economic sectors that plays an important role in Indonesia's economic growth is micro, small and medium enterprises (MSMEs). Every year MSMEs in Indonesia have an increase in quantity, according to the Ministry of Cooperatives and SMEs, the number of Indonesian MSMEs was recorded at 65 million units in 2021. This makes MSMEs have a role in the national economy, namely as job providers, have an important role in local economic growth, community empowerment, develop new markets, and become one of the sources of innovation.

In order to optimally increase the potential of MSMEs, the government is trying to transform the digitalization of MSMEs. Digital transformation is carried out considering that the potential of the digital economy in Indonesia is quite large, and by 2025 it is expected to grow to become the largest in Southeast Asia (Katadata, 2022). This makes the digitization of MSMEs one of the suitable strategies to improve the competence of MSMEs. One of the efforts to empower MSMEs, the Government has designed a digitalization plan with a target of at least 30 million MSMEs out of 65 million MSMEs to be included in the digital ecosystem by 2024, but in 2022 only 19 million MSME units will be included in the digital platform. (Kominfo, 2022). Problems that often arise in the digitalization of MSMEs are the lack of understanding and knowledge about the use of technology, limited market and internet access, limited capital and resources.

Problems in the transformation of MSME digitalization also occur in MSME actors in Pangandaran Regency, there are still many MSME actors who do not understand using digitalization technology to sell their products, seeing the benefits of

digitalization that is able to increase sales and income (Masita et al., 2023). To optimize the digital transformation of MSMEs in Pangandaran Regency, the government has conducted joint partnerships between sectors, including BUMN and the private sector, namely with Bank Negara Indonesia and WhatsApp Indonesia through the *Corporate Social Responsibility.* The existence of the Company in the Community must participate in being responsible for solving social problems, the existence of the Company will grow and develop if it receives public recognition, just as MSMEs are part of the Company's stakeholders so that it still needs more attention from large companies (Suparnyo et al., 2013).

This partnership is in the form of providing training and coaching in the use of digital for MSMEs. Partnerships are needed to help MSME actors face the problems they face, increase the efficiency, productivity, quality, and competitiveness of MSMEs at the national and international levels (Ghassani, 2015). The partnership carried out by the Pangandaran Regency government is carried out through the BUMN Creative House (Bank BNI) program and the JagoWAn digital MSME Program (Whatsaap Indonesia). In an effort to empower MSMEs with partnerships in the form of training and coaching, there are many studies on the influence of training and coaching on improving the performance of MSMEs which show that training and coaching have a significant influence on the performance of MSMEs (Alhempi & Harianto, 2013; Irawati, 2018; Mudjiarto, 2014; Nugroho & Iryanti, 2023).

Research on the role of the private sector and BUMN in empowering MSMEs has been carried out extensively. The

government must pay attention to the role of BUMN in the national economy. The strategic role of BUMN in empowering micro, small and medium enterprises is to encourage them to collaborate with other stakeholders. Able to form and develop micro and small business clusters and bridge business relationships between micro, small, and medium enterprises and large businesses (Aristanto, 2020). State-Owned Enterprises (BUMN) and the private sector have a significant role in the development of MSMEs through training and coaching programs. This program is designed to increase the managerial, technical and marketing capacity of MSMEs, so that they can compete better in an increasingly competitive market. However, there is still little research that compares the effectiveness of MSME training and coaching programs carried out by BUMN and the private sector comprehensively.

The description shows that research on empowerment through MSME Digitalization efforts, which focuses on stakeholder synergy in building and growing MSME businesses, is important. Research on the influence of digital-based training and coaching on improving the performance of MSMEs fostered by BUMN and the private sector in Pangandaran Regency is relevant to be researched. This is important and interesting because this study will look at the influence of digital-based research and coaching on improving the performance of MSMEs and then compare between MSMEs fostered by BUMN and MSMEs fostered by the Private in the BUMN Creative House (RKB) program and the JagoWAn digital MSME Program in Pangandaran Regency. The study that compares the influence on the two fostered groups is expected to provide useful information for the development of policies and best practices in supporting MSMEs.

METHOD

This research was conducted using a Comparative descriptive method with a Quantitative approach. This research was carried out in Pangandaran Regency, with a research population in 2 groups, namely MSMEs assisted by BUMN as many as 125 people, and MSMEs assisted by the private sector as many as 112 people. Samples were taken using *simple random sampling techniques.* To determine the size of the sample, calculation was carried out using the Slovin formula with a standard error of 5% and 4%, so that the number of samples obtained in MSMEs assisted by BUMN was 95 people and 95 people in privately assisted MSMEs. Data was collected through questionnaires, and analysis was carried out by multiple linear regression analysis using *the* Smart-PLS application. to find a comparison of the relationship between the 2 groups using *Multigroup Analysis* on the *Smart-PLS application.*

RESULTS AND DISCUSSION
Analysis Results

Data processing in the research was carried out with 2 analyses, namely, measurement model analysis (*Outer Model*), and Structural model analysis (*inner Model*). In the Measurement Model Analysis or Outer Model, it is used to evaluate the shape of the model, *loading factor*, and significance of each variable. *Convergent Validity, Discriminant Validity,* and *Composite Validity* are the three measurement criteria used to evaluate the *Outer Model*
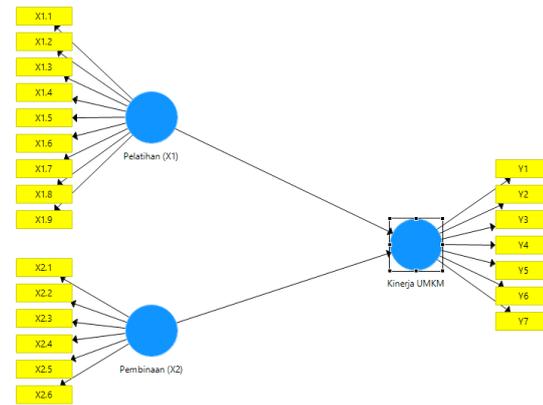1. Evaluation of the Measurement model (Outer Model)

Figure 1. Research Model Scheme

Testing *Convergent Validity* done through the *Outer Loading.* If the value *Outer Loading* Each indicator is greater than 0.7, the indicator can be considered to have met the value of *convergent validity* or in the good category (Ghozali, 2008). Value *External Loading* For each indicator in the research variable, it is presented in the following table:

Table 1. *Outer Loading Value*

Indicators	Outer Loading Value	Conclusion
X1.1	0,820	Valid
X1.2	0,825	Valid
X1.3	0,829	Valid
X1.4	0,710	Valid
X1.5	0,703	Valid
X1.6	0,792	Valid
X1.7	0,779	Valid
X1.8	0,786	Valid
X1.9	0,739	Valid
X2.1	0,776	Valid
X2.2	0,735	Valid
X2.3	0,739	Valid
X2.4	0,781	Valid
X2.5	0,763	Valid
X2.6	0,781	Valid
Y1	0,743	Valid
Y2	0,759	Valid
Y3	0,739	Valid
Y4	0,753	Valid
Y5	0,814	Valid
Y6	0,821	Valid
Y7	0,755	Valid

Source: Smart PLS data processing , 2024

Table 1 shows that the values on all indicators are valid or have met the loading factor value of the data processing results, showing that all values are more than 0.7. In addition to looking at the value on the loading factor, the validity of the construct can be evaluated by looking at AVE (Average Variance Extracted). An AVE value can indicate the ability of a latent variable to represent the original data score, and an AVE value greater than 0.50 indicates the ability to explain any value in an indicator that measures a latent variable.

Table 2. *Average Variace Extracted Value*

Construct	Average Variace Extracted (AVE)
MSME Performance	0,592
Training (X1)	0,604
Construction (X2)	0,582

Source : Smart-PLS data processing, 2024

The value of each variable shown in table 1 has met the requirements and has a value of more than 0.50. The following table shows the results of *the Discriminant validity* test:

Table 3. *Discriminant Validity Value*

	BUMN & Private		
	MSME Performance	Training (X1)	Construction (X2)
MSME Performance	0,770		
Training (X1)	0,644	0,777	
Construction (X2)	0,714	0,776	0,763

Source: Smart-Pls data processing, 2024

Table 3 shows that each indicator has the highest latent construct value and is different from other construct values. This shows that the indicators that have been used in this study show high discriminant validity when forming individual variables. Thus, it can be concluded that all constructs in the estimated model meet the criteria for the discrimination validity test.

Test *Composite Reliability* was last done to evaluate the Outer Model. *Composite Reliability* is done to see the reliability of a variable. If the Composite Reliability of a latent variable has a value greater than 0.7, then the latent variable is considered to have good reliability (Ghozali & Latan, 2012). Result *Composite Reliability* and *Cronbach's Alpha* of Smart-PLS data processing is presented in the following table:

Table 4. *Cronbach's alpha and composite reliability*

Construct	Cronbach's Alpha	Composite Reliability
MSME Performance	0,886	0,910
Training (X1)	0,918	0,932
Construction (X2)	0,856	0,893

Source: Smart-PLS data processing, 2024

All variables met the criteria of composite Reliability and Cronbach's Alpha exceeded 0.7, which indicates that the research model is considered reliable as shown in table 4. Therefore, it can be interpreted that the three variables meet the *composite reliability test* and the research model is considered reliable.

2.   Evaluation of Structural Models (Inner Model)

The next stage is the evaluation of the structural model (Inner Model) which consists of hypothesis testing and testing the goodness of the model (model fit). The fit model test was carried out by considering the value at R-*Square* (R2) using the bootstrap method that has been developed by Geisser (Ghozali, 2008). The value of the significance of the relationship between variables (*direct* and *Indirect Effects*) is used for partial hypothesis testing. Hypothesis testing looks at the original sample estimate (O) to determine the direction of the relationship between variables, as well as checking for t-statistical values (T) greater than 1.96 and p-values (P) less than 0.5 to determine the level of significance of the relationship. Then by using the R-Square value, we can find out how much influence independent variables have on dependent variables. An R-Square value of 0.67 indicates that the model is good, an R-Square value of 0.33 indicates that the model is moderate, and an R-Square value of 0.19 indicates that the model is weak (Ghozali, 2008).

The path coefficient that has a p-value of less than 0.05 and a t-statistical value of more than 1.96, can be declared significant. The results of the SmartPLS output recapitulation of the path coefficient are:

Table 5. Hypothesis Test on MSMEs fostered by BUMN

Construct	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Information
Training (X1) -› MSME Performance	0,252	1,981	0,048	Significant Positives
Coaching (X2) -› MSME Performance	0,504	4,307	0,000	Significant Positives

Source: SmartPLS data processing, 2024

Table 6. *Hypothesis Test on Privately Assisted MSMEs*

Construct	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	P Values
Training (X1) -› MSME Performance	0,185	1,666	0,096	Positive Insignificant
Coaching (X2) -› MSME Performance	0,581	4,952	0,000	Positive Significant

Source: SmartPLS data processing, 2024

Table 5 shows that the training variables in MSMEs assisted by BUMN have a positive and significant influence with the Original sample value being 0.252, the T-statistical value is 1.981 and the P-Value value is 0.048 (below 0.05). Then, the coaching variable for improving the performance of MSMEs has a positive and significant influence with the Original sample value being 0.504, the T-statistic value is 4.307 and the P-Value is 0.000 (below 0.05). The tests conducted on privately fostered MSMEs shown in table 6 produced a training variable on improving MSME performance having a positive and insignificant effect with the sample Original value being 0.185, the T-statistic value being 1.666 and the P-Value being 0.96 (above 0.05). And the coaching variable on improving the performance of MSMEs has a positive and significant influence with the Original sample value being 0.581, the T-statistic value is 4.952 and the P-Value value is 0.000 (below 0.05).

Next, R-Square analysis is used to determine how much influence the free variable has on the bound variable. The R-Square value was obtained from the SEM PLS data processing, which was 0.530 or 53%, showing that the results of the test combining BUMN and the private sector resulted in a construct to improve the performance of MSMEs that could contribute 0.530 or 53% of the training and coaching variables, while the remaining 47% was given by variables outside the research model.

To find out the coefficient of comparison and its significance in 2 groups, namely MSMEs fostered by BUMN and the private sector, a test was carried out *Partial Least Square-Multi Group Analysis. Multigroup analysis* Used when the researcher has a category/dummy variable to see the existing pattern (Sihombing & Arsani, 2022). The following table shows the results of PLS-MGA:

Table 7. Result *Multigroup Analysis*

Line	Path Coefficients-diff (BUMN vs. Private)	p-Value (BUMN vs. Private)	Information
Training (X1) -› MSME Performance	0,067	0,680	Positive Insignificant
Coaching (X2) -› MSME Performance	-0,077	0,623	Negative Insignificant

Source: SmartPLS data processing, 2024

Table 4.37 shows that the results of *multigroup analysis with* a p-value of more than 0.05 show that the influence between exogenous variables on endogenous variables is not moderated by *the Dummy* variable.

Discussion

Based on the results of data processing, all indicators and constructs in this study have met *the criteria of convergent validity* and *discriminant validity*. The results of data processing showed that the improvement in MSME performance was influenced by training and coaching by 53% and other variables that were not studied in this study affected by 47%.

This research focuses on the analysis of the influence of training and coaching on improving the performance of MSMEs in BUMN and the Private Sector. The hypothesis proposed includes the variables of training (X1), coaching (X2), as factors that affect the improvement of MSME Performance (Y). then compare the influence on MSMEs fostered by BUMN and the Private.

Improving the Performance of MSMEs fostered by BUMN and the Private Sector

MSMEs fostered by BUMN and the private sector in Pangandaran Regency have experienced an increase in performance, this can be seen from the results of the survey of respondents' answers to the variable of MSME Performance Improvement in the high category. The training and coaching provided by BUMN and the private sector to small, micro and medium enterprises in Pangandaran Regency both have a positive impact on the growth of MSMEs both in terms of turnover, profits, and the number of consumers. It is evidenced from the respondents' responses to the MSME survey conducted in the BUMN group shown in the following table:

Table 8. The number of businesses that have experienced an increase in turnover, profit, and number of consumers in MSMEs fostered by BUMN

		A lot of businesses	Percentage
Profit	There is an increase	87	92,6 %
	There is no improvement	8	4,2 %
	Sum	**95**	**100%**
Turnover	There is an increase	89	93,7%

		A lot of businesses	Percentage
	There is no improvement	6	6,3%
	Sum	95	100%
Number of Consumers	There is an increase	89	93,7%
	There is no improvement	6	6,3%
	Sum	95	100%

Source: Primary Data Processing, 2024

Table 9. The number of businesses that have experienced an increase in turnover, profit and number of consumers in privately assisted MSMEs

		A lot of businesses	Percentage
Profit	There is an increase	91	95,8%
	There is no improvement	4	4,2%
	Sum	95	100%
Turnover	There is an increase	92	96,8%
	There is no improvement	3	3,2%
	Sum	95	100%
Number of Consumers	There is an increase	91	96,8%
	There is no improvement	3	3,2%
	Sum	95	100%

Source: Primary Data Processing, 2024

Tables 8 and 9 show that more than 50% of MSMEs in BUMN and private sectors that receive training and coaching have experienced an increase in profit, turnover and the number of consumers. This is due to the optimization of the use of digital technology carried out in every business activity of MSME actors in Pangandaran Regency.

The Effect of Training on Improving MSME Performance

In MSMEs fostered by BUMN, it shows that the training variable has a positive and significant effect on improving the performance of MSMEs in fostered BUMN. Where the results of the SmartPLS test show that the Original Sample is 0.252, the p-value is 0.048, and the t-statistics are 1.981. Therefore, it can be concluded that the factor that affects the improvement of performance in MSMEs fostered by BUMN is training. The better the quality of training, the better the performance of MSMEs. These findings are in line with the results of the study (Irawati, 2018) that training partially affects business development. In the results of the study (Marjukah, 2022) It also shows that this Training Variable produces a positive and significant relationship with MSME performance variables. Likewise in the study (Nugroho & Iryanti, 2023; Sukriani, 2017) which shows that the better the quality of training, the more it will have an impact on improving the performance of MSMEs.

Tests were carried out on privately fostered MSMEs showing that the Training variable had a positive but not significant influence. Where the results of *the smart* PLS test showed that the *Original Sample value* was 0.185, the P-value was 0.096 and the t-

statistic was 1.660. This is in contrast to the test results on MSMEs fostered by BUMN.

Training as part of educational activities that function to improve abilities. The higher the quality of the training materials, resource persons and methods used in the training, the better the innovation and management skills of entrepreneurs so that it has an impact on the growth of MSME income (Christiana et al., 2014). Training plays a role in the process of improving the performance of MSMEs, if the quality of human resources improves or improves after training, it will affect the performance of MSMEs so that they can increase MSME income (Harini et al., 2015).

The training provided has an impact on understanding and implementing business innovations in SMEs, which ultimately has an impact on the income growth of micro, small, and medium enterprises (Irawati, 2018). After digital training, SMEs can implement a digital business system in the form of registration, marketing, and others. This strategy improves performance and resilience even in changing situations (Marjukah, 2022). Improving the performance of SMEs is expected to increase the sustainability of MSMEs, because they are one of the pillars of the country's economic growth.

The training on the BUMN Creative House Program organized by Bank Negara Indonesia, and the JagoWAn Digital MSME Program organized by Whatsapp Indonesia in Pangandaran district are efforts to empower MSMEs aimed at improving the capacity of MSME actors and developing their businesses. As well as encouraging the digitalization of the MSME sector. The training provided related to MSME product marketing includes *product branding* and *packaging*, product promotion strategies to social media, and how to sell MSME products to the *marketplace*.

After participating in the training provided by BUMN and the Private Sector, MSME actors who previously did not understand the use of digital in business activities, became aware and able to innovate in their businesses as well as starting to market products *online*. MSME actors also have increased knowledge and skills that can affect productivity, so that their business production output becomes more qualified.

The Effect of Coaching on Improving MSME Performance in BUMN and Private Sector Fostered

Coaching is a form of empowerment that encourages people to hone their skills and can be used as a source of knowledge and skills for the community, business actors, especially MSMEs. in the MSME group fostered by BUMN, it shows that the coaching variable has a positive and significant influence on improving the performance of MSMEs. where the results of the Smart PLS test show an Original Sample value of 0.504, a P-value which is 0.000 and the T-Statistics value is 4.307. Therefore, it can be concluded that the factor that affects the improvement of the performance of MSMEs fostered by BUMN is Coaching. Likewise, in the group of privately assisted MSMEs, the results of the smartPLS test showed an Original Sample value of 0.581, a p-value of 0.000 and a t-statistical value of 4.952. This means that the coaching variable has a positive and significant influence on improving the performance of privately fostered MSMEs.

The results of this study are consistent with previous research by (Mudjiarto, 2014), which showed that training has a

positive and significant effect on the performance of MSMEs. In other words, the better the coaching, the better the performance of small and medium businesses. This is in line with the statement (Efendi, 2003) which states that coaching is one of the empowerment efforts in developing and supporting development in business.

The coaching carried out on the BUMN Creative House Program and the digital JagoWAn Program is carried out to help the growth and development of the capacity of micro, small, and medium enterprises so that they become sustainable, independent, and able to develop. Increasing productivity in small businesses has a wide impact in improving the welfare of small, micro and medium businesses (Alhempi & Harianto, 2013). The guidance provided is in the form of providing education and training to improve management expertise, production knowledge, and skills to help improve market access through the use of digitalization, as well as access to business network information to expand business networks and provide assistance in solving problems identified by MSME actors.

Comparison of the relationship between Training and Coaching Variables to Improve MSME Performance in BUMN vs Private Sector

The tests carried out on the Training variable showed that in MSMEs fostered by BUMN, the training variable had a positive and significant influence. However, in privately fostered MSMEs, the training variable has a positive and insignificant influence. This shows that training by BUMN is better than the private sector. However, when viewed from the characteristics of respondents based on age, it shows that MSME actors in BUMN fostered mostly consist of individuals aged 31 to 40 years, while MSME actors in the private sector are dominated by the age group of 20-30. This shows that age is not something that affects the performance of MSME digitalization. Because, even though the private sector is dominated by a younger age group than BUMN, the training organized by the private sector is not enough in accordance with the needs and context of MSMEs faced by the participants so that it cannot meet the practical needs of MSMEs.

The results of the study show that there is a difference in the relationship between BUMN and the Private Sector. Where the training variable in BUMN has a greater relationship than the private training variable, as well as the variable of BUMN coaching shows smaller than the private coaching variable.

Comparison of BUMN Vs Private Groups using *Partial Least Square-Multi Group Analysis* (PLS-MGA)

Testing *Partial Least Square-Multi Group Analysis* (PLS-MGA) to determine the coefficient on the comparison and significance (p-*Value*) in 2 groups, namely MSMEs fostered by BUMN and the Private Sector (Sihombing & Arsani, 2022). *Multigroup analysis* It is used when the researcher has a category/dummy variable to distinguish the existing model. The results of the effectiveness comparison of the two groups were:

- The Path *coefficient difference* value of the effect of training (X1) on MSME Performance (Y) is 0.067 with a p-value of 0.680 more than 0.05, showing that the influence between training on improving MSME Performance is not moderated by *the Dummy* variable (BUMN and Private). The test results

showed that there was a difference with *a positive path coefficient difference* value meaning that the effect of training on improving the performance of MSMEs was greater in the BUMN group compared to the private group, but this result was not significant.

- The *Path coefficient difference* value of the influence of coaching (X1) on MSME Performance (Y) was -0.077 with a p-value of 0.623 more than 0.05, showing that the influence between coaching on improving MSME Performance was not moderated by the Dummy variable (BUMN and Private). In the coaching variable, the test results show a difference with *the path coefficient difference* value of negative value, which means that the influence of coaching on improving the performance of MSMEs is smaller in the BUMN group than in the Private group, but this result is not significant.

Based on the results of *multi-group analysis* testing in two groups, namely BUMN and the Private Sector, it shows that the influence between the variables of training and coaching on improving the performance of MSMEs is not moderated by *dummy* variables. This means that there is a difference but not significant between BUMN and the private sector in the relationship between training and coaching to improve the performance of MSMEs. The relationship between training variables and improving the performance of MSMEs shows that the BUMN group is larger than the Private. And in the relationship between coaching variables and improving the performance of MSMEs, it shows that the BUMN group is smaller than the private sector, but both are not significant or said **to be hypothetically rejected.** This means that in both BUMN and the private sector, there are differences but not significant.

The hypothesis regarding "There is a difference in the influence of training and coaching between BUMN and the Private Sector on Improving MSME Performance" is not supported by empirical research. Judging from the improvement in the performance of MSMEs in terms of turnover, profit, and the number of consumers in each fostered MSME, there has indeed been an increase after participating in training and coaching, but the difference is not significant. Judging from the *Path Coefficient difference*, training by BUMN is better than training by the private sector. *The path coefficient difference* also shows that coaching by the private sector is better than coaching by BUMN. Although the two have differences, the difference between the two is not significant.

CONCLUSION

The results of the study resulted in the following conclusions:

1. The performance improvement of MSMEs fostered by BUMN and the private sector in Pangandaran Regency can be highly categorized based on respondents' answers. This shows that the training and coaching from BUMN and the private sector for MSMEs in Pangandaran Regency both have a positive effect on improving SME operations in terms of turnover, profit and number of consumers. Respondents' responses showed that more than 50% of companies that received training and coaching experienced an increase in profits, turnover and the number of consumers.

2. The merger test in BUMN and private MSME groups resulted in training that had a positive and significant effect on improving the performance of MSMEs, meaning that training

is one of the factors that affect the improvement of MSME performance in Pangandaran Regency. Testing was also carried out on each group, in the BUMN group the training had a positive and significant effect on improving the performance of MSMEs. however, the testing in the private group showed no significant contrast to the test results on MSMEs fostered by BUMN. This means that training by the private sector has a positive but not significant influence on improving the performance of MSMEs.

3. The coaching variable has a positive and significant effect on improving the performance of MSMEs in BUMN and the private sector. The guidance provided in the form of education and training to improve knowledge and expertise in management, production and skills, as well as increase market access through the use of digitalization, as well as access to information on business networks, can help in the development of MSMEs in Pangandaran Regency.

4. The results of *the Multigroup analysis* showed that the relationship between the influence of training on improving the performance of MSMEs was greater in the BUMN group than the private group. and the relationship between the influence of coaching on improving the performance of MSMEs was greater in the private group than the BUMN group, but the results were not significant. This means that there is a difference in the influence of the training and coaching relationship on improving the performance of MSMEs in the BUMN and Private groups, but the difference is not significant.

BUMN training shows a greater influence on improving the performance of MSMEs than private training, while coaching by the private sector has a greater influence than coaching by BUMN on improving the performance of MSMEs. The two groups had different influences although the difference was not significant. From this, in the JagoWAn digital (Private) program, you can see about methods, curriculum or other things related to training and can be applied in optimizing the empowerment of MSMEs. Likewise, in the BUMN Creative House program, you can see about the coaching carried out by the private sector so that it can be optimal in empowering MSMEs. In addition, efforts to improve the performance of MSMEs through training and coaching must be paid more attention. Training can be improved to improve the performance of MSMEs by providing real feedback to training participants. The form of training feedback can be done by means of the intensity of coaching in the form of guidance, mentoring and supervision of the implementation of the results of training in business activities, with these efforts can help to solve the problems faced by MSME actors.

This study has only a few variables to determine factors that can affect the improvement of MSME performance. Therefore, to find out other factors that can affect the improvement of MSME performance, further research can use additional variables besides training and coaching. Subsequent research can also use the (qualitative) interview method to collect data so that respondents are more involved in the research and get more specific questions.

REFERENCES

Alhempi, R. R., & Harianto, W. (2013). Pengaruh pelatihan dan pembinaan terhadap pengembangan usaha kecil pada program kemitraan bina lingkungan. *Media Riset Bisnis & Manajemen*, 13(1), 20–38.

Aristanto, E. (2020). *Peranan Strategis Bank Pemerintah (BUMN) dalam Pemberdayaan Pelaku Usaha Mikro dan Kecil*. 1, 1–8.

Christiana, Y., Pradhanawati, A., & Hidayat, W. (2014). Pengaruh Kompetensi Wirausaha, Pembinaan Usaha dan Inovasi Produk terhadap Perkembangan usaha. *Diponegoro Journal of Social and Politic*, 1–10.

Efendi, M. (2003). Pembinaan Ekonomi dan Budaya Indonesia. *Jakarta: PN Balai Pustaka*.

Ghassani, N. (2015). Kemitraan Pengembangan UMKM (Studi Deskriptif Tentang Kemitraan PT.PJB (Pembangkit Jawa Bali) Unit Gresik Pengembangan UMKM Kabupaten Gresik). *Kebijakan Dan Manajemen Publik*, 3(2), 142–151.

Ghozali, I. (2008). *Structural equation modeling: Metode alternatif dengan partial least square (pls)*. Badan Penerbit Universitas Diponegoro.

Ghozali, I., & Latan, H. (2012). Partial least square: Konsep, teknik dan aplikasi SmartPLS 2.0 M3. *Semarang: Badan Penerbit Universitas Diponegoro*.

Harini, S., Pertiwi, S. R., & Rochman, N. (2015). Peningkatan Kualitas SDM melalui Pelatihan dan Pengaruhnya terhadap Peningkatan Pendapatan. *Media Pengabdian Kepada Masyarat Qardhul Hasan*, 1(April), 49–65.

Irawati, R. (2018). pengaruh pelatihan dan Pembinaan terhadap Pengembangan Usaha Kecil. *Junral JIBEKA*, 12(1), 74–82.

Katadata. (2022). *Google : Potensi Ekonomi Digital Indonesia Terbesar di Asia Tenggara* (p. 2025).

Kominfo. (2022). UMKM naik kelas, UMKM go Digital. *Kementerian Komunikasi Dan Informasi.* https://www.kominfo.go.id/content/detail/41205/umkm-naik-kelas-umkm-go-digital/0/artikel

Marjukah, A. (2022). Pengaruh Pelatihan Pemasaran Digital Terhadap Kinerja UMKM pada Masa Pandemi Covid-19. *Jurnal Keuangan Dan Bisnis*, 20(1), 1–12.

Masita, T. E., Sumantri, P. E., & Agustina, A. W. (2023). *Pemanfaatan Media daring bagi UMKM desa Padaherang di era 4.0.* 02(01), 109–115. https://doi.org/10.56681/wikuacitya.v2i1.71

Mudjiarto, M. (2014). Pengaruh Pembinaan Manajemen Usaha Terhadap Kinerja Usaha Mitra Binaan PKBL PT Jasa Marga. *Jurnal Ekonomi Universitas Esa Unggul*, 5(2), 1–8.

Nugroho, W. A., & Iryanti, E. (2023). Pengaruh Pelatihan , Pembinaan dan Keterampilan Wirausaha Terhadap Kinerja Pelaku Usaha Mikro Kecil Menengah Kabupaten Sidoarjo. *Journal of Management & Business*, 6(1), 88–94. https://doi.org/10.37531/sejaman.v6i1.2916

Sihombing, P. R., & Arsani, A. M. (2022). *Aplikasi Smart PLS untuk pemula* (A. Rasyid (ed.); ke-1). Dewangga Energi Internasional.

Sukriani, N. (2017). Pengaruh Pelatihan Terhadap Kinerja Pelaku UMKM Binaan Lazismu Pekanbaru. *Diklat Review: Jurnal Manajemen Pendidikan*, 1(3), 124–128. https://www.ejournal.kompetif.com/index.php/diklatreview/article/view/163

Suparnyo, Wicaksono, A., & Ariyani, W. (2013). *Model Pemberdayaan Usaha Mikro Kecil Dan Menengah (Umkm)*

Melalui Program Corporate Social Responsibility (CSR) Pada Industri Rokok Di Kudus. 6(September), 29–39.