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The Influence of Motivation and Training Entrepreneurship on the Performance of SME Entrepreneurs Modulated by Organizational Culture

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ABSTRACT

This research aims to determine the relationship between motivation, entrepreneurship training and performance, as well as organizational culture as a moderator variable. Respondents numbered 113 SMEs, former TKI who had received entrepreneurship training from the Manpower Service. Primary data was collected using a questionnaire and processed using PLS model path analysis assisted by the SmartPLS 3.0 program. The research results are as follows: (1) Motivation has no effect on performance; (2) Entrepreneurship training influences performance; (3) organizational culture influences performance; (4) organizational culture as a moderating predictor variable has a significant effect on performance but is unable to moderate the influence of motivation and entrepreneurship training on the performance of SME entrepreneurs. The impact of entrepreneurship motivation and training may vary depending on other factors, such as stakeholder interests and local culture. These last two variables could be opportunities for further research

Keywords: Entrepreneurship Training, Ex TKI, Motivation, Organizational Culture, Performance

1. INTRODUCTION

One of the training programs that is always carried out every year by the Department of Manpower and Transmigration (Disnakertrans) is entrepreneurship management training..(Gubernur Jawa Timur, n.d.) The material that is always given in every training is entrepreneurship management. This training aims to increase productivity and develop the potential of participants in the economic field. Entrepreneurial management is the management of all company resources to maintain business continuity by using a process of creativity and innovation to empower all resources to create added value for products or services..(Kurniawan P Utomo; et all, 2021) (Sholeh et al., 2021). Entrepreneurship management training teaches SMEs to read business opportunities. Material will be taught on how to make plans, starting from marketing management, production management, and financial management, the material capacity of which is adjusted to the needs of SMEs. Idris et al. (2020) present research that is pertinent and demonstrates the value of training in enhancing performance . (Kahar et al., 2022). (Younas et al., 2022). Training design involves creating an effective training program that meets the specific needs of the organization and its employees. (Mahardika & Luturlean, 2020)

The initial study found obstacles during entrepreneurship training: (a) Becoming an entrepreneur was not seen as the main choice in the profession. (b) diverse motivations of the participants; (c) differences in educational background, reasoning power, interests, and talents; (c) trainer competency factors, especially those related to class management skills; (d) infrastructure, learning resources, and environmental factors; (e) knowledge about entrepreneurial management is still diverse. This data can be seen from the answers of the training participants when given a pre-test before the material is given. In several meetings, only 5% of the participants could answer the questions correctly. The rest have not been able to answer or are in doubt.

Indonesian employees (TKI) who have previously worked abroad as housekeepers, drivers, babysitters, or in other occupations and have since returned to Indonesia without having had their employment contracts extended. Most of these ex-TKI have worked abroad for at least five years on average. When they returned to Indonesia, they were still undecided about starting their own business or looking for work. For these previous TKIs to be independent, The Manpower and Transmigration Office can enable these ex-TKIs to use their abilities and experiences gained abroad to launch prosperous businesses by giving them the necessary direction, assistance, and education.

Their motivation to work is another aspect that may be contributing to SMEs' poor performance. (Astuti & Amalia, 2022). (Machmud & Sidharta, 2016). (Pouw & Ibrahim, 2022). Organizational culture is another factor that can contribute to SMEs' poor performance. Dewi & Wibowo (2020) assert that organizational culture influences worker performance both directly and indirectly. Numerous researchers have stated their findings in support of the moderation of organizational culture in the relationship between training and employee performance. Sapitri & Pancasasti (2022), (Saputri et al., 2020) findings are also pertinent to this study. Rijanti et al. (2021). According to Astono et al. (2020), organizational culture directly influences both work motivation and work discipline, which in turn moderates their positive effects on the relationship between the two and performance. (Agyare et al., 2019)

Training has a direct impact on performance, according to research (Subari & Riady, 2015), but motivation does not have a significant direct impact on performance. The non-job training compensation variable and other variables, particularly motivational variables, which are thought to be the cause of decreased employee performance, are examined in research by Christy et al. (2020). While Astono et al. (2020) and Haedar et al. (2021) did not compare compensation with motivational factors. If the conditions of the object are equated with SME entrepreneurs, motivation alone with the dependent variable and moderation the same as in this study is only sufficient for the independent variable; this is considered inappropriate because the issue of income or salary for SME entrepreneurs is obtained from the results of their own business.

This research is different from previous research because previously it had never been shown how training and motivation affect performance, with the moderating variable being the organizational culture of former TKI UKM entrepreneurs. This study aims to fill this gap by examining the relationship between training, motivation, and performance while considering the influence of organizational culture as a moderating variable and including former migrant workers as respondents. This study provides a unique perspective on the factors that contribute to the success of ex-migrant SME entrepreneurs.

Researchers plan to conduct research using organizational culture as a moderating variable, performance as the dependent variable, and entrepreneurial training and motivation as independent variables. By examining the relationship between entrepreneurial performance, training, and motivation, the researchers aim to provide valuable insights into the factors that contribute to the success of SME entrepreneurs

2. THEORITICAL REVIEW

Entrepreneurship education builds and transfers entrepreneurial knowledge that focuses on experiential learning and develops structured competencies, skills, talents, entrepreneurial values, which refers to the mental concepts and awareness used by individuals during the process of starting and developing their business (Iwu et al., 2021). (Ganefri et al., 2020). However, entrepreneurship education includes entrepreneurship training, which is completed in a shorter amount of time. (Ratten & Usmanij, 2021).

Training is a planned process to modify knowledge, skills, attitudes, or behavior through learning experiences. The goal is to achieve effective performance in each activity. Job-related, training aims to develop individual capabilities and to meet the current and future needs of the organization's workforce. (Sitzmann & Weinhardt, 2018). To achieve this goal, the training seeks to provide the knowledge, skills, and attitudes needed to perform work-related tasks. This aims to directly improve job performance (Alharthy & Marni, 2020). Thus, entrepreneurship training is a program provided by leaders or agencies to the workforce to improve employee performance and abilities with entrepreneurial values and ways of thinking that will support the goals and expectations of the agency.

Entrepreneurship training can be interpreted as a planned process to modify attitudes or behavior knowledge, skills through entrepreneurial learning experiences. The aim is to achieve effective performance in each activity of various activities with the mindset of an entrepreneur, namely creative and innovative. (Al-Awlaqi et al., 2021). A good entrepreneurship training program will be able to increase entrepreneurial knowledge, skills and competencies. Entrepreneurship influences people to create innovative businesses and improve their standard of living (Aizuddin & Adam, 2021)

The social benefits resulting from entrepreneurship training include: developing interactions, creating communication networks, developing personal growth, while the economic benefits resulting from entrepreneurship training include: increasing productivity, getting a new job. (Zhao et al., 2022)(Agu et al., 2021) The basic ability of entrepreneurship is to find the right opportunities for business and develop them properly. The first ability that an entrepreneur must have is to think creatively. (Prahestiwi et al., 2021). Entrepreneurial competence is not only relevant for those who aspire to pursue their own future business ventures; they are also increasingly being recognized as essential job skills in navigating the world of work (Montes-Martínez, 2020). According to (Sitzmann & Weinhardt, 2015) there are five steps in the training process, including: (1) Analyzing training needs; (2) Designing

the entire training program' (3) Developing, compiling and producing training materials; (4) Implement or implement a training program; (5) Assess or evaluate the effectiveness of the material.

According to Maslow, motivation results from an individual's efforts to meet five fundamental needs: physiology, safety, sociability, esteem, and self-actualization. Maslow contends that these needs can lead to internal pressures that have an impact on behavior. (Maslow, 2017). Motivation has a major impact on organizations, because motivation is closely related to job satisfaction, and competence and rewards in an organization. According to ancient and contemporary philosophies, motivation has four main conceptual areas namely Maslow's Hierarchy of Needs, Herzberg's Motivation/Hygiene Theory, McGregor's X-Y Theory, and McClelland's Need for Achievement Theory. According to Maslow, unsatisfied needs have a hierarchy that stops us from being motivated by area needs until all lower level needs have been met. (Farage et al., 2012). Frederick Herzberg asserts that "hygiene" and "motivation" are the two elements that make up employee satisfaction. Employer hygiene variables like pay and supervision can lower employee unhappiness. When employees are driven by things like achievement and recognition, they are more devoted, productive, and innovative. (Gawel, 1997)(Malik & Naem, 2013).

When employees are motivated efforts are made to boost their excitement, encourage them to work hard, and inspire them to use all of their skills to help the organization or company reach its goals (Farhah et al., 2020). These components are: (1) high personal responsibility; (2) the courage to take risks; (3) realistic goals; (4) a comprehensive plan; (5) take advantage of feedback; and (6) looking for opportunities to realize plans. Increased employee knowledge of the company, regular evaluations, the practice of carrying out tasks in accordance with SOP, opportunities for employees to actively participate in improving work performance, encouragement to improve cooperation and communication, encouragement to be able to work in groups, and support for facilities and resources are all ways to measure motivation

The set of values, beliefs, norms, and behaviors that distinguish an organization is referred to as organizational culture. Organizational culture also includes the way individuals connect, collaborate, and perceive themselves and the companies they work for. (Beswick et al., 2015). Organizational culture can provide a different identity and direction for the organization, this can have an impact on employee motivation, engagement, productivity and job satisfaction. Understanding and maintaining corporate culture can help create a healthy, cohesive and supportive work environment (Dyer, 2018)..

The elements of organizational culture according to (Dyer, 2018).are: (1) values and beliefs; (2) norms and rules; (3) communication; (4) leadership style; (5) fairness and ethics; (6) collaboration and work team goals; (7) innovation and adaptation. Each characteristic of organizational culture has a range from low to high, therefore, a picture of a diverse organizational culture is obtained by evaluating the organization based on the following seven criteria: (1) giving members of the organization a sense of identity, so they can understand the vision and goals of the organization as well as being an important part of it; (2) encouraging and strengthening adherence to the organization's mission; (3) directing organizational actors to fulfill their obligations and responsibilities effectively and efficiently; (4) help redesign the management control system; (5) assist management in developing an executive management and staff compensation system plan; and (6) manage organizational culture well.

Research findings on simpler indicators for future research development are derived from several indicators that are sufficiently described, including: (1) innovation and risk taking; (2) attention; (3) result orientation; (4) people orientation; (5) team orientation; (6) aggressiveness; and (7) stability. Considering that the following characteristics of the internal organizational culture may also be employed as measuring indicators: locus control, malleability, future orientation, proactivity/reactivity, responsibility seeking, participation, and commitment to others (Muis et al., 2018)

Employee performance, which is measured by an individual's level of accomplishment, productivity, and effectiveness while carrying out their duties, has an impact on the goals and overall success of the business. A worker's performance, according to (Dyer, 2018), consists of their capacity to meet and exceed performance targets as well as the quantity, quality, and timeliness of the work they produce.

A number of factors, such as (1) ability; (2) motivation; (3) people; and (4) organizational environment, have an impact on employee performance. The signs include the following: (1) quantity of output; (2) quality of output; (3) time frame of output; (4) employee attendance rate; (5) form; and (6) collaboration quality. Regular feedback and coaching, offering opportunities for skill development and training, and creating a positive work environment that fosters collaboration and recognition are crucial for improving employee performance. For SME entrepreneurs, performance evaluation was used in this study. An evaluation method known as a performance assessment requires students to demonstrate the desired criteria. (Arvey & Murphy, 1998).

Performance-based assessment requires participant to demonstrate knowledge, skills and strategies by creating answers or products. Also performance based assessment requires students to use higher order thinking skills, such as

problem solving and decision making skills. Performance assessment techniques can be carried out starting from planning, processing during work treatment, and when work results are obtained (Uno and Koni, 2012). Performance assessment is a procedure of using tasks that aims to find out how well students have learned and requires students to actively carry out complex and significant tasks and use relevant knowledge and skills to solve problems. (Lucas, 1971) (Majali et al., 2022).

Performance of SMEs is the level of achievement of UKM in a certain period of time. The performance of SMEs can be seen from the marketing performance that has been carried out. So marketing performance is an important element of SME performance in general and is an implementation of the strategy. Measure in determining the performance of micro-businesses using performance indicators, namely sales value, profit, business asset value, family asset value, credit, family living expenses, and family savings (Sakib et al., 2022) (Singh et al., 2022)

By considering the background of the problem and the theoretical studies presented, the following hypotheses are proposed:

H₁: Training has a significant effect on the performance of SMEs at the Manpower and Transmigration Office.

H₂: Motivation has a significant effect on the performance of SMEs at the Manpower and Transmigration Office.

H₃: Organizational culture has a significant effect on the performance of SMEs at the Manpower and Transmigration Office.

H₄: Organizational culture moderates the effect of compensation on the performance of SMEs at the Manpower and Transmigration Office. .

H₅: Organizational culture moderates the effect of motivation on the performance of SMEs in the Manpower and Transmigration Office.

3. RESEARCH METHODS

Associative type is used in this research method because it has the following properties: (1) symmetry; (2) causal relationship; and (3) reciprocity (Salkind, 2013). The associative type is being used in this study to investigate how employee performance quality is impacted by training, organizational culture, and motivation. The Tulungagung Manpower and Transmigration Office was the site of this study in 2022. The primary data types that were processed were quantitative data, and supporting data in the form of preliminary observations and interviews were used to describe the initial challenges in formulating the variables examined in the study. The study aimed to gain a comprehensive understanding of the factors influencing employee performance quality. By utilizing the associative type, the researchers were able to analyze the relationships between compensation, organizational culture, motivation, and employee performance. The use of quantitative data as the primary data type allowed for a rigorous analysis, while preliminary observations and interviews provided valuable insights into the initial challenges faced in defining and measuring the variables under investigation. (Brewer et al., 2000)

The primary source of data for this study comes from SMEs, formerly employed Indonesians who have been fostered for at least a year and received training from the Manpower and Transmigration Office. There could be as many as 113 SMEs, but the study's focus was on 62 individuals who fit the bill and served as research samples. It is assumed that the performance progress of UKM actors who have been receiving work guidance from the Manpower Office for at least three years is known when using the sample criteria. The Manpower and Transmigration Office already monitors how the effectiveness of the implemented programs will be determined by the performance of UKM actors.

Motivation Indicators are (1) high personal responsibility; (2) courage to take risks; (3) realistic goals; (4) comprehensive plan; (5) utilize feedback; and (6) looking for opportunities to realize the plan. (Farhah et al., 2020). Entrepreneurship training indicators are (1) Analyzing training needs; (2) Designing the overall training program; (3) Developing, compiling and producing training materials; (4) Implement or carry out training programs; (5) Assess or evaluate the effectiveness of the material Sitzmann & Weinhardt, 2015). Organizational culture indicators are: (1) values, beliefs, norms and rules; (2) communication; (3) leadership style, justice and ethics; (4) goals of collaboration, team work, innovation and adaptation. (Dyer, 2018). Performance indicators are (1) sales value; (2) profit; (3) value of business assets, (4) product quality; (5) product lifespan; (6) employee attendance level; (7) form and quality of collaboration. Arvey & Murphy, 1998) (Sakib et al., 2022) (Singh et al., 2022)

The Partial Least squares (PLS) model of path analysis was used to process the data with the aid of the SmartPLS 3.0 program and a bootstrapping data analysis methodology (Brewer et al., 2000) (Mateos-Aparicio, 2011) (Hair et al., 2016). It is multivariate nonparametric, meaning that it ignores normal data in the study because the sample used only includes a subset of the population that meets certain criteria in line with the study's goals. The linear relationship

between one exogenous variable and an endogenous variable is disrupted by the moderation model, which is used in the latent construct design. This confounding factor has the power to both exacerbate and ameliorate the relationship (Cepeda-Carrion et al., 2019) (Husein, 2015).

The phases of data analysis are as follows: (1) Analyze the outer model as a validity and reliability analysis of the instrument with a convergence (1) Analysis of the inner model by examining the Adjusted R-Square; (2) Validity value > 0.6 and Cronbach's alpha > 0.7 ; (3) Hypothesis testing with a significance level of $= 0.05$ and the requirement that H_a is accepted based on a t-statistic value > 1.96 or a probability value 0.05 (Latan & Noonan, 2017). Using the following model's format:

The relationship between X1, X2, and Z to Y:

$$Y = Py_1X_1 + Py_2X_2 + Py_3Z + \varepsilon_3 \quad (1)$$

The relationship between X1 and Y is moderated by Z

$$Y = Py_1X_1 + Py_2X_2 + Py_1X_1 * Z + \varepsilon_3 \quad (2)$$

The relationship between X2 and Y is moderated by Z

$$Y = Py_2X_2 + Py_2X_2 * Z + \varepsilon_3 \quad (3)$$

The product of the coefficient can be calculated by multiplying the regression coefficient between the coefficients 0 and x with the standard error a.b., as stated by Arliyani et al. (2020), and the result is as follows

$$Z_{hitung} = \frac{ab}{S_{ab}}, \text{ with} \quad (4)$$

$$S_{ab} = \sqrt{b^2s_a^2 + a^2s_b^2 + s_a^2s_b^2} \quad (5)$$

For testing the validity of a hypothesis, simultaneous and partial parameters are used. With the following formulation, the F test is used to calculate simultaneous parameters:

$$F_{hitung} = \frac{\frac{R^2}{k-1}}{\frac{1-R^2}{n-k}} \quad (6)$$

The t-test is run using the following equation for the partial parameters. The following formula, $t_{count} = \frac{\beta_j}{se\beta_j}$ with β = regression coefficient and $se(\beta_j)$ standard error with critical area, is used:

If P Value $< \beta_0$, or $|t_{count}| > value_{table(a,n-k)}$, reject H_0 . The PLS research model, which automatically calculates the influence between Endogenous and Exogenous variables, can be used to establish hypotheses

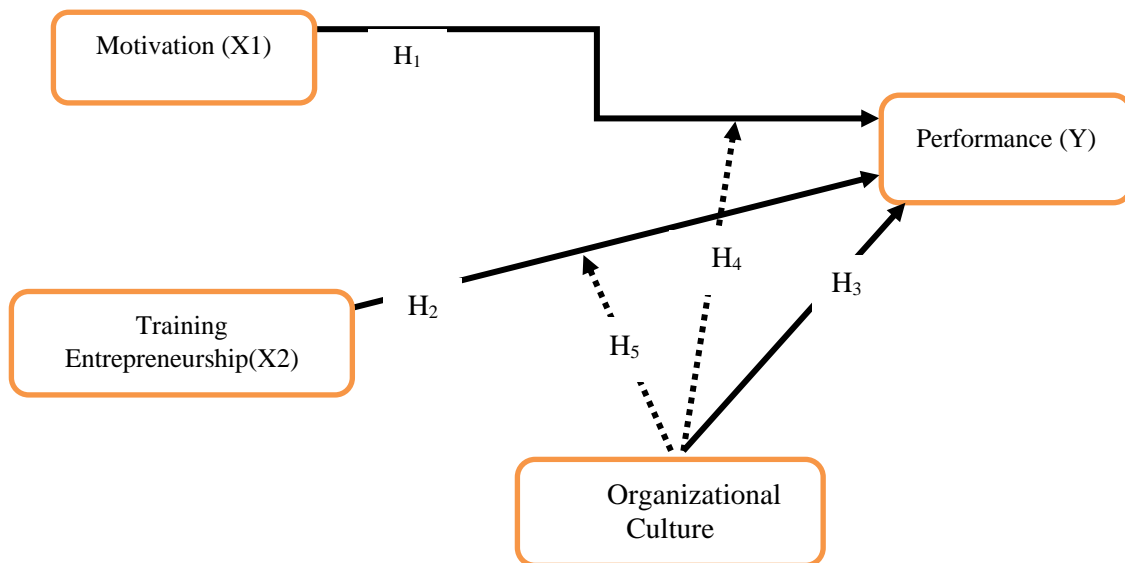


Figure 1. Research Framework

4. RESULTS AND DISCUSSIONS

Table 1. Research Object Gender Characteristics.

Gender	Frequency	Percentage
Man	39	62,9%
Woman	23	37,1%
Total	62	100

Based on Table 1, gender is an important topic of discussion because male sex dominates workers more than female sex; this factor has not been studied but is believed to have an impact on research findings that can be taken into account for research in other fields.

Table 2. Research Object Age Characteristics

Age	Frequency	Percentage
41- 50	27	44 %
31 - 40	24	39%
21 - 30	11	17%
Total	62	100

Age is another factor that hasn't been thoroughly investigated but is likely to have an impact on the study's findings, so it's hoped that psychologists and other researchers will start to pay attention to it. Age is an important variable to consider as it may influence the outcomes of the study. Understanding how different age groups respond to work guidance programs can provide valuable insights for future interventions and policy-making in this field. Additionally, exploring potential age-related factors such as experience, adaptability, and career aspirations can further enhance our understanding of the effectiveness of these programs.

Table 3. Domicile Characteristics Data

Domicile	Frequency	Percentage
Tulungagung city	39	62,9%
Outside Tulungagung City	23	37,1%
Total	62	100

Data on domicile characteristics are significant from an economic perspective. According to Idris et al. (2020), some variables are thought to have an impact outside of the research even though they have not been studied. Overview of the Initial Construction, While there are four latent variables overall, outer loading is a construct rather than a variable for its items. There are six reflective constructs that serve as indicator items for the latent variable X1, numbered from X_{1.1} to X_{1.6}. Additionally, there are six reflective indicator items for X2, numbered X_{2.1} to X_{2.6}. Seven reflective indicator items, numbered Y₁ to Y₇, make up the Y variable. The reflective construct Z₁ to Z₄ contains four indicators for the variable Z.

With the form of latent constructs which can be broken down as follows: (1) exogenous constructs namely variables X1, X2, and Variable Z; (2) endogenous variables, namely variable Y; and (3) Variable Z apart from being an exogenous variable also acts as a moderating variable. If it is described as a whole from the construct of the research variables, it can be described in Figure 2 as follows:

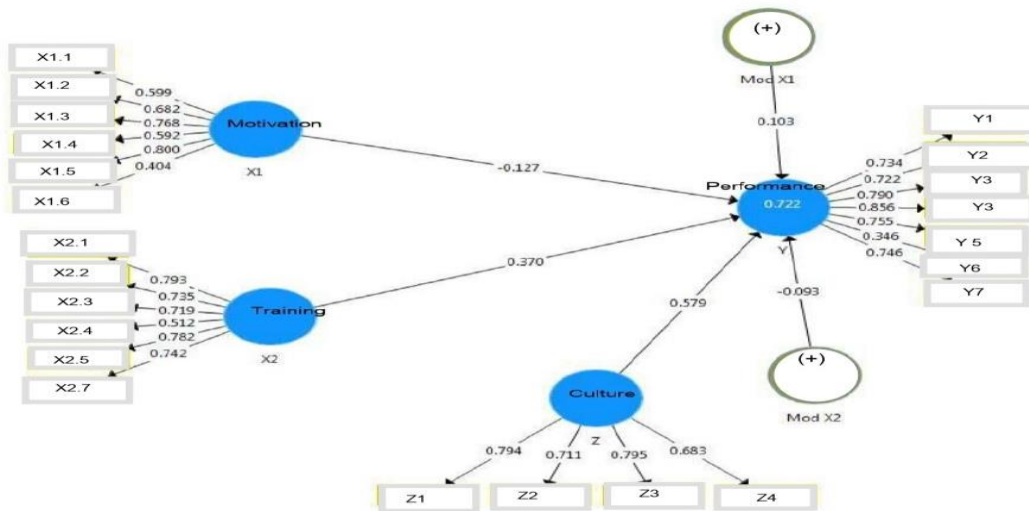


Figure 2. Construct Variables From Early Research

Some of the construct validity and reliability test parameters can be seen in Convergen Validity and Cronbach's Alpha. In the initial construct test it is known that the Convergent Validity value is 0.6 and Cronbach's Alpha <0.7, so that the outer loading is declared not valid and reliable. In order to make the outer loading valid and reliable, reduction is carried out from the existing indicators so that a new construct is formed as follows.

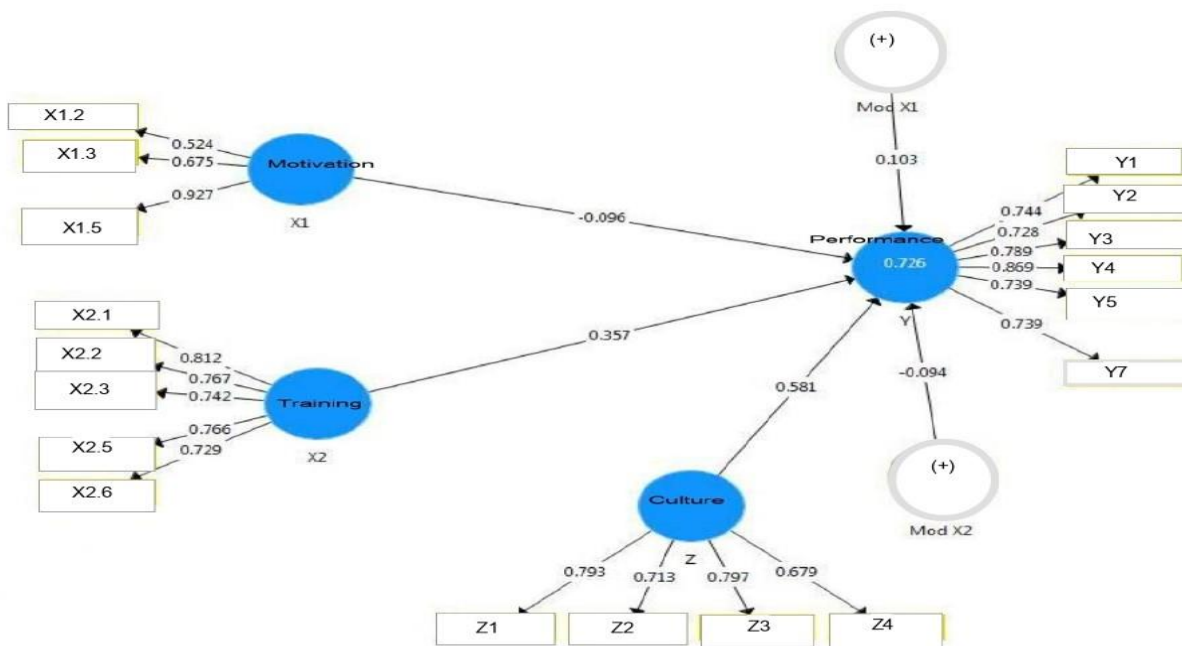


Figure 3. Valid and Reliable Constructs

A VIF test, which serves as a multicollinearity test on exogenous latent constructs, was run after creating the new construct. The VIF test results are all less than 5, which shows that multicollinearity is not present in this study. In the R Square test, a value of 0.726 was obtained, which means that all exogenous variables that lead to endogenous variables in this study were 72.6%, while 27.4% were expressed by other variables not examined. The hypothesis testing is described as follows: (H1) The data states that $X1 \rightarrow Y$ has a P value of $0.360 > 0.050$ so that it is declared insignificant, then H_a at X1 is rejected; (H2) declared $X2 \rightarrow Y$ has a P Value of $0.004 < 0.050$ which can accept H_a ;

(H3) Z → Y has a P Value of 0.000 < 0.050 which means that H_a is accepted; (H4) Moderation X₁ → Y has a P value of 0.262 > 0.050 so that it rejects H_a; (H5) Mod X₂ → Y has a P Value of 0.317 > 0.050 which means H_a is rejected.

Consequently, the following equation can be used to represent the path analysis relationship:

$$Y = 0,916X_1 + 2,930X_2 + 5,226Z + \varepsilon_3 \quad (1)$$

$$Y = 0,916X_1 + 2,930Z + 1,124X_1 * Z + \varepsilon_3 \quad (2)$$

$$Y = 0,916X_2 + 2,930Z + 1,001X_2 * Z + \varepsilon_3 \quad (3)$$

It can be written as follows if a significant route is taken:

$$Y = 2,930X_2 + 5,226Z + \varepsilon_3 \quad (4)$$

Based on the R-squared test, motivation, training and organizational culture all influence 72.6% of SME performance. The performance of SMEs is largely influenced by their training and organizational culture, and this is significant. Most SMEs make maximum use of the training they receive, however in this study motivation did not have a significant effect on the performance of SMEs.

One indicator of motivation that has the greatest value is looking for opportunities to realize plans. It seems that the results of this research contradict the results of previous research, which was used as a theoretical basis, namely (Farhah et al., 2020). Meanwhile, according to Maslow (2017), looking for opportunities to realize this plan is part of self-actualization. However, Maslow further stated that this self-actualization will give rise to internal pressure which has an impact on behavior. Considering that the respondents of this research are SME entrepreneurs who are former migrant workers, it is very natural that this motivation has no effect on performance, because the very diverse backgrounds of the respondents will certainly have a big influence on the performance measures that will be achieved. This means that each respondent has a variety of measurements.

Entrepreneurship training influences the performance of SMEs. this is in accordance with the review of previous research results by Sitzmann & Weinhardt, 2015. Iwu et al., 2021). (Ganefri et al., 2020). (Ratten & Usmanij, 2021).

It seems that the initial needs analysis carried out by the Manpower Office regarding appropriate training materials has a big influence on the performance of SMEs. Apart from that, there is an entrepreneurship training design that is created starting from the objectives, materials and training methods that are carried out which greatly influence participants in developing and developing participants' competencies in business. The competencies developed by participants in this training are also the ability to create communication networks, interact with participants and trainers, develop personal abilities in production and marketing. (Zhao et al., 2022)(Agu et al., 2021)

The organizational culture variable in this research has a significant effect on the performance of SMEs. It seems that the beliefs and norm values adhered to by SMEs are similar in achieving performance. Apart from having the same goals in achieving performance, collaboration within work teams who have the same experience, namely having worked as TKI, is very influential in achieving competency for SMEs. this finding is in line with the findings. (Dyer, 2018). (Beswick et al., 2015)

However, organizational culture does not moderate the influence of motivation on SME performance. This could mean that even though these SMEs have the same beliefs and norms, they have different behavior in seeking business opportunities and have different behavior in self-actualizing..

This organizational culture also does not moderate entrepreneurship training on the performance of SMEs. It can be understood that even though these SME actors have the same beliefs and norms, in compiling, designing and evaluating training results there are significant differences in achieving the performance of SME actors.

The uniqueness of the results of this research can be understood by looking at the diverse backgrounds of the participants, starting from educational background, as work experience, environment, and the type of business they are involved in. This causes the moderation variable to have no effect on achieving the performance of SMEs.

There are still many problems that need to be reviewed in connection with the implementation of training programs organized by an institution, as evidenced by the advantages and disadvantages of previous research findings and the findings of this research. It is necessary to study the elements of the training plan, including the objectives to be achieved, training techniques, teaching resources, and learning facilities and infrastructure, as well as evaluations that can measure the initial learning objectives and the trainer's expertise. , participants' talents and interests, as well as the competencies to be achieved.

5. CONCLUSION

The research results are as follows: (1) Motivation has no effect on performance; (2) Entrepreneurship training influences performance; (3) organizational culture influences performance; (4) organizational culture as a moderating predictor variable has a significant effect on performance but is unable to moderate the influence of motivation and entrepreneurship training on the performance of SME entrepreneurs.

The limitation of this research is that it only included respondents from one city in East Java which were

considered to represent Indonesian Foreign Workers (TKI). Apart from that, the limitations of this research include the need for SME entrepreneurs to use performance indicators that are appropriate to the nature of Indonesian migrant workers. All participants are required to complete the specified practicum if entrepreneurship training is only provided by a small group of SME entrepreneurs. This is due to the limited time for entrepreneurship training. Therefore, it is important for SME employers to ensure that the practicum is designed in a way that effectively captures the unique challenges and experiences faced by Indonesian migrant workers. In addition, it would be beneficial to collaborate with organizations or experts who specialize in supporting and training migrant workers to increase the effectiveness of practicums.

6. ACKNOWLEDGMENTS

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