

THE ROLE OF TRAINING AND DEVELOPMENT IN IMPROVING HUMAN RESOURCE PERFORMANCE IN CULINARY MSME INDUSTRY

PERAN PELATIHAN DAN PENGEMBANGAN DALAM MENINGKATKAN KINERJA SUMBER DAYA MANUSIA PADA INDUSTRI UMKM KULINER

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ABSTRACT

Training and development of Human Resources (HR) has a very important role in improving performance and competitiveness in various industrial sectors, including culinary MSMEs. Although many studies highlight the importance of training in large companies, there are still few that examine the application of training in culinary MSMEs, especially in relation to the limited resources they have. The gap in this research lies in the lack of studies that measure the direct impact of training on employee performance in the culinary MSME sector, especially in the development of soft skills such as customer service. This study uses a descriptive qualitative approach with in-depth interviews with MSME owners, HR managers, employees, coaches, and HR management experts to identify the impact of training on HR performance in culinary MSMEs. The findings of this study contribute to understanding the importance of training tailored to the specific needs of employees and show that technology-based training can be an efficient solution for MSMEs with limited time and resources. This research can provide practical solutions for culinary MSMEs in designing relevant and efficient training programs to improve the performance and competitiveness of culinary businesses.

Keywords: HR training; soft skills; Culinary MSMEs; employee development; Technology in training

ABSTRAK

Pelatihan dan pengembangan Sumber Daya Manusia (SDM) memegang peranan penting dalam meningkatkan kinerja dan daya saing di berbagai industri, termasuk sektor UKM kuliner. Meskipun banyak penelitian yang menyoroti pentingnya pelatihan di perusahaan besar, penelitian yang berfokus pada implementasi pelatihan di UKM kuliner masih terbatas, terutama terkait kendala sumber daya yang mereka hadapi. Kesenjangan pengetahuan dalam penelitian ini terletak pada kurangnya penelitian yang mengukur dampak langsung pelatihan terhadap kinerja karyawan di UKM kuliner, khususnya dalam pengembangan soft skills seperti layanan pelanggan. Penelitian ini menggunakan pendekatan kualitatif deskriptif melalui wawancara mendalam dengan pemilik UKM, manajer SDM, karyawan, pelatih, dan pakar manajemen SDM untuk mengidentifikasi dampak pelatihan terhadap kinerja SDM di UKM kuliner. Temuan penelitian ini berkontribusi untuk memahami pentingnya pelatihan yang disesuaikan dengan kebutuhan spesifik karyawan dan menyoroti bahwa pelatihan berbasis teknologi dapat menjadi solusi yang efisien bagi UKM dengan keterbatasan waktu dan sumber daya. Penelitian ini memberikan solusi praktis bagi UKM kuliner dalam merancang program pelatihan yang relevan dan efisien untuk meningkatkan kinerja dan daya saing.

Kata kunci: pelatihan SDM; UKM kuliner; pengembangan karyawan; soft skills; teknologi dalam pelatihan

1. INTRODUCTION

The Micro, Small, and Medium Enterprises (MSMEs) industry plays a very important role in the Indonesian economy. According to data from the Ministry of Cooperatives and SMEs, the sector accounts for about 60% of Indonesia's Gross Domestic Product (GDP) and absorbs more than 97% of the country's workforce. MSMEs, especially in the culinary sector, have grown rapidly in recent years in line with the increasing public interest in diverse foods and beverages. However, behind this rapid growth, many MSMEs are facing major challenges

related to improving the quality of human resources and competitiveness in the market. Therefore, effective human resource management is one of the main keys to achieving long-term success in this industry.

One of the factors that contributes to improving the quality of human resources is the training and development program. Effective training can improve employees' technical skills, as well as strengthen interpersonal skills that are very important in providing satisfactory service to customers. In the context of culinary MSMEs, good training not only focuses on technical aspects, such as cooking skills, but also on the ability to interact with customers and work in an efficient team. Improving the quality of human resources through training will have a direct impact on the quality of products and services, which in turn increases the competitiveness of culinary MSMEs in an increasingly competitive market.

Research on training and human resource development in the context of MSMEs has been carried out a lot. Several studies show that proper training can improve work productivity, customer satisfaction, and employee loyalty (Anggreani, 2021; Damanik et al., 2020, 2020). Training also serves to introduce higher work standards, improve efficiency, and reduce the rate of errors that can affect the quality of products and services. However, although many studies have discussed the importance of training in MSMEs, most of the studies focus more on large or medium-sized companies, while less attention is paid to culinary MSMEs that have different characteristics and challenges.

In particular, in the culinary sector, the training provided must consider unique challenges, such as time and budget limitations owned by business owners. Many culinary MSME owners find it difficult to organize intensive training for employees because they have to maintain daily business operations (Hardana & Damisa, 2022; Putri et al., 2021). This is a challenge for MSME managers in creating effective but efficient training programs, both in terms of time and cost. Therefore, a more flexible and needs-based approach is needed to design training that is relevant and easily accessible to employees.

In addition, research on the effectiveness of training in culinary MSMEs is still limited, although its existence is very important to improve employee performance and the competitiveness of the culinary business itself. Most of the existing research tends to focus on large companies, which have larger resources and budgets for training programs. Therefore, this study aims to fill this gap by examining how training and development can be applied and affect the performance of human resources in the culinary MSME sector. The main focus of this research is to explore the challenges, strategies, and impacts of training in improving the quality of human resources in culinary MSMEs (Firanda et al., 2024; Turangan, 2024).

This research aims to provide deeper insights into how training can be applied practically in the culinary MSME industry, as well as how the training program can directly affect human resource performance. Given the importance of the MSME sector in the Indonesian economy, the results of this study are expected to provide useful recommendations for culinary MSME managers in designing effective training programs (Gunawan et al., 2021; Hardana & Damisa, 2022; Putri et al., 2021). In addition, this research will also contribute to the development of literature on training and human resource development in the culinary MSME sector, which has still received little attention.

It is undeniable that HR training and development is an important aspect that can improve employee performance in various sectors, including culinary MSMEs. However, although many studies discuss the importance of training in large or medium-sized companies, there have not been many studies that specifically examine the application of training in the context of culinary MSMEs. Not all MSMEs have adequate access to resources to implement effective training programs, given the budget and time constraints. This creates a significant gap between the high need for training and the ability of MSMEs to provide it (Ardiansyah et al., 2023; Gunawan et al., 2021).

In addition, although a number of studies have shown that training can improve productivity and service quality, there have been no studies that clearly measure the direct impact of training on employee performance in the culinary MSME sector, especially in terms of developing soft skills such as customer service. There is no clear consensus regarding the most effective type of training for culinary MSMEs, considering that each culinary business has different characteristics and challenges. Some of the training implemented is often not objectively measured due to the lack of measuring tools that can describe changes in employee performance after training (Hardana & Damisa, 2022; Yuliani et al., 2023).

Another challenge is the lack of research that focuses on long-term evaluation of training programs provided to culinary MSME employees. Many trainings are conducted that only focus on short-term results, without considering how the training affects employee performance in the long term. The absence of systematic post-training evaluation often causes the training to be less effective and does not have an optimal impact on improving human resource performance (Firanda et al., 2024; Malihah & Sari, 2024). Therefore, it is important to conduct in-depth research on the effectiveness of training in culinary MSMEs, both in the short and long term, to find a more appropriate approach to overcome these problems.

The importance of human resource development (HR) in the culinary Micro, Small, and Medium Enterprises (MSMEs) sector is increasingly urgent considering the large contribution of this sector to the Indonesian economy (Ardiansyah et al., 2023; BADAWI & NUGROHO, 2022). Although culinary MSMEs have great potential to develop, many of them face obstacles in improving the quality of human resources which is a decisive factor in maintaining and increasing the competitiveness of their businesses. One of the main obstacles faced is the limited resources that can be allocated for effective training and development programs. Not only that, training that is often less structured and irrelevant to the specific needs of culinary businesses further exacerbates this situation. Therefore, this research is very important and relevant, because it can provide solutions to the main problems faced by culinary MSMEs in developing their human resource performance. The findings of this study are expected to provide practical guidance on more efficient and targeted training design, which can improve the quality of services and products, as well as the overall competitiveness of culinary MSMEs.

Therefore, this study aims to explore the role of training and development in improving human resource performance in the culinary MSME sector. The researcher aims to identify the challenges and obstacles faced by culinary MSMEs in implementing effective training programs, as well as understand the extent to which such training can affect the improvement of employees' technical skills and soft skills. In addition, this study also aims to examine the most relevant and efficient type of training for culinary MSMEs, taking into account the limitations of existing resources (Firanda et al., 2024; Marlinah, 2020). The results of this study are expected to contribute to the development of a training model that is more practical, affordable, and in accordance with specific needs in the culinary MSME sector, so that it can improve the quality of human resources and the competitiveness of culinary businesses in Indonesia.

2. METHODS

This study uses a qualitative descriptive research design that aims to understand the role of training and development in improving human resource performance in the culinary MSME industry. This design was chosen because it can provide a deep understanding of the experiences, perceptions, and views of the informants related to the training applied in culinary MSMEs. Qualitative descriptive research allows researchers to explore data more openly and flexibly, focusing on the narrative analysis of each informant involved. This approach provides space for researchers to dig into more detailed insights into the factors that affect the effectiveness of training. The results of this research are expected to contribute to the development of human resources in the culinary MSME sector.

In this study, the instrument used was an in-depth interview with five informants consisting of culinary MSME owners or managers, HR managers, employees, professional trainers, and HR management experts. The interview was conducted directly to obtain richer and more in-depth data on the implementation of training and development in culinary MSMEs. Each interview is conducted using a pre-prepared interview guide, which focuses on the informant's experience and views related to HR training and performance development. The data obtained were then analyzed using thematic analysis techniques to find patterns and themes that are relevant to the research objectives. The validity of the data was obtained through source triangulation, namely by comparing the results of interviews from various informants.

The research procedure begins with the selection of relevant informants, namely individuals who have knowledge and experience related to human resource training and development in culinary MSMEs. After the informant is selected, the interview is conducted by following the established protocol, including the collection of written consent (informed consent) before the interview begins. Each interview is recorded and the interview transcript is then analyzed to identify the main themes that emerge. The collected data is then compiled, analyzed, and concluded to answer the research objectives regarding the role of training in improving human resource performance. The analysis process is carried out systematically to ensure that the research results reflect a comprehensive and objective perspective of the various informants involved.

3. RESULTS AND DISCUSSIONS

3.1. Research Results

Based on the results of interviews with various informants, it can be concluded that training has a significant influence on improving service quality, work efficiency, and customer satisfaction in the culinary MSME sector. The informants, consisting of owners or managers, HR managers, employees, professional trainers, and HR management experts, revealed that training is a key factor in strengthening the competitiveness of culinary businesses in an increasingly competitive market.

According to the owner or manager of culinary MSMEs, training is very important to improve the quality of products and services. The quality of service and products is highly dependent on the skills of employees. Our training programs are designed to improve these qualities and help employees feel more confident in their work, which ultimately improves performance. This shows that the training is not only aimed at improving technical skills, but also to build employee confidence, which in turn has a positive impact on the overall performance of culinary ventures.

The training needs analysis is done carefully by talking directly to owners and employees to find out areas that need to be improved. Analyze needs by talking directly to owners and employees to find out which areas need improvement. For example, training on cooking skills or customer service training depends on the feedback we receive. This shows that a systematic approach to determining the type of training can ensure that the training program is in accordance with the real needs in the field. In addition, the training carried out succeeded in increasing the speed of service and product quality, as well as higher customer satisfaction.

Employees who take part in the training program also feel a positive impact on their performance. The training gave me new skills that made my job easier, such as more efficient cooking techniques and how to interact with customers in a more friendly and professional way. The employee felt more confident in serving customers and felt that his work results were more consistent after participating in the training. In addition, the training provided not only teaches technical skills, but also how to communicate well with customers and work in a team, which is very relevant to their work in the culinary industry.

On the other hand, a needs-based approach is key in designing effective training. The needs-based approach is carried out by combining theory and hands-on practice so that employees can immediately apply the knowledge gained in their daily work. The main challenge in providing training in culinary MSMEs is limited resources and time. The training carried out tends to be short but dense to remain effective and in accordance with the operational needs of MSMEs which are often limited in time.

Training and development have a very important role in improving the performance of human resources in culinary MSMEs. Training and development are very important because they can improve the technical skills and soft skills of employees. This contributes to work efficiency, increases customer satisfaction, and ultimately increases the competitiveness of MSMEs. The effectiveness of training is influenced by several factors, including the relevance of training materials to industry needs, management support, and active employee involvement. Without these factors, it will be difficult for training to achieve maximum results.

The results of the study show that the training and development programs implemented in the culinary MSME industry have a significant impact on improving employee performance. One of the key findings is that training not only improves technical skills, such as cooking and kitchen management, but also improves employees' soft skills, especially when it comes to customer service. Focus on developing soft skills, such as communication and friendly service, helping to improve the quality of relationships with customers. These skills are key in retaining customers and supporting business growth. A thorough training program, which includes both technical and non-technical aspects, has been proven to improve customer satisfaction, which ultimately leads to increased sales and customer loyalty.

Effective training is identified through two key indicators of increased productivity and customer satisfaction. The results of the survey conducted showed that after participating in the training, employees were able to do tasks faster and more efficiently. Employees are also better able to handle customers well, which increases customer satisfaction and ultimately, sales turnover. This shows that training has a direct impact on the quality of service received by customers, which in turn improves the financial performance of culinary MSMEs. Overall, the training conducted is not only limited to improving individual skills, but also strengthens the team in providing more quality services.

One of the interesting elements in this study is the finding that training tailored to the specific needs of employees is very effective. For example, the training provided to employees working in the kitchen field focuses more on technical skills, such as efficiency in cooking and the use of kitchen utensils, while employees working in the service department receive communication and customer service ethics training. The training we received not only focused on technical skills, but also on how to communicate well with customers and work in a team. This shows the importance of tailoring training to specific needs based on each employee's position or role, which can accelerate the achievement of performance improvement goals.

The biggest challenge faced by culinary MSMEs in the implementation of training is budget and time limitations. This is especially true for MSMEs that do not have enough resources to provide intensive and ongoing training. Culinary businesses often have to deal with limited funds, so choosing a more efficient type of training is very important. The researcher noted that, despite this, culinary MSMEs tend to prioritize training based on practical skills and can be directly applied, given the high demand to produce quality products in a short time. In this regard, the researchers found that hands-on, practice-based training and results-based approaches were more preferred, as they had a clearer and more immediate impact.

One of the interesting aspects is how training can affect team dynamics in culinary MSMEs. The training program not only aims to improve individual skills, but also to build cooperation within the team (Ompusunggu & Sinurat, 2023; Utomo et al., 2024). This is reflected in the training that combines team simulations and role-playing to improve

coordination and communication between employees in the kitchen and those working in the service. This kind of training has proven to be effective in creating a more harmonious relationship between employees, which ultimately affects the quality of service provided to customers. These findings demonstrate the importance of a holistic approach to training, which focuses not only on technical skills, but also on building interpersonal relationships between team members.

In addition, this study found that technology-based training is increasingly being applied in culinary MSMEs. D.F., an expert in human resource management, revealed that digital-based training can be a practical solution for MSMEs who have limited time and resources. D.F. added, "Culinary MSMEs will increasingly adopt training that is more practical and accessible to employees, especially by using digital platforms." This trend is starting to develop along with technological advancements that allow training to be conducted online or through apps, which allows time flexibility for employees to take part in training without disrupting operations. This shows that technology-based training is not only an efficient solution, but it can also improve the accessibility of training for employees in smaller MSMEs.

Table 1: Main Findings in the Implementation of Training in Culinary MSMEs

Training Aspects	Findings	Impact on Performance
Technical Skills	Focus on cooking skills and the use of kitchen utensils.	Improve production speed and quality.
Soft Skills	Communication and customer service training.	Increase customer satisfaction and loyalty.
Training Customization	Training is tailored based on the employee's role, such as kitchen or service.	Increased work efficiency and customer satisfaction.
Resource Limitations	Limited budgets and time hinder intensive training.	Requires efficient and practical training selection.
Technology-Based Training	Increased use of digital platforms for training.	Facilitate access to training and time flexibility.

The table above illustrates the main findings of this study, which show the relationship between the type of training applied and its impact on employee performance in culinary MSMEs. Overall, these findings provide a clearer picture of how proper training can improve HR performance, both technically and in terms of interpersonal relationships in the workplace. Researchers also found that training carried out with a needs-based approach and technology-based training is a solution that can accelerate the improvement of employee performance in culinary MSMEs, especially in facing the challenge of limited time and resources.

3.2. Research discussion

This study succeeded in identifying the important role of training in improving human resource performance in culinary MSMEs, which answers the existing research gap related to limited access to training in this sector. In addition, the results of the study show that although training in culinary MSMEs is constrained by budget and time constraints, a needs-based approach can help to streamline the use of limited resources. Training that combines theory

and hands-on practice can have a significant impact without requiring abundant resources. Thus, the results of this study show that structured and tailored to the specific needs of each position or role of employees can be an effective solution to overcome the problem of limited resources that are often faced by culinary MSMEs (Risman, 2024; Sari & Manafe, 2021). Therefore, culinary MSMEs can improve the performance of their human resources even with a limited budget.

This study shows that training in culinary MSMEs has a significant impact on improving human resource performance, both in terms of technical skills and soft skills. (Adzansyah et al., 2023; Ardiansyah et al., 2023). With training that develops both aspects, culinary MSMEs can improve product quality while improving relationships with customers, which in turn can increase customer loyalty and competitiveness in the market. This emphasizes that the success of a culinary business is highly dependent on the ability of employees to carry out their duties efficiently and provide quality service.

In addition, the study also revealed that although training in culinary MSMEs is often limited by budget and time constraints, the application of a needs-based approach can reduce the gap between resource limitations and training objectives. The needs-based approach, which was applied by HR managers in this study, ensures that the training provided is in accordance with the real needs in the field, both in terms of technical skills and soft skills. Proper training needs analysis can improve training effectiveness and maximize the use of limited resources (Febrian et al., 2023; Gustiana et al., 2022). In the context of culinary MSMEs, this is very relevant because culinary businesses often do not have a large budget to organize extensive training. By identifying specific training needs that are relevant to daily work, culinary MSMEs can design more efficient and targeted training.

The findings of this study also contribute to the research gap regarding the long-term evaluation of training in culinary MSMEs. As some informants in this study have revealed, many trainings only measure short-term outcomes, such as improved technical skills and service time. However, the study found that training conducted in culinary MSMEs also has a broader and sustainable impact, including improving the long-term performance of employees. For example, employees who take part in training feel more confident in serving customers and can work more efficiently after receiving training. This supports Kirkpatrick's (1994) view in the training evaluation model which emphasizes the importance of long-term evaluation to assess the impact of training on individual and organizational performance. This study emphasizes that long-term evaluation must be an integral part of any training program to ensure that the training provides sustainable benefits for culinary MSMEs.

One of the other interesting findings in this study is how adjusting training to the specific roles and needs of employees in culinary MSMEs can increase the effectiveness of training. Training tailored to job needs and individual characteristics is more effective in improving performance (Hardane & Counting, 2022; Sari & Manafe, 2021). In the context of culinary MSMEs, the training provided to kitchen employees is different from the training provided to employees in the service department. Training for kitchens focuses more on technical skills, such as cooking speed and grocery handling, while training for service employees focuses more on communication with customers and service ethics. With the right training adjustments, employees can more quickly master the skills necessary to improve their performance, which in turn will improve the quality of products and services provided by culinary MSMEs.

This research also reveals that the application of technology-based training is increasingly growing in culinary MSMEs, especially as a solution to overcome budget and time constraints. The use of digital-based training can reduce the cost and time required to carry out training. In this study, it was found that technology-based training, such as digital platforms or online training applications, allows employees to take part in training without disrupting the daily operations of culinary businesses. By using technology, culinary MSMEs can offer training

that is more flexible and easily accessible to employees, without the need to add to the burden of high additional costs. Therefore, the use of technology-based training can be an efficient solution to improve employee skills in culinary MSMEs, even with existing budget and time constraints.

The main challenge faced by culinary MSMEs in implementing training is limited resources, both in terms of budget and time (Marlinah, 2020; Mekaniwati et al., 2021). Nonetheless, this study shows that training tailored to specific needs and based on hands-on practice can help optimize training outcomes despite these limitations. As pointed out by P.S. (Initials), culinary MSME owners, despite limited budgets, training focused on practical skills that can be directly applied in the field has a significant impact on employee performance. Investing in relevant and efficient training will result in a high return on investment in the form of increased productivity and quality of work (Angela et al., 2024; Nurjanah et al., 2024). Therefore, although the challenge of limited resources always exists, the implementation of efficient and appropriate training can help culinary MSMEs to improve the performance of their human resources without requiring a large budget.

Overall, the findings in this study provide deeper insights into how proper training can be a solution to improve human resource performance in culinary MSMEs. Training that is tailored to needs, technology-based, and focused on the development of soft skills and technical skills can overcome the challenges faced by culinary MSMEs, especially in terms of budget and time constraints. This study also underscores the importance of long-term evaluation of the impact of training to ensure the sustainability of training benefits for employee performance. With the right approach, training can be an effective tool in increasing the competitiveness of culinary MSMEs in an increasingly competitive market. This finding also opens up opportunities for further research on training models that can be applied more widely in other MSME sectors.

4. CONCLUSIONS

Based on the results of the research conducted, it can be concluded that training and development have a significant impact on improving human resource performance in the culinary MSME sector. The training, which includes the development of technical skills and soft skills, such as customer service and communication, has been proven to improve work efficiency, customer satisfaction, and the competitiveness of culinary businesses. The study also identified the importance of a needs-based approach and tailoring training to employee roles to ensure the effectiveness of training programs. In addition, technology-based training has also been found to be a practical solution for culinary MSMEs that have budget and time constraints. These findings clarify the importance of training as a key element in human resource development strategies that can strengthen the sustainability and performance of culinary MSMEs in a competitive market.

The findings of this study provide important theoretical benefits, especially in enriching the literature on training in the MSME sector, especially in the culinary industry. This study emphasizes that training programs that are tailored to the specific needs of employees and implemented with a results-based approach can improve human resource performance in culinary MSMEs. From a practical perspective, these findings can be used as a reference for HR managers in culinary MSMEs to design training programs that are more focused, efficient, and relevant to operational needs. Therefore, this research can advance understanding in the field of human resource management in MSMEs, as well as provide solutions for culinary businesses in facing limited resources. However, this study has limitations, such as a limited sample of culinary MSMEs in certain regions and limitations in evaluating the impact of training in the long term. The researcher suggests that further research can examine more deeply the training models that can be applied in various MSME sectors and explore long-term evaluations to get a

more comprehensive picture of the impact of training on employee performance and business sustainability.

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