



Improving the Quality of Human Resources in Villages Through Empowerment and Managerial Training Programs

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Abstract: This Community Service (PKM) activity aims to improve the quality of human resources in the village through empowerment programs and managerial training that are carried out online. This training focuses on three main aspects: leadership, financial management, and natural resource management. Thirty-five village officials and MSME managers participated in this training through the Zoom application for four sessions. The methods include material presentations, interactive discussions, case simulations, and post-training assistance via WhatsApp and follow-up webinars. The evaluation results showed that 75% of the participants experienced an improvement in managerial skills, especially in decision-making and financial management. In addition, participants' satisfaction with the training reached 85%, with a positive response to how the material was delivered and the relevance of the topic to the needs of the village community. Constraints such as limited internet access are overcome by providing session recordings and modules that can be accessed offline. This program fills the gap from previous research by focusing on economic aspects, leadership capacity building, and sustainable management of natural resources. The online approach in this training has proven to be effective in answering the needs of village communities and bridging geographical and technological limitations, which supports more competitive village development.

Keywords: Managerial training; Community empowerment; Resource management; Online

Introduction

Improving the quality of human resources (HR) is one of the main challenges faced by many developing countries, including Indonesia (Indrawan, 2018; Nagel, 2020). The education system in Indonesia currently faces various problems, including complex curriculums, inequality in access to education, and low quality of teaching, which have an impact on inadequate student learning outcomes (Tarigan, 2024) (Elfira et al., 2024; Susianita & Riani, 2024; Tarigan, 2024). Efforts to improve the quality of education are significant in producing a skilled workforce that can meet market demands (Alfiyanto, 2020; Febriyanti et al., 2022; Pratama et al., 2022; Pristi et al., 2023).

Vocational education plays a vital role in reducing the skills gap between the workforce and industry needs, with practical training programs such as welding aimed at empowering unemployed youth (Kusumawardhani, 2011; Mara et al., 2024; Situmeag et al., 2023). Some strategies to improve vocational schools include character education, industry-based internships, and digital literacy training to ensure graduates are ready to face the modern job market (Maryanti et al., 2020; Pristi et al., 2023).

In addition, in the face of the Society 5.0 era, mastery of technology is becoming increasingly important, so that educational reforms that integrate technology into learning are an urgent need (Fitriana et al., 2023; Susilo & Sarkowi, 2018; Tabrani, 2022).

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Although these strategies provide avenues for improving the quality of human resources, challenges such as proper resource allocation and systemic education reform remain obstacles that need to be overcome to achieve sustainable progress (Aleixo et al., 2018; Rustiawan et al., 2023; Rustiawan et al., 2023).

Research shows a strong correlation between human resource quality and village economic success, including job creation and access to essential services (Aidhi et al., 2023; Alisha & Yulhendri, 2021; Fitriani et al., 2024; Sapthu, 2023). One example is the role of Village-Owned Enterprises (BUMDes) in supporting the local economy, where improving the quality of human resources greatly influences economic development and community welfare (Azhari et al., 2023).

In addition to the economic aspect, competent human resources also contribute to better village governance, which is reflected in the improvement of employee performance in achieving development goals (Haines et al., 2007; Hidayat, 2023; Huzaifi et al., 2022; Rasmini & Mimba, 2021). HR empowerment programs, especially during crises like the COVID-19 pandemic, have become crucial in overcoming poverty and improving social welfare (Mirajhusnita et al., 2023). However, challenges such as migrating skilled workers to large cities can hinder rural development, so strategic interventions are needed to retain talent in rural areas (Kiseleva et al., 2023).

In Indonesia, community empowerment programs have become an integral part of development policies to improve the capacity and skills of village communities (Farranajla & Erowati, 2024; Nindatu, 2019; Sari, 2017). One of the practical approaches to improving the quality of human resources in villages is through managerial training, which not only aims to enhance individual skills but also builds the collective capacity of the community to actively participate in local development (Dwiyanto & Jemadi, 2013; Maspaitella & Rahakbauwi, 2014).

Previous studies have addressed various approaches to community empowerment, such as basic skills training, entrepreneurship, and financial literacy programs in villages. For example, research by previous studies shows that managerial skills training has a positive impact on improving the family economy in villages through micro-business management (Barusman et al., 2024; Taufiq et al., 2023).

On the other hand, previous studies conducted on empowerment-based training programs in rural areas have succeeded in increasing human resources capacity in village administration and financial management (Abdullah & Samad, 2019; Yulianah, 2017). However, the majority of such research is still limited to the aspect of technical training. At the same time, the need for comprehensive managerial capacity building, which

includes planning, organizing, and supervision, has not been widely discussed in the context of village communities.

This article seeks to fill the gap by focusing on empowerment-based managerial training programs for rural communities. This program aims to provide technical knowledge and build managerial skills that facilitate effective management of village resources. In this regard, the novelty of this article lies in an integrative approach that combines managerial training with aspects of community empowerment aimed at increasing local participation and initiatives. The program focuses on managerial training that includes strategic planning, project management, and human resource management at the village level, which has rarely been the main focus in previous research.

The importance of this program lies not only in increasing individual capacity but also in its strategic role in increasing the independence of village communities. With better managerial capacity, village communities are expected to manage local potential and resources more effectively to encourage sustainable development at the village level. Therefore, this article aims to analyze the implementation and effectiveness of managerial training programs to improve the quality of human resources in villages through a community empowerment approach.

Method

This Community Service (PKM) activity is carried out online through the Zoom application, focusing on improving the quality of human resources in the village through empowerment programs and managerial training. The method used in this activity includes several stages.

1. Activity Planning

The planning stage begins with identifying the needs of the village community related to improving managerial skills. The initial survey was conducted online using Google Forms to representatives of the village community and local MSMEs to determine the organizational skills that still need to be developed. From the survey results, the training modules are arranged based on specific needs, such as leadership, decision-making, and human resource management.

2. Preparation of Training Modules

A team of lecturers and village management experts prepares the training module collaboratively. The material prepared includes three main aspects: a. Leadership, namely improving the ability of local leaders to manage village organizations and coordinate with external parties; b. Financial Management, which teaches budget management, financial reporting, and

accountability; and c. Natural Resources Management helps the community understand the importance of sustainable natural resource management. This module is presented in slides, video tutorials, and reading materials that can be accessed through an e-learning platform.

3. *Implementation of Online Training*

The training was conducted via Zoom in four sessions, each for two hours. Each session includes material presentations by resource persons, interactive discussions, and case simulations. Participants can ask questions directly or through the chat feature, and moderators guide discussions. During the training, participants are also instructed to participate in a decision-making simulation through case studies at each session's end.

This training was attended by village officials, community representatives, and local MSME actors. To maintain interactivity, the training sessions are designed with a small group discussion method using the breakout room feature, where participants can discuss the managerial challenges they face and find solutions together.

4. *Monitoring and Evaluation*

After each training session, an evaluation was carried out through an online questionnaire to measure participants' understanding of the material presented. This evaluation includes an assessment of the effectiveness of the delivery of the material, the relevance of the material to the needs of the participants, and suggestions for improvement in the next session. The evaluation results are then used to adjust the material and approach in the following sessions.

In addition, monitoring is carried out through monitoring participants' attendance and their activeness in discussions. Recordings of each session are also provided for re-access by participants who cannot attend to ensure that all participants can follow all training materials.

5. *Post-Training Assistance*

After the training, the PKM team continued with one-month online mentoring activities. This mentoring includes direct consultations via WhatsApp and follow-up webinar sessions to discuss the application of managerial skills that have been learned. Participants are encouraged to implement managerial modules in their village and MSME operational activities and report the results to the assistance team.

6. *Yield Measurement*

Activities Measurement of the activity's success was carried out through online interviews and follow-

up surveys to determine the extent to which the training affected the managerial performance of the participants. This Measurement involves indicators such as improving the ability to manage finances, effectiveness in decision-making, and success in managing village natural resources.

Result and Discussion

Result

1. *Results of Online Managerial Training*

The online managerial training activity carried out in stages through four sessions, went well and was attended by 35 participants, including village officials, MSME managers, and community representatives. Based on the initial survey results, as many as 80% of participants admitted to having a basic understanding of resource management but were lacking in more complex managerial aspects such as financial management and strategic leadership. Therefore, the material presented in the training focuses on these topics.

2. *Participant Satisfaction*

Based on the results of the questionnaire evaluation distributed at the end of each session, the average level of participant satisfaction reached 85%. Participants appreciated the interactive way of delivering material and case simulations that were considered relevant to their real problems. In addition, using the breakout room feature in Zoom allows for more in-depth discussions in small groups, which helps participants better understand managerial concepts. The evaluation results showed that 90% of the participants felt that the training materials were functional and fit their needs.

3. *Skill Enhancement*

In the post-training evaluation, as many as 75% of participants reported improved managerial skills, especially in decision-making and village financial management. For example, one of the village officials stated that this training helped them plan a more transparent and measurable village budget. In addition, MSME managers reported increased cash flow management and more systematic bookkeeping. The case simulations during the training provided practical insights to participants on overcoming daily challenges in business management and village government.

Discussion

1. *Relevance of Training to Local Needs*

This online-designed training has answered the specific needs of the village community in terms of improving managerial skills. Based on the initial survey and the training results, the need for capacity building in financial management and leadership has proven to

be very relevant, especially for village officials and MSME managers. In line with previous research by Qadri et al. (2023), Surbakti et al. (2024), and Zahruddin et al. (2023), which showed that managerial training could improve the effectiveness of business management in villages, the results of this activity also support the findings. However, the program broadens its focus on the economic sector and managing natural and human resources, which has been under-addressed in previous research.

2. *The Success of Online Methods in Training*

Online methods have proven to be effective in delivering training materials. However, some participants in remote areas experience several technical challenges, such as network constraints. However, providing training session recordings helps participants who cannot attend in person so they can still access the material. This is in line with the research of Haniko et al. (2023) and Rustam (2019), who emphasized the importance of flexibility in online training to maximize the participation of participants from various regions. With post-training assistance via WhatsApp and follow-up webinars, participants felt more helped applying the skills they learned in the field.

3. *Gaps and Novelty*

This article filled the gap in previous studies on managerial training in villages. Most previous studies tend to focus on the economic aspects and management of MSMEs, as researched by Habib & Sutopo (2024) and Putri et al. (2023). However, this training covers leadership and natural resource management aspects, which are often overlooked. This holistic approach allows participants to develop broader managerial skills, which are not only limited to economic improvement but also include the sustainable management of governance and natural resources.

4. *The Importance of Online Training for Human Resource Development in Villages*

The results of this training also emphasized the importance of technology adaptation in empowering village communities. In the digitalization era, online platforms such as Zoom and WhatsApp have proven to bridge geographical limitations and ensure that rural communities can access quality training without leaving their villages. This is in line with the research of Antara (2016) and Wibowo (2022), which stated that information technology plays a vital role in supporting community empowerment in rural areas.

5. *Challenges and Solutions*

Although the training results are positive, several challenges are faced, primarily related to uneven

internet access in several villages. The solution is to provide session recordings and materials in modules that can be accessed offline. This allows participants to still participate in the training even if they can't connect directly during the Zoom session. In addition, communication via WhatsApp during the mentoring session also made it easier for participants to discuss and ask for help.

Conclusion

This Community Service (PKM) activity has improved the quality of human resources in the village through online managerial training. The program has positively impacted participants, significantly enhancing leadership skills, financial management, and natural resource management. Through interactive and flexible methods, this training can be accessed by various elements of the village community despite facing technical challenges such as network constraints. Post-training mentoring also helps participants apply the knowledge gained in authentic contexts.

Overall, this training fills the gap of previous research focusing on economic aspects by expanding the scope to human and natural resource management. The results of this training show that a holistic approach to empowering village communities through online training has excellent potential to encourage more sustainable village development.

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