



Optimizing Human Resource Roles through Motivation Management and Career Development at Ma Utik MSME, Cilembu Village

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Abstract: This community service program is a follow-up initiative to the 2025 digital transformation carried out at Ma Utik MSME, Cilembu Village, Sumedang Regency. While digital systems and market reach have been successfully expanded, the sustainability of growth is constrained by gaps in human resource management: low work motivation, unclear role division, lack of structured career pathways, and absence of performance-based reward systems. The activity aims to optimize HR roles through motivation management and career development to strengthen internal capacity and support long-term business expansion. A participatory approach was applied across four stages: initial assessment, socialization and training, system design and pilot implementation, as well as evaluation. Results show significant improvements: work motivation rose from 58% to 87%, role clarity from 52% to 91%, career path understanding from 45% to 84%, work initiative from 30% to 78%, and satisfaction with the reward system from 40% to 85%. The program also produced practical outputs including an organizational structure, job descriptions, incentive guidelines, and clear career ladders. It is concluded that balanced development of technology and human resources is essential to turn MSME progress into stable, competitive, and sustainable growth.

Keywords: Human Resource Management, Work Motivation, Career Development, MSME Empowerment, Cilembu Weet Potato.

Introduction

Micro, Small, and Medium Enterprises (MSMEs) serve as the backbone of Indonesia's economy, contributing over 60% of the Gross Domestic Product and absorbing 97% of the national workforce (Ministry of Cooperatives and MSMEs of the Republic of Indonesia, 2024). In Sumedang Regency, particularly Cilembu Village, MSMEs processing Cilembu sweet potato hold strategic potential as this commodity has been recognized nationally and internationally as a superior product with distinctive taste characteristics and high economic value (Sukmawati et al., 2025). This potential can be developed through comprehensive strengthening of agribusiness management and value chains, yet it is often not matched by adequate human resource management quality, becoming a major barrier

to sustainability following the adoption of new technologies (Marina et al., 2026).

The 2025 community service program implemented at Ma Utik MSME has successfully carried out comprehensive digital transformation, including digital recording of business operations, marketing optimization on social media and marketplaces, as well as product and packaging innovation. Implementation data shows that the program improved partners' digital literacy and increased monthly revenue by 60%, from IDR 5 million to IDR 8 million, with market reach expanding to regional scale (Priatna et al., 2025). This achievement aligns with findings by Marina and Dinar (2024) and Sukmawati et al. (2025), confirming that appropriate technology adoption and marketing strategies significantly enhance business efficiency and the economic value of agricultural products.

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However, despite established technological and market foundations, studies show that transformation success can only be sustained with a robust human resource base (Priatna & Ridwan, 2026). Post-program monitoring reveals fundamental gaps at Ma Utik MSME: unclear role division, unmeasured reward systems, and absence of structured career paths leading to fluctuating work motivation. Lasminingrat et al. (2025) prove that work motivation and compensation positively affect performance, while Angelia et al. (2025) emphasize that clear career development increases engagement and productivity by up to 30%. This is reinforced by Kisahwan et al. (2026), who state that normative commitment and proper motivation systems are keys to organizational success.

Modern human resource management theory asserts that HR practices tailored to business scale strengthen team cohesion and drive sustainable innovation (Priatna, 2022). For local commodity-based businesses such as Cilembu sweet potato processing, this

approach is critical to maintaining competitive advantage amid intensifying competition (Roswinna et al., 2024). Accordingly, the 2026 program focuses on optimizing HR performance through motivation management and career development, ensuring achievements from the previous year are sustained and expanded into a professional, highly competitive enterprise.

Method

This community service activity is a follow-up program to the 2025 digital transformation implementation at Ma Utik MSME, Cilembu Village. The activity uses a participatory action research approach, where MSME owners and team members are actively involved from needs identification to system implementation. The implementation stages are structured as follows:

Table 1. Summary of Implementation Stages

Stage	Implementation Period	Main Activities	Achievement Indicator
Preparation & Assessment	Week 1-2	Observation, interviews, questionnaire distribution	Initial HR condition data collected
Socialization & Training	Week 3-4	Material presentation, discussion, concept drafting	Team understands motivation and career path systems
Implementation & Mentoring	Week 5-16	System trial, guidance, adjustment	System documents agreed and applied
Evaluation & Reporting	Week 17-18	Post-intervention measurement, change analysis	Final report and sustainability recommendations issued

Preparation Stage

This stage includes coordination with MSME management to confirm activity schedules and participant availability, as well as in-depth observation to map existing conditions. The team also compiles instruments including work motivation questionnaires, career aspiration surveys, interview guides, and supporting materials such as job description templates, incentive system drafts, and career path designs (Priatna & Ridwan, 2026; Lasminingrat et al., 2025). This stage also aligns program objectives with the MSME’s post-digitalization development needs (Marina & Dinar, 2024).

Implementation Stage

Needs Assessment: Conducting interviews and distributing questionnaires to all team members to measure current motivation levels, workload distribution, competencies, and career expectations. Data analysis results become the basis for designing solutions that fit the MSME’s characteristics (Angelia et al., 2025; Kisahwan et al., 2026).

Socialization and Training: Delivering materials on the importance of clear roles, the link between performance and rewards, and career development opportunities within the business. Training is conducted using participatory methods such as case studies and group discussions to ensure all members understand the benefits of the new system (Priatna, 2022).

System Design and Drafting: Jointly drafting organizational structure, job descriptions, competency requirements, performance-based incentive mechanisms, and clear career paths from operational level to management level. All drafts are discussed and agreed upon together to ensure suitability and commitment (Priatna et al., 2024).

Assistance and Pilot Implementation: Guiding the team in applying the agreed system for three months, including regular monitoring, consultation, and adjustments if obstacles arise during implementation (Sukmawati et al., 2025).

Evaluation Stage

Evaluation is carried out through pre- and post-program comparisons, covering changes in motivation

scores, task clarity, initiative, and team cohesion. Data sources include observation notes, activity documentation, and follow-up interviews. The results are used to finalize the system and compile recommendations for sustainable HR management at Ma Utik MSME (Priatna et al., 2025). Service activities design and method should be clearly defined.

Result and Discussion

General Overview of Initial HR Conditions at Ma Utik MSME

Based on initial assessments conducted prior to the 2026 program, human resource conditions were identified as the main challenge to business sustainability following the 2025 digital transformation. In detail, the average work motivation level among team members stood at only 58%, role division clarity at 52%, while understanding of internal career development pathways reached just 45%. Furthermore, there was no structured reward system linked to performance outcomes, meaning work initiative and sense of ownership over business progress

The results and discussion are presented sequentially according to the four implementation stages outlined in the methods: preparation and assessment, socialization and training, system development and implementation, as well as evaluation and recommendation.

1. Results of the Preparation and Assessment Stage

This stage aimed to map the actual condition of human resources at Ma Utik MSME following the 2025 digital transformation program. Through in-depth interviews, observation, and questionnaire distribution to all team members, the following initial baseline data were obtained:

Table 2. Initial HR Condition Profile

Measurement Indicator	Initial Score	Condition Description
Team work motivation	58%	Relatively low level
Clarity of roles and responsibilities	52%	Not yet clearly defined
Understanding of career development pathways	45%	Very limited
Initiative to propose new ideas/innovations	30%	Low participation
Satisfaction with reward and recognition system	40%	Not systematically measured

These findings indicate that while technology and marketing systems have been established, human resource management foundations remain unbalanced. This aligns with Lasminingrat et al. (2025), who found that unclear roles and inadequate compensation systems

can reduce work productivity by up to 30%. Priatna & Ridwan (2026) further emphasize that approximately 65% of digitally transformed MSMEs face growth barriers due to delayed improvements in human resource management practices.

2. Results of the Socialization and Training Stage

Based on identified gaps, socialization and training activities were conducted focusing on individual roles, the link between performance and rewards, and career advancement opportunities within the business. Monitoring during activities showed:

- All team members participated with high enthusiasm;
- Average understanding of materials increased from 42% before training to 89% after training;
- Team members began to recognize that business success is a shared responsibility, not solely the owner’s obligation.

Improved understanding provides a critical foundation for accepting organizational change. This supports Kisahwan et al. (2026), who state that normative commitment develops when members understand mutual benefits for themselves and the organization. The participatory approach used was also proven to boost engagement by up to 85% compared to one-way lectures (Roswinna et al., 2024).

3. Results of System Development and Implementation Stage

Together with the team, scalable HR management documents were prepared, including a simplified organizational structure, job descriptions for each position, performance-based incentive mechanisms, and career pathways from operational to management levels. A three-month pilot implementation yielded the following changes:

Table 3. Comparison of Initial and Post-Intervention Conditions

Measurement Indicator	Initial Score	Final Score	Percentage Increase
Team work motivation level	58%	87%	+29%
Clarity of roles and responsibilities	52%	91%	+39%
Understanding of career development pathways	45%	84%	+39%
Initiative to propose new ideas/innovations	30%	78%	+48%
Satisfaction with reward and recognition system	40%	85%	+45%

Estimates indicate that this system could reduce inefficient work time by approximately 20% and support a 10–15% quarterly increase in monthly revenue. This is reinforced by reliable digital performance data from the previous program, enabling fair and transparent

assessment (Priatna et al., 2025). Angelia et al. (2025) add that structured career paths can reduce employee turnover risk by up to 40%.

4. Results of the Evaluation and Sustainability Recommendation Stage

Comparisons between initial and final conditions, along with implementation monitoring, confirm that the program met its targets. Motivation management and career development have strengthened internal foundations that previously limited growth.

Long-term projected impacts include:

- Production capacity expansion by 25% in the coming year;
- Internal conflict risk reduced from 45% to below 10%;
- Readiness for external partnerships and broader market expansion significantly improved.

These results confirm that technology alone is insufficient; agribusiness value chain strengthening must be balanced with robust human governance (Marina et al., 2026). The system should be reviewed every six months and updated with advanced training to align with business development (Sukmawati et al., 2025; Priatna, 2022).



Figure 1. Socialization and Training Activity on Motivation Management and Career Development at Ma Utik MSME, Cilembu Village.



Figure 2. Mentoring and Assistance Activity on HR Management System Implementation at Ma Utik MSME.

Conclusion

This community service program confirms that successful digital transformation at MSMEs must be accompanied by strengthened human resource management to ensure long-term sustainability. Prior to intervention, Ma Utik MSME faced critical gaps: low work motivation, unclear role division, limited career understanding, and unmeasured reward systems, which risked halting progress achieved in the 2025 program.

Through the four-stage approach of assessment, training, system design, and pilot implementation, all measured indicators improved significantly: work motivation rose from 58% to 87%, role clarity from 52% to 91%, career path understanding from 45% to 84%, initiative from 30% to 78%, and reward system satisfaction from 40% to 85%. Structured motivation management and career pathways tailored to MSME scale effectively foster team ownership, fairness, and commitment.

The program also produced practical, implementable outputs including a simplified organizational structure, formal job descriptions, performance-based incentive rules, and clear career ladders. These foundations enable Ma Utik MSME to fully leverage existing digital systems, boost productivity, and prepare for larger market expansion. Ultimately, balanced investment in technology and people is the key to turning MSME growth into stable, competitive, and sustainable development.

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