

## **Enhancing Managerial Skills for MSME Practitioners Through Community-Based Education Programs**

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### **Abstract**

MSMEs play a crucial role in driving the economy, both locally and nationally. Many MSMEs face challenges in managing their businesses, especially in terms of management. This research aims to examine strategies for enhancing managerial skills for MSME practitioners through community-based education programs. This research methodology employs a qualitative approach with a focus on community engagement, combined with a literature review. Descriptive analysis is used to analyze data obtained from 27 selected articles taken from Google Scholar within the range of 2008-2024. The study findings indicate that in an era of globalization fraught with challenges, the development of managerial skills becomes paramount for Micro, Small, and Medium Enterprises (MSMEs) practitioners. Despite their vital role in a country's economy, MSMEs often encounter difficulties in effectively managing their businesses due to insufficient knowledge and managerial skills. In this context, strategies for enhancing managerial skills through community-based education programs offer relevant and affordable solutions.

**Keywords:** Managerial Skills, MSMEs, Education, Community

## **Strategi Peningkatan Keterampilan Manajerial bagi Pelaku UMKM Melalui Program Pendidikan Berbasis Komunitas**

### **Abstrak**

UMKM memiliki peran yang sangat penting dalam menggerakkan perekonomian, baik secara lokal maupun nasional. Banyak UMKM menghadapi tantangan dalam mengelola usaha mereka, terutama dalam hal manajemen. Penelitian ini bertujuan untuk menelaah strategi peningkatan keterampilan manajerial bagi pelaku UMKM melalui program pendidikan berbasis komunitas. Metode penelitian ini menggunakan pendekatan kualitatif dengan fokus pada pengabdian masyarakat, yang dikombinasikan dengan tinjauan Pustaka. Analisis deskriptif digunakan untuk menganalisis data yang diperoleh dari 27 artikel terpilih yang diambil dari Google Scholar dalam rentang tahun 2008-2024. Hasil studi menunjukkan bahwa dalam era globalisasi yang penuh dengan tantangan, pengembangan keterampilan manajerial menjadi sangat penting bagi para pelaku Usaha Mikro, Kecil, dan Menengah (UMKM). Meskipun UMKM memiliki peran vital dalam perekonomian suatu negara, seringkali mereka menghadapi kendala dalam mengelola bisnis mereka dengan efektif karena kurangnya pengetahuan dan keterampilan manajerial yang memadai. Dalam konteks ini, strategi peningkatan keterampilan manajerial melalui program pendidikan berbasis komunitas menawarkan solusi yang relevan dan terjangkau.

**Kata kunci:** Keterampilan Manajerial, UMKM, Pendidikan, Komunitas

## **INTRODUCTION**

The role of Micro, Small, and Medium Enterprises (MSMEs) is crucial in the economic dynamics, both at the local and national levels (Arjang et al., 2023). MSMEs not only serve as significant job creators but also act as drivers of economic growth and reducers of economic disparities (Sudirjo et al., 2023). In this context, they function as engines of

economic activity, contributing to the creation of jobs that support workforce growth and stimulating economic activity through the expenditures and investments they make. Overall, the contribution of MSMEs is crucial in strengthening the foundation of an inclusive and sustainable economy.

The challenges faced by many Micro, Small, and Medium Enterprises (MSMEs), especially in the realm of management, are crucial in understanding the dynamics of business sustainability. Limitations in mastering managerial skills, including but not limited to planning, organizing, supervising, and controlling, often hinder the growth and sustainability of MSMEs. Lack of understanding and effective application of management practices can result in a lack of control over business operations, increased risk of failure, and reduced potential for innovation and adaptation to market changes (Errida & Lotfi, 2021). Efforts to enhance managerial quality in MSMEs through education, training, and business consultancy are essential to support sustainable growth and improve competitiveness in an increasingly dynamic market.

The quality of managerial skills stands out as a key element in securing the competitiveness and sustainability of Micro, Small, and Medium Enterprises (MSMEs) in a dynamic business landscape. Proficiency in management enables MSME entrepreneurs to manage their resources more efficiently, devise appropriate strategies, and respond to diverse business challenges more adeptly (Sutrisno et al., 2023). By strengthening managerial skills, MSMEs can enhance their productivity and operational effectiveness, improve their ability to adapt to market changes, and strengthen the foundation for long-term growth. Furthermore, investment in managerial skill development can help create an environment conducive to innovation and creativity, which are crucial assets in facing increasingly fierce competition at the local, national, and global levels.

Tailored education programs for Micro, Small, and Medium Enterprise (MSME) operators may be a strategic step in enhancing their managerial capacity. By presenting curricula that focus on management aspects specific to MSMEs, such as financial management, marketing, and operations, these programs can provide opportunities for MSME operators to broaden their insights and skills in managing and developing their businesses (Ausat et al., 2022). Moreover, through the application of best practices taught within the educational context, MSME operators can optimize the growth potential and sustainability of their businesses in a rapidly evolving and complex business environment.

Community-based approaches show promise as highly relevant frameworks in designing education programs for Micro, Small, and Medium Enterprises (MSMEs). By considering the dynamics and unique needs of each local community, these programs can be more precisely targeted and effective in providing training and support suitable for MSME operators. Through active engagement from local stakeholders, including entrepreneurs, local governments, educational institutions, and community organizations, educational programs can tailor curricula and teaching methods to the business context and challenges faced by local MSMEs (Galvão et al., 2020).

Although the concept is promising, further research is needed to identify the most effective strategies in enhancing the managerial skills of MSME operators through

community-based education programs. This research will provide a deeper understanding of the challenges, needs, and potential solutions for MSMEs in improving their managerial skills.

### **Managerial Skills**

Managerial skills refer to a set of abilities required to plan, organize, lead, direct, and control various aspects within an organization or business. This encompasses the ability to make effective decisions, manage time and resources efficiently, communicate effectively, motivate teams, as well as solve problems with creativity and intelligence. Managerial skills also involve the ability to understand and manage interpersonal relationships, both with employees, business partners, and customers (Pedraza-Rodríguez et al., 2023). Overall, managerial skills serve as the foundation for the success of leaders and managers in managing organizations or businesses, and ensuring the effective and efficient achievement of set goals (Akpapere et al., 2019).

### **Micro, Small, and Medium Enterprises (MSMEs)**

Micro, Small, and Medium Enterprises (MSMEs) refer to the business sector consisting of various types of enterprises with relatively small-scale operations, including micro, small, and medium enterprises (Metris et al., 2024a). MSMEs generally have limited numbers of employees, limited capital, and limited resources compared to large corporations (Sutrisno et al., 2024). Micro-enterprises typically consist of one or a few individuals with limited capital, while small and medium enterprises may have more employees and resources but still operate on a smaller scale than large corporations (Metris et al., 2024b). MSMEs play a crucial role in the economy by creating jobs, supporting local economic growth, and promoting social and economic inclusion by empowering local entrepreneurs and communities (Sutrisno, 2023).

### **Education**

Education refers to a systematic process involving the transfer of knowledge, skills, values, and culture from one individual or group to another (Ohara, 2023). The primary goal of education is to develop the potential and abilities of individuals, intellectually, emotionally, socially, and physically, so that they can become productive members contributing to society. The education process involves various methods, techniques, and learning strategies tailored to the needs and characteristics of learners (Mahmudin, 2023; Said Ahmad et al., 2023). Additionally, education also encompasses the development of critical, creative, and analytical thinking skills, as well as the formation of strong character and positive moral values. Through education, individuals can acquire the knowledge needed to achieve their life goals, overcome challenges, and positively contribute to the development of society and human civilization as a whole (Azzaakiyyah et al., 2023; Mustofa & Anggara, 2023; Siminto et al., 2023; Sudi et al., 2023).

### **Community**

A community is a group of individuals or groups who share common interests, goals, or identities, and regularly interact within a specific environment or region (Bradshaw, 2008). Communities can be formed based on various factors such as geographic, cultural, religious, professional, or shared interests. Relationships within communities are often based on interdependence, mutual support, and sharing, with the aim of strengthening social bonds among individuals and advancing common interests. Communities can be local communities at the village or city level, online communities on digital platforms, or communities formed in workplaces, schools, or social organizations (Sessions, 2010). Within communities, individuals can gain support, resources, and important social identities for personal development, collective growth, and solving problems together.

## **METHOD**

This research methodology employs a qualitative approach with a focus on community engagement, combined with a literature review. The qualitative approach allows researchers to gain in-depth understanding of the experiences, perceptions, and contexts of the communities involved in this research. The focus on community engagement indicates that this research aims to provide direct benefits to the community by applying research findings in everyday life practices. The literature review is used to explore relevant literature and gain comprehensive understanding of the research topic, in this case, enhancing managerial skills for MSME practitioners. Descriptive analysis is used to analyze data obtained from 27 selected articles taken from Google Scholar within the range of 2008-2024. Through this descriptive analysis, the research will identify patterns, trends, and key findings emerging from the selected literature. Thus, the combination of qualitative approach, focus on community engagement, literature review, and descriptive analysis provides a solid foundation for exploring and generating deep understanding of strategies for enhancing managerial skills for MSME practitioners.

## **FINDING AND DISCUSSION**

In the era of globalization, which is fraught with challenges like today, the development of managerial skills becomes a crucial aspect for Micro, Small, and Medium Enterprises (MSMEs) practitioners. The role of MSMEs in the context of a country's economy becomes highly significant, especially in aspects such as job creation, local economic growth, and equitable distribution of wealth. However, often MSMEs are confronted with significant constraints in effectively running their businesses, caused by a lack of adequate managerial knowledge and skills.

In this urgent context, the strategy of enhancing managerial skills for MSME practitioners through community-based education programs emerges as a solution that is not only relevant but also essential. This approach offers advantages in terms of accessibility, inclusivity, and sustainability, which in turn empower MSME practitioners to manage their businesses more effectively. Community-based education programs provide opportunities for MSME practitioners to learn in a supportive environment, taking into account the local context and unique needs of each business. Thus, the use of

community-based education strategies can be a significant step in strengthening the managerial skills of MSME practitioners and enhancing their contribution to the overall economy (Kwartawaty et al., 2023).

One prominent component of this strategy is the community-based approach that serves as a strong foundation. In this approach, MSME practitioners are empowered through a learning process centered on collaboration and knowledge exchange among fellow community members. By organizing focused discussion forums, practical-oriented workshops, and various other educational activities, MSME practitioners can actively engage in sharing experiences, exploring best practices, and gaining a deep understanding of relevant business management aspects that can be directly applied in their daily operations (Wulandari et al., 2022). This approach creates space for sustainable collaborative growth, where local knowledge and practical experience can be continuously exchanged, resulting in a significant impact on strengthening managerial skills and competitiveness of MSMEs in an increasingly complex business landscape.

Moreover, there is significant potential in leveraging digital technology as a means to expand the accessibility and scale of community-based education programs. Through advanced online platforms, MSME practitioners can easily participate in various courses, access diverse learning resources, and engage in discussions and collaborations without being constrained by geographical or time limitations (Ausat & Suherlan, 2021). Thus, these online platforms not only overcome traditional barriers related to distance and time but also open doors for broader participation from various segments of MSME practitioners, including those with mobility limitations or constrained by work commitments. Additionally, the use of digital technology can also reduce the financial burden that participants may face by minimizing transportation costs or other expenses related to physical attendance in learning activities. The integration of digital technology into community-based education programs holds great potential to expand the reach and effectiveness of efforts to develop managerial skills for MSMEs worldwide.

This approach is not only focused on technical management aspects but also considers the integration of essential entrepreneurship education elements. It is important for MSME practitioners to deeply understand fundamental entrepreneurial concepts, such as structured business planning, relevant product innovation, effective marketing strategies, and prudent financial management (Subagja et al., 2022). By combining a process-oriented managerial approach with proactive entrepreneurship education aspects, community-based education programs can bridge practical and theoretical understanding for MSME practitioners. Through this integration, these education programs aim not only to enhance technical skills but also to shape a proactive and innovative mindset among MSME practitioners. This holistic approach is expected to provide a solid foundation for sustainable progress for MSMEs, aligning with the evolving dynamics in the global business context.

Cross-sector collaboration among government, educational institutions, non-governmental organizations (NGOs), and the private sector plays a key role in ensuring the success of this strategy. Synergistic collaboration among these entities forms the basis

for the development and effective implementation of community-based education programs. By combining resources, expertise, and networks of each party, this cross-sector collaboration enables education programs to be tailored to the unique needs and characteristics of each MSME community. The government acts as a provider of regulations and policy frameworks that support, educational institutions contribute academic expertise and practical learning experiences, NGOs bring in-depth understanding of community challenges and extensive networks, while the private sector can provide financial resources and access to critical markets for program sustainability. This cross-sector collaboration not only strengthens the support base for education programs but also optimizes the potential to make a significant impact in empowering MSMEs comprehensively (Anatan & Nur, 2023).

The implementation of strategies to enhance managerial skills for Micro, Small, and Medium Enterprises (MSMEs) through community-based education programs aims to create an ecosystem that supports the sustainable growth and advancement of MSMEs. Through efforts to strengthen managerial and entrepreneurial skills, MSME practitioners will have the necessary capacity to address various challenges faced in dynamic markets (Sarma et al., 2022). With increased confidence, they can optimize their business potential, enhance competitiveness, and achieve sustainable success. Moreover, the contribution of MSMEs to advancing local and national economies becomes increasingly significant, creating broad and positive impacts in strengthening the overall economic structure. Thus, the implementation of this strategy not only helps MSMEs to survive in a competitive environment but also paves the way for inclusive and sustainable economic growth.

The implementation of strategies to enhance managerial skills for MSMEs through community-based education programs can also have wide-ranging positive impacts, both economically and socially. Some identified impacts include:

1. **Increased Productivity:** By acquiring better managerial skills, MSME players can improve the operational efficiency and productivity of their businesses. This can result in improvements in the production of goods and services, as well as more optimised use of resources.
2. **Improved Product and Service Quality:** With a better understanding of quality management, MSME players can improve the standards of their products and services. This can help them win the trust of their customers and compete better in an increasingly fierce market.
3. **Job Creation:** MSMEs are one of the main sources of job creation in many countries. With increased productivity and business growth, thriving MSMEs will also require more labour, which in turn will help reduce the unemployment rate at the local level.
4. **Reduction of Economic Inequality:** Through community-based education programmes, MSMEs from different walks of life can gain more equitable access to knowledge and resources that support business growth. This can help reduce economic disparities between different groups in society.

5. Empowerment of women and vulnerable groups: Community-based education programmes can provide greater opportunities for women and other vulnerable groups, such as people with disabilities or minority groups, to engage in the business world. This can help improve social and economic inclusion at the local level.
6. Increased Innovation and Creativity: With an increased understanding of managerial and entrepreneurial concepts, MSME actors can become more innovative in creating new products, developing unique business models, and adjusting to market changes.
7. Contribution to Sustainable Development: Through education on sustainable business practices, such as environmental management and corporate social responsibility, MSMEs can become agents of change towards more economically, socially and environmentally sustainable development.

With all these positive impacts in mind, a strategy to improve managerial skills for MSME players through community-based education programmes can be an effective measure in strengthening the MSME ecosystem and promoting inclusive and sustainable economic growth.

## **CONCLUSION**

In an era of globalization fraught with challenges, the development of managerial skills becomes paramount for Micro, Small, and Medium Enterprises (MSMEs) practitioners. Despite their vital role in a country's economy, MSMEs often encounter difficulties in effectively managing their businesses due to insufficient knowledge and managerial skills. In this context, strategies for enhancing managerial skills through community-based education programs offer relevant and affordable solutions. Hence, some recommendations include: 1) Collaboration between the government, educational institutions, non-governmental organizations, and the private sector is essential to develop and implement community-based education programs effectively, tailored to the needs and characteristics of each MSME community. 2) Leveraging digital technology is crucial to enhance the accessibility and scale of education programs, allowing more MSME practitioners to participate without being constrained by geographic or time limitations. 3) Community-based education programs should integrate entrepreneurship education elements to foster a proactive and innovative mindset among MSME practitioners. 4) Efforts should be made to broaden the participation of women and other vulnerable groups in education programs, thereby enhancing social and economic inclusion at the local level. 5) Education programs should promote sustainable business practices to support inclusive and sustainable development economically, socially, and environmentally. By implementing these strategies, it is hoped that an ecosystem supporting the sustainable growth and advancement of MSMEs will be created, contributing significantly to the advancement of the local and national economy.

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