The Effect of The OK OCE Program on Improving The Performance of The Micro, Small, and Medium Enterprises, in Jakarta

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ABSTRACT

The OK OCE community gives training and mentoring to Micro, Small, and Medium Enterprises (MSMEs). On the one hand, is still questionable about its success or un-succeeded. This research was conducted to overcome and answer these contradictory phenomena, aims to analyze the effect of training and mentoring on improving the performance of MSMEs OK OCE Participants. To achieve this, this research used Multiple Regression Analysis. The population is Micro e members of OK OCE in Jakarta. The sample size is 111 respondents. The results showed that the training and mentoring provided to OK OCE participants significantly and positively influenced the performance of MSME OK OCE participants.

Introduction

The number of Micro, Small, and Medium Enterprises (MSMEs) in Indonesia is 99.9% of the total entrepreneurs. 98.97% of 99.99% amount of MSMES is Micro Enterprises. The rest, 1% is a large-scale business. However, the contribution of MSMEs to national income is only around 60%-57% (Syibaduddin & Saefudin, 2013), the remaining 43-40% is the contribution of national income from large-scale businesses or business conglomerates. Large-scale businesses are few but dominate the national economy. This causes disparities in social levels and social welfare, so unemployment is still high. Thus, these conditions need to get attention and mentoring from various parties, so that the dominant MSMEs also contribute to national income, dominate, and create jobs. As stated by several previous researchers (Cicea et al., 2019; Nastasiea & Mironeasa, 2016 Robu, 2013; Jayawarna et al., 2007; Ayyagari et al., 2003) that one of the contributions of MSME is to open jobs. OK OCE is a community that moves to achieve the above objectives, by implementing the concept of 7 PAS (Definitely Success) consisting of 7 stages. 7 TOP is classified into 2 activities namely training and mentoring (Misterek et al., 1992).

However, the success of the movement still caused controversy. Some assume that the OK OCE movement was unsuccessful. On the other hand, from the results of a survey conducted to 31 MSMEs under the guidance of OK OCE, they stated that the OK OCE movement was beneficial for them. The level of expediency is referred to as follows: 55.17% get the full benefits, namely from training, mentoring, wider network, and more promoted products. The remaining 20.69% received training, a wider network, and products could be promoted more. 10.34% benefited from training and mentoring; 6.9% benefit from training; 6.9% get a wider network. Questions about the effectiveness of entrepreneurship training in the community are also questions that form the basis of the following researchers' (Barnard et al., 2019; Pittz & Venevenhoven, 2018).

Based on this gap, it is necessary to conduct research to test the effectiveness of the movement of OK OCE, by testing the effect of the factors carried out in the OK OCE movement on the performance of MSMEs. This is intended if the OK OCE movement turns out to be successful in increasing the performance of MSMEs, then the concept of the movement can be done massively, so that

MSMEs can make a greater contribution to Indonesia's Gross Domestic Product (GDP), in

addition, to improving welfare and opening up

chance jobs.

The results of previous studies indicate that business sustainability occurs with a combination of formal learning and learning from experience (Nunez & Musteen, 2020). One of the formal learning activities is obtained from training. Experiential learning can be explored by following mentoring. The factors that influence the performance of MSMEs are leadership, management, neat organizational financial culture, and skills and expertise Achanga et al. (2006). The results of the study Misterek et al. (1992) indicate that there is a wider range of factors that affect MSME performance, namely characteristics, management, knowledge of MSME, products, and services, as well as customers and markets. Other factors that influence the performance of MSMEs are the aspects of entrepreneurship, human resource competence, and innovation (Anggadwita & Mustafid, 214). In addition, the poor performance of MSMEs is caused by a lack of marketing information (Moorthy et al. 2012).

The training given to MSME affects the productivity of the MSME concerned (Dearden et al.,2006). The results of research Chittithaworn et al. (2010) and Misterek et al. (1992) show that there are eight factors causing the success of MSME, one of which is the characteristics of MSME. The characteristics of MSME can be directed towards productive characteristics by providing training. Motivational training improves understanding and concepts of entrepreneurship (Tat Keh et al., 2007), as well as the entrepreneurial mindset. In addition, motivational training can foster innovation with the opening of insights. The growth of innovation can increase profitability (Anggadwita & Mustafid, 2014; Varis & Littunen, 2012). Mentoring or coaching improves performance (Nunez & Musteen, 2020; Crampton, 2012), can change the culture of a group of organizations (Kent et al., 2003). Therefore, the mentoring provided to MSMEs is expected to change the mindset of MSMEs to work productively.

Based on the phenomenon, the preliminary survey, and the results of previous studies, the research aims to analyze the effect of training & mentoring of the OK OCE program on the performance of OK OCE MSMEs participants.

Here is the hypothesis of this research:
H1=Training by OK OCE affects the improvement of the MSME Performance of OK OCE Participants
H2=Mentoring by OK OCE affects the improvement of the performance of OK OCE Participants MSME.
H3 = Training & Mentoring by OK OCE affects the performance improvement of OK OCE MSME Participants

Literature Review

OK OCE stands for One Kecamatan One Center of Entrepreneurship. Initially, OK OCE developed entrepreneurship only in Jakarta, by forming a business center in the District. Mid-2018 metamorphosed into a national movement so that One Kecamatan was changed to One Kabupaten. The initiator of the OK OCE movement is Sandiaga Salahudin Uno. As an integrated movement, OK OCE is incorporated as an association, accommodating the Mobilizing Community implementing the Seven OK OCE Concepts. This movement aims to create jobs and improve the performance of MSMEs so that MSMEs move up in class. OK OCE as a movement, cannot be carried out only by one party but needs to be carried out by all related parties and across sectors. Related parties include the OK OCE association and the OK OCE activating community which is accommodated, as well as the Government, Society, Large Companies, and MSMEs.

The OK OCE concept is integrated training and mentoring, which is described in the 7 TOP (stages of OK OCE), namely registration, training, mentoring, certification, access to marketing, a compilation of Financial Statements, and access to capital. The 7 stages of OK OCE are carried out by OK OCE activists, namely the communities that are accommodated by OK OCE Indonesia.

Training
Training for MSMEs can improve performance, either directly (Panagiotakopoulos, 2020; Chittithaworn, 2010; Ladzani & VanVuuren,

2002), or indirectly mediated by other factors (Indarti, 2020; Wahayuni & Sara. 2020); Nunez & Musteen, 2020). The same thing, according to Dearden et.al. (2006), the training given to MSMEs affects the performance and productivity of the MSMEs concerned. On the other hand, training has a significant and positive effect on improving employee performance (Setiawan & Nawangsari, 2019). Employee performance is an important part of improving overall company performance.

Research results from Chittithaworn et al. (2010) and Misterek et al (1992) show that there are eight factors that cause the success of MSMEs, one of which is the characteristics of MSMEs. The characteristics of MSMEs can be directed towards productive characteristics by providing training. Motivational training improves understanding and concepts of entrepreneurship (Varis & Littunen, 2012), and an entrepreneurial mindset. Motivation training can foster innovation with open insights. According to Varis & Littunen (2012) and Anggadwita & Mustafid (2014), the growth of innovation can increase profitability.

On the other hand, motivational training generates reactions to learning and increases behavior according to motivational content (Marthieu & Martineau, 1992). In this case, it creates a reaction to learn and study the development of its products and businesses, fostering behavior that prioritizes business progress by increasing the courage to take risks and the courage to penetrate a wider network. As well as leaving the opposite behavior that is usually owned by workers and managers of various levels. Based on this description, motivation training is used as a dimension of the training variable. Innovations can be developed through motivational training. The development of insights so that MSMEs can innovate needs to be implemented because according to Hunter and Lean (2018), innovation has a positive effect on entrepreneurial performance.

In addition, supporting factors for the success of MSMEs, among others: knowledge of business and products, services, consumers, and markets, including business, resources and finance, strategy, and the external environment (Chittithaworn, 2010). In line with this research, the factors that influence the performance of MSMEs are leadership, management, assisting financial organizational learning, as well as skills and expertise (Achanga et al., 2006). On the other hand, the poor performance of MSMEs is caused by a lack of marketing information (Moorthy et al., 2012). In addition, according to Garengo & Bititci (2007), the following factors support MSMEs, namely corporate governance, procedures and information flow, changes in business models, and management styles. The results of research by Garengo & Bititci (2007) show there is a broader range of factors affecting the performance of related MSMEs, namely: management, knowledge of SMEs, products, and services, as well as customers and markets. other than that, one of the causes of the poor performance of MSMEs is because MSMEs cannot meet the standards set by banks in obtaining loans so that financial problems cannot be resolved through banks (Wieneke & Gries, 2011). One of the weaknesses of MSMEs, especially micro-businesses is that they are unable to compile financial reports which are a requirement for banks.

Based on this, management training is needed to improve the performance of MSMEs. Management training includes business an product training, marketing, and consumer training, and financial management training. Supporting this, the research results of Ladzani & VanVuuren (2002) show that entrepreneurship training can improve MSMEs.

Mentoring

Mentoring is the process of guiding to unlock business knowledge, as well as the process of transferring knowledge carried out by the mentor to those who are mentored (Brien & Hamburg, 2014). Mentoring can change the culture of a group of organizations Kent et al. (2003). Therefore, the assistance provided to MSMEs are expected to be able to change the mindset of MSMEs practitioners to work productively.

OK OCE mentoring is an effort to foster and mentor the development of MSMEs. In OK OCE, assistance was provided by OK OCE activists. So that, mentoring can be carried out effectively. According to Mitchell & Mitchell (2008), it is necessary to develop a route map for mentoring, which contains the culture, needs, and problems of MSMEs, as well as the distribution of MSME locations.

Several opinions convey that mentoring or coaching improves performance, including Crompton (2012) and Nunez & Musteen (2020). According to Kent et al. (2003), mentoring requires a team that is guided by people who have the knowledge and are able to transfer this knowledge. To be efficient and flexible, it is necessary to agree on the time and place to carry out the mentoring. Mentoring can be done using social media, and the internet.

Mentoring variables include several dimensions, among others (Gay & Stephenson, 2010): exploring (exploring business potential, product potential), revealing (establishing market strategies, product positioning), guiding (providing guidance on product requirements for quality, durable, packaging instructions, advising includes certification advice, advice on business entities, as well as advice on overcoming business situations and solutions to business problems (Crompton, 2012).

Performance of MSMEs

Training and mentoring carried out by the entrepreneurial community jointly can improve the performance of MSMEs (Nunez & Musteen, 2020; Panagiotakopoulos, 2020; Indarti, 2020). In addition, the performance of MSME is caused by several factors, including marketing information, and the use of information systems (Morthy et al, 2012). Meanwhile, the research results of Chittithaworn et al., (2010) show there are eight supporting factors for MSMEs, namely: facts on MSMEs, knowledge of business and products, services, consumers and markets, resources, and finance, strategy, and the external environment. Furthermore, according to Garengo & Bititci (2007), the following factors support MSMEs, namely corporate governance, procedures and information flow, business change models, and management styles. These factors can be improved and pursued training and mentoring to improve the performance of MSMEs.

According to Ladzani & Van Vuuren (2002), entrepreneurship training can improve the capabilities of MSMEs. Coaching affects MSMEs because of coaching, MSMEs can overcome problems and find solutions and can overcome business situations Crompton (2012). On the other hand, Dearden et al. (2006) argue that training affects the productivity and performance of MSMEs. For performance measurement, Ayyagari et al (2003) state that the performance or growth of MSMEs are not measured only by size growth caused by an increase in company profits and company age, but also measured based on non-financial factors, including an increase in innovative products/services, and changes in management. Besides that, according to Cicea et al. (2019), Nastasiea & Mironeasa (2016), Robu (2013), one of the contributions of MSMEs is to create jobs. The same thing was conveyed by Jayawarna et al (2007), that the performance of MSMEs was measured by turnover, employee growth, and business continuity. Thus, the increase in employment is part of the MSME performance factor, as well as a part of the non-financial performance dimension (Panno, 2019).

Based on this, the performance dimension variable consists of two ways: financial growth and non-financial growth.

Methods

The type of research chosen was survey research and quantitative analysis. Quantitative data analysis uses Multiple Linear Regression Analysis, to determine the effect of the independent variable (X_i, $i = 1,2,3$ ..) on the dependent variable ($Y_i = 1,2$ ...) that has been determined. The F test was carried out to test the effect of the independent variables together on the dependent variable, and the t-test was used to test the effect of the independent variable partially. Before carrying out the F test and t-test, first test the instrument, namely the validity test and the reliability test, as well as the classical assumption test which consists of a normality test, a multicollinearity test, and a heteroskedasticity test.

The study population was MSMEs participants in OK OCE in Jakarta. The number of study samples was determined based on Hair Theory (Hair Jr et al., 2010). The theory is used because the exact population is unknown. This theory determines the sample based on 5 to 10 times the indicator used. Thus, the minimum number of samples is 5 x 20, in this study, as many as 111 respondents. Determination of location in Jakarta by considering

that the implementation of the OK OCE in Jakarta has been going on for more than 3 years. The sampling technique uses the Judgment Sampling Method, which determines represent based on certain considerations. The measurement scale used is the Ordinal scale, with the Linkert Scale Method.

The Training Variable (X1) consists of 2 dimensions, namely motivation (X1.1) and management (X1.2). Mentoring Variable (X2) consists of 4 dimensions, namely: exploring (X2.1), revealing (X2.2), guiding (X2.3), advising (X2.4). Performance Variable (Y) is a dependent variable, consisting of 2 dimensions, namely Financial Performance (Y1) and Non-Financial Performance (Y2).

Results and Discussion

Profile of Respondent
Respondents are participants or members of the OK OCE community. There were far more female respondents than male respondents, amounting to 77.5%. Most of the business sectors are culinary at 59.5%. Other Business Sectors between 6.3-9.0%. Most respondents were 41-50 years old, namely, 45%, followed by 31-40 years old as much as 29.7%, and those over 51 years old were 19.8% far higher than those under 30 years old. Respondents were entrepreneurs between 1 and more than 5 years, a total of 90.01%, the remaining 9.9% were entrepreneurs for less than 1 year. Respondents who participated in OK OCE between 1-2 years were the largest respondents, amounting to 47.7%. Respondents' income ranges from 2-6 million, which is 45.9%.

Result of The Instrument and The Classical Assumption Test

In this study, the data used were 111, Sig. 0.05 (Two Tail), so the r table value is 0.186. all r count values of the variables X1, X2, and Y1 or Corrected Item Total Correlation> r table (0.186), it is concluded that the indicators of variables 1, X2, and Y1 are declared valid to be used as variable measuring tools. The instruments for X1, X2, and Y1 have a very high level of reliability, because the results of each Cronbach's Alpha X1, X2, X3 values are 0.869, 0.948, and 0.892, more than the standard value, namely 0.6.

Initial data amounted to 111 data. In order for the data to meet normality rules, the outliers 'data were deleted twice, totaling 4 respondents' data. The remaining data to be processed is 105. This number still meets the requirements for the number of samples according to Hair Theory (Hair et al.,2014) namely 5 x 20 indicators = 100 respondents. Based on the VIF value which is below 10, and the tolerance value> 0.1, it is concluded that there is no multicollinearity between the X1 (training) and X2 (mentoring) variables. The results of the heteroscedasticity test show that the data do not form a certain pattern, on the contrary they are scattered irregularly. This means that the research is free from heteroscedasticity problems.

Result of Determination Test
The value of R square = 0.590 from table 2 below, indicate that 59.0% of variable Y1 can be explained by changes in variables X1 and X2. Meanwhile, the remaining 41.0% is explained by other factors outside the model (Table 1).

Table 1. Result of determination test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.768ª	.590	.582	.55072

a. Predictors: (Constant), Mentoring (X2), Training (X1)
b. Dependent Variable: Performance (Y1)

Result of F Tes, t-Test, Correlation Test

Table 2. Result of F-test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44.487	2	22.244	73.341	.000ᵇ
	Residual	30.936	102	.303		
	Total	75.423	104			

a. Dependent Variable: Performance (Y1)
b. Predictors: (Constant), Mentoring (X2), Training (X1)

Based on table 2, Ho is rejected if the probability (sig value) <0.05 or F count> F. In the table 3 above, the value of sig = 0.000 <0.05, so that H0 is rejected, which meant that H3 is accepted, or the independent variables (X1 and X2) together have a significant effect on the dependent variable (Y1).

Table 3. Result of t-test

Model	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	-1.268	.543		-2.336	.021		
Training (X1)	.526	.166	.333	3.172	.002	.364	2.745
Mentoring (X2)	.619	.137	.475	4.526	.000	.364	2.745
Performance (Y1)							

Based on table 3 above, the sig value of the variable X1 = 0.002 <0.05 so that H0 is rejected, which means that the independent variable has a positive and significant effect on variable Y. The higher X1, the higher Y1. The more often the MSMEs receive training, the more performance they will be. In the table above the sig value of the variable X2 = 0.000 <0.05 so that H0 is rejected, which means that this independent variable has a positive and significant effect on variable Y. The higher X2, the higher Y1. The more often the MSMEs receive mentoring, the more their performance increases.

These tables 3, show that every training and mentoring carried out by the OK OCE Indonesia community has a significant and positive effect on the performance of the OK OCE UMKM participants. The training has an effect on the performance of the UMKM OK OCE participants by 52.6%. Mentoring has an effect on the performance of MSME participants of OK OCE by 61.9%. This means that every additional unit of training that is attended by OK OCE participants has an impact on an increase of 53% in their performance. Every one additional unit of mentoring received by the OK OCE participant UMKM causes a 62% increase in their performance.

Furthermore, table 4 is presented to the analyzing and develop the discussion of research results, as follows.

Table 4. Correlation between variable indicators

	Performance (Y1)	X1.1.1	X1.1.2	X1.1.3	X1.2.1	X12.2	X1.2.3	X2.1.1	X2.1.2	.X2.2.1	X2.2.2	X2.3.1	X2.3.2	X2.3.3	X2.4.1	X2.4.2	X2.4.3
Performance (Y1)	1	.439**	.283*	.496**	.453**	.519**	.525**	.533**	.581**	.535**	.517**	.486**	.420**	.533**	.622**	.582**	.544**
X1.1.1 Innovation	.439**	1	.665**	.541**	.629*	.622**	.578**	.615**	.378**	.521**	.550**	.475**	.458**	.512**	.389**	.477**	.427**
X1.1.2 Courage	.283**	.665**	1	.410**	.554**	.482**	.371**	.491**	.255**	.293**	.374**	.335**	.304**	.371**	.226**	.327**	.352**
X1.1.3 Networking	.496**	.541**	.410**	1	.481**	.440**	.377**	.534**	.478**	.376**	.384**	.373**	.249**	.390**	.451**	.370**	.208**

X1.2.1 Business knowledge & product	.453**	.629*	.554**	.481**	1	.737*	.625**	.673**	.460*	.585*	.640**	.605*	.615*	.757*	.550*	.576*	.535*
X1.2.2 Marketing & Service	.519**	.622*	.482*	.440*	.737*	1	.719**	.743**	.548*	.702*	.683**	.621*	.670*	.698*	.663*	.695*	.575*
X1.2.3 Financial Management	.525**	.578*	.371*	.377*	.625*	.719*	1	.650**	.518*	.842*	.706**	.686*	.766*	.618*	.681*	.745*	.608*
X2.1.1 Exploring Business Potential	.533**	.615*	.491*	.534*	.673*	.743*	.650**	1	.528*	.647*	.687**	.628*	.515*	.690*	.626*	.654*	.558*
X2.1.2 Exploring Product Potential	.581**	.378*	.255*	.478*	.460*	.548*	.518**	.528**	1	.657*	.661**	.527*	.508*	.509*	.735*	.674*	.546*
X2.2.1 Determining Market Strategy	.535**	.521*	.293*	.376*	.585*	.702*	.842**	.647**	.657*	1	.797**	.723*	.758*	.656*	.727*	.789*	.605*
X2.2.2 Establising Product Position	.517**	.550*	.374*	.384*	.640*	.683*	.706**	.687**	.661*	.797*	1	.768*	.737*	.669*	.606*	.717*	.644*
X2.3.1 Product terms Instruction	.486**	.475*	.335*	.373*	.605*	.621*	.686**	.628**	.527*	.723*	.768**	1	.795*	.697*	.647*	.674*	.577*
X2.3.2 Product instructions for durability	.420**	.458*	.304*	.249*	.615*	.670*	.766**	.515**	.508*	.758*	.737**	.795*	1	.684*	.662*	.690*	.624*
X2.3.3 Packaging Instructions	.533**	.512*	.371*	.390*	.757*	.698*	.618**	.690**	.509*	.656*	.669**	.697*	.684*	1	.626*	.669*	.630*
X2.4.1 Certification Advice	.622**	.389*	.226*	.451*	.550*	.663*	.681**	.626**	.735*	.727*	.606**	.647*	.662*	.626*	1	.819*	.657*
X2.4.2 Business Entity Advice	.582**	.477*	.327*	.370*	.576*	.695*	.745**	.654**	.674*	.789*	.717**	.674*	.690*	.669*	.819*	1	.719*
X2.4.3 Solution to Business Problems	.544**	.427*	.352*	.208*	.535*	.575*	.608**	.558**	.546*	.605*	.644**	.577*	.624*	.630*	.657*	.719*	1

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Discussion

The result of this research is the training variable has a significant and positive effect on the MSME performance variable. The mentoring variable has a significant and positive effect on the MSME

performance variable. Furthermore, the effect of the mentoring variable on MSMEs performance is greater than the effect of the training variable on improving the performance of MSMEs. Thus, the empowerment of MSMEs carried out by OK OCE by providing training and mentoring can improve the performance of OK OCE participants. The training consists of management training (business and product knowledge, marketing and customer service, as well as financial management) and motivation training (innovation, courage, and networking). Mentoring includes exploration (exploring business potential and product potential), revealing (market strategy, product position), guiding (product requirement guidelines, product resilience information, packaging), and advising (certification, business entities, and solutions to the business problems. The performance of MSMEs include an increase in income, an increase in the number of workers, and an increase in the number of resellers or market share.

Training
The effect of training on improving the performance of MSMEs according to the results of previous research Hossain & Azheq (2019), Chittithaworn et al. (2010), Tat Keh et al. (2007), Dearden et al. (2006). The results of this study also show that the mentoring variable affects the performance of MSMEs according to previous research Crompton (2012), Gay & Stephenson (2010).

Based on the results of the correlation analysis between variables, financial management training has the strongest connection compared to other training on the performance of MSMEs by 52.5% (Table 4). This is in accordance with the opinion of previous researchers that neat financial management can improve performance Achanga et al. (2006). Furthermore, the performance is poor because there is no capital loan from the bank to survive or expand the business (Wieneke & Gries 2011). Meanwhile, MSMEs cannot obtain loans from banks, because MSMEs do not prepare financial reports.

After financial management training, the order of the percentages associated with the improvement of MSME performance is marketing and service training of 51.9% (Table 4). This relationship is in

accordance with the results of previous research on the effect of some training on the performance of MSMEs (Moorthy et al., 2012; Misterek et al., 1992. The next sequence is knowledge and business training (Chittithaworn et al., 2010), networking training, and achieving innovation training (Autonioli et al., 2010; Anggadwita & Mustafid, 2014), and training that can increase courage.

The strength of the relationship between innovation training and improving the performance of MSMEs is still lacking compared to financial management training, as well as knowledge and business training. However, innovation training was related to training that was able to increase courage by 66.5% (Table 4). Innovation training was also closely related to knowledge and business training at 62.9% (Table 4), and marketing and service training at 62.2% (Table 4). Previous research results show that innovation increases profitability, or improves financial performance (Usman et al., 2019; Indarti, 2020; Varis & Littunen, 2012; Autonioli et al., 2010). In this study, the performance of MSMEs consists of financial and non-financial performances.

For this reason, innovation training needs to be carried out together with training to grow courage, so that MSMEs have the courage to develop and design ideas and make them happen. Furthermore, innovation training is carried out in conjunction with knowledge business training, which can provide broad insights about business and can open insights about business innovation, both production processes, and product development. The results of the study Al Mamun et al. (2019) show that the entrepreneurial competency business training program is an innovation in seizing opportunities, management competence, competence to develop networks. Therefore, from the results of this study, it is necessary to conduct training that can develop innovation and networks so that MSMEs are able to seize opportunities and produce innovative products.

On the other hand, financial management training was closely related to market determination strategy mentoring, namely 84.2% (Table 4). This can be explained as follows: from the results of financial management training, MSMEs can

determine the cost of products. From the results of determining the cost of the product, it can be developed to direct MSMEs in determining target markets, as well as competitive strategies. The results of the correlation analysis between the variable indicators show that the variable indicator of certification mentoring (62.22%) (Table 4) is connected to the performance of MSMEs, mentoring of business entities (58.2%) (Table 4) is connected to the performance of MSMEs, mentoring to explore potential 54.42% of products (Table 4) are connected to the performance of MSMEs, and mentoring for solutions to business problems (53.5%) (Table 4) is connected to the performance of MSMEs. The results of the correlation analysis are in accordance with previous studies (Crompton, 2012; Gay & Stephenson, 2010).

Mentoring

Mentoring for obtaining a certificate is required. Certification is a special requirement to reach certain markets to increase the reachable market. With the opening of the market that can be entered, the performance of MSMEs can increase. Likewise, mentoring to obtain a business entity. One of the MSME Business Entity Certifications is the Micro and Small Business License (IUMK). With the presence of IUMK, MSMEs can expand their market in a Business to the Business was, so that they can increase the market, which in turn can improve the performance of MSMEs. In addition, MSMEs often have difficulty evaluating their products, there needs to be a consultant, in this case, a companion team.

Mentoring will be able to add to the advantages, and disadvantages of MSME products. With the help of increasing the value of the product, the performance of MSMEs increases, in particular the increase in income or financial performance. Financial management training was strongly connected with mentoring information on product expiration time, amounting to 75.6% (Table 4). This shows that financial management training is needed to guide the preparation of information on product resilience/expiration time. Thus, damaged products need to be recorded in financial statements. Financial management training is also related to mentoring in preparing MSME legal entities, which amounted to 74.5% (Table 4).

Therefore, before directing MSMEs to become legal entities, it is necessary to conduct financial management training first because MSMEs that are legal entities need to have adequate financial reports as a basis for tax reporting and to increase creditor and investor confidence.

Conclusion

The training variable and the mentoring variable have a significant and positive effect on improving the performance of MSMEs, both jointly and partially. The effect of the mentoring variable is greater than the effect of training. Thus, the empowerment of MSMEs carried out by OK OCE by providing training and mentoring can improve the performance of OK OCE participants. The MSMEs empowerment program by OK OCE is necessary to be continued and developed, because it provides benefits for MSMEs OK OCE participants, in the form of improved performance, include an increase in income, an increase in the number of workers, and an increase in the number of resellers or market share.

The indicator of financial management training variables has the strongest relationship compared to other training variable indicators to the MSME performance variables. The results of the correlation between the training variable indicators indicate a relationship between the training variable indicators, as well as the relationship between the training variable indicators and the mentoring variable indicators. The findings of this relationship can be developed and used as a basis for curriculum and sequence of stages of the OK OCE 7 TOP concept. Necessary to provide financial management training to OK OCE MSMEs before mentoring is carried out, even it needs to be given from the start of the OK OCE concept. Whereas in the 7 TOP OK OCE Concept, training in preparing financial reports as part of financial management is carried out at stage 6, after almost all stages have been passed.

Based on the value of R square is 59,0%, suggest for academics to develop other variables besides training and mentoring to test their effects on improving the performance of MSMEs carried out by UMKM empowerment institutions. Additionally, further research needs to be carried

out with the same variables, in areas with very different demographic characteristics from Jakarta.

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