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## THE EFFECT OF FINANCING, HUMAN RESOURCE QUALITY, AND MARKETING ON MSME INCOME WITH BUSINESS DEVELOPMENT AS A MODERATING VARIABLE (A STUDY OF BSI CUSTOMERS IN KEDATON BANDAR LAMPUNG)

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### Kata Kunci:

Pembiayaan Syariah,  
Kualitas SDM,  
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Pendapatan UMKM

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### ABSTRACT

*Peningkatan pendapatan Usaha Mikro, Kecil, dan Menengah (UMKM) merupakan faktor penting dalam mendukung pertumbuhan ekonomi daerah dan pengentasan kemiskinan. Namun, UMKM masih menghadapi berbagai permasalahan, seperti keterbatasan akses pembiayaan, rendahnya kualitas sumber daya manusia (SDM), serta strategi pemasaran yang belum optimal. Penelitian ini bertujuan untuk menganalisis pengaruh pembiayaan, kualitas SDM, dan pemasaran terhadap pendapatan UMKM dengan pembinaan sebagai variabel moderasi. Penelitian menggunakan jenis penelitian kuantitatif dengan pendekatan asosiatif, teknik pengumpulan data melalui survei kuesioner kepada 108 responden, serta dianalisis menggunakan Structural Equation Modeling-Partial Least Squares (SEM-PLS). Data dikumpulkan melalui kuesioner dan dianalisis menggunakan Moderated Regression Analysis (MRA) untuk menguji pengaruh langsung dan efek moderasi antar variabel. Hasil penelitian menunjukkan bahwa pembiayaan, kualitas SDM, dan pemasaran berpengaruh positif dan signifikan terhadap pendapatan UMKM. Selain itu, pembinaan terbukti mampu memperkuat pengaruh pembiayaan, kualitas SDM, dan pemasaran terhadap pendapatan UMKM. Temuan ini menegaskan bahwa pembinaan berkelanjutan berperan strategis dalam mengoptimalkan pemanfaatan pembiayaan syariah, peningkatan kapasitas SDM, dan efektivitas pemasaran guna meningkatkan kinerja dan daya saing UMKM.*

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**Keywords:**

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**ABSTRACTS**

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Islamic Financing,  
Human Resource  
Quality, Marketing,  
Development  
Assistance, MSME  
Income

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The increase in income of Micro, Small, and Medium Enterprises (MSMEs) is an important factor in supporting regional economic growth and poverty alleviation. However, MSMEs still face various challenges, such as limited access to financing, low quality of human resources (HR), and suboptimal marketing strategies. This study aims to analyze the effect of financing, human resource quality, and marketing on MSME income, with mentoring as a moderating variable. This research employs a quantitative method with an associative approach. Data were collected through a questionnaire survey administered to 108 respondents and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS). Furthermore, the data were examined using Moderated Regression Analysis (MRA) to test both direct effects and moderating effects among variables. The results indicate that financing, human resource quality, and marketing have a positive and significant effect on MSME income. In addition, mentoring has been proven to strengthen the influence of financing, human resource quality, and marketing on MSME income. These findings emphasize that continuous mentoring plays a strategic role in optimizing the utilization of Islamic financing, enhancing human resource capacity, and improving marketing effectiveness to increase the performance and competitiveness of MSMEs.

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## A. INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) constitute a primary pillar of the national economy, playing a significant role in fostering inclusive and sustainable economic growth. Nationally, MSMEs contribute more than 60% to Gross Domestic Product (GDP) and absorb approximately 97% of the workforce in Indonesia (Koperasi & Indonesia, 2023). This contribution demonstrates that the stability and growth of MSMEs have direct implications for poverty reduction and the improvement of public welfare, in line with the Sustainable Development Goals (SDGs), particularly Goal 1 (no poverty) and Goal 8 (inclusive economic growth) (Statistik, 2025). In Lampung Province, MSMEs also serve as the foundation of the regional economy, with the number of business units increasing annually. Bandar Lampung City is even recognized as one of the regions with the highest concentration of MSMEs in the province (Ridwansyah et al., 2021).

However, the increase in the number of MSMEs is not always accompanied by improvements in business quality and income (Beck et al., 2023). Data indicate that the majority of MSMEs in Lampung remain micro-scale enterprises with limited production capacity and market access. The average monthly income of MSMEs in this region remains relatively low and does not yet reflect their optimal potential. Furthermore, various surveys reveal that most MSME actors still face limited access to formal financing, low human resource (HR) quality, and weak marketing strategies, particularly in the utilization of digital technology (Indika & Marliza, 2019). Limited financial and managerial literacy makes it difficult for entrepreneurs to manage capital effectively. Meanwhile, only a small proportion of MSMEs have optimally adopted digital marketing, despite digital transformation being a key factor in current business competitiveness. This condition highlights the urgency of research to analyze the

factors that directly influence MSME income, particularly financing, HR quality, and marketing (Iskandar, 2023).

In addressing these challenges, the government and financial institutions have developed various intervention programs, including expanding access to financing through Islamic banking. Islamic financing is considered more inclusive and based on principles of fairness, thus expected to reach MSME actors who face constraints within conventional financing systems. Bank Syariah Indonesia (BSI), as one of the largest Islamic financial institutions in Indonesia, not only provides business capital financing but also implements mentoring programs, including business management training, Islamic financial literacy education, and marketing assistance, including digital marketing. These mentoring programs are designed to enhance HR capacity and strengthen MSME competitiveness sustainably (Indra et al., 2024).

Nevertheless, despite the implementation of these programs, fundamental MSME issues have not been fully resolved. The income level of most MSMEs remains in the moderate category, and reliance on internal financing is still relatively high. This indicates a gap between the objectives of financing and mentoring programs aimed at improving business performance and the empirical reality in the field. Conceptually, financing should increase production capacity, HR quality should improve business management, and effective marketing should expand market access. However, in practice, improvement in one aspect does not necessarily lead to a significant increase in income if not supported by synergy among variables (Fathurrahman & Mutmainah, 2023). Furthermore, mentoring programs provided by financial institutions may not necessarily strengthen the relationship between financing, HR quality, marketing, and income. In other words, a research gap exists in the suboptimal role of mentoring as a moderating mechanism in enhancing MSME income (Kholifah & Andini, 2024).

Previous studies have examined the effect of financing on MSME income growth, as well as the influence of HR quality and marketing strategies on business performance (Mildani et al., 2024). However, most of these studies have analyzed these variables separately and have not integrated them into a comprehensive empirical model. In addition, studies examining mentoring as a moderating variable in the relationship between financing, HR quality, marketing, and income remain relatively limited, particularly in the context of Islamic banking and at the regional level such as Bandar Lampung. Theoretically, mentoring has the potential to act as a catalyst in optimizing the utilization of financing, enhancing HR competencies, and strengthening marketing effectiveness. The absence of moderation analysis in previous models has limited the depth of understanding regarding the effectiveness of mentoring programs (Modhe et al., 2024).

Based on these conditions, this study offers novelty in several aspects. First, it integrates three main determinants of MSME performance financing, HR quality, and marketing within a structured empirical framework. Second, it positions mentoring as a moderating variable rather than merely an independent variable, thereby explaining the extent to which mentoring programs strengthen or weaken the influence of the primary variables on income. This approach provides a new perspective in Islamic economics and MSME management studies by assessing the effectiveness of financial institution interventions not only from the financing distribution perspective but also

from the dimension of business assistance and capacity strengthening. Third, this study focuses on the local context of Bandar Lampung, which has unique socio-economic characteristics and MSME structures, thus generating contextual and policy-relevant empirical findings at the regional level.

From a practical perspective, the findings of this study are expected to serve as a foundation for Islamic financial institutions, MSME actors, and policymakers in designing more effective financing and mentoring strategies oriented toward increasing income and ensuring business sustainability. Therefore, this study affirms its position as a relevant, contextual scientific endeavor that makes a tangible contribution to the development of MSMEs based on Islamic finance.

## **B. METHOD**

This study employs a quantitative approach with an explanatory research design aimed at examining causal relationships among variables, namely financing, human resource (HR) quality, and marketing on MSME income, with mentoring as a moderating variable. The research object consists of MSME actors who are financing customers of Bank Syariah Indonesia (BSI) in Bandar Lampung City. The research population comprises 700 active MSMEs, and the sample was determined using the Slovin formula with a 10% margin of error, resulting in 108 respondents. The sampling technique applied was probability sampling with a simple random sampling approach, ensuring that each member of the population had an equal opportunity to be selected. The respondent criteria included MSME actors who had received financing from BSI and had actively operated their businesses for at least one year, thus considered to have sufficient experience to evaluate the effectiveness of the financing and mentoring received.

Data collection was conducted through the distribution of structured questionnaires using a five-point Likert scale to measure respondents' perceptions of the research variables. The data consisted of primary data obtained directly from respondents through surveys, as well as secondary data derived from institutional reports, internal documents, and relevant official publications to support the analysis. The research instrument was developed based on operational indicators for each variable, reflecting aspects of financing (access, amount, procedural convenience), HR quality (knowledge, skills, experience), marketing (promotional strategies, market reach, utilization of digital media), mentoring (training, assistance, monitoring), and MSME income (level of increase and income stability). Prior to analysis, the data were tested for validity and reliability to ensure the adequacy of the instrument, and measurement model assumptions were assessed within the structural analysis framework.

Data analysis was conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with the assistance of SmartPLS software. This technique was selected due to its ability to analyze simultaneous relationships among latent variables and to test the moderating role within a comprehensive structural model. The analysis was carried out in two main stages: evaluation of the measurement model (outer model) to assess convergent validity, discriminant validity, and construct reliability; and evaluation of the structural model (inner model) to examine path coefficients, R-square values, effect size ( $f^2$ ), and the significance of relationships among variables through the bootstrapping procedure. Additionally, the moderating effect of mentoring on the

relationship between financing, HR quality, marketing, and MSME income was tested. All stages of analysis were focused on empirically testing the formulated hypotheses, thereby producing conclusions regarding the strength of both direct effects and interaction effects among variables in enhancing MSME income based on Islamic financing.

### C. RESULT AND DISCUSSION

The results of this study examine the effect of financing, human resource (HR) quality, and marketing on MSME income, with mentoring as a moderating variable, among customers of Bank Syariah Indonesia (BSI) Kedaton Branch, Bandar Lampung City. The analysis was conducted using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) approach; therefore, the discussion focuses on the results of the structural model evaluation and their substantive interpretation within the context of sharia-based MSME development.

#### 1. Structural Model Evaluation

The results of the structural model testing indicate that the R-square ( $R^2$ ) value for the MSME income variable is 0.582. This means that 58.2% of the variance in MSME income can be explained by the variables of financing, HR quality, marketing, and mentoring included in this research model, while the remaining 41.8% is influenced by other factors outside the model. This value suggests that the model has moderate to strong explanatory power in explaining changes in MSME income.

Based on the bootstrapping results, all main variables demonstrate a positive effect on MSME income with an adequate level of statistical significance. A summary of the path coefficients and the strength of the effects (hypotheses testing results) is presented in Table 1.

**Tabel 1. Hypothesis The Result**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
(X1) Pembiayaan -> (Y) Pendapatan UMKM	0,291	0,285	0,069	4,219	0,000
(X2) Kualitas SDM -> (Y) Pendapatan UMKM	0,322	0,317	0,068	4,731	0,000
(X3) Pemasaran -> (Y) Pendapatan UMKM	0,285	0,288	0,074	3,861	0,000
(Z) Pembinaan x (X1) Pembiayaan -> (Y) Pendapatan UMKM	0,164	0,151	0,058	2,834	0,005
(Z) Pembinaan x (X2) Kualitas SDM -> (Y) Pendapatan UMKM	0,158	0,150	0,059	2,678	0,007
(Z) Pembinaan x (X3) Pemasaran -> (Y) Pendapatan UMKM	0,143	0,146	0,065	2,211	0,027

1. Effect of Financing ( $X_1$ ) on MSME Income (Y)

With a p-value of  $0.000 < 0.05$  and a t-statistic of  $4.219 > 1.96$ , financing has a positive and significant effect on MSME income. The findings indicate that increased access to and the amount of financing received by MSME actors directly contribute to enhanced business capacity and higher income generation. Financing enables entrepreneurs to increase working capital, expand production volume, diversify products, and improve service quality.

In the context of MSME customers of Bank Syariah Indonesia Kedaton, Bandar Lampung, Islamic financing functions not only as a source of funds but also as an empowerment instrument that promotes business sustainability. This finding aligns with theoretical perspectives suggesting that capital constraints are a primary barrier to MSME growth; therefore, adequate financing provision is a fundamental factor in improving business performance and income.

2. The Effect of Human Resource (HR) Quality ( $X_2$ ) on MSME Income (Y)

With a t-statistic of  $4.731 > 1.96$  and a p-value of  $0.000 < 0.05$ , HR quality is also proven to have a positive and significant effect on MSME income. These results demonstrate that managerial capability, technical skills, business experience, and knowledge of MSME actors play a crucial role in determining business success.

MSMEs managed by entrepreneurs with higher HR quality tend to manage financing more efficiently, make better business decisions, and adapt more effectively to changes in the business environment. Theoretically, this finding supports the human capital approach, which emphasizes that human capital is a strategic asset in increasing productivity and business performance. Thus, MSME income growth is determined not only by financial capital availability but also by the entrepreneur's ability to optimally manage and utilize that capital.

3. The Effect of Marketing ( $X_3$ ) on MSME Income (Y)

Pemasaran With a p-value of  $0.000 < 0.05$  and a t-statistic of  $3.861 > 1.96$ , marketing has a positive and significant effect on MSME income. This finding indicates that the ability of entrepreneurs to implement effective marketing strategies directly contributes to increased sales and revenue.

Effective marketing enables MSMEs to reach broader markets, enhance product competitiveness, and build stronger relationships with customers. In increasingly competitive conditions, marketing becomes a key determinant of whether MSME products can be accepted and sustained in the market. Conceptually, this result reinforces marketing theory, which asserts that business success depends not only on production capability but also on the ability to effectively communicate product value to consumers.

4. The Moderating Effect of Mentoring on the Relationship Between Financing ( $X_1$ ) and MSME Income (Y)

Hubungan The relationship between financing and MSME income is strengthened by mentoring as a moderating variable. The test results show a t-statistic of  $2.834 > 1.96$  and a p-value of  $0.005 < 0.05$ , indicating that the moderating effect is statistically significant.

This finding suggests that mentoring enhances the effectiveness of financing in increasing MSME income. Systematic and continuous mentoring

contributes to improved operational efficiency, better financial planning and management, and optimal utilization of business resources. Consequently, the financing received can be used more productively and have a more direct impact on business performance.

5. The Moderating Effect of Mentoring on the Relationship Between HR Quality (X<sub>2</sub>) and MSME Income (Y)

Mentoring also strengthens the influence of HR quality on MSME income. The test results indicate a t-statistic of  $2.678 > 1.96$  and a p-value of  $0.007 < 0.05$ , confirming a statistically significant moderating effect.

This finding emphasizes the strategic role of mentoring in enhancing the capacity and competence of entrepreneurs, enabling HR quality to be optimally utilized in business management. Continuous training programs, intensive assistance, and capacity-building initiatives have been shown to reinforce the contribution of HR quality to MSME income growth. Thus, mentoring functions not merely as a complementary activity but as a reinforcing mechanism ensuring that individual competencies are effectively translated into improved business performance and outcomes.

6. The Moderating Effect of Mentoring on the Relationship Between Marketing (X<sub>3</sub>) and MSME Income (Y)

A p-value of  $0.027 < 0.05$  and a t-statistic of  $2.211 > 1.96$  indicate that the moderating effect of mentoring on the relationship between marketing and MSME income is statistically significant.

This finding demonstrates that mentoring strengthens the influence of marketing strategies on income growth. Training programs focusing on marketing strategy development, particularly digital marketing, contribute to enhancing promotional effectiveness and expanding market reach. Therefore, mentoring plays a role in optimizing the implementation of marketing strategies, leading to more tangible improvements in sales and MSME income performance.

In conclusion, the findings of this study confirm that an effective MSME development strategy requires an integrated approach—combining financing support, capacity enhancement of entrepreneurs, and continuous mentoring. This comprehensive development model not only enriches the literature on Islamic economics and MSME empowerment but also has significant practical implications for Islamic financial institutions and policymakers in designing more adaptive, measurable, and sustainability-oriented empowerment programs.

#### **D. CONCLUSION**

Hasil The results of the study indicate that financing has a positive and significant effect on MSME income. Empirically, this finding suggests that increased access to and the amount of financing received by MSME actors directly contribute to enhanced business capacity and higher income generation. Financing enables entrepreneurs to increase working capital, expand production volume, diversify product offerings, and improve service quality. In the context of MSME customers of Bank Syariah Indonesia Kedaton, Bandar Lampung, Islamic financing functions not only as a source of funds but also as an empowerment instrument that promotes business sustainability. This finding is consistent with theoretical perspectives that identify capital constraints as one of the primary barriers to MSME growth; therefore, the

provision of adequate financing becomes a fundamental factor in improving business performance and income.

In addition to financing, human resource (HR) quality has also been proven to have a positive and significant effect on MSME income. These results demonstrate that managerial capability, technical skills, business experience, and knowledge of MSME actors play a crucial role in determining business success. MSMEs managed by entrepreneurs with higher HR quality tend to manage financing more efficiently, make more appropriate business decisions, and adapt more effectively to changes in the business environment. Theoretically, this finding supports the human capital approach, which emphasizes that human capital is a strategic asset in enhancing productivity and business performance. Thus, MSME income growth is determined not only by the availability of financial capital but also by the entrepreneur's ability to manage and utilize that capital optimally.

The findings also reveal that marketing has a positive and significant effect on MSME income. This indicates that the ability of entrepreneurs to implement effective marketing strategies directly contributes to increased sales and revenue. Effective marketing enables MSMEs to reach broader markets, enhance product competitiveness, and build stronger relationships with consumers. In increasingly competitive market conditions, marketing becomes a key factor determining whether MSME products can be accepted and sustained in the marketplace. Conceptually, these results reinforce marketing theory, which asserts that business success depends not only on production capability but also on the ability to effectively communicate product value to consumers.

Furthermore, the test results show that mentoring acts as a moderating variable that strengthens the effects of financing, HR quality, and marketing on MSME income. This finding suggests that mentoring through business assistance, training, and consultation enhances the effectiveness of financing utilization and improves the capacity of MSME actors to manage their businesses and market their products. Empirically, MSMEs receiving intensive mentoring demonstrate a greater ability to convert financing and internal competencies into increased income. Theoretically, this aligns with the MSME empowerment approach, which emphasizes the importance of non-financial support as a complement to financing in promoting sustainable business growth.

The integration of empirical findings and theoretical discussion indicates that increasing MSME income is the result of interaction between financial and non-financial factors. Financing provides the necessary resources to operate and expand the business, HR quality determines the effectiveness of business management, marketing ensures market acceptance of products, and mentoring functions as a catalyst that strengthens the relationships among these variables. Therefore, this study confirms that a comprehensive MSME development strategy must integrate financing with capacity building and continuous mentoring. This approach is not only academically relevant but also has practical implications for Islamic financial institutions and other stakeholders in designing more effective MSME empowerment programs.

#### Suggestions

1. For MSME actors, it is recommended that they utilize financing productively to expand their businesses and increase income, continuously improve their

competencies through training programs provided by BSI, and remain adaptive to technological developments and digital marketing strategies in order to compete in broader markets.

2. For Bank Syariah Indonesia (BSI) Kedaton Bandar Lampung, it is expected to continuously strengthen sustainable MSME mentoring programs with a focus on enhancing human resource quality, managerial capabilities, and the application of digital technology in business activities. More inclusive financing policies and post-disbursement assistance are essential to ensure that funds are utilized optimally. In addition, providing financial education is necessary so that MSMEs are able to manage their funds effectively and efficiently.
3. For future researchers, it is suggested to expand the research variables by incorporating additional aspects such as product innovation, financial literacy, or the use of digital technology in business management to provide a more comprehensive understanding of the factors influencing MSME income and sustainability.

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