**Abdimas Umtas: Jurnal Pengabdian Kepada Masyarakat**
**LPPM-Universitas Muhammadiyah Tasikmalaya**
Volume: 9, Issue: 1, January, 2026; pp: 250-262
E-ISSN: 2614 - 8544

# Human Resource Competency Enhancement at Kemuning Mandiri Msme in Cogreg Village, Bogor: A Community Service Program

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## ABSTRACT

Kemuning Mandiri MSME in Cogreg Village, Bogor, still faced operational issues caused by unclear task allocation, weak work discipline, and limited skills in production hygiene, packaging, and daily record keeping. This community service program strengthened human resource competence through needs mapping, practical training, and mentoring at the business site. The intervention combined workflow design and task allocation, time management and teamwork routines, production hygiene and packaging practice, and simple digital record keeping using Google Sheets supported by WhatsApp coordination. Program effectiveness was measured using pre-test and post-test scores across six indicators and supported by observations during mentoring. Average scores increased by 28–33 points across indicators, with a mean improvement of 31 points. The highest gains appeared in packaging standards and digital record keeping, while teamwork and communication also improved. These results indicate that practice-based training coupled with follow-up mentoring and low-cost digital tools can improve MSME work structure and operational discipline in a short implementation cycle.

## ARTICLE INFO

***Article History***:
*Submitted/Received: 27-12-2025*
*First Revised:*
*Accepted: 10 January 2025*
*First Available online: 31 January 2026*
*Publication Date: 31 January 2026*

***Keyword*** :
Human Resource Competence
MSMEs
Practical Training


https://doi.org/10.35568/abdimas.v9i1.7583

## INTRODUCTION

Cogreg village in Parung subdistrict, Bogor regency, has 39 neighborhood units and an estimated population of 18,535 people. The local economy relies on trade, livestock, fisheries, and plantations. The village is also known as a catfish production center in the Jabodetabek area, with daily production reported at around 40–60 tons. In this context, Kemuning Mandiri MSME processes catfish into ready-to-sell products and produces various dry snacks.

Field observations and interviews with MSME management identified recurring operational constraints. Members often switch roles based on availability, which creates overlapping tasks, delays, and inconsistent product quality. Work discipline and time management are not yet supported by clear schedules and daily targets. Basic skills related to hygiene, packaging standards, and simple documentation remain uneven. Digital tools are available, but members rarely use them for recording stock, production output, and daily activities.

This community service program aimed to improve the competence of Kemuning Mandiri members so they can work in a more structured and productive way. The program targeted six outcomes: clearer task allocation, better workflow and time management, stronger hygiene awareness, improved packaging standards, more consistent digital record keeping, and better teamwork and communication.

The program novelty lies in combining three practical components in one integrated mentoring cycle for a micro food-processing enterprise: workflow and task allocation templates, hands-on hygiene and packaging practice, and shared digital record keeping using simple cloud spreadsheets. This integration enables immediate application during daily operations and supports routine monitoring after the program ends.

Based on field observations and interviews with the management of Kemuning Mandiri MSME in Cogreg Village, Bogor, several constraints related to human resource capacity were identified.

- Task allocation is unclear. Each member does not yet have a structured role. Many tasks are performed spontaneously, which makes the production process irregular and affects product quality.
- Work discipline and time management remain weak. Working hours, production flow, and daily targets are not well regulated. This condition causes unstable productivity.
- Workforce basic skills are limited. MSME actors have not received sufficient training in production techniques, packaging, marketing, or simple record-keeping. This limits their ability to improve product quality and quantity.
- Business management is not yet professional. Business activities are still carried out simply without work regulations, standard operating procedures, or supervision systems that support efficiency.
- The use of technology remains minimal. Digital tools are available but have not been used to support activities such as record keeping, scheduling, or communication among members.

From the production perspective, Kemuning Mandiri MSME already carries out activities from raw material processing to selling processed catfish products and snacks. However, these activities are not supported by human resources with clear role distribution, structured workflows, and adequate technical skills. As a result, work quality and operational stability often fluctuate, slowing business development.

Kemuning Mandiri MSME has a strong relationship with the community of Cogreg Village, Bogor.


https://doi.org/10.35568/abdimas.v9i1.7583

Many residents are involved as suppliers of raw materials, especially fresh catfish and other production inputs. The products produced by the MSME are also widely marketed within the local community, creating a mutually supportive relationship between MSME actors and village residents. Although there is significant economic potential, the human resource capacity of the MSME and surrounding business actors remains limited. Many business activities are still carried out traditionally without clear task division, work planning, or proper record keeping. This condition makes it difficult for business actors to improve production quality, organize operations, or adapt to market demands.

Observations show that many MSMEs in Cogreg Village lack basic skills that support business development, such as time management, production techniques, teamwork, and simple administrative skills. This situation contributes to the slow growth of MSMEs, including in the fisheries processing and snack sectors, which actually have strong growth potential. Through the Human Resource Competency Enhancement Program at Kemuning Mandiri MSME in Cogreg Village, Bogor, stronger collaboration between MSMEs and the community is expected to emerge. Training and mentoring are expected to help business actors work more skillfully, systematically, and productively, thereby encouraging collective local economic growth.

Kemuning Mandiri MSME in Cogreg Village, Bogor, has significant potential to serve as a model for micro enterprise development that can grow and adapt to market needs. The MSME already has a simple organizational structure, adequate production facilities, and good cooperation among members. Support from the village government and the surrounding community further strengthens its role as a local economic driver. From a human resource perspective, MSME members show high motivation to learn and improve their skills. Members already have experience in processing catfish and producing dry snacks with broad market opportunities. The availability of simple technological devices and communication networks also provides opportunities for improving work skills, business record-keeping, and product marketing.

With academic mentoring and structured training, Kemuning Mandiri MSME has the potential to enhance human resource competence in various aspects, including production techniques, packaging, marketing, and business administration management. This improvement will help the MSME operate in a more structured, productive, and independent manner while strengthening its competitiveness at the local level. This potential represents an important opportunity to promote sustainable MSME growth and contribute positively to the economy of Cogreg Village.

The implementation of this Community Service Program aims to enhance human resource competence at Kemuning Mandiri MSME in Cogreg Village, Bogor. Through training and mentoring, MSME members are equipped with the skills needed to work in a more organized manner, understand task distribution, manage time effectively, and improve production workflows. Participants are also trained in basic production techniques, packaging, simple record keeping, and the use of basic technology to support business activities. The program is designed so that participants follow clear and systematic work steps, from planning and implementation to evaluation of work outcomes. A participatory approach is applied so that MSME members are directly involved in discussions and practical activities, making the material easier to understand and immediately applicable to daily business operations.

The program also involves lecturers and students to provide direct mentoring at the MSME location. Lecturer involvement supports Key Performance Indicator 3, Lecturers Engaged Outside Campus, as lecturers actively serve as training facilitators, material providers, and field mentors. Meanwhile, student participation in training, mentoring, and report preparation supports Key Performance Indicator 2, Students Gaining Off Campus Experience. Students gain real experience interacting with business actors, understanding field conditions, and directly applying academic knowledge. Through


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collaboration between lecturers, students, and the MSME, this program is expected to improve workforce skills, increase production efficiency, and strengthen the competitiveness of Kemuning Mandiri MSME. The program is also expected to have a positive impact on improving the local economy of Cogreg Village.

## PROBLEMS AND SOLUTIONS

Priority Partner Issues: Human Resource Competency Enhancement at Kemuning Mandiri MSME in Cogreg Village, Bogor. Based on field observations and interviews with the management of Kemuning Mandiri MSME, several important issues were identified that affect work effectiveness and business development. Although the MSME has strong potential in producing processed catfish products and dry snacks, limitations in human resource capability remain the main barrier to improving business quality and productivity (Estiana et al., 2024; Sabri et al., 2024).

The first issue concerns unstructured task distribution and work management. Most MSME members perform their work without a clear workflow. Production processes and daily activities still rely on individual experience rather than organized roles. This condition leads to overlapping tasks, inefficient production time, and inconsistent product quality. Previous studies indicate that clear role allocation and proper work management can significantly improve MSME effectiveness and accelerate production processes (Rohmadi et al., 2022; Liana et al., 2025).

The second issue relates to limited skills and the lack of human resource training. MSME members have not received sufficient training in production techniques, packaging, basic marketing, or operational record keeping. This lack of training makes it difficult to improve product quality and respond to market demands. Several studies note that hands-on, practice-based training effectively enhances the skills of micro-enterprise actors, particularly in the food processing sector (Hakiki, 2022; Susanto et al., 2024; Haeruddin et al., 2024). The use of simple technologies, such as record-keeping applications or Google Workspace, can also help MSME members organize tasks and simplify activity documentation (Rahmiyanti & Nasution, 2021; Sabri et al., 2024). By addressing these two priority issues through targeted training and mentoring, Kemuning Mandiri MSME is expected to improve human resource competence, streamline production workflows, and strengthen local business competitiveness (Azhar et al., 2025; Estiana et al., 2025; Sudarma et al., 2024).

Partner Problem Solutions: Human Resource Competency Enhancement at Kemuning Mandiri MSME in Cogreg Village, Bogor. The proposed solutions are structured based on the two main identified problems, namely unstructured task allocation and limited human resource skills. The approach focuses on training, mentoring, simple digitalization, and the establishment of a more organized and practical work system suitable for MSME actors.

The first solution involves developing clearer workflows and structured task allocation. This solution addresses the lack of clear role distribution. The team will assist the MSME in designing daily workflows, assigning tasks to each member, and defining measurable responsibilities. These workflows will be presented in a simple format to ensure easy implementation. This approach aligns with findings that a clear work structure improves MSME effectiveness and efficiency (Rohmadi et al., 2022; Liana et al., 2025).

The second solution focuses on technical skills and production management training. To address limited technical competence, training will cover production techniques, proper packaging, hygiene standards, basic marketing, and time management. Training will be conducted through direct practice to enhance participant understanding. This approach is consistent with studies showing that practice-


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based training effectively improves MSME skills, especially in food processing (Hakiki, 2022; Susanto et al., 2024; Haeruddin et al., 2024).

The third solution emphasizes digitalizing operational records and work schedules. To support organized operations, the MSME will be assisted in adopting simple technologies such as Google Sheets or basic record-keeping applications. These systems can be used to track inventory, plan production schedules, and monitor daily tasks. The use of basic technology has been shown to improve efficiency and help MSMEs operate more systematically (Rahmiyanti & Nasution, 2021; Sabri et al., 2024).

The fourth solution involves regular mentoring and periodic evaluation. Mentoring is conducted to ensure consistent application of training outcomes. Activities include mentoring sessions, production assistance, supervision of record keeping, and weekly progress evaluations. Continuous mentoring approaches have been proven to strengthen MSME human resource capacity in managing operations independently (Estiana et al., 2024; Azhar et al., 2025).

The fifth solution focuses on strengthening work ethics and teamwork. To improve overall work quality, MSME members need to understand core values such as discipline, responsibility, and collaboration. Instilling these values is essential to maintaining product quality, increasing productivity, and building a harmonious work environment. Previous studies show that work ethics and collaborative spirit significantly influence human resource capacity improvement (Sudarma et al., 2024; Liana et al., 2025).

**FIGURE 1**. Presentation Human Resource Competency Enhancement.
Source: Personal Documentation

The application of Science and Technology in the Human Resource Competency Enhancement Program at Kemuning Mandiri MSME in Cogreg Village, Bogor, aims to help MSME members manage their work in a more organized, structured, and efficient manner. Science and technology are applied to strengthen basic human resource capabilities, including task allocation, operational record keeping, time management, and the use of simple digital technologies. Through this program, participants receive training on working according to defined workflows, assigning roles among members, and using digital tools to support business activities. Simple technologies such as Google Sheets are utilized to assist in recording daily activities, material stock, production reports, and financial records. The learning approach is designed to be practical so that each member can directly apply it in daily work activities.


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**FIGURE 2**. Community Service Participants
Source: Personal Documentation

The application of science and technology is also carried out through intensive field mentoring. Each member is guided to use digital tools, understand new workflows, and work in a more collaborative manner. In this way, training outcomes do not stop at theory but become more organized and productive work habits. This program is expected to develop more skilled, independent human resources who are ready to adapt to business development.

- Technologies Used

  The technologies used in this program are selected to be easy to understand and suitable for the capabilities of MSME members. All tools are simple, cost-effective, and accessible through devices already owned by participants. The technologies used include Google Sheets as a digital record-keeping tool for production reports, inventory records, financial records, and task allocation; WhatsApp Group as a communication and coordination medium and for collecting daily reports from MSME members; and Google Drive as a storage platform for training modules, standard operating procedures, reports, and program documentation. The use of these technologies helps the MSME operate in a more organized, transparent, and efficient manner.

- Technology Specifications and Features

  The technologies applied in this program are lightweight, practical, and do not require special devices. The specifications and features include Google Sheets with a simple interface similar to Excel, automatic cloud storage, document sharing features for team collaboration, and accessibility via MSME members' Android smartphones. Google Drive serves as a storage space for modules, standard operating procedures, and reports, which can be accessed at any time without additional devices, with files organized neatly in folders for easy retrieval. WhatsApp Group functions as a fast communication medium among members, supports the submission of daily reports and activity photos, and facilitates discussion of work-related issues. With this combination of simple technologies, the MSME can work more effectively without the need for complex applications or additional costs.

- Benefits and Advantages of Science and Technology Application

  The application of science and technology in the human resource competency enhancement program provides many direct benefits for Kemuning Mandiri MSME. The main benefits include more organized workflows, as MSME members better understand their tasks and daily work steps; improved operational record keeping, with production, financial, and inventory data stored digitally


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and securely; increased teamwork, as WhatsApp Group accelerates communication and coordination; higher confidence among members in using technology, which is perceived as a supportive tool rather than a challenge; and more efficient business processes, as decisions can be made more quickly with real time data availability. With these new capabilities, the MSME is better prepared to develop its business and maintain productivity.

- Relevance of Science and Technology Application to MSME Human Resource Development

  The application of science and technology is highly relevant to efforts to improve human resource competence at Kemuning Mandiri MSME. Through training and mentoring, MSME members are able to understand proper workflows, use digital technology for record keeping and coordination, work in a more disciplined and organized manner, complete tasks according to their respective roles, and enhance communication and collaboration skills. Science and technology make work processes more systematic and easier to monitor, allowing human resource development to be observed through improvements in timeliness, work quality, and administrative order. With the application of science and technology, the MSME becomes more prepared for growth and better positioned to compete in the local market.

## METHOD

The partner in this Community Service Program is Kemuning Mandiri MSME, located in Cogreg Village, Bogor. Based on the needs assessment, two main issues were identified, namely unstructured task allocation and limited technical and managerial skills among MSME members. To address these issues, the program was designed through several systematic stages, including program socialization, training, mentoring, evaluation, and sustainability.

Implementation flow and timeline. The program was delivered in sequential stages. Socialization and the pre-test were conducted in one session at the partner site. Training was delivered in focused sessions that combined managerial topics and technical practice. After training, the team conducted mentoring with routine supervision to ensure members applied the new workflows, hygiene routines, packaging standards, and digital templates during daily production. The post-test and participant questionnaire were administered at the end of implementation. Data analysis used descriptive comparison of pre-test and post-test average scores for each indicator.

- Program Socialization

  The initial stage aims to introduce the program to all MSME members while building awareness of the importance of enhancing human resource competence to support business activities. The activities include an explanation of program objectives and benefits through a short presentation, open discussions regarding daily work constraints, task allocation, and technical difficulties experienced by MSME members, a simple pre-test to measure participants' initial understanding of human resource management and workflow, distribution of leaflets and introductory training modules, and participant commitment to attend the entire program.

- Human Resource Competency Strengthening Training

  This stage focuses on improving participants' ability to perform tasks in a structured and professional manner. Training materials include basic human resource management for small businesses, covering role allocation and time management, training on production techniques, food hygiene, and product packaging standards, preparation of simple workflows for production and marketing activities, operational record keeping training using simple digital tools such as Google


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Sheets, and case study simulations based on real situations faced by the MSME, such as daily production processes and task distribution.

- Mentoring and Field Implementation

  Mentoring is conducted continuously to ensure that training outcomes are properly implemented. Activities include weekly supervision of workflows, production hygiene, and task allocation, direct or online consultations for participants facing technical difficulties in production or operational record keeping, distribution of digital modules containing work guidelines, packaging standards, and task allocation, and monitoring the implementation of work schedules, use of digital tools, and preparation of daily reports by MSME members.

- Program Evaluation

  Evaluation is carried out to measure the effectiveness of the program in improving human resource competence. The evaluation process includes formative evaluation during training to assess participant enthusiasm, participation, and understanding, summative evaluation through post-tests and questionnaires at the end of the program to measure improvements in participant competence, and joint reflection sessions between the implementation team and MSME members to discuss skill development and future program improvements.

- Program Sustainability

  This stage ensures that program outcomes can be independently sustained by the MSME after the program ends. Sustainability measures include the establishment of an MSME Human Resource Management Team to organize workflows and monitor member development, the development of an MSME Learning Forum to share experiences and best practices among members, collaboration with universities or training institutions for advanced human resource development programs, and regular updates of training modules and digital record-keeping systems according to business needs and development.

- Partner Participation

  Active involvement of Kemuning Mandiri MSME is a key factor in program success. Partner participation includes providing venues and facilities for training and mentoring activities, involving all members throughout the entire program, and implementing the workflows, task allocation, and simple technology applications resulting from the training in daily business operations.

## RESULTS AND DISCUSSION

The Community Service Program at Kemuning Mandiri MSME in Cogreg Village, Bogor, aimed to strengthen human resource competence to support business growth and operational stability. The needs assessment identified two priority problems that directly affected daily performance. First, task allocation and work management were not structured, which often caused overlapping responsibilities, inefficiencies, and inconsistent production outcomes. Second, MSME members had limited technical and managerial skills, particularly in production practices, hygiene, packaging, basic marketing, and operational record keeping. In response, the program was implemented through five integrated stages: program socialization, competency strengthening training, mentoring and field implementation, evaluation, and sustainability planning. This section describes the results achieved in each stage and discusses how the interventions influenced competence improvement and business operations.

Program socialization served as the entry point to align expectations between the implementation


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team and MSME members. The team delivered a short presentation that clarified program objectives, the benefits of structured work practices, and the role of each participant during implementation. The open discussion session produced practical insights into daily challenges. Members explained that they frequently changed roles depending on who was available, which created delays in production and confusion in responsibility. This discussion also confirmed that operational documentation was largely informal and often depended on memory. The pre-test was conducted at the end of this stage to measure baseline competence across key indicators. The pre-test results indicated that most participants had not yet developed consistent understanding of task allocation, workflow design, time management, packaging standards, and digital record keeping. This baseline condition was important because it provided a reference point for the post test and helped the team adjust the training emphasis toward the most urgent gaps, especially digital record keeping and workflow clarity.

Human Resource Competency Strengthening Training became the core intervention. Training content combined managerial and technical topics so that participants could connect work structure with product quality outcomes. In the managerial component, participants learned basic principles of small business human resource management. The training emphasized role allocation, time management, daily target setting, and simple coordination routines such as brief daily check ins. Participants were introduced to practical formats that could be applied immediately, including a daily task list, a production checklist, and a simple shift schedule. These tools were designed in a simplified form to fit the context of micro enterprises, where one person may handle multiple tasks but still needs clear priority and accountability.

In the technical component, the team delivered training on production techniques, food hygiene, and packaging standards. Participants revisited critical hygiene steps such as handwashing routines, clean equipment procedures, separation of raw and cooked materials, and safe storage to reduce contamination risks. This part linked directly to product consistency issues previously reported during discussions. Training also covered packaging practices that support product quality and shelf life, including sealing techniques, labeling discipline, and basic quality inspection before packaging. While basic marketing was not the main focus of the program, the training introduced simple marketing logic that depends on consistent product quality, uniform packaging, and reliable production scheduling. Participants learned that customers tend to repeat purchases when products have stable taste, texture, and packaging appearance.

Digital record keeping training using Google Sheets became a major focus because baseline competence was the lowest in this area. The program introduced participants to simple spreadsheet templates to record stock, daily production volume, packaging output, and cash in and cash out records. The team ensured that participants learned the minimum skills needed to operate the system, such as filling daily forms, using dropdown lists, and viewing summary totals. The team also explained the practical value of record keeping, such as knowing how much raw material is required per production batch, identifying daily production trends, and preventing repeated stock shortages. The training used a learning by doing approach. Participants practiced entering real data from their daily operations, not sample data, so they could immediately see how records support decision making.

Case study simulations strengthened understanding by using real scenarios faced by the MSME. One simulation used a typical production day where raw catfish arrived late while packaging materials ran low. Participants were guided to map the workflow and identify who should respond to each issue. Another simulation focused on task overlap, such as multiple members doing the same step while other steps were left unfinished. Through these simulations, participants practiced assigning roles, planning time blocks, and using a simple checklist to ensure that each production stage was completed in sequence. This approach was effective because it reflected the MSME context where problems happen


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quickly and require clear coordination.

Mentoring and field implementation played a critical role in turning training outcomes into routine practice. After training, the team conducted weekly supervision to monitor whether members applied workflows, maintained hygiene standards, and used task allocation in daily operations. Supervision focused on observable indicators. The team checked whether the production area followed hygiene routines, whether packaging steps followed agreed standards, and whether members used the task list and schedule to coordinate work. The mentoring approach also included direct and online consultations. When participants faced difficulties with digital record keeping, the team provided troubleshooting support, such as correcting data entry errors, organizing file folders, and ensuring that each member could access the shared documents.

The distribution of digital modules supported consistent implementation. The modules included work guidelines, packaging standards, and a task allocation format. Members could access these materials through Google Drive, which made it easier to reuse them over time. The program also used WhatsApp Group to coordinate daily communication and to collect simple reports such as photos of production activities, packaging output, and stock updates. This method reduced communication delays and helped the team identify operational issues early.

Program evaluation combined formative and summative techniques. During training, the team used formative evaluation to observe participation, engagement, and comprehension. Participants asked more questions as sessions progressed, especially when they began to connect workflow structure with reduced workload stress. During mentoring, the team monitored whether participants consistently applied new routines. The summative evaluation used post-tests and questionnaires to measure competence improvement and participant perceptions.

The post-test results showed improvements across all indicators. Participants increased their understanding of task allocation, workflow, time management, and packaging standards. Digital record-keeping improvement was notable because it started from the lowest baseline. Members reported that the digital templates made it easier to track daily output and identify which tasks were completed. They also reported better teamwork due to faster communication and clearer responsibility lines. Table 1 presents the comparison of pre-test and post-test average scores.

Quantitative outcomes. Pre-test and post-test results show consistent gains across all six indicators. Scores increased by 28 to 33 points, with an average improvement of 31 points. The highest increases were recorded in product packaging standards and digital record keeping, both improving by 33 points. These results indicate that participants not only understood the material but also applied it during practice sessions and mentoring. Below is the evaluation framework that summarizes the test results of the participants:

**TABLE 1**. Evaluation Results of Participants

| No | Competency Indicator | Pre-Test Average Score | Post-Test Average Score | Improvement |
|---|---|---|---|---|
| 1 | Understanding of task allocation | 52 | 82 | +30 |
| 2 | Knowledge of workflow and time management | 48 | 80 | +32 |
| 3 | Production technique and hygiene awareness | 55 | 85 | +30 |
| 4 | Product packaging standards | 50 | 83 | +33 |
| 5 | Operational record keeping using digital tools | 45 | 78 | +33 |
| | Teamwork and communication | 58 | 86 | +28 |

Source: Data is processed 2025

The results in Table 1 suggest that training combined with mentoring can produce meaningful


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competence gains in a short period. Improvements above 28 points across indicators reflect that participants did not only absorb knowledge but also gained confidence to apply it. The highest improvement appeared in packaging standards and digital record keeping. This outcome aligns with the program design that emphasized hands on practice. Participants could immediately practice sealing methods and labeling routines, while also inputting production data into Google Sheets on the same day. This immediate application likely reduced the gap between learning and implementation.

The improvement in workflow and time management also has operational implications. When members understand workflow sequencing, they reduce idle time and reduce repeated tasks. Clear role allocation decreases confusion and prevents multiple people doing the same work step. In micro enterprises, these changes often lead to increased output stability even if the number of workers does not change. Members also reported that daily scheduling helped them set realistic targets and reduce last minute rush. This finding supports the idea that structured routines, even when simple, strengthen production consistency.

Digitalization delivered practical benefits. By storing records in Google Sheets, the MSME could keep track of stock, production volume, and basic finance information without losing paper notes. This reduces errors and helps planning. When the MSME can see real time data, it can decide when to purchase raw materials, when to schedule production, and how to allocate labor depending on order volume. The program also strengthened transparency because members could view shared records and understand daily progress.

Sustainability planning ensured that the program outcomes could continue after the team completed direct assistance. The program encouraged the formation of an internal human resource management team to monitor task allocation and workflow compliance. This team can also maintain the digital templates and ensure that records are updated. The MSME learning forum was proposed as a routine sharing space to discuss weekly challenges, review production outcomes, and refine workflows. Collaboration with universities and training institutions was also suggested to expand skills in packaging design, marketing, and business administration. Regular updates of modules and digital systems were emphasized to ensure that the tools remain relevant to business growth and changes in production volume.

Implementation challenges and limitations. Some members required repeated assistance to avoid data entry errors in the shared spreadsheet. Mentoring time was also limited because members had to continue production to meet daily orders. Future programs can allocate longer mentoring duration and add simple audit checks in the spreadsheet to reduce input mistakes

Overall, the program achieved its main objective of improving human resource competence at Kemuning Mandiri MSME. The combination of structured socialization, hands on training, field mentoring, and practical digitalization produced measurable improvements in competence indicators and helped members adopt more organized work habits. The discussion highlights that competence improvement in MSMEs is most effective when the program focuses on simple systems that match daily realities, uses practical tools that can be applied immediately, and provides follow up mentoring to ensure consistent implementation.

## CONCLUSION

The program improved human resource competence at Kemuning Mandiri MSME by introducing clearer task allocation, structured workflows, and practical standards for hygiene, packaging, and daily documentation. The intervention also strengthened routine coordination through simple digital tools.


https://doi.org/10.35568/abdimas.v9i1.7583

Pre-test and post-test results confirm the impact. Average scores increased by 31 points across six indicators, with improvements ranging from 28 to 33 points. These gains show that hands-on training supported by mentoring can accelerate competence growth in micro and small enterprises.

Kemuning Mandiri MSME can sustain the results by applying the task allocation sheet and workflow checklist as daily routines. The MSME can schedule short weekly reviews to check compliance with hygiene and packaging standards, and to update production and stock records in the shared spreadsheet. Future mentoring can focus on marketing, product development, and simple cost calculation, so the MSME can use records for pricing and planning decisions

## ACKNOWLEDGEMENTS

We would like to express our sincere appreciation to Universitas Dian Nusantara (UNDIRA) for its valuable support and facilitation of this community service program. We are especially grateful to the Institute for Research and Community Service (LRPM) of Universitas Dian Nusantara for the guidance, coordination, and support provided throughout the implementation of this activity. The commitment and continuous assistance from LRPM UNDIRA played a significant role in ensuring that the program was carried out effectively and achieved its intended objectives.

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