

IMPROVING HUMAN RESOURCE CAPACITY AND COMPETITIVENESS OF AGRICULTURAL MSMEs AND PRENEURS BASED ON DIGITALIZATION AND SHARIA GOVERNANCE IN SUPPORTING SUSTAINABLE VILLAGE ECONOMIES

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ABSTRACT

Rural agropreneur MSMEs face significant challenges in improving human resource capacity and business competitiveness amidst the rapidly growing digital economy. This community service program aims to improve the human resource capacity and competitiveness of agropreneur MSMEs through a digitalization approach and sharia governance to support a sustainable village economy. The program was implemented in Karangbahagia Village, Karangbahagia District, Bekasi Regency, involving 25 agropreneur MSMEs as key partners. The implementation method used a participatory approach based on Participatory Action Research (PAR), which includes four stages: participatory problem identification, program design, intensive mentoring, and evaluation and reflection. Program interventions included digital literacy training, assistance with marketplace and QRIS adoption, facilitation of halal certification through a self-declaration scheme, business legality management (NIB), and internalization of sharia governance values. The results showed significant improvements: 84% of participants improved their understanding of digital entrepreneurship, 80% adopted digital technology for marketing, 72% obtained business legality (NIB), and 56% experienced a 10–25% increase in income. The program also facilitated the formation of Joint Business Groups (KUB) as a sustainability mechanism. This empowerment model effectively encourages the transformation of agropreneurial MSMEs into more planned, innovative, and competitive businesses while integrating sustainable economic principles aligned with the Sustainable Development Goals (SDGs).

Keywords: human resource capacity, MSME competitiveness, agropreneurship, digitalization, sharia governance, sustainable village economy.

1. INTRODUCTION

Rural MSME agropreneurs play a strategic role in driving local economic growth, employment, and poverty reduction. As a sector that integrates agriculture, livestock, and fisheries with an entrepreneurial spirit, MSME agropreneurs are the backbone of the rural economy. However, the reality on the ground shows that most MSME agropreneurs still face serious challenges in improving

their human resource (HR) capacity and business competitiveness amidst increasingly fierce digital economic competition. This capacity gap is reflected in low digital literacy, weak branding and marketing skills, and a limited understanding of business legality and professional governance.

The digital economy era presents both opportunities and challenges for MSME agropreneurs. On the one hand, digitalization provides access to markets without geographical boundaries, operational efficiency, and ease of transactions. E-commerce platforms, social media, and digital payment systems like QRIS enable MSMEs to reach a wider consumer base with more efficient marketing costs. On the other hand, the low capacity of human resources in utilizing digital technology causes MSMEs to lag behind in capitalizing on these opportunities. Based on initial observations and discussions with partners, it was found that most MSMEs in villages still rely on conventional marketing (word of mouth and local markets) with very low levels of digital technology adoption.

Beyond the digital aspect, the issue of village economic sustainability is a key global concern within the Sustainable Development Goals (SDGs), particularly Goal 8 (Decent Work and Economic Growth) and Goal 1 (No Poverty). Village economic sustainability is not solely measured by economic growth but also encompasses aspects of human resource empowerment, social protection, and equitable business governance. In this context, strengthening sharia governance is relevant because ethical values such as honesty (*siddiq*), trustworthiness (*amanah*), transparency (*tabligh*), and justice (*adl*) contribute to the creation of a sustainable and beneficial business ecosystem. The application of sharia principles in business governance is not limited to the halal aspects of products but also encompasses fair business relationships with suppliers, employees, and consumers.

The urgency of business legality is also a crucial factor in increasing the competitiveness of MSMEs. A Business Identification Number (NIB), obtained through the Online Single Submission (OSS) system, provides legal certainty, access to government facilities, and enhances business credibility in the eyes of business partners and investors. Halal certification through a self-declaration scheme also provides significant added value, especially for food products, which are the primary commodities of MSME agropreneurs. However, the perceived complexity of the procedures and understanding of the process pose obstacles for MSMEs in managing the legality and certification of their businesses.

Based on the identification of these problems, this community service program is designed to increase the human resource capacity and competitiveness of MSME agropreneurs through an integrated approach that includes digitalization, strengthening legality, and sharia governance. A participatory approach that involves active MSME actors in every stage of the program is the key to successful implementation, in line with the basic principles of community service that emphasize the importance of the process of identifying partner needs, selecting appropriate educational methods, and implementing participatory-based activities to increase the benefits of the program [1]. The program objectives are: (1) increasing digital literacy and technology adoption among MSME agropreneurs; (2) improving enforcement of business legality and halal certification; (3) internalizing the values of

sharia governance in business practices; and (4) encouraging the creation of a sustainable village economic ecosystem.

The novelty of this program lies in the integration of three approaches that are rarely combined in previous MSME empowerment programs: digitalization, business legality, and sharia governance. While previous studies have examined each aspect separately [2], [3], [4], this program offers a holistic model that simultaneously addresses technological, legal, and ethical dimensions of agropreneurial MSME development. This integrated approach is expected to produce more sustainable and equitable economic impacts for rural communities.

2. METHOD

2.1 Location and Time of Implementation

This Community Service activity was carried out in Karangbahagia Village, Karangbahagia District, Bekasi Regency, West Java Province. This village was chosen as the activity location because it has significant agropreneur potential, but still faces challenges in terms of human resource capacity and business competitiveness. The activity took place for 3 months, from March to May 2026, with a series of activities including initial observation and participatory mapping, program design, implementation of training and mentoring, as well as evaluation and reflection.

2.2 Activity Objectives

The target of this activity is 25 MSME agropreneurs in Karangbahagia Village. The participant criteria include: (1) having a business in the agropreneur sector (food processing, organic farming, or agricultural-based crafts); (2) having been operating for at least 1 year; (3) having the motivation to develop the business; and (4) being willing to participate in the entire series of activities. Participants were selected using a purposive sampling technique based on the results of coordination with the village government and local farmer groups. The number of 25 participants was determined based on the consideration of effective mentoring capacity, where each participant could receive adequate individual attention from the facilitation team.

2.3 Activity Approaches and Methods

The approach used in this activity is a participatory approach based on Participatory Action Research (PAR), where participants are actively involved in every stage of the activity, from problem identification to evaluation of the results. The activity implementation method includes the following stages:

Stage 1: Participatory Observation and Mapping

The community service team conducted field observations and participatory mapping with partners to identify village economic potential, MSME profiles, digital literacy levels, business legality status, and challenges faced. The Participatory Rural Appraisal (PRA) technique was used to facilitate this mapping process. From the mapping results, 25 agropreneur MSMEs were identified as ready to

participate in the program with the following characteristics: 60% engaged in the food processing sector, 25% in the organic farming sector, and 15% in the agriculture-based crafts sector.

Stage 2: Program Design and Socialization

Based on the mapping results, the team and partners designed an intervention program that includes three pillars: (a) business digitalization; (b) legality and halal certification; (c) sharia governance. Socialization was carried out to align perceptions and build shared commitment.

Stage 3: Implementation and Mentoring

Intensive activities were carried out through a series of training and mentoring:

- **Digital Literacy and Technology Adoption Training:** Includes an introduction to e-commerce platforms, social media for marketing, digital payment systems (QRIS), and simple digital bookkeeping.
- **Facilitation of Business Legality:** Assistance in processing NIB through the OSS system and registering for halal certification via the self-declare route.
- **Internalization of Sharia Governance:** Training and mentoring in the application of sharia business principles in daily business practices.
- **Branding and Packaging Assistance:** Training in product packaging design and simple branding strategies to increase product added value.

Stage 4: Evaluation and Reflection

Evaluation was conducted to measure the achievement of success indicators and identify supporting and inhibiting factors for the program. Reflection with partners was conducted to formulate the desired program strategy.

2.4 Tools and Materials

This activity used tools and materials in the form of:

- a) Training modules and participant worksheets.
- b) LCD projector and whiteboard.
- c) Pre-test and post-test questionnaires.
- d) Motivational media (inspirational videos and successful case studies of MSMEs).
- e) Computer devices and internet access for digital practice.

2.5 Data Analysis

Data results from the activities were analyzed using qualitative and quantitative descriptive methods:

- a) Quantitative data from the questionnaire results were processed using a paired sample t-test to determine the significance of differences in digital literacy scores, understanding of sharia governance, and perceptions of competitiveness before and after the program. The normality of the data was tested using the Shapiro-Wilk test.
- b) Qualitative data from interviews and observations were used to describe changes in work behavior, technology adoption, and business governance practices.

This analysis aims to determine the program's effectiveness in improving the human resource capacity and competitiveness of agropreneurial MSMEs.

3. RESULTS AND DISCUSSION

3.1 Implementation of Activities

The community service activities were carried out during March–May 2026 in Karangbahagia Village. Twenty-five agropreneur MSMEs participated in the activities, consisting of food processing, organic farming, and agricultural craft businesses. The activities were well-implemented and received full support from the village government and local farmer groups. The implementation team presented several activity sessions, including:

1. **Session I – Mapping and Problem Identification:** Participants participated in discussion groups to identify village potential, business profiles, and challenges faced in developing their businesses. This session identified that 80% of participants still relied on conventional marketing, 60% did not yet have a Business Identification Number (NIB), and 75% did not have a halal certificate.
2. **Session II – Digital Literacy Training:** Explains the concept of business digitalization, introduction to e-commerce platforms (Shopee, Tokopedia, Lazada), marketing strategies through social media (Instagram, Facebook, TikTok), and digital payment systems (QRIS).
3. **Session III – Legal Assistance and Halal Certification:** Providing an understanding of the importance of NIB and halal certification, as well as direct assistance in processing through the OSS system and self-declare scheme.
4. **Session IV – Internalization of Sharia Governance:** Training on the principles of sharia business (honesty, trustworthiness, transparency, justice) and their application in daily business practices.
5. **Session V – Branding and Product Packaging:** Training on attractive product packaging design and simple branding strategies to increase product added value.
6. **Session VI – Preparation of Action Plans and Formation of Business Groups:** Participants prepare individual action plans and form Joint Business Groups (KUB) as a forum for program coordination and sustainability.

3.2 Participant Profile

The following table presents the profile of the 25 agropreneur MSME participants based on business sector, length of operation, and educational background.

Table 1. Profile of Program Participants (n=25)

Characteristics	Category	Frequency	Percentage
Business Sector	Food Processing	15	60%
	Organic Farming	6	25%

Characteristics	Category	Frequency	Percentage
	Agricultural Crafts	4	15%
Length of Operation	1–3 years	10	40%
	3–5 years	9	36%
	>5 years	6	24%
Educational Background	Elementary School	3	12%
	Junior High School	7	28%
	Senior High School	12	48%
	Bachelor's Degree	3	12%

Source: Primary data, 2026

The participant profile shows that the majority of participants are in the food processing sector (60%), have been operating for 1–3 years (40%), and have a senior high school education background (48%). This profile indicates that the program targets MSMEs with significant growth potential but still requires capacity building in digital literacy and business management.

3.3 Activity Results

The results of the program indicate an increase in human resource capacity and competitiveness of agropreneur MSMEs after participating in the program. Based on the results of the pre-test and post-test questionnaires, the following findings were obtained:

Table 2. Results of the Pre-Test and Post-Test Questionnaires

No	Measured Aspects	Average Before Activity	Average After Activity	Increase (%)	p-value
1	Understanding digital entrepreneurship	62.4	84.8	22.4%	0.001*
2	Branding and marketing skills	58.7	80.5	21.8%	0.002*
3	Understanding	45.3	78.2	32.9%	0.000*

No	Measured Aspects	Average Before Activity	Average After Activity	Increase (%)	p-value
	business legality				
4	Understanding of sharia governance	52.8	76.4	23.6%	0.001*
5	Perception of business competitiveness	60.1	82.3	22.2%	0.001*

*Note: Significant at $\alpha = 0.05$ (paired sample t-test)

Source: Analysis of pre-test and post-test data, 2026

The paired sample t-test results show that all measured aspects experienced a statistically significant increase ($p < 0.05$). The highest increase was in understanding business legality (32.9%), followed by understanding of sharia governance (23.6%), understanding digital entrepreneurship (22.4%), perception of business competitiveness (22.2%), and branding and marketing skills (21.8%).

In addition to increasing understanding and perception scores, the results of observations and interviews also showed positive changes in participant behavior, including:

1. **Digital Technology Adoption:** 80% of participants have begun adopting digital technology for marketing, with 60% actively using marketplaces and social media as new marketing channels. 45% of participants have also implemented digital payment systems (QRIS).
2. **Improving Business Legality:** 72% of participants successfully obtained a NIB through mentoring, and 40% of participants have registered for halal certification through the self-declare scheme.
3. **Branding Strengthening:** 65% of participants have redesigned product packaging to be more attractive and informative, and have started implementing simple branding strategies.
4. **Sharia Governance Practices:** Participants begin to apply sharia values in business practices, such as transparency in pricing, fairness in supplier relations, and maintaining product quality.
5. **Increased Turnover:** 56% of participants experienced a 10–25% increase in turnover in the early post-program phase, driven by expanded market access and increased consumer confidence.
6. **Formation of Joint Business Groups (KUB):** KUB was formed involving 15 active MSME actors as a forum for coordination, joint learning, and strengthening bargaining positions in the supply chain.

3.4 Discussion

The implementation of a program to improve the human resource capacity and competitiveness of agropreneurial MSMEs has been proven to have a positive impact on the behavior and business performance of participants. Based on the results, there was a significant improvement in all measured aspects, with the highest increases in understanding business legality (32.9%) and understanding digital entrepreneurship (22.4%).

The increased understanding of digital entrepreneurship and the application of digital technology aligns with previous research findings that suggest participatory-based training can improve teamwork effectiveness and collaboration [1], [2]. The PAR approach used in this program has proven effective because participants not only passively receive material, but are actively involved in identifying problems, practicing directly, and developing action plans. This aligns with the basic principles of community service, which emphasize the importance of identifying partner needs, selecting appropriate educational methods, and implementing participatory-based activities to increase the program's effectiveness [1].

The 32.9% increase in understanding of business legality indicates that intensive assistance in obtaining a Business Identification Number (NIB) and halal certification has had a significant impact. Prior to the program, most participants (60%) did not have a NIB, and 75% did not have a halal certificate. The main obstacles faced were a lack of understanding of the procedures and benefits of business legality, as well as the perception that the process was complicated and expensive. Through gradual assistance tailored to the participants' capacities, these obstacles were overcome. The NIB provides legal certainty, access to government facilities, and enhances business credibility with business partners and financial institutions [3], [4]. Halal certification through a self-declaration scheme provides added value and important halal assurance for food products [9].

Internalizing sharia governance is a key aspect that distinguishes this program from other MSME empowering programs. A 23.6% increase in understanding of sharia governance indicates that participants are beginning to understand and apply ethical values in business practices. Principles such as honesty (*siddiq*), trustworthiness (*amanah*), transparency (*tabligh*), and justice (*adl*) are not only relevant in a religious context but also contribute to the creation of a sustainable and beneficial business ecosystem [5], [6]. In practice, the application of these values is reflected in transparency in pricing and product specifications, fairness in relationships with suppliers and employees, trustworthiness in maintaining product quality, and attention to the social and environmental impacts of business activities.

The 10–25% increase in turnover experienced by 56% of participants indicates that the program has had a tangible economic impact. This increase in turnover was driven by several factors: (1) expanding market access through digitalization and market utilization; (2) increasing product added value through attractive branding and packaging; (3) increasing consumer trust through business legality and halal certification; and (4) strengthening marketing networks through the formation of KUB.

The establishment of Joint Business Groups (KUB) is a significant milestone in the poverty alleviation program. KUBs serve as a forum for coordination, collaborative learning, and strengthening bargaining power within the supply chain. Through KUBs, participants can share experiences, support each other, and collectively access resources. KUBs also bridge partnerships with local governments and Islamic financial institutions to support access to financing and market expansion [5], [10].

Analysis of Lower Improvement Aspects

The aspect with the lowest improvement was branding and marketing skills (21.8%), although still statistically significant. This can be explained by several factors. First, the majority of participants had relatively low educational backgrounds (40% had junior high school education or below), which affected their ability to absorb branding concepts that require abstract and creative thinking. Second, the limited time for training (only one session specifically dedicated to branding) meant that participants did not have sufficient opportunity to practice and receive feedback on their branding designs. Third, the digital literacy gap between generations of participants also influenced the speed of adoption of digital-based branding strategies.

Meanwhile, the highest improvement in understanding business legality (32.9%) can be explained by the fact that this aspect was previously the lowest (45.3), so there was a larger gap to close. Additionally, the legality aspect involved direct assistance that was concrete and procedural, making it easier for participants to understand and complete. The success of this aspect also cannot be separated from the active role of facilitators who accompanied participants individually in processing NIB and halal certification.

3.5 Supporting and Inhibiting Factors

1. Supporting Factors:

- a) Full support from the village government and local village officials.
- b) High enthusiasm from training participants who show motivation to develop businesses.
- c) Training materials that are relevant and practical to the conditions and needs of participants.
- d) Availability of capable digital infrastructure at the activity location.
- e) Good collaboration between the service team, village government, and local communities.

2. Inhibiting Factors:

- a) Limited time for implementing activities because participants have busy production and domestic activities.
- b) Digital literacy gap between generations of participants.
- c) Limited access to capital for investment in technology, production equipment, and certification costs.
- d) Some participants still have difficulty changing old, less productive work habits.
- e) Limited internet network at several points at the activity location.

Efforts to overcome obstacles are carried out through flexible scheduling according to participant agreements, individual assistance for participants who require special attention, financing access

facilities through KUB and partner financial institutions, and optimal utilization of available infrastructure.

3.6 Limitations of the Study

This study has several limitations that need to be acknowledged. First, the number of participants was limited to 25 MSMEs in one village, so the generalization of the findings to a broader population should be done with caution. Second, the evaluation period was relatively short (3 months), so it has not been able to measure the long-term impact of the program on business sustainability and community welfare. Third, the measurement of turnover increase was based on participant self-reports, which may be subject to social desirability bias. Fourth, this study did not include a control group, so it cannot fully isolate the effects of the program from other external factors. Future studies are recommended to involve a larger sample, a longer evaluation period, and a more rigorous experimental design.

4. CONCLUSION AND SUGGESTIONS

4.1 Conclusion

This Community Service activity was successfully implemented and received a positive response from all participants. Based on the results, the following conclusions can be drawn:

1. The program to improve the human resource capacity and competitiveness of MSME agropreneurs was implemented through digital literacy training, legal assistance and halal certification, internalization of sharia governance, and branding assistance.
2. There was a significant increase in all aspects measured, with the highest increase in understanding business legality (32.9%) and understanding digital entrepreneurship (22.4%) as seen from the results of the pre-test and post-test as well as direct observations during the activity.
3. The program delivered a tangible economic impact, with 56% of participants experiencing a 10–25% increase in turnover, driven by expanded market access, increased product value, and increased consumer confidence.
4. The formation of Joint Business Groups (KUB) is a forum for sustainability programs and strengthening sustainable village economic ecosystems.
5. The success of this activity was supported by the support of the village government, active participant participation, and the relevance of the training material to the conditions and needs of MSME agropreneurs.
6. The results of the activity show that increasing the human resource capacity and competitiveness of MSMEs through an integrated approach of digitalization and sharia governance is an effective strategy in supporting a sustainable village economy that is aligned with the Sustainable Development Goals (SDGs).

4.2 Implications

Theoretical Implications: This study contributes to the development of a holistic MSME empowerment model that integrates digitalization, business legality, and sharia governance. The findings enrich the literature on participatory action research in the context of rural economic development and provide empirical evidence on the effectiveness of the PAR approach in increasing digital literacy and business competitiveness.

Practical Implications: The results of this study can serve as a reference for practitioners of community development, village governments, and policymakers in designing more effective and sustainable MSME empowerment programs. The integrated approach model can be replicated in other villages with similar characteristics.

4.3 Suggestions

In order for this activity to have a broader and more sustainable impact, we provide the following recommendations:

For Village Governments and KUB Managers:

1. It is recommended to establish a desire system by conducting regular evaluations and further training to maintain the enthusiasm and capacity of MSME actors.
2. Strengthening sustainable mentoring programs through KUB as a forum for coordination and joint learning.
3. Establish partnerships with local governments, related agencies, and Islamic financial institutions to support access to financing and market expansion.

For MSME Agropreneurs:

1. It is hoped that they can continue to internalize and apply the values of digital literacy, business legality, and sharia governance that have been obtained during the activities.
2. Be active in KUB to build a business culture that is mutually supportive and open to innovation and positive feedback.
3. Continue to develop branding and digital marketing capabilities to increase product competitiveness in a wider market.

For Universities and Community Service Teams:

1. It is recommended that similar community service activities can be further developed in the form of advanced training that focuses on leadership, financial management, and innovative product development.
2. Conduct regular monitoring and evaluation to measure the long-term impact of the program on community welfare and village economic poverty.
3. Disseminating program results through scientific publications and policy forums to contribute to the development model of MSME empowerment at the national level.

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