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Unlocking MSME Growth: The Role of Financing, Mentorship, and Business Experience in Enhancing the Income of Women Entrepreneurs at BTPN Syariah

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ABSTRACT

This study aims to analyze the influence of financing, mentoring, and business experience on the income of MSMEs who are customers of Bank BTPN Syariah. The research employs a quantitative approach using multiple linear regression analysis. Primary data were collected through a questionnaire survey conducted with 43 respondents. The respondents are female MSME groups who are customers of Bank BTPN Syariah in Paliyan, receiving business capital loans under the *Tepat Pembiayaan Syariah* scheme and business assistance through the Bestee program from August to December 2023. The results of the study show that, partially, financing and mentoring do not have a significant effect on MSME income, as evidenced by the t-test results showing significance values of 0.706 for financing and 0.723 for assistance, both exceeding the 0.05 threshold. Conversely, business experience has a significant effect on MSME income, as demonstrated by a significance value of 0.03, which is below 0.05.

Keywords: Financing, Mentorship, Business Experience, MSME income

INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) play a crucial role in the national economy, particularly in creating employment opportunities and increasing community income. As a key driver of economic growth and stability, MSMEs generate jobs through initiatives undertaken by the government, the private sector, and individual entrepreneurs (Halim, 2021). According to the Ministry of Cooperatives of the Republic of Indonesia, Indonesia has approximately 66 million Micro, Small, and Medium Enterprises (MSMEs). These enterprises are the backbone of the national economy, accounting for around 97% of total employment and making a substantial contribution to economic growth (Ministry of Cooperatives, 2025). MSMEs often face challenges such as low competency, a lack of adaptation to business changes, and limited use of digital technology. The continued growth in the number of MSMEs, along with their increasing diversification across various industries, highlights their significant potential to foster economic development, create employment opportunities, and improve community welfare (Siregar et al., 2025).

To sustain and expand their businesses, MSMEs require adequate capital. Insufficient financial resources limit their operational capacity and growth potential (Musvira et al., 2022). Limited access to credit remains a major obstacle for MSMEs, constraining business expansion, investment, and productivity. Therefore, improving access to financing is essential for strengthening MSME performance and long-term growth (Ismanto et al., 2024). Government initiatives, such as the Kredit Usaha Rakyat (KUR) program, aim to enhance MSMEs' access to financing by providing credit guarantees through financial institutions (KUR, 2024).

PT Bank BTPN Syariah Tbk (BTPN Syariah) is one of Indonesia's leading Islamic banks that provides financing specifically designed to empower micro, small, and medium enterprises (MSMEs), particularly women entrepreneurs from underserved communities. BTPN Syariah has developed the "*Tepat Pembiayaan Syariah*" product, a Sharia-compliant financing scheme specifically designed for underprivileged yet productive women entrepreneurs (Pamungkas, 2023). This financing product follows *wakalah wal murabahah* contracts and targets both existing and aspiring entrepreneurs, offering loan amounts ranging from IDR 1,500,000 to IDR 5,000,000. To promote repayment discipline and mitigate credit risk, the financing scheme adopts a joint liability system, in which borrowers are organized into small groups that collectively share responsibility for loan repayments (Pamungkas, 2023).

Although financing is essential for business growth, its benefits can only be fully realized when entrepreneurs possess sound financial management skills (Kumalasari et al., 2025). Many MSME owners, especially in rural areas, lack adequate knowledge in financial planning and investment, leading to inefficiencies, such as inaccurate cost estimates and excessive expenditure on raw materials and operations (Isabilillah & Nirawati, 2023). To address this, BTPN Syariah introduced the Bestee program, which provides mentorship and business assistance through facilitators—students participating in the Certified Independent Study and Internship Program (MSIB). These facilitators guide MSME owners in managing finances, leveraging e-commerce, branding, and adopting modern technology to stabilize and enhance their income (Isabilillah & Nirawati, 2023; (Rahman & Fauziah, 2023). Mentoring programs equip MSME owners with essential capabilities in financial management, digital marketing, e-commerce utilization, and technology adoption, enabling them to improve business performance and achieve more sustainable income growth (Affandi et al., 2024; Gao et al., 2023).

Previous studies have reported inconsistent findings regarding the effects of financing, mentoring, and business experience on MSME income. Several studies have found that financial support has a positive and significant effect on MSME income (Aryatama & Rahma, 2023); (Salim & Pujiyono, 2021), whereas others have reported no significant relationship (Imsar et al., 2023). Likewise, the evidence on business mentoring remains inconclusive. Some researchers have demonstrated that mentoring significantly improves MSME income by strengthening entrepreneurs' managerial and business capabilities (Halim, 2021)(Utami, 2018) while others have found no significant effect (Salim & Pujiyono, 2021). Similarly, the role of business experience remains a subject of debate. Greater business experience is believed to enhance managerial decision-making, operational efficiency, and customer retention, thereby increasing business income (Ferdiani & Widiastuti, 2023); (Herdian et al., 2021). In contrast, other studies have reported that business experience does not significantly affect MSME income (Parluhutan & Setiawan, 2020). These inconsistent findings indicate that the relationships among financing, mentoring, business experience, and MSME income remain inconclusive, highlighting the need for further investigation in different institutional and contextual settings.

Given these inconsistencies, this study seeks to re-examine the impact of financing, mentoring, and business experience on MSME income among BTPN Syariah customers. Bank BTPN Syariah is a sharia financial institution committed to providing opportunities for everyone to realize their good intentions more quickly, by building a more meaningful life and making a significant impact on millions of Indonesians. *Tepat Pembiayaan Syariah* is one of BTPN Syariah's financing products specifically aimed at productive, underprivileged women (Pamungkas, 2023). Mentoring is a program owned by BTPN Syariah. "*Bestee*" is a female customer empowerment program carried out through customer mentoring to optimize the progress of MSMEs. Therefore, unlike previous research, this research focuses on a specific segment of MSMEs—women entrepreneurs participating in the BTPN Syariah financing and mentoring program**.** The findings of this study are expected to contribute to a better understanding of the factors that drive income growth among MSMEs, particularly within the context of Islamic financing and structured mentoring programs. Specifically, this study aims to examine the effect of financing on MSME income, evaluate the impact of mentoring programs on business income, and investigate the role of business experience in enhancing MSME earnings. By addressing these objectives, the study provides valuable insights for financial institutions, policymakers, and other MSME stakeholders in designing more effective financing and mentoring strategies to support sustainable business development.

LITERATURE REVIEW

Income for the welfare of MSMEs

Income, broadly referred to as revenue, is the financial gain derived from a company's operations, which may include sales, fees, interest, dividends, royalties, rent, and other sources (Ikatan Akuntan Indonesia, 2019). Based on its source, income is categorized into operating income and non-operating income. Operating income is derived from a company's primary business activities, such as the sale of goods or services. Non-operating income, on the other hand, originates from secondary activities such as interest income, rental income, and other similar sources. In this study, MSME income is defined as the total gross income obtained from wages, salaries, business activities, and returns on investment (Suyadi et al., 2023). Lesly & Yuliadi (2020) describe business income as earnings derived from primary operational activities, including revenue from the sale of goods and services to customers. According to (Suyadi et al., 2023), income indicators include:

1. Monthly Earnings – The total amount of money or financial value earned by an MSME from product sales or service provisions in a given month.
2. Employment – The business activities undertaken by an individual to generate income and sustain livelihood.
3. Household Financial Obligations – The financial and non-financial responsibilities borne by an entrepreneur to support their family members.

Financing and MSME Income

Financing refers to short-term funding provided to businesses to meet their working capital needs based on Sharia principles, typically with a maximum duration of one year, subject to renewal as required (Karim, 2010). Islamic financing involves the provision of funds to entrepreneurs in a manner compliant with Islamic law, ensuring that financial assistance is not provided in the form of loans with interest (Aziz, 2021). According to (Rahadhini et al., 2025; Wahyudi & Ansori, 2018), financing indicators include:

1. Type of Business – The extent of capital required varies across different business types.
2. Business Scale – The capital needed for business operations is directly proportional to its scale. Larger businesses typically require greater capital.
3. Business Complexity – The level of challenges encountered by entrepreneurs in managing their business operations.
4. Transaction Characteristics – The nature of business transactions, particularly in the purchase of raw materials and the sale of finished goods.

Financing refers to capital provided to businesses to support operations and growth.

Higher capital availability enables businesses to increase production volume, which in turn enhances revenue (Nasra et al., 2019). (Jubaedah & Destiana, 2015) emphasize the importance of financing in business development. Studies by (Aryatama & Rahma, 2023) and (Salim & Pujiyono, 2021) affirm that financing positively and significantly affects MSME income.

H1: Financing has a positive and significant effect on MSME income among BTPN Syariah customers.

Mentoring and MSME Income

According to (Suharto, 2005), mentoring is a process of assisting individuals or groups in discovering and developing their potential to enhance their skills. Business mentoring is conducted by facilitators who act as community motivators and catalysts rather than direct managers of business activities. (Suharto, 2005) identifies four core mentoring functions:

1. Enabling (Facilitation) – Providing motivation and opportunities for entrepreneurs, including mediation, negotiation, consensus-building, and resource management.
2. Empowering – Conducting education and training to enhance business capacity, providing constructive feedback, sharing knowledge, and fostering entrepreneurial awareness.
3. Protecting – Advocating for entrepreneurs by liaising with external institutions, securing resources, defending business interests, utilizing media, and building networks.
4. Supporting – Implementing practical skills to facilitate business growth and positive community change, ensuring entrepreneurs develop necessary managerial and operational competencies.

Effective capital management requires mentoring and facilitation operations (Isabilillah & Nirawati, 2023). Proper guidance on financial planning and business strategies can lead to increased production and income ((Ferdiani & Widiastuti, 2023). Research by (Halim, 2021) and (Utami, 2018) confirms the positive and significant impact of mentoring on MSME income.

H2: Mentoring has a positive and significant effect on MSME income among BTPN Syariah customers.

Business Experience and MSME Income

Business experience is the process of acquiring knowledge and skills in business operations. The longer an entrepreneur is engaged in business activities, the more proficient they become in managing and expanding their enterprises. Extensive experience enhances decision-making capabilities and business sustainability (Jamil et al., 2022). (Jamil et al., 2022) outline the following indicators of business experience:

1. Duration of Business Operations – The length of time an individual has been engaged in their current business, impacting their ability to make informed decisions.
2. Entrepreneurial Knowledge – The capacity to recognize, process, and implement innovative business strategies based on theoretical and practical insights.
3. Proficiency in Equipment Use – The ability to operate business equipment correctly and efficiently according to established procedures.

Business experience influences decision-making and operational efficiency ((Parluhutan & Setiawan, 2020). Entrepreneurs with extensive experience tend to make better strategic choices, improving business outcomes (Firdarini, 2019). Studies by (Ferdiani & Widiastuti, 2023) and (Herdian et al., 2021) demonstrate a positive and significant impact of business experience on income.

H3: Business experience has a positive and significant effect on MSME income among BTPN Syariah customers

METHODS

Population and Sampling

The population of this study consists of Bank BTPN Syariah customers in MMS Paliyan. A population refers to the entire group of individuals, objects, or elements that share common characteristics and to which the researcher intends to generalize the study findings (Creswell & Creswell, 2018). The sampling procedure used in this study is non-probability with a saturated sampling technique, namely a sampling determination technique in which all members of the population are used as samples. The population and sample of this study were female customers of Bank BTPN Syariah in Paliyan who received business capital loans under the Tepat Pembiayaan Syariah scheme and participated in the business mentoring program (Bestee program) from August to December 2023. The total number of respondents in this study is 43 MSME customers, making it a census study.

Data Collection Method

Data were collected using a structured questionnaire administered to the respondents. Questionnaires are widely used in quantitative research to collect standardized data by asking respondents to answer a series of structured questions (Creswell & Creswell, 2018). The study employs a 5-Likert scale to measure responses.

Measurement and Operational Definition of Variables

This study examines one dependent variable, namely MSME income, and three independent variables: financing, mentoring, and business experience. The explanation regarding dependent variable and independent variables are presented in Table 1. The selection of the indicators for each variable are following the previous studies by (Jamil et al., 2022), (Karim, 2010), (Suharto, 2005), and (Suyadi et al., 2023).

Table 1. Dependent and Independent Variables

Variables		Indicators
Dependent Variable	MSMEs Income	Monthly income Type of employment Number of dependents
Independent Variable	Financing	Business type Business scale Business difficulties Transaction Characteristics
	Mentoring	Enabling (facilitation) Empowering Protecting Supporting
	Business Experience	Duration of Business Operations Entrepreneurial Knowledge Proficiency in Equipment Use

Source: Previous studies

Data Analysis Methods

The study employs a quantitative approach to analyze the impact of financing, mentoring, and business experience on MSME income. To ensure the validity and reliability of the research instrument, a validity test is conducted using item-total correlation at a 0.05 significance level, while a reliability test is performed using Cronbach's Alpha (>0.70) to assess internal consistency (Hair et al, 2019). Before conducting regression analysis, several assumption tests are carried out (Hair et al., 2019; Gujarati, 2018), including the normality test using the Kolmogorov-Smirnov method, the multicollinearity test based on Variance Inflation Factor (VIF <10) and Tolerance (>0.1), and the heteroscedasticity test using the Glejser method, where significance

>0.05 indicates no heteroscedasticity.

The multiple linear regression analysis is used to determine the effect of financing (X1), mentoring (X2), and business experience (X3) on MSME income (Y). The F-test evaluates the overall model significance, with p-value <0.05 indicating a good fit, while the T-value assesses the individual effect of each independent variable, considering p-value <0.05 as significant. Additionally, the coefficient of determination (R^2) measures the explanatory power of independent variables, with values closer to 1 indicating a stronger model. These analytical methods ensure the reliability, validity, and robustness of the findings in assessing the determinants of MSME income.

RESULTS

Respondent Characteristics

This study utilizes primary data collected through questionnaires distributed via Google Forms, WhatsApp, and direct meetings with respondents. A total of 43 respondents participated in the study. The observed respondent characteristics include gender, age, type of business, income, and financing amount. Based on Table 2, all respondents are female, with the majority (58%) aged between 36 and 45 years. Most respondents (67%) are traders, and 33% report an income ranging from IDR 1,000,000 to IDR 2,000,000. Additionally, 51% of respondents have taken loans between IDR 2,000,000 and IDR 5,000,000.

Table 2. Respondent Characteristics

	Criteria	Total	Percentage
Gender	Male	0	0%
	Female	43	100%
Age	17-25	1	2%
	26-35	6	14%
	36-45	25	58%
	>45	11	26%
Business Type	Trade	29	67%
	Production	5	12%
	Services	6	14%
	Livestock	1	2%
	Agriculture	2	5%
Turnover	< Rp500.000	3	7%
	Rp500.00 - Rp1.000.000	8	19%
	Rp1.000.000 - Rp2.000.000	14	33%
	Rp2.000.000 - Rp3.000.000	10	23%
	> Rp3.000.000	8	19%

	Criteria	Total	Percentage
Financing	Rp1.500.000 - Rp2.000.000	7	16%
	Rp2.000.000 - Rp5.000.000	22	51%
	> Rp5.000.000	14	33%

Source: Primary Data Processing (2024)

Descriptive Statistics

Descriptive statistical analysis provides an overview of the sample characteristics and variables used in the study. Table 3 presents key statistical measures, including the number of observations, minimum and maximum values, mean, and standard deviation. The financing variable has a sample size of 43, with a minimum value of 15, a maximum of 40, a mean of 32.37, and a standard deviation of 4.530. The mentoring variable has a minimum of 11, a maximum of 40, a mean of 32.95, and a standard deviation of 4.705. Business experience ranges from 15 to 30, with a mean of 24.37 and a standard deviation of 4.705. Lastly, MSME income ranges from 20 to 30, with a mean of 24.67 and a standard deviation of 2.408. The standard deviations for all variables are smaller than their respective mean values, indicating data homogeneity, as the variation is low, signifying minimal dispersion.

Table 3. Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Financing	43	15	40	32.37	4.530
Mentoring	43	11	40	32.95	4.705
Business Experience	43	15	30	24.37	3.192
MSME Income	43	20	30	24.67	2.408
Valid N (listwise)	43				

Source: Primary Data Processing (2024)

Validity and Reliability Test

The validity test ensures that the collected data accurately represents the intended measurements. This study employs the Correlation Pearson validity test, where a variable is considered valid if its significance level is below 0.05. Based on Table 4, the financing, mentoring, business experience, and MSME income variables all have significance values below 0.05, indicating that they are valid.

Table 4. Validity Test

Variables	Item	Result	Significance	Information
Financing	X1.1	0,000	< 0,05	Valid
	X1.2	0,000	< 0,05	Valid

Variables	Item	Result	Significance	Information
	X1.3	0,000	< 0,05	Valid
	X1.4	0,000	< 0,05	Valid
	X1.5	0,000	< 0,05	Valid
	X1.6	0,000	< 0,05	Valid
	X1.7	0,000	< 0,05	Valid
	X1.8	0,000	< 0,05	Valid
Mentoring	X2.1	0,000	< 0,05	Valid
	X2.2	0,000	< 0,05	Valid
	X2.3	0,000	< 0,05	Valid
	X2.4	0,000	< 0,05	Valid
	X2.5	0,000	< 0,05	Valid
	X2.6	0,000	< 0,05	Valid
	X2.7	0,000	< 0,05	Valid
	X2.8	0,000	< 0,05	Valid
Business Experience	X3.1	0,000	< 0,05	Valid
	X3.2	0,000	< 0,05	Valid
	X3.3	0,000	< 0,05	Valid
	X3.4	0,000	< 0,05	Valid
	X3.5	0,000	< 0,05	Valid
	X3.6	0,000	< 0,05	Valid
MSMEs Income	Y1.1	0,001	< 0,05	Valid
	Y1.2	0,000	< 0,05	Valid
	Y1.3	0,000	< 0,05	Valid
	Y1.4	0,000	< 0,05	Valid
	Y1.5	0,000	< 0,05	Valid
	Y1.6	0,000	< 0,05	Valid

Source: Primary Data Processing (2024)

The reliability test evaluates the consistency of questionnaire responses. A questionnaire is deemed reliable if the reliability coefficient exceeds 0.70. Based on Table 5, the financing, mentoring, business experience, and MSME income variables all have reliability coefficients greater than 0.70, confirming that the instrument is reliable (Hair, 2019).

Table 5. Reliability Test

Variables	Cronbach's Alpha Result	Significance Level	Desription
Financing	0.837	0,70	Reliable
Mentoring	0.910	0,70	Reliable
Business Experience	0.877	0,70	Reliable
MSME Income	0.618	0,70	

Source: Primary Data Processing (2024)

Classical Assumption Test

The classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests, have been conducted, and the model meets all required assumptions. The normality test confirms that the residuals are normally distributed, as the significance value 0,200 is greater than 0.05.

Table 6. Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		43
Normal Parametersa,b	Mean	.0000000
	Std. Deviation	169.889.667
Most Extreme Differences	Absolute	.086
	Positive	.086
	Negative	-.082
Test Statistic		.086
Asymp. Sig. (2-tailed)c		.200d

The multicollinearity test shows that all independent variables have VIF values below 10 and tolerance values above 0.1, indicating no multicollinearity issues. Additionally, the heteroscedasticity test using the Glejser method reveals significance values above 0.05 for all independent variables, confirming the absence of heteroscedasticity. Thus, the regression model is valid and suitable for further hypothesis testing.

F-Value (Model Feasibility Test)

The F-test was performed to determine the overall suitability of the regression model. The ANOVA table presented on table 6 showed an F-value of 13.107 with a significance level of 0.000, which is below 0.05. This result confirms that the regression model is valid and appropriate for use in this study.

Table 6. Model Feasibility Test (F Value)

ANOVA

	Model	Sum of Squares	df	Mean Square	F	Sig.
	Regression	122.219	3	40.74	13.107	0
1	Residual	121.222	39	3.108		

Total	243.442	42

t-Value (Hypothesis Testing)

The t-test was conducted to examine the significance of each independent variable's effect on MSME income and the result is presented on table 7. The financing variable (X1) had a significance value of 0.706 (>0.05), indicating a positive but non-significant effect on MSME income, leading to the rejection of H1. The insignificant impact of financing is attributed to customers not fully utilizing the loans for business purposes, the presence of "pseudo" businesses, market conditions, and competition (Imsar et al., 2023).

The mentoring variable (X2) had a significance value of 0.723 (>0.05), indicating a non-significant and negative effect on MSME income, leading to the rejection of H2. The limited mentoring effectiveness was due to short engagement periods (3-4 sessions per month), lack of participant interest, and difficulties in reaching customers (Salim & Pujiyono, 2021).

The business experience variable (X3) had a significance value of 0.003 (<0.05), indicating a significant positive effect on MSME income, leading to the acceptance of H3. Business experience contributes significantly to MSME income by enhancing knowledge, skills, customer understanding, and business networks ((Ferdiani & Widiastuti, 2023); (Herdian et al., 2021).

Table 7. t Value

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.823	2.211		5.348	.000
	Financing	.051	.133	.095	.379	.706
	Mentoring	-.033	.091	-.064	-.357	.723
	Business Experience	.504	.160	.669	3.152	.003

a. Dependent variable: MSME income

Coefficient of Determination (R^2 Value)

Table 8 presents the result on coefficient of determination (R^2 Value). The adjusted R^2 value of 0.464 indicates that 46.4% of the variation in MSME income is explained by financing, mentoring, and business experience. The remaining 53.6% is influenced by other variables not included in this study.

Table 8. Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.709a	.502	.464	176.303

DISCUSSION

The first hypothesis (H1) proposed that financing positively affects MSME income. However, the findings indicate a positive but non-significant effect, leading to the rejection of H1. The insignificance may be attributed to several factors, including the partial utilization of business loans, the presence of "pseudo" businesses, market fluctuations, and competition. This result aligns with previous research by (Imsar et al., 2023), which also found no significant effect of financing on MSME income. The second hypothesis (H2) suggested that mentoring positively influences MSME income. The results, however, reveal a non-significant and slightly negative relationship, leading to the rejection of H2. The limited impact of mentoring is linked to the short duration of the program (3-4 meetings per month), the minimal involvement of mentors, difficulties in engaging customers, and a lack of interest among participants. These findings are consistent with research by (Salim & Pujiyono, 2021), which also identified an insignificant relationship between mentoring and MSME income. The third hypothesis (H3) proposed that business experience significantly affects MSME income. The results confirm a strong positive and significant relationship, supporting H3. Business experience enhances entrepreneurs' knowledge, skills, customer understanding, and business networks, contributing to higher income levels. These findings align with previous studies by (Ferdiani & Widiastuti, 2023) and (Herdian et al., 2021) which similarly identified business experience as a critical factor influencing MSME income.

The results of this study indicate that financing does not have a significant effect on the income of women micro-entrepreneurs who are customers of BTPN Syariah. Although financing is expected to provide additional capital for business expansion, the findings suggest that access to capital alone is insufficient to increase business income. This condition may be attributed to the relatively homogeneous financing amounts received by the respondents, which limits the variability required to detect a significant statistical effect. Moreover, a portion of the financing may have been allocated to household consumption or other non-productive purposes rather than being fully invested in business activities. Consequently, additional financing does not necessarily translate into higher business income.

Similarly, the mentoring program was found to have no significant effect on MSME income. This finding suggests that while mentoring enhances entrepreneurs' knowledge and business awareness, its impact on financial outcomes may not be immediate. The mentoring activities provided by BTPN Syariah primarily focus on strengthening entrepreneurial capacity, financial literacy, and business management skills, which generally require a longer period before resulting in measurable income growth. Furthermore, because all respondents participated in the same mentoring program, the limited variation in their perceptions of mentoring may have reduced its explanatory power in predicting income differences among the respondents.

Overall, the findings demonstrate that business success among BTPN Syariah customers is not solely determined by access to financial capital or participation in mentoring programs. Rather, sustainable income growth depends largely on entrepreneurs' ability to transform financial resources into productive investments and leverage their accumulated business experience to improve business performance. These results imply that Islamic microfinance institutions should complement financing services with more intensive, outcome-oriented mentoring programs and practical business development initiatives that strengthen entrepreneurial competencies and support long-term income generation.

CONCLUSION

This study examined the effects of financing, mentoring, and business experience on the income of women micro-entrepreneurs who are customers of BTPN Syariah. The findings indicate that financing and mentoring do not have a significant effect on MSME income, whereas business experience has a positive and significant effect on income. Simultaneously, the three independent variables jointly influence MSME income, suggesting that business performance is shaped by the combined contribution of financial and non-financial factors.

The insignificant effect of financing implies that access to capital alone is insufficient to increase business income unless it is effectively utilized for productive business activities. Likewise, the insignificant effect of mentoring suggests that the current mentoring program may require a longer period to generate measurable financial outcomes or should be complemented with more practical and market-oriented business assistance. In contrast, business experience plays a crucial role in improving managerial capabilities, operational efficiency, and business decision-making, ultimately contributing to higher income.

These findings provide practical implications for BTPN Syariah and other Islamic microfinance institutions. In addition to providing financing, greater emphasis should be placed on strengthening entrepreneurs' practical business competencies and designing mentoring programs that are more responsive to business needs and income generation. Future studies are encouraged to include mediating or moderating variables, such as financial literacy, entrepreneurial orientation, digital capability, or business performance, and to employ longitudinal or mixed-method approaches to better capture the long-term impact of financing and mentoring on MSME income.

Several recommendations are proposed based on these findings. First, stricter supervision is needed to ensure that the financing provided by Bank BTPN Syariah is used effectively for business purposes. Second, the mentoring program should be continued with improvements to enhance its attractiveness and effectiveness. Third, MSME entrepreneurs are encouraged to expand their business experience through training, networking, and business diversification to increase competitiveness and income.

This study has several limitations that should be acknowledged. First, the sample size is relatively small, with only 43 respondents, which may limit the generalizability of the findings to a broader MSME population. A larger sample size in future research could enhance the robustness and reliability of the results. Second, the study only examines three independent variables—financing, mentoring, and business experience—while MSME income may be influenced by other factors such as market conditions, digitalization, financial literacy, and government support.

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