



The Effect of Manager's Role on Manpower Training and their Implementation on Capital Investment Collection (Case Study on MSMEs Assisted by the West Java Chamber of Commerce)

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ABSTRACT

The current problem of raising capital investment is still far from expectations, while labor training has not been encouraging, this is presumably because the role of managers is still apprehensive. This study aims to determine the effect of the manager's role on labor training and labor training on capital investment accumulation, which is applied in the form of a descriptive analytical survey method, while the sample used is 39 respondents. The variables studied from each respondent are the role of managers, labor training and capital investment collection. The type of data collected is primary data. The results of the study indicate that the role of the manager has no and no significant effect on the training of the workforce. manpower training has no effect and is not significant to the accumulation of capital investment. The implication is that the role of managers needs to be intensified within the organization. The object of this research is the sample of respondents used is still limited to the business assisted by the West Java Chamber of Commerce in Bandung, therefore further research is necessary based on more varied sampling with a longer duration, in order to obtain generalizable results.

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INTRODUCTION

As a result of the Covid-19 pandemic, it has greatly impacted economic performance for most foreign economies, including the Indonesian economy, which also felt very influential on business difficulties in the MSME environment, many examples of areas affected by COVID-10 were forced to provide assistance. higher education institutions, by carrying out community service activities as a form of the Tri Dharma of Higher Education, for this reason, solutions need to be carried out in order to survive and even grow, namely through product innovation, by preparing for the worst scenario, through direct delivery, e-commerce capabilities with its features, even with strict protocols, even using many trials of new businesses that are alternate before their business is fixed, even though this will result in many MSMEs not being able to develop because they are so

enthusiastic about trying that this often results in failure, right? Even though managing or managing a business, you must be calm and patient in seeking and finding various opportunities, not being careless and easily tempted by business prospects that bring double profits in a short time, it is precisely things like this that a manager in managing MSMEs must be able to control properly, so as not to fall into failure after failure, by things that seem very easy and seem to quickly gain profits, you should be careful and need to be prepared to conduct a simple questionnaire to the community, what exactly does the community want to be more stable in their business, so that the role of the managers in managing MSMEs to be careful, especially in determining prices or calculating sufficient profits, and having the resources to improve the ability of the workforce through training, such as preparing financial reports so that they can be accepted by banking access, being able to analyze MSME finances, so that they can find out bag amana manages MSME funds, so MSMEs can grow during the COVID-19 pandemic.

The role of MSMEs is the most important pillar in the national economy, MSMEs really feel the impact of the COVID-19 pandemic, so that the decline in sales will be felt once plus the weak ability to make loans to banks, because of problems in mastering the preparation of financial statements, so that even if some are able to submit to the bank, will be rejected by the bank because the format of the financial report submitted to the bank is declared not in accordance with the format required by the bank (bankable). According to Frianto Pandia (2012; 1), the greater the ability to collect funds from the public, the greater the possibility of being able to provide credit and meaning that the greater the institution earns income, on the contrary, the smaller the funds collected, the smaller the credit provided, the smaller the income.

The strategic step that needs to be taken is to take part in the role of government elements, through mitigation and recovery solutions that need to be injected into MSMEs, as for the solution in the form of a quick way to create a demand scheme by consumers for MSME products. need to socialize digital marketing platforms to expand access to consumer partnerships and networks, as well as collaborative efforts to use innovation and technology that will improve quality and win business competition, how to process products, how to make packaging and build an out of the box marketing system. MSMEs as pillars supporting the national economy, so that MSMEs can exist during the COVID-19 pandemic, socialization is needed to protect MSMEs. Various efforts have been made so that the MSMEs fostered by the West Java Chamber of Commerce and Industry can survive and even grow through community service to higher education institutions, which is expected to be a solution for MSMEs to revive. With the policy of Enforcement of Community Activity Restrictions (PPKM) during the Covid 19 Pandemic, many MSME conditions have slumped in growth, making it difficult to obtain efforts to collect MSME capital, coupled with the low ability of MSMEs in making financial report formats that can be accessed by the banking world, even manuals. it is already difficult especially using online digital platforms, this is now due to the low understanding of MSMEs on SAK EMKM standard financial reports which are considered bankable, so it is necessary to handle MSMEs by the role of their managers in order to encourage stimulus and budgets to provide training for their employees, so that they can master the competence of preparing reports. finance, in addition to other MSME operational competencies, so that the role of managers who care and with integrity will be able to encourage their employees to improve their ability to be able to prepare financial reports both manually and digitally with bankable MSME SAK standards.

Prior to the pandemic, the role of MSME managers was strategically positioned in supporting national economic growth, through capital-raising efforts, according to George R. Terry (1958) in his book Principles of Management (Sukarna, 2011: 10) dividing four basic functions of management, namely Planning, Organizing (Organizing), Actuating (Implementation) and Controlling (Supervision). These four management functions are abbreviated as POAC. Likewise, the role of managers who are able to contribute to Indonesia's GDP which in general continues to increase to 60%, as well as the role of managers before the pandemic is able to absorb labor up to 96.99% - 97.22% where The total number of MSMEs reached 62 million or around 98% on a national map. On the

other hand, MSMEs were also the sector hardest hit by this outbreak. Based on a survey of 202 bread, biscuit, cake, market snacks, noodles, pancakes and pastry businesses in Surabaya and Jakarta, it was stated that around 94% of MSMEs were affected by Covid-19. It is not unmitigated that the government has prepared Rp 123.46 trillion in funds for the MSME national economic recovery program, and gradually as of 30 July 2020, 22.57% (Rp 27.86 trillion) has been absorbed, while continuing to disseminate information to the wider community about the important role of MSMEs in the national economy, in accordance with the government's targets for the Sustainable Development Goals (SDGs) in Indonesia. Various outcomes will be obtained by all MSME stakeholders, by creating job opportunities, creating decent working conditions, business innovation, adapting and mitigating negative economic, social and environmental impacts as well as business operations for inclusive and sustainable economic growth.

In comparison, in 1998 during the monetary crisis, MSMEs as a support for the national economy were still able to absorb labor and move the economy, even in 2008 during the global financial crisis, MSMEs remained strong in supporting the economy. However, when the Covid-19 pandemic has been affected in hundreds of countries, which of course is not easy for any MSME to avoid, the MSME business has become one of the sectors that have felt the most impact (Covid-19). As an illustration from the Ministry of Cooperatives and SMEs in 2020, there were 949 reports from the MSME cooperative actors affected by Covid-19, the government continues to echo its call to SOEs to help and tens of millions of MSMEs in the micro sector, especially when there is a change in the consumption pattern of public goods and services from offline to online. Target for MSME managers to continue's improvement their workforce training to improve digitalization capabilities as a necessity for use of e-Learning, e-Commerce, digital literacy, delivery requests, and need for medical/cleaning equipment, including overcoming the problems of digitizing MSMEs. According to Widodo (2015: 82), training is a series of individual activities in systematically increasing skills and knowledge so that they are able to have professional performance in their fields. Training is a learning process that allows employees to carry out their current work according to standards. For example, in some remote areas, limited internet access is still obstacle. The understanding of MSME actors towards technology, limited online marketing, production process and online market access are still considered not optimal enough. Meanwhile, consumers still feel insecure in conducting digital transactions. This problem needs to be resolved through training and mentoring MSMEs towards digital marketing by awakening the fighting spirit of MSME business owners to continue their business in order to increase investment capital collection efforts.

Through Achmad Alfin's research entitled Strategy Analysis of SMEs in Facing Crisis in the Era of the Covid-19 Pandemic, published through the Research Innovation Journal (JIP) P-ISSN 2722-9475, E-ISSN 2722-9467 DOI: <https://doi.org/10.47492/jip.v1i8.280>, where the results of qualitative research show that the role of management provides various strategies that can be carried out by business actors including selling e-commerce, doing digital marketing, improving product and service quality, and establishing good relationships with consumers or establish customer marketing relationships. When the global economy begins to recover and is expected to grow positively in 2021, after a sharp contraction in Q2-2020, a positive trend and economic recovery since Q3-2020 has occurred globally, including in Indonesia. Even nationally, it continues to provide support to MSMEs. With 64.19 million MSMEs in Indonesia, dominated by Micro and Small Enterprises, which are very dominant, namely 64.13 million or around 99.92% of the entire business sector, the negative impact on MSMEs was released by Katadata Insight Center (KIC), the majority of MSMEs (82, 9%) felt the negative impact of this pandemic and only a small proportion (5.9%) experienced positive growth.

The results of a survey from several institutions (BPS, Bappenas, and the World Bank) show that in this pandemic, MSMEs who are lucky to be able to access bank credit have difficulty paying off loans, even paying electricity bills, gas and employee salaries is difficult, even to the point of having to lay off workers. work, plus other operational difficulties in the form of difficulties in

obtaining raw materials, difficulties in raising capital, the number of customers that continues to decline, distribution and production are hampered. Government intervention has been carried out by providing a number of stimuli through loan restructuring policies, additional capital assistance, easing in payment of electricity bills, and other financing support. The Covid-19 pandemic has changed the behavior of consumers and the map of business competition that business actors need to anticipate due to activity restrictions. Changes to marketing digitalization, for example by utilizing digital technology with a new competition map based on four business characteristics, namely Hygiene, Low-Touch, Less-Crowd, and Low-Mobility, the key to successful MSMEs in the pandemic era, MSME managers continue to improve product production innovation. and services in accordance with market needs with social entrepreneurship. Government assistance with MSME incentives through the National Economic Recovery (PEN) program in 2020 to 2021, for example, supports MSMEs of Rp. 112.84 trillion for 30 million MSMEs in 2020, in 2021 of Rp. 121.90 trillion, which has succeeded in supporting MSMEs to get support for the business world, especially for the informal sector and MSMEs to survive the impact of the pandemic, in addition to suppressing the decline in the workforce, BPS data as of August 2020, there is the creation of new job opportunities with the addition of 0.76 million people who open businesses and an increase of 4. 55 million informal workers. MSME managers must continue to strive to be on board to digital platforms through the Proudly Made Indonesia National Movement Program (Gernas BBI), with 11.7 million MSMEs on board, the target is 2030, the number of MSMEs go digital is targeted to reach 30 million, MSMEs are encouraged to innovate in exporting through ASEAN Online Sale Day (AOSD) activities in 2020. However, several problems still stand in the way, including MSMEs that are still in the informal sector need to be encouraged to transform into the formal sector, but still have complicated licensing problems with many central and regional regulations or hyper- regulations governing licensing in various sectors that cause disharmony, overlapping, non-operational, and sectoral.

Scope of problem

The author utilizes the data obtained based on primary data from the respondents of SMEs assisted by the West Java Chamber of Commerce in Bandung to obtain response data on the role of managers, labor training, capital investment gathering.

Formulation of the problem

On the basis of what was stated in the identification of the problem above, the formulation of the problem was formulated as to find out:

1. Description of respondents on the role of managers, training of workers, as well as gathering capital investment in MSMEs assisted by the West Java Chamber of Commerce in Bandung
2. An overview of the influence of the manager's role on labor training at the West Java Chamber of Commerce and Industry Development in Bandung
3. An overview of the effect of labor training on the accumulation of capital investment in the West Java Chamber of Commerce Development in Bandung

RESEARCH METHOD

Framework

By narrating the literature study, a framework of thought can now be drawn up, as follows:

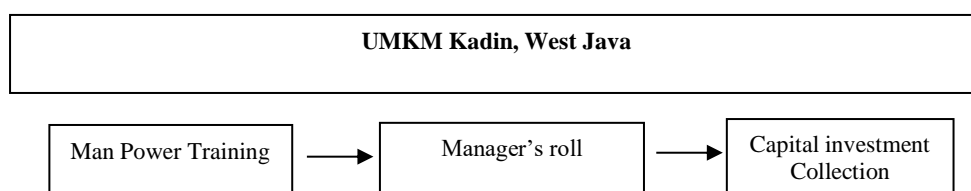


Figure 1. Framework

Hypothesis

Based on the literature study and the framework, hypotheses can be formulated as follows:

H1: The role of managers affects the training of workers

H2 labor training affects the accumulation of capital investme

Implementation Method

Object of research

Questionnaires were distributed to 39 MSMEs assisted by the West Java Chamber of Commerce in Bandung with purposive sampling technique.

Data analysis technique

Research with a quantitative approach through survey methods, through questionnaires in the Lickert scale using primary data, respondent data is processed through tabulation, research uses exogenous variables in the role of managers, while the dependent variable is labor training. And labor training as an independent variable while the endogenous variable is the accumulation of capital investment. The opinion of Sekaran and Bougie (2017: 79), that either positive or negative of endogenous variables, will be determined by exogenous variables. In other words, the existence of an exogenous variable will be accompanied by the emergence of the dependent variable, so that every increase or decrease in the independent variable is always followed up by the exogenous variable. Opinion of Sekaran and Bougie (2017: 77) the dependent variable is a variable whose existence is influenced by other variables, or the main variable on the basis of study materials.

The existing variables can be detailed through operational research variables, namely the main variables, definitions or concepts, dimensions, indicators and measurement scales. Variable operational details as below:

Table 1. Operationalization of Variables

Variable	Concept	Dimention	Indicator	Scale
Peran Manajer (X)	George R. Terry (2012;5) Douglas Mc. Gregor	Limitation qualification Theory X and Y Manager's expectations	Management organizer communicate, need stimulus, leadership, perform tasks-distribute satisfaction Little work anti change, must always be persuaded. Less responsible. Ability to achieve targets Active participation of the workforce	Ordinal Ordinal Ordinal Ordinal Ordinal Ordinal Ordinal Ordinal Ordinal
Pelatihan tenaga kerja (Y)	Ambar Teguh Sulistiyani dan Rosidah (2010;23) Meldona, 2012;54 Henry Simamora	Limitation Training benefits	Develop skills Train skills, knowledge and attitude Correcting performance, updating workforce skills to achieve workforce competence. problem solving resolves technical conditions. promotion workforce cadre.	Ordinal Ordinal Ordinal Ordinal Ordinal Ordinal Ordinal

	Anwar Prabu Mangkunegara (2012;116)	Training indicators	Complete Variety of training Training goal Training materials Training method	Ordinal Ordinal Ordinal
Penghimpunan investasi modal (Z)	Serian Wijatno;2009;159 Zimmerer dalam Serian Wijatno (162-163) Tri Siwi Agustina;58-63)	Capital success Capital requirement The nature of the pawn	Considering offers Prepare a plan Careful forecast Creative and innovative Digital understanding Ability to manage funds There is fixed capital Having working capital There is growing capital Internal capital Pawn From a loan source Take advantage of suppliers partnership	Ordinal Ordinal Ordinal Ordinal Ordinal Ordinal Ordinal Ordinal Ordinal Ordinal Ordinal Ordinal Ordinal Ordinal Ordinal

Data Testing Method

The data were obtained from field research and library research, as for the Lickert scale where the response levels were strongly agree (5), agree (4), doubtful (3), disagree (2), strongly disagree (1)

Descriptive Analysis Test

This analysis test was carried out in order to obtain responses from the survey, with the distribution of questionnaires so that responses were obtained from the West Java Chamber of Commerce and Industry Assisted Enterprises, and utilized the variables of marketing competence, capital investment collection, performance

Data analysis technique

The analysis used has two elements, namely: (1) descriptive analysis through qualitative variables and (2) quantitative analysis with path coefficients, and the determination to measure how much influence exogenous variables have on endogenous variables. The verification method used path analysis. Use of a combination of techniques analysis, is to obtain generalizations that combine the role of managers, training of workers, gathering capital investment. The distribution of the questionnaire to obtain this response consisted of 12 statement items for the manager role variable, 13 for labor training, and 14 for capital investment accumulation.

Hypothesis Test (t Test)

In order to obtain information, the extent of the influence of exogenous variables on endogenous individually (partial).

Coefficient of Determination Test

This determination measures the magnitude of the coefficient which is a value that describes the magnitude of the influence of the independent variable on the dependent variable, where the range is 0 to 1 (0% - 100%), then the values located closer to one, the dependent variable is affected. independent variable will be higher.

RESULTS AND DISCUSSIONS

The Results Achieved

Object of research

The results of this study were carried out with a questionnaire on the recipients of responses from the West Java Chamber of Commerce and Industry in Bandung, through the distribution of samples to 39 respondents.

Descriptive Analysis Test

The research locus was on the West Java Kadin fostered business in Bandung, with a survey that distributed questionnaires in order to obtain information about responses from the West Java Kadin fostered businesses in Bandung, where the variables studied were the role of managers, labor training, capital investment collection.

Data analysis technique :

Descriptive Test:

(Data processed)

Partial t test (X to Y)

Model	Unstandardized Coefficients		Std. Error	Standardized Coefficients		t	Sig.
	B			Beta			
1	(Constant)	46,867	4,664			10,048	0,000
	X.T	0,088	0,103	0,134		0,854	0,398

a. Dependent Variable: Variabel Y

Based on the results of the analysis of the t-test table shows that the variable X has a significance value of $0.398 < 0.05$ and the manager's role variable (X) has no effect on the labor training variable (Y). because $t_{count} < t_{table}$, where $0.854 < 1.68488$

Coeff of Det:

Model Summary

Model	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
				R Square Change	F Change	df1	df2	Sig. F Change	
1	,265 ^a	,070	4,402	,070	3,259	1	43	,078	1,955

a. Predictors: (Constant), Variabel X

b. Dependent Variable: Variabel Y

Based on the table, the R Square value is 0.049, which means that 4.9% of the variation in the Y variable can be explained by the X variation. While the remaining 98.2% is explained by other factors outside the research capital.

Partial t test (Y to Z)

Coefficients

a. Dependent Variable: Variabel Z

Model	Unstandardized Coefficients		Std. Error	Standardized Coefficients	t	Sig.
	B					
1	(Constant)	18,918	5,928		3,191	0,003
	Y.T	0,687	0,116	0,683	5,919	0,000

Based on the results of the analysis of the t-test table shows that the Y variable has a significance value of $0.000 < 0.05$, which means that the workforce training variable (Y) is significant to the accumulation of capital investment (Z), and the workforce training variable (Y) has an effect on the variable. capital investment accumulation (Z) because $t_{count} > t_{table}$, where $5.919 > 1.68488$.

**Coefficient of Determination
Model Summary**

Model R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson	
				R Square Change	F Change	df1	df2	Sig. F Change		
1	,299a	,089	,068	7,973	,089	4,219	1	43	,046	,618

a. Predictors: (Constant), Variabel Y

b. Dependent Variable: Variabel Z

Based on the table, the R Square value is 0.467, which means that 46.7% of the variation in the Z variable can be explained by the Y variation. While the rest, which is 53.3%, is explained by other factors outside the research capital.

CONCLUSION

The conclusion of the research on the influence of marketing competence on the accumulation of capital investment and its implications for performance are as follows: Descriptive data test shows various values, starting from the number of respondents, range, mean, min and max of the manager's role variable (X), labor training (Y) and capital investment collection (Z). From the results of the analysis of the t-test table shows that the manager's role variable (X) is significant to the workforce training variable (Y), but the manager's role variable (X) has no effect on the workforce training variable (Y). While the results of the analysis of the t-test table indicate that the labor training variable (Y) is significant to the capital investment collection variable (Z), and the workforce training variable (Y) has an effect on the capital investment collection variable (Z),

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