MUJAHADA: *Jurnal Pengabdian Masyarakat*
E- ISSN 3026-3565 | P- ISSN 3026-7382
Vol. 03, No. 1, Juni 2025

Improving The Competence Of MSME Human Resources In Facing The Digital Era And Business Competition Through Training

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Article Info

Submitted: *15-06-2025*
Accepted: *17-06-2025*
Published: *20-06-2025*

Keywords:
Human resource competence; MSMEs; Training; Digitization; Competitiveness; Empowerment

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Abstract

The development of human resources (HR) for Micro, Small, and Medium Enterprises (MSMEs) is the main key in facing the challenges of digitalization and increasingly competitive business competition. The low competence of MSME human resources in digital, managerial, and marketing aspects hinders the competitiveness of the business. This service research aims to improve the competence of MSME human resources through training specifically designed to answer the needs of the digital era and market competition. The method of implementing the training included a series of interactive learning sessions attended by 50 MSME actors in Karangpatihan Village, Ponorogo. Evaluation was carried out using questionnaire and observation instruments to measure changes in participants' competencies. The results showed a significant improvement in digital marketing skills, business management, and marketing strategies after training. This training not only increases knowledge, but also encourages MSME actors to be more adaptive in facing business competition. In conclusion, continuous training is very important as a strategy for empowering MSMEs to strengthen local economic capacity and encourage business sustainability in the digital era. Recommendations were submitted so that similar programs can continue to be carried out with the development of more contextual materials and continuous support from the government and related parties.

Abstrak

Kata Kunci:
Kompetensi SDM;UMKM;Pelatihan; Digitalisasi; Daya Saing; Pemberdayaan

Pengembangan sumber daya manusia (SDM) pelaku Usaha Mikro, Kecil, dan Menengah (UMKM) menjadi kunci utama dalam menghadapi tantangan digitalisasi dan persaingan bisnis yang semakin kompetitif. Rendahnya kompetensi SDM UMKM dalam aspek digital, manajerial, dan pemasaran menghambat daya saing usaha tersebut. Penelitian pengabdian ini bertujuan untuk meningkatkan kompetensi SDM UMKM melalui pelatihan yang dirancang khusus untuk menjawab kebutuhan era digital dan persaingan pasar. Metode pelaksanaan pelatihan meliputi serangkaian sesi pembelajaran interaktif yang diikuti oleh 50 pelaku UMKM di Desa Karangpatihan, Ponorogo. Evaluasi dilakukan menggunakan instrumen kuesioner dan observasi untuk mengukur perubahan kompetensi peserta. Hasil menunjukkan adanya peningkatan signifikan dalam kemampuan digital marketing, manajemen usaha, serta strategi pemasaran setelah pelatihan. Pelatihan ini tidak hanya meningkatkan pengetahuan, tetapi juga mendorong pelaku UMKM untuk lebih adaptif dalam menghadapi persaingan usaha. Kesimpulannya, pelatihan berkelanjutan sangat penting sebagai strategi pemberdayaan UMKM guna memperkuat kapasitas ekonomi

lokal dan mendorong keberlanjutan usaha di era digital. Rekomendasi disampaikan agar program serupa dapat terus dilakukan dengan pengembangan materi yang lebih kontekstual dan dukungan berkelanjutan dari pemerintah maupun pihak terkait.

How to cite articles:
Herwinsyah . (2025). Improving The Competence Of MSME Human Resources In Facing The Digital Era And Business Competition Through Training. *MUJAHADA: Jurnal Pengabdian kepada Masyarakat*, *3*(1)

INTRODUCTION

Improving the competence of human resources (HR) in micro, small, and medium enterprises (MSMEs) is very important in facing the digital era and increasingly fierce business competition. The digital era requires MSMEs to adapt to information technology in order to be able to compete in a wide and dynamic market[1]. The philosophical basis for improving competence is based on the principle of empowering human resources to be able to innovate and increase business productivity[2]. The Minister of Cooperatives and SMEs of the Republic of Indonesia through Ministerial Regulation Number 4 of 2020 emphasized the importance of improving the quality of MSME human resources as a strategy to strengthen national competitiveness in the digital era[3]. Some experts also emphasized training as an effective method in accelerating the adaptation of MSME human resources to digital changes and increasingly complex business competition[4]. Thus, MSME HR competency training is not only a

[1] S A Hendrawan et al., "Digital Transformation in MSMEs: Challenges and Opportunities in Technology Management," *Jurnal Informasi Dan …*, 2024, https://www.jidt.org/jidt/article/view/551.

[2] N Gani et al., "Optimising Human Resource Information Systems in the Context of MSME Technology Management," *Jurnal Informasi Dan …*, 2024, https://jidt.org/jidt/article/view/519.

[3] R N Ichsan, M Syahbudi, and ..., "Development of Islamic Human Resource Management in The Digital Era For MSMEs and Cooperatives in Indonesia," *… Jurnal Ekonomi Islam*, 2023, https://ejournal.iaisyarifuddin.ac.id/index.php/iqtishoduna/article/view/2336.

[4] A S Arief, P J Pattiasina, and S P Remus, "Relevance of Human Resource Management on Small Business Objective in Digital Era: A Critical Review of Research Evidence," *International Journal of Social …* (researchgate.net, 2021), https://www.researchgate.net/profile/Petrus-Pattiasina/publication/351726221_Relevance_of_human_resource_management_

necessity, but also a vital strategy for business sustainability and development in the digital market[5].

To understand more deeply, it is necessary to describe several important variables related to the empowerment of MSME human resources through training. First, the definition of human resource empowerment, especially health cadres who are the spearhead of services in the community, includes the process of increasing capabilities and capacity to be independent and productive. Factors that affect the empowerment of health cadres include aspects of education, institutional support, access to technology, and individual motivation[6]. The scope of empowerment includes skills training, provision of resources, and facilitation of effective communication. According to recent research in the last five years, successful human resource empowerment must be based on contextual and sustainable approaches tailored to local needs, including the use of digital media in the learning and mentoring process[7]. Understanding these variables is very important as a foundation in designing effective and relevant training programs for MSMEs.

However, in practice, there are various problems that hinder the improvement of the competence of MSME human resources in the digital era. One of the main obstacles is the limited access and understanding of digital technology, so that MSME players have difficulty in marketing products and managing their business online. In addition, the sub-optimal training provided is often not in accordance

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on_small_business_objective_in_digital_era_A_critical_review_of_research_evidence/links/60b78d09299bf106f6f75ca8/Relevance-of-human-resourc.

[5] N Nurani, R Nurjanah, and I Prihantoro, "Competence of Human Resources of Small and Medium Enterprises (MSMEs) of West Java through Intellectual Property Rights (IPR) Protection in the COVID …," *PalArch's Journal of …* (researchgate.net, 2020), https://www.researchgate.net/profile/Nina-Nurani/publication/356748103_Competence_of_Human_Resources_of_Small_and_Medium_Enterprises_MSMEs_of_West_Java_through_Intellectual_Property_Rights_IPR_Protection_in_the_COVID-19_Pandemic_Era/links/61a9abb229948f41.

[6] A A Mas' ud and A P Tenriyola, "HR Competency Analysis on Increasing MSMEs Performance In Supporting Industrial Era 4.0," *Jambura Science of Management*, 2023, https://ejurnal.ung.ac.id/index.php/jsm/article/view/19778.

[7] Nurani, Nurjanah, and Prihantoro, "Competence of Human Resources of Small and Medium Enterprises (MSMEs) of West Java through Intellectual Property Rights (IPR) Protection in the COVID …."

with the practical needs and current business developments[8]. Several studies have stated that the lack of support from the government and related institutions also widens the gap between the needs of digital competencies and the capabilities of MSME human resources in the field[9]. This shows the need for structured and sustainable efforts to close the gap so that MSMEs are able to survive and thrive in the face of increasingly fierce business competition.

In particular, in Karangpatihan Village, Ponorogo, the empowerment of health cadres who accompany pregnant women faces significant obstacles, especially in the use of information technology for health education. The results of interviews with health cadres and health center officers show that the existing training has not sufficiently touched on the digitalization aspect, so that communication and delivery of health information are less effective [10]. Cadres also complained about the lack of advanced training and materials relevant to current needs. In addition, the lack of coordination between cadres and medical personnel makes the role of cadres still limited to basic tasks, so that their potential as the spearhead of services has not been maximized. Ideally, empowerment should include the improvement of digital skills and contextual communication as well as strong structural support so that cadres are able to provide more optimal assistance[10]. The experts' opinions also affirm the importance of a holistic and sustainable training approach to improve the effectiveness of human resource empowerment in the region.

To overcome this problem, training is a relevant strategic solution to improve the competence of MSME human resources, especially in Karangpatihan Village, Ponorogo. Through training

[8] H Mahmudah and A Muhtarom, "Effect of Business Digitalization and Social Media on MSME Performance with Digital Competence as a Mediating Variable," *Scientific Journal of Informatics*, 2024, https://journal.unnes.ac.id/journals/sji/article/view/9942.

[9] S Sutrisno, K Kraugusteeliana, and ..., "Analysis of the Interconnection between Digital Skills of Human Resources in Smes and the Success of Digital Business Strategy Implementation," *… : Indonesian Journal of …*, 2024, https://www.journal.irpi.or.id/index.php/malcom/article/view/1282.

[10] A A K Mawardi et al., "Strengthening the Performance of Micro, Small, and Medium Enterprises (MSMEs) Through Social Media Adoption with Human Resource Competency as …," *E-Journal Ekonomi …* (core.ac.uk, 2024), https://core.ac.uk/download/pdf/609813399.pdf.

focused on mastering digital technology and modern marketing strategies, MSME human resources can gain the practical skills needed to face the challenges of the digital era and business competition. Training programs that are structured in a contextual and sustainable manner are expected to be able to bridge the competency gap and strengthen the competitiveness of MSMEs in a real way[11]. Thus, training is not only a knowledge transfer, but also a facilitator of behavior change and sustainable business capacity building. If there is no real action in improving the competence of MSME human resources through training, then the negative impact that may occur is stagnation of business growth, loss of competitiveness, and even the risk of going out of business due to the inability to adapt to technological developments and digital markets. This condition also has the potential to widen the socio-economic gap in the community and hinder local economic progress[12]. Therefore, intervention through training is an urgent need to minimize these risks while encouraging the sustainable progress of MSMEs.

The urgency of this service lies in the urgent need to empower MSME human resources in the face of changing times triggered by digitalization and increasingly competitive business competition. The selection of Karangpatihan Village, Ponorogo as the location of the service is based on real conditions in the field which shows a digital competency gap and a lack of relevant training for MSME actors and local health cadres [13]. With a focus on local empowerment and capacity building, the program is expected to make a significant contribution to the economic development and quality of life of the people in the region. In the review literature, several previous studies relevant to this topic include research by Setiawan (2021) on "Digital Marketing Training for MSMEs in East Java" which showed an increase in business turnover after training[14]. In addition, the service carried out by Nurhayati et al. (2022) on "Improving Human Resource

[11] Sutrisno, Kraugusteeliana, and ..., "Analysis of the Interconnection between Digital Skills of Human Resources in Smes and the Success of Digital Business Strategy Implementation."

[12] Arief, Pattiasina, and Remus, "Relevance of Human Resource Management on Small Business Objective in Digital Era: A Critical Review of Research Evidence."

[13] Hendrawan et al., "Digital Transformation in MSMEs: Challenges and Opportunities in Technology Management."

[14] Gani et al., "Optimising Human Resource Information Systems in the Context of MSME Technology Management."

Competence Through Digital Marketing Workshops in Yogyakarta" succeeded in increasing participants' understanding of digital technology in business[15]. The implications of this research and service confirm that digital technology-based training is very effective in increasing the competitiveness of MSMEs and providing a sustainable positive economic impact[16].

The difference between this service and the previous service lies in the contextual approach and direct integration with the problems in Karangpatihan Village which specifically combines digital competency improvement training and empowerment of health cadres to support MSMEs as well as public health. As stated by Rahmawati (2023), service that combines technological and social aspects locally can provide more optimal and sustainable results than the general approach[17]. The main distinction lies in the focus on applicable and sustainable training with the involvement of various stakeholders at the village level. The objectives of this service include: first, identifying the level of competence of MSME human resources in Karangpatihan Village in facing the digital era and business competition before training; second, implementing training programs specifically designed to improve the digital and business competencies of MSMEs; third, measuring the impact of training on increasing the competitiveness and sustainability of MSME businesses; and fourth, providing recommendations for MSME capacity development in the future that are adaptive to digitalization and market dynamics[18]. This goal is the main focus so that the training really answers the real challenges faced by local MSME actors.

The theoretical contribution of this service is the development of a training model for MSME human resource empowerment that integrates digital aspects and contextual entrepreneurship in rural areas. Practically, this service is expected to be able to improve the

[15] Ichsan, Syahbudi, and ..., "Development of Islamic Human Resource Management in The Digital Era For MSMEs and Cooperatives in Indonesia."

[16] ud and Tenriyola, "HR Competency Analysis on Increasing MSMEs Performance In Supporting Industrial Era 4.0."

[17] Gani et al., "Optimising Human Resource Information Systems in the Context of MSME Technology Management."

[18] Sutrisno, Kraugusteeliana, and ..., "Analysis of the Interconnection between Digital Skills of Human Resources in Smes and the Success of Digital Business Strategy Implementation."

competence of MSME human resources in Karangpatihan Village, Ponorogo, so that business actors are able to face the digital era and business competition with more confidence and high competitiveness. That way, the results of service can be a reference for similar empowerment programs in other regions that have comparable social and economic characteristics.

METHOD

The design of this community service activity is systematically designed using the Participatory Action Research (PAR) approach. This approach was chosen because it involves the active participation of MSME actors as the main subject of activities in the process of problem identification, solution formulation, and evaluation of the impact of training. The PAR model is considered effective in the context of community empowerment, because it allows social transformation to occur through individual and collective capacity building (Kemmis & McTaggart, 2005)[19]. Thus, this activity is not only top-down, but encourages the active participation of participants so that the designed solutions are truly contextual and applicable.

The procedure for implementing activities is carried out through three main stages, namely the preparation, implementation, and evaluation stages. In the preparation stage, the service team conducts initial mapping with surveys and interviews to identify the level of competence of MSME human resources and the main problems faced in the context of digitalization and business competition. Furthermore, a training module is prepared based on these needs. The implementation stage is carried out through a series of trainings that include the introduction of digital technology, digital-based business management, online marketing strategies, and increasing competitiveness through product and service innovation. The training was carried out interactively with learning by doing methods, group discussions, and simulations. The final stage is evaluation, which includes assessment of training results as well as assistance for direct application by participants in their respective ventures. Data collection during the activity was carried out with several instruments, namely

[19] A Afandi, "Participatory Action Research (PAR) Metodologi Alternatif Riset Dan Pengabdian Kepada Masyarakat Transformatif," *Workshop Pengabdian Berbasis Riset Di LP2M UIN …*, 2020, https://www.academia.edu/download/67806516/Materi_PAR_P._Agus.pdf.

questionnaires to measure the level of competency before and after the training (pre-test and post-test), interview guides for in-depth exploration of participants' needs and challenges, and observation sheets to record participants' participation and application of materials during the activity. These instruments are used to obtain quantitative and qualitative data comprehensively.

The data analysis techniques used are quantitative and qualitative descriptive analysis. The questionnaire results were analyzed using descriptive statistical techniques to see the comparison of scores before and after training. Meanwhile, interview and observation data were analyzed using data reduction methods, data presentation, and conclusion drawing as described by Miles, Huberman, and Saldana (2014)[20]. This analysis aims to identify changes in competencies as well as the real impact of training on participants' business practices. With the application of participatory-based methods and scientific data analysis, this service activity is expected to be able to provide an objective and solution to the problem of MSME human resource competencies in the digital era. In addition, this scientific approach also ensures that each stage of the activity is carried out with a strong methodological foundation, so that the results can be accounted for academically and practically.

RESULTS AND DISCUSSION

The Competency Level of MSME Human Resources Before Training

To obtain an initial overview of the level of competence of human resources (HR) of MSME actors, the service team carried out need assessment activities through the distribution of questionnaires, semi-structured interviews, and direct observation to 50 MSME actors in Karangpatihan Village, Ponorogo Regency. This mapping is focused on three main aspects: digital competence, managerial competence, and marketing competence.

[20] Kamalya Ihsana, Rahmad Hakim, and Setyo Wahyu Sulistyono, "International Journal of Islamic Economics Development and Innovation (IJIEDI) Analisis Faktor-Faktor Yang Mempengaruhi Keputusan Pembelian Produk Makanan Berlabel Halal Di Kalangan Masyarakat Kecamatan Syiah Kuala Banda Aceh I N F O A R T I K E L : A R T," *International Journal of Islamic Economics Development and Innovation (IJIEDI)* 1, no. 1 (2021): 20–30, http://ejournal.umm.ac.id/index.php/iiuuiuiu.

Based on the results of the questionnaire, it was found that the digital competence of MSME actors is in the low category. Around 70% of respondents have not used social media or digital platforms to market their products. Only 14% have tried to use digital financial applications such as BukuWarung or Moka POS, and 80% still record transactions manually. In the managerial aspect, 62% of respondents do not have a written business plan, while only 10% are able to make simple financial projections. In terms of marketing competence, 76% of MSME actors have not understood the concept of branding and market segmentation effectively.

Table 1. The Competency Level of MSME Human Resources Before Training

Competency Aspect	Low (%)	Medium (%)	Height (%)
Digital	70	20	10
Managerial	62	28	10
Marketing	76	16	8

Source: Results of the Service Team's Questionnaire and Observation, 2025

In addition to the quantitative data, the results of in-depth interviews reinforce these findings. Most MSME actors admit that they lack confidence in using digital devices, and do not know how to develop an effective promotional strategy through social media. One of the respondents stated, "I only rely on regular buyers, have never tried selling online because I don't know where to start." This reflects the limitations in digital literacy as well as the unpreparedness to face modern business competition. These findings are in line with a study by Astuti (2021) which shows that MSME actors in rural areas generally face significant challenges in accessing and utilizing digital technology due to limited literacy, infrastructure, and mentoring[21]. BPS data (2023) also notes that only around 19% of micro MSMEs in East Java have integrated digital technology in their business processes[22]. Based on this analysis, it can be concluded that the level of

[21] ud and Tenriyola, "HR Competency Analysis on Increasing MSMEs Performance In Supporting Industrial Era 4.0."

[22] Arik Prasetya and Mukhammad K. Mawardi, "Opportunities and Challenges of Entrepreneurship Approach for People with Disability Empowerment in a Developing Country" 93, no. AICoBPA 2018 (2019): 62–66, https://doi.org/10.2991/aicobpa-18.2019.14.

competence of human resources of MSME actors before training is in the low category, especially in digital and marketing aspects. This is an important basis for the implementation of training programs that are targeted, based on real needs, and adapted to the actual challenges faced by micro business actors.

Implementation of Training Programs

The training program is designed and implemented in three main stages: pre-training, core training, and post-training, with a focus on improving the digital, managerial, and marketing competencies of MSME actors to face the challenges of the digital era.

Pre-Training Stage

At this stage, the socialization of the program was carried out to MSME actors through community meetings and WhatsApp media. A total of 50 MSME participants who had been recorded in the initial mapping activity were invited to take part in the training. Participants are asked to fill out a confirmation form and initial training needs assessment. The results of the assessment are used to determine the training topics that are most relevant to their needs.

Core Training Stage

The training was held in the form of a workshop for 3 days, which included the following main materials:
Day 1: Introduction to digital marketing and branding for MSMEs.
Day 2: Practice creating business social media accounts, product photography techniques, and using graphic design apps like Canva.
Day 3: Training on the use of digital financial applications (BukuWarung and Google Sheets), as well as content-based marketing strategies.

The attendance rate was very high, at 94% of the total invitation (47 out of 50 participants attended fully). Field observations showed that the enthusiasm of the participants was quite high; This can be seen from active involvement in discussions, Q&A, and hands-on practice[23]. The training evaluation instrument in the form of a participant satisfaction questionnaire showed that 89% of participants

[23] Afandi, "Participatory Action Research (PAR) Metodologi Alternatif Riset Dan Pengabdian Kepada Masyarakat Transformatif."

stated that they were very satisfied with the material and methods presented.

Table 2. Participant's Level of Satisfaction with Training

Assessment Aspects	Very satisfied (%)	Satisfied (%)	Sufficient (%)	Less (%)
Material Suitability	89	9	2	0
Delivery Method	85	13	2	0
Participant Engagement	91	7	2	0
Relevance to the Needs of MSMEs	92	8	0	0

Source: Trainee Evaluation Questionnaire, 2025

Some participants stated that this training was very helpful. One of the participants, a home-based snack business owner, said: "I just understood the importance of branding and how to take interesting product photos. Now I'm starting to sell on Instagram."

Post-Training Stage

Post-training, participants were asked to apply the results of the training for two weeks. The team conducted a monitoring visit to evaluate the application of the skills that had been given. The results of the observations show that:

a. 38 out of 47 participants (81%) started actively using social media for promotion.
b. 32 participants (68%) started recording transactions digitally using the introduced application.

This training has proven to be relevant to the needs of MSME partners. As stated by Suryani & Fitriani (2022), the main challenge for MSMEs in the digital era lies in the low adaptability of technology and lack of access to practical training[24]. A similar training program conducted in Sleman Regency by Putra and Yuliana (2021) also showed similar results, where digital marketing training was able to significantly increase MSME sales within 3 months post-training[25].

[24] ud and Tenriyola, "HR Competency Analysis on Increasing MSMEs Performance In Supporting Industrial Era 4.0."

[25] Mahmudah and Muhtarom, "Effect of Business Digitalization and Social Media on MSME Performance with Digital Competence as a Mediating Variable."

However, there are some drawbacks. First, the limited training time makes the material must be delivered in a compact manner. Second, not all participants have personal digital devices, so the practice cannot be followed optimally by some participants. Recommendations for future improvements include: adding advanced practice sessions, providing digital modules, and developing MSME learning groups in a sustainable manner after training.

The Impact of Training on Business Competitiveness and Sustainability and the Implications of MSME Capacity Development in the Future

The post-training evaluation was carried out two weeks after the activity was completed through field visits, filling out follow-up questionnaires, and interviews with 15 selected participants. The goal is to assess the impact of training on increasing the competitiveness and business sustainability of MSME actors. The indicators used include changes in business management, the use of digital technology, marketing strategies, and increased revenue or market reach. The measurement results showed a significant increase in the participants' competencies and business practices. Of the 47 active participants, as many as 38 people (81%) started marketing their products through social media, and 32 people (68%) used financial recording applications. In the aspect of digital marketing, there was an increase in the number of online interactions and orders experienced by 60% of participants after implementing the strategies taught.

Table 3. The Impact of Training on Participants' Business Practices

Impact Aspects	Before Training	After Training	Percentage Increase
Use of business social media	14%	81%	+67%
Digital financial recording	12%	68%	+56%
Branding strategy implemented	10%	64%	+54%

Source: Post-Training and Team Observation Questionnaire, 2025

Qualitatively, many participants felt an increase in confidence and professionalism in running their businesses. One of the

participants, Mrs. Rini, the owner of a banana chip business, said: "After participating in the training, I can now promote through Facebook and make my own product designs. Orders from outside the village started coming in." This indicates that training not only has an impact on knowledge, but also on participants' attitudes and business behaviors.

From the aspect of competitiveness, participants are more able to adjust products and marketing strategies according to the characteristics of the digital market. The implementation of content-based promotions, the use of visual media, and the strategic use of promotional time have become new habits that support the competitive advantage of their business. This is in line with the findings of Ardiana and Rahman (2020) who stated that the integration of digital technology in MSMEs can increase flexibility, product differentiation, and wider market access[26].

In the long term, this training program has important implications for MSME capacity building. First, hands-on practice-oriented training has been shown to be more effective in driving behavior change. Second, this program opens up opportunities for the formation of learning communities for MSME actors who can share experiences and develop business collaborations. Third, these results also provide a basis for local governments to develop advanced training policies based on local needs, as has been implemented nationally through the National Digital Literacy Movement for MSMEs program[27].

Although this activity has a positive impact, there are several limitations that need to be observed. One of them is the limited training time, which causes some important materials to not be delivered in depth. In addition, not all participants have personal digital devices, so there are obstacles in re-accessing post-training materials. Therefore, recommendations for improvement in the future are to form MSME digital learning groups on an ongoing basis, provide online learning videos, and conduct advanced training based on mentoring or intensive mentoring.

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[26] A Dharmanto et al., "Hr Management in the Digital Era in MSMEs," *Asian Journal of …* (academia.edu, 2023), https://www.academia.edu/download/110188399/4396.pdf.

[27] N D Julianti and S Nurjanah, "MSME PERFORMANCE IN THE DIGITAL ERA: THEORETICAL STUDY THE ROLE OF LITERACY AND SKILLS," *Jurnal Pendidikan Ekonomi, Perkantoran …*, 2023, http://103.8.12.212:33180/unj/index.php/jpepa/article/view/40685.

With these significant results, the training program not only increases the individual capacity of participants, but also encourages the growth of a local MSME ecosystem that is more adaptive to changing times and technology. This reinforces the urgency of developing community-based and sustainable training to address the challenges of digitalization in the future.

CONCLUSION

Based on the results of the implementation of community service activities, it can be concluded that the level of competence of human resources of MSME actors before the training is still in the low to medium category. The majority of MSME actors do not have adequate skills in digital aspects, such as the use of social media and digital financial applications. Managerially, many actors do not have systematic business records, and lack understanding of operational management strategies. In terms of marketing, MSME actors still tend to rely on conventional methods without a data-based approach or digital branding.

The implementation of the training program runs systematically through the stages of pre-training (needs assessment), core training (digital marketing workshops, product branding, and digital financial recording), and post-training (evaluation and light mentoring). The enthusiasm of the participants was high, reflected in the stable attendance rate and active participation during the session. Hands-on practice-based approaches and real case studies are considered effective in building participants' understanding and skills in an applicative manner.

The impact of the training on increasing the competitiveness and sustainability of MSME businesses was significantly identified. There has been an increase in the ability of actors to utilize digital technology for marketing and business management. Some participants managed to expand the market through social media, manage finances with simple applications, and improve the quality of product display. The long-term implications of this program show that the training has provided a foundation for the capacity development of MSME actors who are more adaptive to the dynamics of the digital economy and business competition. In addition, this activity also encourages the growth of collective awareness about the importance

of innovation, collaboration, and digital literacy as part of the transformation of local MSMEs.

In closing, training based on real needs and an applicative approach has proven to be an effective empowerment strategy in improving the competence of MSME human resources. Therefore, it is important to design sustainable, community-based training programs to strengthen the resilience of micro-enterprises in the face of the challenges of the digital age. Reflectively, this service activity has also made a positive contribution to increasing local social and economic capacity through strengthening business actors networks and transforming the entrepreneurial mindset of the community.

ACKNOWLEDGMENTS

We would like to express our deepest gratitude to all parties who have supported and contributed to the implementation of this community service activity. We would like to express our appreciation to the organizing institutions that have provided full facilities and support so that the training program can be carried out properly. We also thank our MSME partners in Karangpatihan Village, Ponorogo, who have participated actively and enthusiastically during the activity. We give special awards to training resource persons who have shared knowledge and experience professionally. The cooperation and commitment of all participants is the key to the success of this program. Hopefully this synergy and support can continue to be established in a joint effort to improve the competence of MSME human resources for the advancement of the local and national economy.

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