



# Fish Preservation Industry Management Training in the Coastal Area of Ambon Island

Abednego<sup>1\*</sup>

<sup>1</sup>Program Studi Pendidikan Luar Sekolah, Fakultas Keguruan dan Ilmu Pendidikan, Universitas Pattimura, Indonesia

Received: August 19, 2025

Revised: August 31, 2025

Accepted: September 28, 2025

Published: September 30, 2025

Corresponding Author:

Abednego

[abednegodr01@gmail.com](mailto:abednegodr01@gmail.com)

DOI: [10.29303/ujcs.v6i3.1273](https://doi.org/10.29303/ujcs.v6i3.1273)

© 2025 The Authors. This open access article is distributed under a (CC-BY License)



**Abstract:** The background of the fish preservation industry management training is that the fish preservation industry managers in the coastal areas of Ambon Island have not yet fully implemented good business management. The purpose of this community service is to increase the capacity of human resources for industry managers to have managerial competencies. The focus of the training is all activities to provide, obtain, improve, and develop managerial competencies. The activities are carried out in several stages, namely: (1) Situational analysis of the management of the fish preservation industry is carried out to determine steps for identifying needs; (2) The activity planning stage includes the preparation of a syllabus and activity schedule; (3) the training implementation stage is carried out in 2 sessions, namely the first session providing material, in the form of information about managerial competencies and the second session in the form of group discussions; (4) sustainability plans: business development and ongoing mentoring. This community service activity has succeeded in increasing managerial abilities and skills among fish preservation industry managers. The impact felt is increased self-confidence in doing business.

**Keywords:** Business Management; Ongoing Mentoring; Training

## Introduction

The Republic of Indonesia possesses vast marine resources, yet these resources have not significantly contributed to the well-being of its people. This is primarily due to the lack of professional management. A region's geographic location significantly influences the development of its transportation system. Factors such as differences in natural resource potential, human resource quality, and infrastructure conditions are key determinants (Tukan et al., 2024). Each archipelagic region, including Maluku, requires a development strategy tailored to its unique characteristics. However, the development of maritime transportation infrastructure—including ships, ports, shipping networks, and operational patterns—must be carried out in an integrated manner to support regional growth and provide optimal service (Tukan et al., 2015). Efficiency is a key factor in ship operations, both for passenger and freight transport, making it a key focus in

planning inter-island transportation systems to support the maritime toll road network (Nurkholis et al., 2016). This marine potential has not been managed professionally, even though a large number of potential workers are available in coastal areas.

The ability to manage marine resources, particularly fisheries, is closely related to the management of resources into something of high value or utility. Human Resources (HR) are the most important component in a company or organization for running its business. Organizations must have goals that their members want to achieve (Niati et al., 2021). Development is change for the better. Change for the better requires the mobilization of all human resources and reason to realize the desired goals (Shah et al., 2020). Human resource development is a process of changing the human resources owned by an organization, from one situation to another, which is better to prepare for future responsibilities in achieving organizational goals (Werdhiastutie et al., 2020).

## How to Cite:

Abednego, A. (2025). Fish Preservation Industry Management Training in the Coastal Area of Ambon Island. *Unram Journal of Community Service*, 6(3), 711–717. <https://doi.org/10.29303/ujcs.v6i3.1273>

The management of a fish preservation industry is like a digestive system that transforms raw materials into finished goods, and management is like the bloodstream of the business. When individual employees contribute to improving organizational performance, being part of a management system helps them understand their role in achieving the organization's strategic goals. The productivity of the fish preservation industry is determined by the performance of its employees. Therefore, employee competency needs to be managed within human resource management. Recognizing the important role of human resources in an organization, human resources are not merely viewed as a management tool or instrument for achieving organizational goals. Human resources are assets to an organization and are therefore required to possess the abilities, skills, or competencies to be able to carry out the organization's vision and mission. Therefore, managerial competency is related to performance (Ncube & Chimucheka, 2019).

Managerial competence is a source of competitive advantage for companies. Competent managers will produce unique performance that differentiates them from competitors. The study results show that the managerial competence possessed by creative industry managers in West Sumatra influences the company's competitive advantage (Wirda et al., 2016). Furthermore, the results of previous studies found a significant positive relationship between managerial competence and independence on business performance (Abbaszadeh et al., 2012; Rivera & Melo, 2023). Managerial competence is a unique relationship between knowledge, skills and abilities that will shape the manager's function that influences competitive advantage (Agha et al., 2011).

The shortcut to developing managerial competencies is simply through training. Most training is linked to organizational commitment. Some suggest that organizational commitment motivates employees to participate in training (Tannenbaum et al., 1991), others studied organizational commitment as a result of training (Bartlett, 2001; Bulut & Culha, 2010; Newman et al., 2011). Efforts are needed for organizations to make training accessible to employees, such as hiring professionals in the training field, providing training materials, motivating employees to participate in training and so on.

Training programs are the stimulants that workers need to improve their performance and capabilities, which in turn increases the productivity of the organization (Elnaga & Imran, 2013). In addition, competence, training, and compensation have a simultaneous and partial positive effect on employee performance (Katidjan et al., 2018). The practical implication is that managers in organizations must first

be trained in the application of managerial competencies, the development of managerial competencies, and learning issues before they can become fully aware of their own competencies and their development needs. Learning issues in training are closely related to the application of pedagogical competencies, therefore managers need to master pedagogical competencies. In other words, managers who have mastered managerial competencies need to synergize with pedagogical competencies in the learning and training process of industrial management. Synergy and collaboration are emerging as new forms of future education and training in companies that promote the generation of group knowledge, enhance the ability to solve high-level problems, and motivate learners to participate in learning (Suh, 2011).

## Method

The learning method used in this community service is the training method. The core activities of this service are training and consultation. The training activities are targeted at administrators, managers, supervisors, and members. Based on the results of the identification of learning needs, the main problem faced by the Manager is a lack of knowledge and managerial competency skills, namely employee HR management, production management, and financial management. For this reason, the product of this unit focuses on increasing the capacity of HR management, asset management of facilities and infrastructure, and financial management. Related to the focus of the training, community service activities are carried out in stages, namely: (1) the management situation analysis stage; (2) the training activity planning stage; (3) the training activity implementation stage; and (4) the sustainability plan.

### *Preparation for Community Service*

The initial stage is preparation, which focuses primarily on program planning and resource provision, as well as outreach to stakeholders. Scheduling and budgeting are developed to plan the implementation period and costs for each activity in the Community Service program. A crucial step in the preparation phase is the preparation of training instructors or consultants (Training of Trainers). The instructors deployed must possess at least two types of competencies: substantive competencies related to the material being taught and training methodology.

### *Implementation of Community Service*

The second phase is the training phase for Human Resources Management, Production Management, and Financial Management. The training program is

designed based on identified educational and training needs, competency requirements in accordance with the Indonesian National Work Qualifications Standards (known with SKKNI), and is aligned with the identified educational and training needs for the development of the fish preservation industry. This training phase implements the Experimental Learning System (ELS) approach. The basic principle of the ELS method is to focus on improving participants' understanding and skills through active involvement in the training process and proactive mentoring.

#### *Evaluation and Sustainability of Community Service Programs*

Performance measurement is viewed from the target management aspect. Performance measurement also uses mandatory and additional output indicators. The evaluation phase will involve all stakeholders in the fish preservation industry. Evaluation objects include resources, program processes, and program results, as well as community service outputs. Resources include physical and non-physical facilities, as well as human resources. Process evaluation includes scheduling, budgeting, and training and consultation processes. Evaluation of results relates to the achievement of increased managerial capabilities. Evaluation results will be reported and will serve as notes for consideration and improvement of future community service implementation.

## Results and Discussion

**Table 1.** Core Competencies and Competency Achievement Indicators

| Core Competencies   | Indicators of Competence Achievement   |
|---|--|
| Training participants can identify, analyze and make the right decisions about HR management, asset management of facilities and infrastructure and financial management. | <ol style="list-style-type: none"> <li>1. Training participants are able to plan the development of company employee resources.</li> <li>2. Training participants can identify and analyze employee competency development.</li> <li>3. Training participants will be able to manage facility and infrastructure assets.</li> <li>4. Training participants can identify, analyze and organize group business capital.</li> </ol> |

This training and mentoring phase is conducted using the Experience Learning System (ELS) method, a learning approach that emphasizes hands-on experience in the application and its use in real-world situations.

Through this method, participants not only gain theoretical understanding but also master practical skills relevant to field needs. As a guide throughout the training process, partners are also provided with systematic learning modules and interactive video tutorials, designed to facilitate their independent and ongoing understanding of each step in using the application.

#### *Employee Human Resource Management Training*

Human resources play a crucial role in shaping other resources. If a company initially possesses abundant infrastructure, facilities, and financial resources, but lacks the support of qualified human resources, the company will not grow and may even experience significant problems in its production and marketing processes. Why does the company experience these critical problems? Because human resources are the only resource capable of simultaneously planning, implementing, and controlling other resources. Human resources are capable of planning, implementing, and managing financial resources, physical resources, information resources, and other resources.



**Figure 1.** Activities at PT. PERINDO Ambon Branch

#### *a. Employee recruitment and selection.*

Once a company has an idea of the results of job analysis and job design that are in accordance with the company's needs and goals, the task of a company manager is to fill the position by looking for suitable and qualified human resource management for the job.

Recruitment is a process for making human resource management planning decisions regarding the number of employees needed, when they are needed, and the criteria required within an organization. Recruitment is essentially the process of filling vacant positions or jobs within an organization or company. Therefore, there are two sources of labor: external sources and internal sources.

The methods used in the recruitment process will significantly impact the number of applications received by a company. New employee recruitment methods are divided into open and closed methods.

1. Open method. The open method is where recruitment information is widely disseminated through advertisements in print and electronic media, or through word of mouth (reports from others) to the wider community. This open method is expected to attract a large number of applications, thus increasing the opportunity to find qualified employees.
2. A closed recruitment method involves only announcing recruitment to employees or select individuals. As a result, applications are received relatively few times, making it increasingly difficult to find a good employee.

A crucial part of the recruitment process is the selection of prospective employees. The selection process is the means used to determine which applicants will be hired. The process begins when an applicant applies for a job and ends with a hiring decision. Based on this understanding, the selection process has a highly strategic and crucial significance for the company. If implemented in accordance with sound human resource management principles, the selection process will result in the selection of employees who can be expected to make positive and effective contributions.

In general, selection is carried out in several stages, which generally include administrative selection, academic potential tests, interviews, and health tests. Administrative selection generally includes checking the completeness of application documents, such as ID cards and family cards, curriculum vitae, a health certificate from a doctor, a certificate of good conduct, the last educational certificate, diplomas from courses attended, and termination information for those who have worked previously, and possibly other documents deemed important by the company. The goal is to find out as much as possible the background of prospective employees and their impact on the company if the person concerned is later accepted.

#### *b. Recruitment and placement of employees*

Employee recruitment involves placing an employee in a new position or job. The principles of recruitment include considering effectiveness, employment regulations, and avoiding separation.

The appointment process follows a selection/screening process and an acceptance announcement issued by the recruitment committee, signed by an authorized official. Applicants complete the administrative process to be appointed as company employees through a decree from an authorized official based on their education and other required skills.

There are 4 types of employee appointments, namely: (1) Staffing new employees; (2) Promotion; (3) Transfer, and (4) Demotion. Even though prospective employees have worked before, in a new place they face a different situation than in their previous workplace. Therefore, in order for prospective employees to be able to carry out their duties, it is necessary to carry out: (1) an orientation process (introduction); (2) an initial supervision process; and (3) an adjustment process with the company. Orientation of prospective employees to the company means that they are introduced to the organization and all levels of employees in the company. They are also introduced to the situation, conditions and culture that apply within the company. Some large-scale companies conduct recruitment in waves, or batch by batch. In this pattern, the orientation period is often carried out in the form of education and training for prospective new employees. The goal remains the same, namely, to ensure that prospective new employees are prepared to carry out their duties and obligations. Once the orientation period or education and training activities have been completed, it is followed by appointment and placement in the work unit that requires it.

#### **Discussion Material**

Discuss employee HR development issues in the company where you work.

#### *Facilities and Infrastructure Asset Management Training*

The purpose of managing company facilities and infrastructure is to ensure that all activities related to company supplies, both administrative and technical, are carried out effectively and efficiently. To ensure the company's facilities and infrastructure are met, proper, effective, and efficient management is essential, from procurement planning, operation, maintenance, to supervision.

#### *1. Infrastructure Planning*

Planning for the procurement of facilities and infrastructure is the activity of planning the procurement of all necessary items, according to the company's or organization's priorities and budget, in order to achieve predetermined goals. To ensure that the company's facilities and infrastructure meet its needs, the planning process requires the involvement of various stakeholders involved in the development of the company's facilities and infrastructure. The goal is for these stakeholders to provide input based on their areas of expertise. These stakeholders include: Technocrats, Company Owners, Treasurers, and Company Stakeholders.





**Figure 1.** Company Employee Activities

## 2. Storage

Storage is an activity carried out by all work units or warehouse officers to accommodate the results of procurement of goods or materials in the company, whether originating from purchases from other agencies or obtained from assistance. The purpose of storing company facilities and infrastructure is; 1) So that facilities and infrastructure are not easily damaged; 2) So that there is no loss of goods; 3) So that they are arranged neatly so that they can be found when the goods are needed; 4) Facilitate supervision; 5) Facilitate goods analysis.

## 3. Maintenance

Maintenance is an activity carried out continuously to ensure that company goods or facilities and infrastructure remain in good condition or ready for use. The purpose of maintaining company facilities and infrastructure is; 1) So that goods are not easily damaged due to pests or temperature (weather) factors; 2) So that goods are not easily lost; 3) So that goods do not shrink easily; 4) So that goods do not expire; 5) So that all facilities and infrastructure are always clean.

## 4. Inventory

Inventory is all the activities and efforts to obtain the necessary data regarding the facilities and infrastructure owned by a company. The inventory carried out in each company may differ from one to another, but basically all are carried out with the same goals, namely: 1) So that equipment is not easily lost; 2) So that written evidence of goods management activities can be accounted for; 3) Facilitate checking goods; 4) Facilitate supervision; 5) Facilitate when carrying out mutation activities.

### Discussion Material

Each business group analyzes the problems of planning, storage, maintenance and inventory of facilities and infrastructure and finds solutions.

## Financial/Capital Management Training

Working capital management involves cash, accounts receivable, inventory, and short-term loans. To provide understanding to business owners seeking to deepen their knowledge of working capital management, the focus is on manufacturing businesses. This means that manufacturing businesses are those whose operational processes transform a number of resources, such as raw materials, auxiliary materials, labor, information, and other elements, into finished goods, which constitute the group's business products.

### 1. Cash Flow Management

The essence of management's task in cash flow management is monitoring cash flow. In a healthy business, cash inflows and outflows should run smoothly. Conversely, if cash flow is unstable, the cash manager must consider this condition as an indication of business instability. To maintain a balance between cash inflows and outflows, it is necessary to regulate and understand all related work units. In business activities, both cash inflows and outflows occur through various transactions and mutations. To be accountable for all inflows and outflows, professional bookkeeping is required.

### 2. Financial Planning

Financial planning is a guideline or set of guidelines developed by a company to achieve its goals and increase its value. Companies typically do this by estimating the amount and timing of necessary investments and financing. When creating a financial plan, an entrepreneur or self-employed person must maintain a positive attitude, ensuring that their financial planning activities follow these steps:

- Establish the company's financial planning goals appropriately.
- Using financial planning as a motivator and trying to communicate it with related parties.
- Ensure that the planning process is followed by control and always communicate it to the relevant parties.
- Evaluating alternative financial strategies.
- Collect and set efficiency targets both short-term and long-term.
- Develop a plan by comparing performance against established standards.
- Check the accuracy of financial planning as a whole.

If financial planning has been carried out well, the company's financial problems will be well managed. This is in accordance with the objectives of financial planning, namely: 1) Increasing investment in the business; 2) Changing rewards for entrepreneurs; 3) Increasing the ability to profit in the business; 4) Can provide hope for business growth; 5) Increasing

business efficiency. Next, to determine whether financial planning can truly achieve these goals, evaluate and analyze the financial plan. The following is an explanation of how to calculate and analyze it, both for long-term, medium-term, and long-term financial planning.

#### Discussion Material

Each Group Business creates short-term and long-term financial plans, discusses how to obtain and utilize funding sources, and analyzes the supporting factors and threats to business capital.

#### Solutions and Follow-up

The expected follow-up from the implementation of community service is as follows; 1) Changing the community service system from conventional to hybrid-based; 2) Assistance through outreach; 3) Ongoing assistance; 4) Involving partners in training and business development seminars; 5) Maintaining and developing partners' competitive advantage.

#### Conclusion

Community service activities through management training for the fish preservation industry in the coastal areas of Ambon Island can improve the capacity of managers, both leaders and employees. Training with active participation from participants can improve managerial knowledge and competencies, including human resource management, facility and infrastructure asset management, and financial/capital management. The training is divided into two sessions: a presentation session followed by a discussion session on management issues experienced in each work unit and finding the best solutions. This community service activity is expected to maintain the sustainability of the program and provide benefits that can be felt by all parties.

#### References

- Abbaszadeh, Z., Eyni, A., & Rabiei, P. (2012). The Relationship Between Managers' Competencies and Employees' Productivity in Fars Chemical Industries Company, Shiraz, Iran. *World Applied Sciences Journal*, 19(6), 811-817. <https://doi.org/10.5829/idosi.wasj.2012.19.06.454>
- Agha, S., Alrubaiee, L., & Jamhour, M. (2011). Effect of Core Competence on Competitive Advantage and Organizational Performance. *International Journal of Business and Management*, 7(1), 192-204. <https://doi.org/10.5539/ijbm.v7n1p192>
- Bartlett, K. R. (2001). The relationship between training and organizational commitment: A study in the health care field. *Human Resource Development Quarterly*, 12(4), 335-352. <https://doi.org/10.1002/hrdq.1001>
- Bulut, C., & Culha, O. (2010). The effects of organizational training on organizational commitment. *International Journal of Training and Development*, 14(4), 309-322. <https://doi.org/10.1111/j.1468-2419.2010.00360.x>
- Elnaga, A., & Imran, A. (2013). The Effect of Training on Employee Performance. *International Journal of Recent Technology and Engineering*, 5(4), 137-147. <https://core.ac.uk/download/pdf/234624593.pdf>
- Katidjan, P., Pawirosumarto, S., & Yuliani, T. (2018). The effect of competence, training, and compensation to employment performance. *European Research Studies Journal*, 21(3), 280-292. <https://doi.org/10.35808/ersj/1060>
- Ncube, M. S., & Chimucheka, T. (2019). The effect of managerial competencies on the performance of small and medium enterprises in Makana Municipality, South Africa. *African Journal of Hospitality, Tourism and Leisure*, 8(5), 1-15.
- Newman, A., Thanacoody, R., & Hui, W. (2011). The impact of employee perceptions of training on organizational commitment and turnover intentions: A study of multinationals in the Chinese service sector. *International Journal of Human Resource Management*, 22(8), 1765-1787. <https://doi.org/10.1080/09585192.2011.565667>
- Niati, D. R., Siregar, Z. M. E., & Prayoga, Y. (2021). The Effect of Training on Work Performance and Career Development: The Role of Motivation as Intervening Variable. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 4(2), 2385-2393. <https://doi.org/10.33258/birci.v4i2.1940>
- Nurkholis, Nuryadin, D., Syaifudin, N., Handika, R., Setyobudi, R. H., & Udjianto, D. W. (2016). The Economic of Marine Sector in Indonesia. *Aquatic Procedia*, 7, 181-186. <https://doi.org/10.1016/j.aqpro.2016.07.025>
- Rivera, M. P. T., & Melo, N. A. P. (2023). Management Competencies and Their Relationship with Organizational Performance in Small and Medium-Sized Family Businesses. *European Journal of Family Business*, 13(2), 220-233. <https://doi.org/10.24310/ejfb.13.2.2023.16616>
- Shah, M. M., Sirojuzilam, S., & T Maas, L. (2020). The Development Impact of PT. Medco E & P Malaka on Economic Aspects in East Aceh Regency. *Budapest International Research and Critics Institute (BIRCI-Journal) : Humanities and Social Sciences*, 3(1), 276-286. <https://doi.org/10.33258/birci.v3i1.744>
- Suh, H. (2011). Collaborative Learning Models and

- Support Technologies in the Future Classroom. *International Journal*, 5(1), 50-61. <http://jaems.jp/contents/icomej/vol5/IJEMT5.50-61.pdf>
- Tannenbaum, S. I., Mathieu, J. E., Salas, E., & Cannon-Bowers, J. A. (1991). Meeting trainees' expectations: The influence of training fulfillment on the development of commitment, self-efficacy, and motivation. *Journal of Applied Psychology*, 76(6), 759-769. <https://doi.org/10.1037//0021-9010.76.6.759>
- Tukan, M., Achmadi, T., & Widjaja, S. (2015). Seaport dimensional analysis towards economic growth in archipelagic regions. *International Journal of Technology*, 6(3), 422-431. <https://doi.org/10.14716/ijtech.v6i3.243>
- Tukan, M., Esmail, H. A. H., Hozairi, Camerling, B., Alim, S., Manapa, E. S., & Berhиту, P. (2024). Modeling of Ship Sailing Patterns in Maluku to Support the Sea Highway. *International Journal of Technology*, 15(1), 166-178. <https://doi.org/10.14716/ijtech.v15i1.6231>
- Werdhiastutie, A., Suhariadi, F., & Partiwi, S. G. (2020). Achievement Motivation as Antecedents of Quality Improvement of Organizational Human Resources. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 3(2), 747-752. <https://doi.org/10.33258/birci.v3i2.886>
- Wirda, F., Azra, T., & Herizon, H. (2016). The Influence of Managerial Competency and External Environment on the Competitive Advantage of a Creative Industri in West Sumatra. *Mimbar*, 32(1), 126-138. <https://media.neliti.com/media/publications/157210-EN-the-influence-of-managerial-competency-a.pdf>