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# Implementation of Management Practices in MSMEs' Village for Business Performance and Sustainability Improvement: A Case Study in Bantargadung Village, Bantargadung Sub-District, Sukabumi Regency, West Java.

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**Abstract :** Management practices in Micro, Small, and Medium Enterprises (MSMEs) in rural areas play a crucial role in enhancing business sustainability and competitiveness. This article explores various management strategies that rural MSMEs can implement to optimize their business operations. Through training and mentoring programs, MSME actors are provided with knowledge and skills in financial management, marketing, and operational management. Community service activities (PkM), conducted in conjunction with research activities using a case study approach on MSMEs in Bantargadung Village, Bantargadung Subdistrict, Sukabumi Regency, have formulated a management practice model for the sustainability of rural MSMEs. This model can be further developed to advance rural MSMEs, aiming to improve the village economy, enhance rural independence, stimulate economic growth, create jobs, and reduce unemployment rates in rural areas, ultimately improving the welfare of rural communities. Based on management practice theory, as well as guidance from the Chamber of Commerce and Industry (Kadin) and the Ministry of Cooperatives and MSMEs, the management practices for rural MSMEs include: 1) Efficient Inventory Management; 2) Production Process Improvement, particularly Production Efficiency; 3) Financial Management; 4) Human Resource Management; 5) Effective Marketing Strategies and the Use of Digital Marketing; and 6) Performance Evaluation and Control.

**Keywords:** Business Sustainability, Management Practice Implementation, MSMEs

## 1. INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) play a critical role in Indonesia's national economy, contributing more than 60% to the country's Gross Domestic Product (GDP) and employing 90% of the workforce. This underscores the need for special attention from the government to address the various challenges MSMEs face in conducting business. In Indonesia's economic growth, MSMEs play a significant role, contributing 61% of the GDP—equivalent to IDR 9,580 trillion. As of 2023, the number of MSME business actors reached approximately 66 million, employing around 117 million workers (97% of the total workforce).

These MSMEs are diverse, ranging from micro to small and medium enterprises. Their classification is based on the amount of capital invested at the time of establishment. Enterprises with a maximum capital of IDR 1 billion (excluding land and buildings used for the business) are categorized as Micro Enterprises. Businesses with capital exceeding IDR 1 billion but not more than IDR 5 billion fall into the Small Enterprise category. Meanwhile, businesses with capital ranging from IDR 5 billion to IDR 10 billion are classified as Medium Enterprises. Enterprises exceeding this threshold are considered Large Enterprises.

Facing global business challenges, all stakeholders must work together to strengthen MSMEs in terms of organization and operations. This includes enhancing innovation, technological proficiency, digital literacy, productivity, legal compliance or licensing, financing, branding and marketing, human resources, standardization and certification, equitable training and mentoring, facilitation, and the creation of a unified database. Currently, the Indonesian Chamber of Commerce and Industry (KADIN) and the Indonesian government are actively promoting the improvement of national MSME performance through strategies that incorporate digitalization. This aims to boost competitiveness, position MSMEs as global players, and foster an export-oriented focus. The government, in collaboration with KADIN, is striving to integrate MSMEs into the digital ecosystem, with a target of 24 million MSMEs entering the digital market by 2023 and 30 million units by 2024.

In 2023, micro and small industries showed impressive performance, characterized by a positive growth trend. Provinces on Java Island—such as Jakarta, West Java, Yogyakarta, and East Java—demonstrated consistent positive growth throughout the year. Similarly, outside Java, 19 provinces reported stable positive growth. This phenomenon reflects regional comparisons, where micro and small industries business activities on and off Java Island have increased in line with Indonesia's improving economy in recent years.

Among these, rural MSMEs in Indonesia also play a significant role in both local and national economies. Their presence has been instrumental in strengthening rural economies and fostering community independence. Specifically, their roles include: (1) Economic Contribution, where rural MSMEs significantly contribute to national GDP. They create jobs and help reduce economic disparities between urban and rural areas, thus promoting economic equity; (2) Preservation of Local Wisdom, where many rural MSMEs produce goods related to local culture and traditions. This helps preserve traditional crafts and local wisdom, which can attract tourists; (3) Business Development, where rural MSMEs engage in various businesses, including food and beverage production (e.g., chips, tempeh, and processed agricultural products), handicrafts (e.g., bamboo weaving, paintings, and other crafts), and service businesses (e.g., catering and community-based services).

Additionally, rural MSMEs play a role in increasing community income by directly and indirectly boosting rural residents' earnings, thereby improving access to education, healthcare, and infrastructure. Consequently, the overall quality of life in rural areas improves. Moreover, rural MSMEs help reduce unemployment rates by creating job opportunities for local residents, including youth and women, thereby lowering rural unemployment levels.

However, despite their critical role, rural MSMEs face ongoing challenges and barriers that remain unresolved. These include limited capital and access to funding, transportation and distribution constraints, skill and human resource quality issues, supply chain and logistics problems, as well as marketing and market expansion obstacles. The Community Service Program (PkM) initiated by the Postgraduate School of Pakuan University in Bantar Gadung Village, Bantargadung Subdistrict, Sukabumi Regency, provides an overview of how rural MSMEs tackle managerial issues alongside challenges related to capital and funding access. It is hoped that this PkM program will serve as a model for developing rural MSME management practices, offering a framework for the advancement of rural MSMEs in Indonesia.

## **2. METHODOLOGY**

The mentoring method was carried out through direct visits, which included conducting observations, site inspections, and verifications with relevant parties, including the Head of Bantar Gadung Village, the Chairperson of the Bantar Gadung MSME Group, members of the Bantar Gadung Village MSME group, and through discussions and training sessions for MSME groups in Bantar Gadung Village. The training was conducted on November 30, 2024, by students of the Master's Program in Management Science (S2) at the Postgraduate School of Pakuan University. The training covered essential topics such as using social media for product marketing, creating financial record books, optimizing operations, and managing human resources to maintain motivation and enthusiasm for advancing collective businesses facilitated by MSMEs and supported by the local village government. During observations, direct monitoring of facilities and infrastructure, business operation systems, procurement of raw materials and inventory management, production processes, product packaging, sales, and marketing processes was conducted.

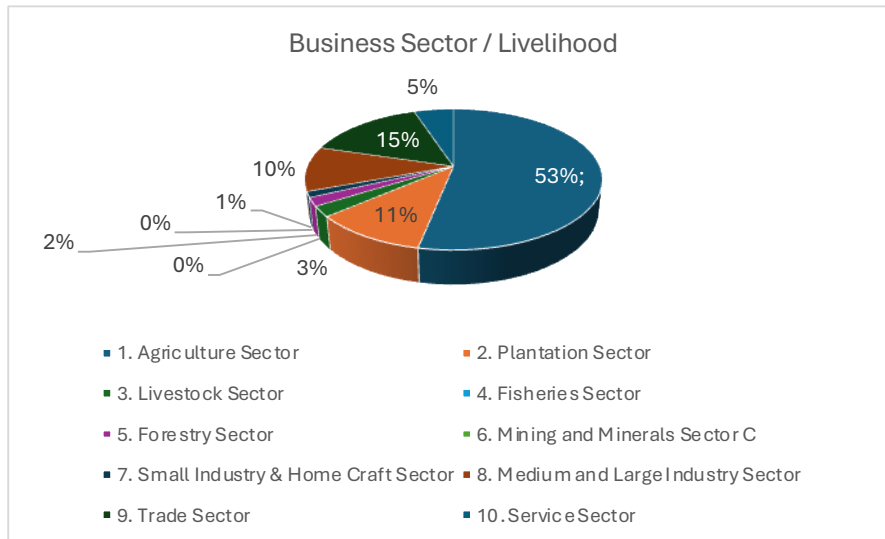
In formulating the MSME development program, the framework was based on management practice concepts derived from Peter Drucker's management practice theory (1980, 2012), as well as guidelines for MSME development provided by the Indonesian Chamber of Commerce and Industry (KADIN) and the Ministry of Cooperatives and MSMEs. These guidelines include: (1) Efficient Inventory Management; (2) Production Process Improvement, emphasizing Production Efficiency; (3) Implementation of Financial Management; (4) Strengthening Human Resource Management; (5) Effective Marketing Strategies, specifically Digital Marketing; and (6) Performance Evaluation and Control. These six management practice concepts were proposed for application in the development of MSMEs in Bantar Gadung Village using a case study approach. It is expected that this

management practice development concept for rural MSMEs can be widely utilized for the advancement of MSMEs in villages across Indonesia.

### **Profil and livelihood in Bantargadung Village**

Bantar Gadung Village is one of seven villages in Bantargadung Subdistrict, Sukabumi Regency. The subdistrict spans an area of 82 km<sup>2</sup>, with a population density of 426 people/km<sup>2</sup>. One of the villages in this sub-district, Bantargadung Village in 2024, has the population was recorded at 10,061 people, consisting of 5,180 males (51%) and 4,881 females (49%), with a population growth rate of -0.25%. The working-age population (18–56 years old) comprises 5,641 individuals, accounting for 56% of the total population. The educational attainment of the village's workforce is summarized such as Elementary or equivalent graduates 852 individuals (9.63%); Junior high school or equivalent graduates 582 individuals (6.58%); Senior high school or equivalent graduates 1,524 individuals (17.2%); Diploma 1 graduates 52 individuals (0.59%); Diploma 2 graduates 10 individuals (0.10%); Diploma 3 graduates 52 individuals (0.59%); Bachelor's degree graduates 9 individuals (0.29%); Meanwhile Equivalency program graduates include *Program Paket A* (equivalent to elementary school): 22 individuals; *Program Paket B* (equivalent to junior high school) 24 individuals; and *Program Paket C* (equivalent to senior high school) 30 individuals.

Regarding household welfare, out of 2,789 families in the village: 71% fall under the pre-welfare category, 12% are categorized as welfare level 1 families, 8% as welfare level 2 families, 7% as welfare level 3 families, 2% as welfare level 3+ families. In terms of livelihoods, the employment distribution is as follows: 53% of the population works in agriculture, 11% in plantations, 2% in livestock, 2% in forestry, 1% in small-scale industries and home crafts, 10% in medium and large-scale industries, 15% in trade, and 5% in services. Notably, only 1% of the population is engaged in small and medium enterprises (SMEs). This limited participation highlights the importance of SME development to address the relatively high unemployment rate and improve the economic conditions of the village.



**Figure 1. Business Sector or Livelihood of the Population**

**Source: Processed Secondary Data (2024)**

### Profile of MSMEs in Bantar Gadung Village

The welfare level of Bantar Gadung Village's 2,789 families reveals that 71% fall under the pre-welfare category, 12% are categorized as welfare level 1, 8% as welfare level 2, 7% as welfare level 3, and 2% as welfare level 3 plus. In terms of employment, 53% of the population works in agriculture, 11% in plantations, 2% in livestock, 2% in forestry, 1% in small-scale industries and home crafts, 10% in medium and large-scale industries, 15% in trade, and 5% in services. Notably, only 1% of the population is involved in small and medium enterprises (SMEs), indicating the limited role of SMEs in providing livelihoods. This highlights the importance of developing SMEs in the village to absorb the relatively high unemployment rate.

One notable SME in Bantar Gadung Village is the fish processing business specializing in producing "*ikan pindang*" (steamed and salted fish). This business operates under a partnership model where business owners, known as *pengepul*, provide production capital in the form of raw materials (fresh fish) to be processed into ready-to-consume *ikan pindang*. Partner members supply labor for various stages of production, including cleaning the fish, washing, seasoning, steaming, packaging, and preparing the products for shipping and sale. After selling the *ikan pindang*, partner members return the production capital to the *pengepul*, while the remaining revenue, minus transportation and meal expenses, constitutes their net income.

This partnership model resembles the core-plasma partnership model commonly found in agriculture, plantations, and livestock industries. In such arrangements, the core business

provides production facilities (e.g., seeds, fertilizers, tools) and working capital loans, while plasma members handle planting, production, and maintenance. Upon harvest, the produce is sold to the core company at pre-agreed prices, which could be fixed or market-based. This pricing model has both advantages and disadvantages, depending on the preferences and security needs of farmers or plasma members.

Similarly, the *ikan pindang* business in Bantar Gadung Village adopts this core-plasma model in agriculture. The business operator provides production facilities, including raw materials (fish), seasonings, salt, smoking rooms, firewood, cooking utensils, and transport packaging. Partner members contribute labor for production activities such as fish cleaning, washing, seasoning, cooking, packaging, and product transportation and sales.

This MSME partnership significantly supports the local economy, particularly for residents lacking capital assets such as farmland or monetary resources. Members participating in the *ikan pindang* business only need to contribute their labor, time, and willingness to work, as all production facilities and sales equipment are provided by the *pengepul*. For example, if a member achieves a net income of IDR 400,000 from one day's production and sells the next day, they could earn approximately IDR 6,000,000 in a month (based on 15 production cycles). This income far exceeds the Sukabumi Regency's 2024 minimum wage of IDR 3,604,482. Furthermore, this net income is calculated after deducting transportation and meal costs, whereas factory employees earning minimum wage still receive gross income subject to similar deductions.

According to the Head of Bantar Gadung Village, there are 12 business operators (*pengepul*) like Mang Erus in the village. If each employs 10 people, the *ikan pindang* business absorbs 120 workers, significantly contributing to local employment, especially for unskilled laborers who find it challenging to secure jobs in medium and large-scale industries. The *ikan pindang* MSME in Bantar Gadung Village exemplifies an excellent model of community economic empowerment. It leverages local resources and wisdom to boost the rural economy and enhance village independence. Located near the Pelabuhan Ratu fish auction site, Bantar Gadung Village effectively utilizes its local potential to promote economic empowerment and serve as a model for other villages in Indonesia.

### **MSME Management Practices**

In the 1980s, Peter Drucker, known as the "father of modern management," made significant contributions to management theory and practice. Drucker in Linkletter (2024) introduced key concepts in management practice theory, including: 1) Definition of Management, where management is defined as the act of transforming human and economic

resources into useful outcomes. Drucker emphasized that management involves planning, organizing, directing, and controlling to achieve organizational goals effectively and efficiently; 2) Effectiveness and Efficiency, where he distinguished between effectiveness as "doing the right things" and efficiency as "doing things right." In this context, management must select the right objectives and optimally utilize resources to achieve them; and 3) Management by Objectives (MBO), which focuses on setting clear goals and measuring performance based on their achievement. This approach helps improve employee motivation and engagement in achieving the organization's vision.

Drucker (1980) also emphasized 4) The Importance of Leadership, stating that while management cannot create leaders, it can provide an environment for leadership to develop. Leadership, he believed, is a skill that can be learned and trained, not an innate trait; 5) Customer Orientation, where Drucker argued that business success is determined by the ability to meet customer needs. Organizations should focus on creating products or services that satisfy customers rather than merely on internal structures or the company's name; 6) Decentralization, where Drucker advocated for decentralization in organizations so that authority is not concentrated in a single individual or level of management. Decentralization enables organizations to respond and adapt more effectively to environmental changes; 7) Human Resource Development, which emphasizes the importance of employee development as an organization's primary asset. Investing in employee training and development leads to better performance and overall organizational effectiveness; and 8) Moral Values in Management, where Drucker highlighted the need to integrate ethical and moral values into management practices, stressing that business decisions should consider their social and moral impact on society.

If these concepts are connected to the challenges faced by MSMEs in the Industry 4.0 era and the development directions set by KADIN and the Ministry of Cooperatives and MSMEs, improvements in MSME operational management systems can be formulated through the following steps: 1) Efficient Inventory Management, which includes stock optimization to ensure sufficient inventory to meet demand without overstocking, which could hinder cash flow. Integrated inventory management systems can help monitor stock levels in real time. Additionally, raw material procurement involves building good relationships with suppliers to secure competitive prices and high-quality materials; 2) Improving Production Efficiency, which focuses on applying lean manufacturing techniques to reduce waste in production processes, including shortening cycle times and increasing productivity. Product quality is also

crucial, with a focus on quality control to ensure products meet consumer expectations. Training in testing and quality monitoring techniques is essential.

Furthermore, 3) Human Resource Management involves workforce acquisition, training, and development to enhance managerial and operational skills, including planning, organizing, and controlling operational processes. Creating a supportive work environment to boost motivation and productivity is also critical. 4) Technology Adoption includes leveraging social media platforms such as Instagram, TikTok, and Facebook for product promotion and using technology to integrate operational management systems, including inventory, sales, and distribution. Joining e-commerce marketplaces can help expand market reach and facilitate online transactions. Additionally, 5) Effective Marketing Strategies involve digital marketing through social media and other online platforms to promote products, enabling broader customer reach at lower costs. Regular market analysis is essential to understand trends and consumer preferences, ensuring products align with market needs. Finally, 6) Performance Evaluation and Control focuses on implementing key performance indicators (KPIs) to evaluate the effectiveness of operational management systems, including cost analysis, production times, and customer satisfaction.

### **Efficient Inventory Management**

Inventory management is the process of managing goods available within a company, including raw materials, semi-finished products, and finished goods. The primary goal of inventory management is to ensure the availability of the right goods at the right time and in the right quantity to support smooth operations and meet customer demand. The definition of inventory management encompasses various activities such as ordering, storing, utilizing, and selling inventory. This process aims to optimize inventory levels to reduce costs and improve company profitability. The functions of inventory management in business processes include: 1) Ensuring Smooth Production Processes, by guaranteeing that raw materials and semi-finished goods are always available to support uninterrupted production; 2) Preventing Stock Shortages, avoiding situations where the company runs out of stock, which can disrupt customer service and result in lost sales; 3) Avoiding Overstocking, effectively managing inventory to prevent excessive stock levels, which can increase storage costs and the risk of losses due to damage or expiration.

For MSMEs in Bantar Gadung Village, inventory management is particularly crucial, as almost all pindang fish processing businesses operate under highly sensitive business processes. Effective inventory management is essential to ensure stock availability while avoiding overstocking. By implementing efficient inventory management practices, MSMEs



can improve operational efficiency, reduce costs, and enhance customer satisfaction while maintaining product quality, particularly by ensuring that raw fish materials remain fresh and suitable for production. The types of fish used in *pindang* production include *tongkol* (mackerel tuna), *jangilu*, and *lamuru/sardines*. The use of these raw materials in the *pindang* production process is heavily influenced by the availability of fish at local auction sites, which, in turn, depends on the daily catch from the sea. To ensure the availability of these marine raw materials, Mang Erus has a regular supplier, Pak Haji, at Pelabuhan Ratu. Pak Haji prioritizes providing Mang Erus with fresh fish from the daily catch, ensuring the continuity of production in Mang Erus' *pindang fish* business.



**Figure 2. Raw Material Storage Room and Scanning Room**  
**Location: Mang Erus' MSME (30 Nov 2024)**

Using the example of an MSME managed by Mang Erus, the *pindang* fish business operates through a partnership model with local community members. In this partnership model, the business owner provides frozen fresh fish sourced directly from fishing operations at Pelabuhan Ratu, Sukabumi, and from the Fish Auction Market in Muara Baru, Jakarta. The purchase of raw fish materials is made through direct payments to regular suppliers. As a result of these established relationships, Mang Erus ensures the supply of fresh fish from trusted sellers. This freshness is reflected in the high quality of the fish processed in his business, which is well-received by customers. To date, there have been no complaints regarding the quality of the fish in the market.

The business has a production capacity of 5 tons per week, with raw fish materials alternately sourced from Pelabuhan Ratu and Muara Karang. The business process involves purchasing fresh fish, providing production facilities such as the steaming room, and supplying seasonings and salt. The procurement of fish is handled directly by purchasing fresh fish from trusted auction suppliers. The fish is transported using rented mini-box vehicles, with fish

boxes filled with ice to maintain freshness and preserve quality until they reach the storage or cold-storage facilities at the business location.

The current inventory management practices are effective, as the material procurement process is handled independently while ensuring proper transportation to maintain the freshness of the fish until it arrives at the cold-storage facility. Transportation costs are kept efficient by using rented vehicles, which reduces the financial burden of fixed costs associated with owning a vehicle. Mang Erus noted that renting fish transport vehicles is more cost-effective and allows for flexible use as needed, eliminating the need for vehicle procurement and maintenance expenses.



**Figure 3. Process of Retrieval of Frozen Fish from Cold-Storage for Production Process  
Location: Mang Erus' MSME (30 Nov 2024)**

The implementation of management practices in Mang Erus's MSME can be improved by enhancing the raw fish inventory system to maintain material quality and improve efficiency in subsequent business processes. Currently, the frozen fish intended for production is distributed to partner workers, where they independently take the quantities and types of fish they need for pindang production. This practice is unorganized and may lead to improper handling of fish from storage boxes, potentially causing damage to both the fish and the storage boxes themselves.

Improvements can be made by introducing a production planning process based on weekly production schedules from each partner member. The simple application of the Economic Order Quantity (EOQ) model could be utilized by MSMEs like Mang Erus's business. This involves determining the optimal order quantity for all production plans submitted by partner members. Fish orders can be scheduled systematically based on production requests or plans from partner members. This would include separating the fish inventory by quantity and type before freezing, ensuring that each package of fish is labeled with a production order code assigned to the respective partner member. The process of retrieving and handling frozen fish from cold-storage boxes should be organized

collaboratively by partner members. Fish can then be separated manually while still frozen, and distributed to each partner member based on the type and quantity of fish required for *pindang* production.

### Improving Production Efficiency

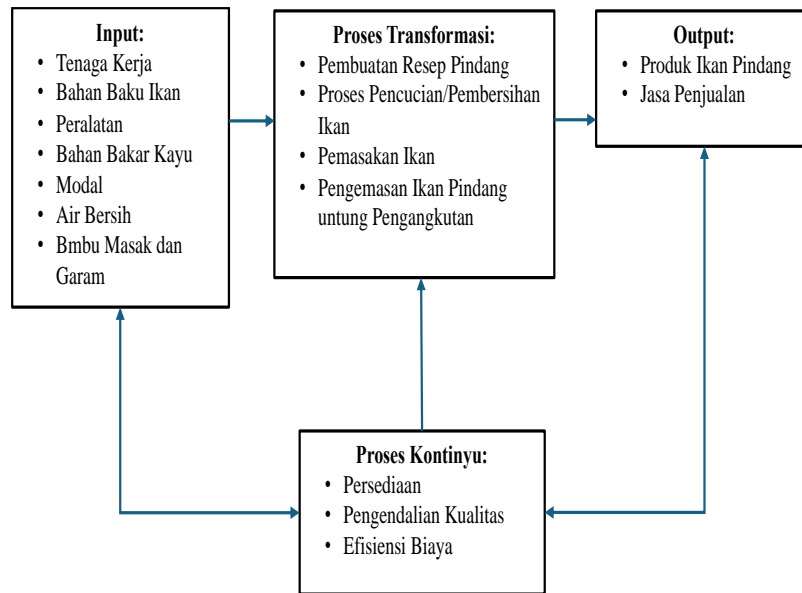
The concept of production management has evolved from a traditional focus on production efficiency to a modern view of operations management, which leverages technological advancements to enhance production process capabilities with new materials, facilities, and procedures. According to Kumar and Suresh (2008), production/operations management is the process of combining and transforming various resources utilized in the production/operations subsystem of an organization into value-added products or services in a controlled manner, in alignment with the organization's policies. Thus, production/operations management is the segment of an organization concerned with the transformation of inputs into required (products/services) with the desired level of quality.



**Figure 3. Production Area of *Pindang* Fish Business**

**Location: Production Area of Pindang Fish Owned by Mang Erus (30 Nov 2024)**

The production function is a part of an organization that deals with transforming various inputs into outputs (products) required with the desired level of quality. Production is defined as the "step-by-step conversion of one form of material into another through chemical or mechanical processes to create or enhance the usability of the product for the user." Therefore, production is a process of adding value. At every stage of processing, value is added. Edwood Buffa defines production as "the process by which goods and services are created." Based on these concepts and definitions, the production process in the *pindang* fish business can be illustrated as follows:



**Gambar 4. Skema Sistem Produksi Ikan Pindang**

**Sumber: Diadaptasi dari Skema Produksi (Kumar dan Suresh, 2008)**

Observing the production process at Mang Erus's pindang fish production site, it is evident that the process generally adheres to the described production framework. However, improvements in the production layout are necessary to maintain the quality of raw fish taken from cold storage boxes and during subsequent steps such as fish separation, cleaning, washing, seasoning, salting, and packaging for cooking. These enhancements are conceptually part of quality management improvements, which are crucial for maintaining product standards.

The application of appropriate technology is vital for MSMEs to boost productivity and compete effectively in a global market that transcends physical boundaries. Research by Hsu and Fang (2009) highlights that SMEs leveraging advanced technology experience increased operational efficiency. However, a study by Iacovou et al. (1995) indicates that resistance to change among management can hinder technology adoption, thereby limiting growth prospects.

Theoretically, nine fundamental factors, referred to as the 9-M framework, influence product and service quality: market, money, management, men, motivation, material, machines, method, and mounting product requirements (Kumar and Suresh, 2008). Implementing the 9-M framework in Mang Erus's pindang fish business can be detailed as follows: (1) Market—with technological advancements, particularly through social media, Mang Erus's pindang fish products can identify new customer demands and trends. At the same time, customer preferences evolve dynamically. As a collector, Mang Erus's role is to identify these needs and meet them through the current production process or by developing new

recipes and production methods; (2) Money—efficient management of financial resources is essential, especially given the increasing competition from similar or substitute pindang fish products from other regions. Product development requires significant expenditures for new equipment and processes, which must be offset by increased productivity. This can only be achieved by minimizing quality-related costs associated with maintaining and improving product quality.

Furthermore, (3) Management—effective management is crucial to handle the operational processes of the pindang fish business. As the production process grows more complex, ensuring quality management throughout each production stage must be a shared responsibility; (4) Men—business growth and development are only possible if workers possess the necessary knowledge, skills, and capabilities. This includes expertise in product development, production processes, and sales; (5) Motivation—assigning individual responsibility for achieving quality, combined with appropriate motivational techniques, ensures that quality products can be consistently produced without issues; (6) Material—maintaining the availability of fresh raw fish materials and ensuring their quality within tolerance limits is essential for production and customer satisfaction; (7) Machines—maintaining production processes, particularly in cooking or steaming fish, requires efficient and environmentally friendly methods. The current use of wood fuel generates smoke and soot, which can be mitigated by adopting more advanced techniques; (8) Method—new and more efficient production methods that are environmentally friendly are needed, particularly to address the environmental impact of wood fuel usage; (9) Mounting Product Requirements—meeting evolving product requirements involves product diversification to cater to customer preferences, whether in terms of fish types, flavors, or other processed fish products. Collectors like Mang Erus must plan and implement adequate systems to address these increasing demands effectively.

### **Financial Management Implementation**

Effective financial management is crucial for the sustainability of SMEs. According to Van Auken (2005), SMEs often face challenges in accessing financing, which affects their growth potential. A survey by Cosh and Hughes (2010) revealed that SMEs with rigorous financial planning and control are better positioned to withstand economic shocks and capitalize on growth opportunities.

One of the primary financial management challenges for MSMEs, particularly in rural areas, relates to business financial management. Many rural MSME entrepreneurs do not maintain even basic bookkeeping to record detailed income and expenses. Often, business

expenses are mixed with personal expenditures. During a training session conducted by Master's students in Management Science (S2) from the Postgraduate School of Pakuan University on November 30, 2024, it was found that nearly all MSME groups admitted to not having business bookkeeping practices. For these entrepreneurs, the priority was ensuring funds for purchasing raw materials, covering production costs contributed by partner members, and securing income for both partner members and themselves as collectors.

The training provided knowledge on simple bookkeeping, including how to create journals, record income and expenses, and prepare basic financial statements. The financial management training included explanations and practical examples tailored to the types of transactions in MSMEs in Bantar Gadung Village, especially in the pindang fish business. These transactions include expenses for purchasing fresh fish at auction, transportation costs such as vehicle rentals, meal costs, electricity payments, purchases of ice, salt, and spices, firewood purchases, partner wages, transportation to markets, sales-related meal expenses, income from sales, unsold fish, and other miscellaneous expenses.

A key emphasis during the training was the importance of discipline in recording financial transactions consistently. For example, accurate profit and loss calculations at the end of the month are only possible if all transactions are recorded diligently. This ensures that the financial posture of the pindang fish business reflects real conditions and can serve as a reference for assessing financial performance. Understanding the importance of financial record-keeping and preparing simple financial and profit-and-loss statements is contingent upon the knowledge and skills of the entrepreneurs or collectors in bookkeeping, journaling, and maintaining discipline. Therefore, ongoing programs organized by the Village Government in collaboration with universities are necessary.

Simple financial statements for rural MSMEs are vital for reviewing business performance and evaluating income and profitability levels. In the partnership business model, such as the pindang fish business in Bantar Gadung Village, profit-and-loss statements are particularly beneficial for collectors. They help in implementing profit-sharing systems, expanding the business, adding working capital, and recruiting new partners to increase inventory and production capacity. Establishing habits of journaling every transaction, preparing financial statements, and creating profit-and-loss reports are integral to improving business performance and ensuring the sustainability of the enterprise.

### **Strengthening Human Resource Management**

The business model of MSMEs in Bantar Gadung Village, which operates on a partnership basis between collectors and partner members, differs from modern HR

management concepts. These include functions such as HR planning and procurement, compensation systems, goal and performance target control, training and skills development, career advancement, and maintaining industrial relations. In this partnership model, the relationship between the entrepreneur and partner members combines a business partnership with the role of workers as labor contributors. How can HR management functions be applied within this partnership framework for Mang Erus's pindang fish business? These functions can certainly be implemented with adjustments to the concepts and practices. For this case study, relevant HR management functions are outlined, including workforce recruitment, reward systems, performance evaluation, and industrial relations.

Human resource management is critical to the growth of MSMEs. A study by Boselie et al. (2005) found that MSMEs prioritizing HR practices, such as training and employee engagement, tend to achieve higher productivity and lower turnover rates. However, limited resources often compel MSMEs to adopt informal HR practices, which can affect overall efficiency (Harrison & Carroll, 2011).

In the partnership model, where workers are simultaneously business partners and labor contributors, their duties and responsibilities include preparing frozen fish for cooking or steaming, packaging for transportation, and selling pindang fish products. Although the relationship is a business partnership, the recruitment of partner members who also serve as workers must be handled properly to meet the job demands of the pindang fish business. Despite its MSME scale, this industry falls within the food industry category, requiring adherence to food safety standards as it produces consumable goods. The recruitment of business partners and workers in food-related MSMEs must include health screening to ensure compliance with minimum requirements, particularly the absence of infectious diseases such as tuberculosis (TBC), Hepatitis B, and contagious skin conditions. These risks are significant because workers directly handle fish materials during preparation, seasoning, and sales.

Regarding the reward system, the partnership business model in MSMEs has a unique approach to HR management. In this model, the entrepreneur provides capital for raw materials, such as frozen fish, while partner members contribute production capital and share risks. Unlike conventional employment, the reward system in this business model is not a compensation for labor but rather a profit share from business income. This includes profits from fish cleaning, cooking, and sales activities. However, partner members bear the risk of losing income if products are not sold entirely, potentially resulting in no earnings for two days of work.

Given this partnership arrangement, a profit-sharing system tied to sales targets could be developed. For example, partners meeting monthly sales targets could receive a performance bonus, such as IDR 1,000 per kilogram sold. If a partner sells 100 kg per week or 400 kg per month, they could earn a bonus of IDR 400,000. For the collector, achieving collective sales targets minimizes losses from unsold products and ensures continuous production. This profit-sharing concept motivates partners to sell out their products consistently, fostering enthusiasm and building human capital for business sustainability. This aligns with Elkington's Triple Bottom Line framework: Profit, People, and Planet (Aswin et al., 2022).

The reward system as an incentive model in MSMEs has been reported to correlate positively with company performance, as seen in studies such as Balogh et al. (2021) on MSMEs in Zimbabwe, which showed improved employee satisfaction. Similarly, Lestari et al. (2021) reported that remuneration practices in Indonesian MSMEs enhanced job satisfaction, reduced turnover rates, and increased employee commitment. Based on these findings, an incentive model for the partnership business in Bantar Gadung Village could positively influence partner member performance by fostering job satisfaction, commitment, and a sense of ownership. High turnover among partner members in this MSME business could be challenging to address, as recruiting new members involves specific requirements, including working capital, interest in the pindang fish business, and willingness to handle production and sales independently. This differs from conventional labor models in companies where workers can be easily replaced with new hires. A robust reward and incentive system can mitigate these challenges, ensuring workforce stability and business continuity.

### **Effective Marketing Strategies**

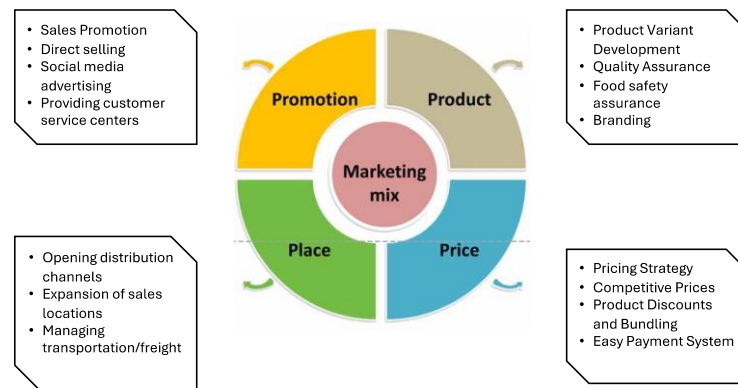
The primary challenge for rural MSMEs lies in product marketing, as the purchasing power of rural communities is relatively low. To address this, products are marketed in urban areas where demand is consistently present, and purchasing power is higher. Similarly, pindang fish products from Bantar Gadung Village are marketed to cities, including the Sukabumi city market and urban areas such as Bogor. Marketing issues were also a key topic during the PkM discussions in Bantar Gadung Village with various MSMEs and community leaders. One common question raised by MSME participants was how the pindang fish products from Bantar Gadung could enter supermarkets and how sales could be expanded to reach a broader market.

The PkM team from Pakuan University provided several recommendations to enhance product marketing by integrating marketing strategies with production strategies and quality assurance. These aspects are interdependent in management practices and require support from



village officials and assistance from universities to ensure sustainable MSME development programs. Currently, the partnership business model of MSMEs in Bantar Gadung Village exhibits strong potential due to the collaborative relationship between collectors and partner members in terms of capital and production. However, the main issue lies in marketing, which is entirely dependent on partner members. They handle the search for customers and the sales process independently. This becomes problematic for partner members when challenges or obstacles arise during transportation and sales at the market.

Developing a robust marketing strategy will integrate production capabilities with product marketing, based on market analysis, marketing potential, product preferences, and product variants and quality. The concept of total quality management (TQM) should be applied with necessary adjustments to the characteristics of rural MSMEs while still employing modern quality management systems. Based on the marketing mix strategy, at least the 4-P framework—product, price, place, and promotion—should be integrated. The marketing mix is a strategy that combines various elements cohesively to achieve targeted market objectives and satisfactory outcomes. The term "marketing mix strategy" was first introduced by Neil Borden, a Harvard marketing professor, in 1964, and it was developed from the mix-marketing concept by Professor James Culliton. Below is the 4-P Marketing Model tailored for MSME businesses in rural areas.



**Figure 5. 4-P Mix-Marketing of MSME in Rural Areas**

The implementation of the 4-P marketing mix begins with product management, which involves developing variants of pindang fish products in terms of both the types of fish used and the product variations. Currently, the primary fish used are tongkol (mackerel tuna), jangilu, and lamuru (sardines). However, other options, such as bandeng (milkfish) or kembung (Indian mackerel), could be explored as they are popular and well-liked, especially by the

Sundanese community in West Java, where these products are marketed. A comparative market study in Bekasi Regency revealed that many pindang fish vendors sell bandeng and kembung, which are produced by MSMEs in the Karawang Barat area. For example, Pak Mamat, a pindang fish vendor in Tambun Utara, Bekasi, sells his products using a motorcycle, stationed in residential complexes, while his son sells pindang fish by cycling around neighborhoods. According to Pak Mamat, bandeng is among the most preferred types of pindang fish. Following a sales cycle of every two days, both he and his son consistently sell out their stock. Additionally, Pak Mamat uses WhatsApp statuses to advertise his sales and accepts orders through the platform, enhancing his customer reach.

Another example is Kang Gepeng, a pindang fish vendor at Sentolo Lama Market, Sentolo, Kulonprogo Regency, Yogyakarta. Featured on the YouTube channel of Drs. Mardiya (<https://www.youtube.com/watch?v=eeFhEfDCbdMI>), Kang Gepeng has been selling "kranjangan" fish—a local term for pindang fish—since 2006. Currently, he sells his products using his own pickup truck, operating only between 5:00 and 8:00 AM. Each day, he sells 800 kranjangan fish baskets. Assuming each basket contains two fish, he sells approximately 1,600 fish per day. On average, small, medium, and large pindang fish sizes range between 10–15 fish per kilogram, meaning Kang Gepeng sells about 106 to 160 kilograms daily. According to Kang Gepeng, he sources his fish from Juwana, Central Java, cooks them himself, and sells them at Sentolo Lama Market. His pindang fish consistently sells out every day, with all his stock gone by 8:00 AM, demonstrating the high demand for pindang fish and the potential for MSMEs to capture similar markets through effective product management and marketing strategies.



**Figure 7. Pak Mamat dan Pak Gepeng, the Seller of Salted Fish with “Jemput Bola” Approach**

The increase in *pindang* fish sales for MSMEs in Bantaragung Village can be achieved through product innovation, such as developing new flavors and variations of *pindang* fish, as well as expanding markets using a "*jemput bola*" approach—proactively reaching potential markets in residential areas. This strategy is inspired by *pindang* fish sellers in Tambun, Bekasi, who source their products from Karawang Barat collectors. For instance, Pak Mamat and his son-in-law Pak Zainal sell *pindang* fish twice a week using motorcycles. Pak Mamat sells at residential markets while his son-in-law goes door-to-door within housing complexes. This sales model can be adopted as a strategy to expand marketing efforts while employing individuals as mobile vendors without requiring them to become MSME partners, as no working capital is needed. This approach, however, demands managerial roles from the *pindang* fish MSME entrepreneurs, not only as collectors but also as business managers.

Webster (2009) emphasizes Drucker's theory that management is marketing. It was Peter Drucker who first offered a different view of marketing as a major management discipline by asserting that there is only one valid definition of the purpose of business: to create customers. Since the purpose is to create customers, every business enterprise has only two basic functions, namely marketing and innovation. Both are entrepreneurial functions. Marketing is the distinctive and unique function of business. Innovation is a key driver of MSME competitiveness. Schumpeter's theory, as applied in Harjono et al.'s (2024) research, demonstrates the relationship between entrepreneurial orientation, leadership, competence, and perceived business performance.

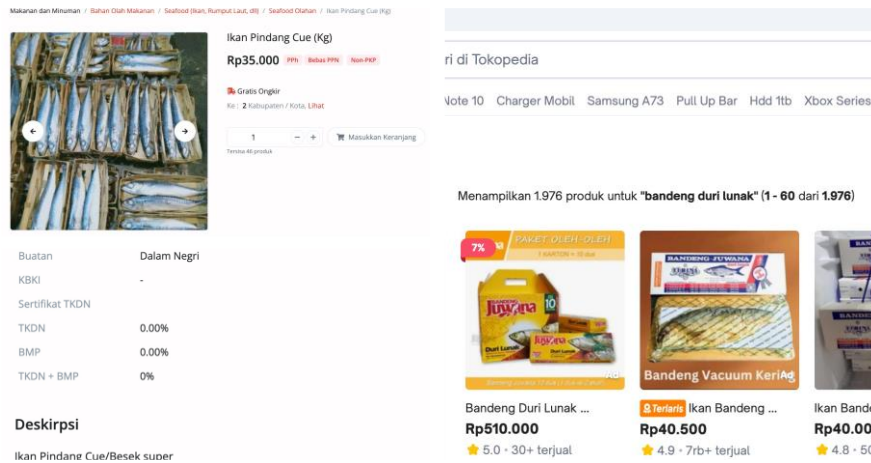
Entrepreneurial orientation among MSMEs in Surakarta empirically reflects traits such as risk-taking, innovativeness, frugality, and responsiveness. Risk-taking was identified as the highest contributing factor, particularly regarding entrepreneurs' willingness to accept the risks associated with their ventures. Innovation enables MSMEs to differentiate themselves in the market. Eikelenboom and de Jong (2019) found that MSMEs fostering a culture of innovation are more likely to adapt to market changes. However, Hossain (2016) argued in a systematic review that limited financial resources often constrain innovative activities in MSMEs.

Product management in the 4-P marketing framework also involves quality assurance and food safety assurance, both of which should be integral to rural MSME development to protect consumers and ensure accountability. While implementing quality and food safety systems might not match industrial-level ISO 22000 food safety standards, MSMEs in the food industry can adopt elements of the HACCP (Hazard Analysis and Critical Control Points) system. HACCP is a risk management system focusing on hazard prevention and identification at every stage of production. Its implementation is cost-effective and practical, involving

measures such as preventing pest infestations (e.g., rats, insects, flies) and avoiding contamination, especially during fish washing, cooking, transportation, and market sales. Ensuring food safety through HACCP safeguards product quality and consumer health, making it a critical component for the sustainability of MSME businesses in the community.

Regarding food safety, Hasnan et al.'s (2022) study, which reviewed 20 peer-reviewed publications from 2012 to 2021 on GMP (Good Manufacturing Practices) in small-scale businesses, identified inadequate sanitation facilities as the most frequently reported GMP non-compliance issue (85%). This was followed by poor personal hygiene (55%), inadequate or nonexistent documentation (55%), poor cleaning and maintenance programs (50%), lack of operational control (50%), insufficient training (35%), inadequate product information (15%), and lack of worker health control (15%). Kristiningrum et al (2023) study on the MSME tea industry reported that controlling food safety hazard risks is very important for this sector to produce products that are safe for consumption. According to him, for MSMEs, it is better to focus on prevention, Hazard Analysis and Critical Control Points (HACCP) can help change including designing equipment and handling procedures. The development of the HACCP system, namely four critical control points on the production line that need to be corrected 1) Receiving raw materials; 2) Chopping; 3) Grinding; and 4) Drying tea.

Branding management can be conducted simply while yielding positive effects on sales. For instance, Mang Erus's *pindang* fish brand, "*Sahabat*," already recognized by customers, can be promoted more widely through social media. Gradually, efforts can be made to market the product to minimarkets or supermarkets, following the example of brands like Bandeng Presto Juwana or Cue Wonosobo from Central Java, which have entered digital marketing. These brands are now available on marketplaces such as Tokopedia and Shopee. Developing product marketing through digital platforms simultaneously increases public awareness of branded *pindang* fish products. Once *pindang* fish products enter the marketplace, they inherently incorporate other elements of the marketing mix—placing and promotion. As the product gains recognition, customers can easily find it in nearby stores or online marketplaces. This integrated approach ensures a broader reach and builds the foundation for sustained growth in sales and market presence.



**Figure 6. Examples of Branding and Sales via Online Marketplace**

Regarding price in the 4-P Marketing Mix, a pricing strategy must be prepared based on the cost of production to ensure that the set price can compete in the market while covering production costs. This strategy should allow the business to maintain profitability across different marketing channels. This becomes even more critical when entering online marketplaces, where producers must optimize production efficiency and minimize operational costs to compete with dozens or even hundreds of sellers offering similar pindang fish products or substitute goods such as *cue* fish, *presto* fish, and others.

In the context of the partnership model in the pindang fish business of MSMEs in Bantar Gadung Village, the active involvement of the core entrepreneur or collector is essential. Currently, their role is limited to providing frozen fresh fish as raw materials and capital. However, they must gradually engage in product marketing and manage the marketing mix. This requires active support from the village government and collaboration with universities, especially in providing technical guidance and outreach programs to improve production systems and implement cost-effective and easily applicable quality assurance and food safety programs. Moreover, the implementation of the 4-P Marketing Mix demands a comprehensive understanding and strong commitment from all parties involved in the village MSMEs. This collective effort is crucial to advancing MSMEs as a primary pillar supporting the local economy and fostering village self-sufficiency.

### **Performance Evaluation and Control**

A critical aspect of management practices in the MSMEs of Bantar Gadung Village is the implementation of a performance management system. The partnership business model between the collector (*pengepul*) and partner members (*anggota mitra kerja*) in the village

MSMEs involves several critical areas for ensuring business performance. These include purchasing fish raw materials that meet quality standards, transporting frozen fish (ikan frozen) from fish auction sites in Pelabuhan Ratu, Sukabumi, or Muara Baru, North Jakarta, transferring the frozen raw materials to storage facilities or box storage at the production site, and the unfreezing process for cleaning and preparation for production. The production phase involves adding seasoning, salt, cooking the pindang fish, and finally transporting and selling the products in the market.

According to Johnson and Scholes (2006), strategic planning enables SMEs to set clear goals and allocate resources efficiently. However, many SMEs struggle with formal strategic planning due to limited resources (Mintzberg in Lo & Sugiarto, 2021). A study by Kolvereid and Moen (1997) highlighted that companies with written business plans have a higher likelihood of achieving their objectives. The entire process in the pindang fish business of Bantar Gadung Village MSMEs can be categorized into the QCDSPE framework: Quality, Cost, Delivery, Safety, and People Engagement. The description of these categories should include clear metrics: (1) Quality—controlling the quality of raw fish materials sourced from auction sites. This involves ensuring the freshness of the fish (e.g., fresh eyes that are not red, firm and elastic fish texture, fresh red gills).

**Table 1. QCDSPE' Categories and The Measurement Performance for MSME in Bantargadung Village**

No	Category	Area/Process	Indicator	Measurement
1	Quality	Purchase of fresh fish at the auction	Fish quality	<ul style="list-style-type: none"> <li>- Fresh fish eyes, not red</li> <li>- Fresh/firm fish texture, not mushy</li> <li>- Fresh red gills</li> </ul>
		Storage of frozen raw fish	Box freezer condition	<ul style="list-style-type: none"> <li>- In good condition</li> <li>- No leaks</li> <li>- Temperature regulator functions properly</li> </ul>
		Separation and cleaning of frozen fish	Undamaged and clean	<ul style="list-style-type: none"> <li>- Fish separation does not damage the fish</li> <li>- No contaminants</li> <li>- Availability of clean, running water</li> </ul>
		Pindang fish cooking process	Fish arrangement and seasoning application	<ul style="list-style-type: none"> <li>- Neatly arranged</li> <li>- Even seasoning</li> <li>- Standardized seasoning and salt</li> <li>- Stable cooking temperature</li> </ul>
		Product quality during sales	Product quality	<ul style="list-style-type: none"> <li>- Maintained quality of pindang fish</li> </ul>

No	Category	Area/Process	Indicator	Measurement
				<ul style="list-style-type: none"> <li>- No contamination or flies</li> <li>- Use of plastic gloves during sales</li> </ul>
		PEST Control	No pests or harmful animals	<ul style="list-style-type: none"> <li>- Rodent control</li> <li>- Insect control (cockroaches, flies, lizards, etc.)</li> </ul>
2	Cost	Control of Cost of Goods Sold (HPP)	Raw fish purchase price	<ul style="list-style-type: none"> <li>- Meets purchase price standards</li> </ul>
			Purchase price of production materials: firewood, seasoning, salt, ice, cooking utensils, electricity, food/drinks, transportation, etc.	<ul style="list-style-type: none"> <li>- Meets purchase price standards</li> </ul>
3	Delivery	Packaging and transportation process	Packaging for transportation	<ul style="list-style-type: none"> <li>- Neat, securely closed</li> <li>- Transport equipment in good condition</li> </ul>
		During transportation		<ul style="list-style-type: none"> <li>- Safe transportation</li> <li>- Secure and intact packaging</li> </ul>
		Sales process	Sales site condition	<ul style="list-style-type: none"> <li>- Clean location, away from trash or dirty areas</li> <li>- Simple fly traps (sheets or sticks)</li> </ul>
		Sales target	Sales quantity	<ul style="list-style-type: none"> <li>- Number of items sold in one sales cycle</li> <li>- Revenue from sales</li> </ul>
		Sales time target	Sales schedule	<ul style="list-style-type: none"> <li>- Sales conducted as per schedule</li> </ul>
4	Safety	Safety of raw materials	Raw material quality	<ul style="list-style-type: none"> <li>- SOP for fish raw material storage</li> <li>- Clean raw material storage warehouse (cold storage area)</li> </ul>
		Safety of production process	Production quality and food safety	<ul style="list-style-type: none"> <li>- SOP for production process (fish separation, cleaning, washing)</li> <li>- No contamination</li> <li>- SOP for PEST control</li> </ul>
		Safety during transportation and sales	Product quality during transportation and sales	<ul style="list-style-type: none"> <li>- SOP for product handling during transportation</li> <li>- SOP for product handling during sales</li> <li>- Clean sales location, far from foul smells and flies</li> </ul>

No	Category	Area/Process	Indicator	Measurement
5	People Engagement	Work attendance	Production and sales schedule	- Work attendance aligns with production and sales schedule
		Work discipline	Workplace discipline	- 100% attendance as per schedule - No rule violations
		Environmental and food safety discipline		- No smoking during work - Clean attire - Regular handwashing - Use of gloves during raw material handling, mask, in while for fish arrangement, cooking, and sales

\*) The QCDS (Quality, Cost, Delivery, Safety, People) model was adapted from The Drucker Intangibles Measurement System Model (Crosby & Ghanbarpour, 2023)

### 3. CONCLUSION AND RECOMMENDATIONS

#### CONCLUSION:

Management practices which is applied to Micro, Small, and Medium Enterprises (MSMEs) in rural areas have a significant impact on business sustainability and competitiveness. Through training and mentoring programs, MSME actors gain the knowledge and skills needed in financial management, marketing, and operational management. The management practice model developed in this study shows that the implementation of strategies for improving performance and business sustainability such as efficient inventory management, improved production processes, good financial management, and effective marketing can increase the productivity and profitability of MSMEs. In addition, the focus on human resource development and performance evaluation also contributes to the progress of the village economy and community welfare. Support is needed from related parties, especially the Village Government and the Industry and Trade Service in the Regency to help provide counseling and assistance needed for business development and business coaching. Building village MSMEs will advance the village economy and help encourage village independence.

#### RECOMENDATION:

To improve the performance and sustainability of MSME businesses in villages, support is needed from the government and related agencies to provide extension assistance, technical guidance such as in agricultural, livestock, fisheries and small industries for the production of other foods and beverages. The problem that often becomes an obstacle in the development of MSMEs is maintaining and sustaining current businesses and being able to continue to



maintain sustainability. Therefore, based on a case study conducted on MSMEs in Bantargadung Village, Bantargadung District, Sukabumi Regency, West Java, the following recommendations can be given:

1. Improving Training Programs: Continuous training programs are needed for MSME actors so that they can follow the latest developments in management and technology practices.
2. Developing Digital Infrastructure: Encouraging the use of digital platforms for marketing and selling products so that MSMEs can reach a wider market.
3. Collaboration with Stakeholders: Strengthening cooperation between MSMEs and the government, educational institutions, and the private sector to obtain support in the form of funding, training, and market access.
4. Implementation of Sustainable Practices: Encourage MSMEs to adopt environmentally friendly business practices to increase competitiveness in an increasingly sustainability-conscious market.
5. Regular Monitoring and Evaluation: Conduct regular evaluations of implemented management practices to identify areas for improvement and ensure achievement of business objectives.

By implementing these recommendations, it is hoped that MSMEs in rural areas can be more competitive, sustainable, and make a positive contribution to local economic growth.

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