

Strengthening Business Strategy and Human Resource Capacity for Sustainable Small and Medium Enterprise Development

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ABSTRACT

Small and Medium Enterprises (SMEs) play a vital role in promoting economic growth, employment generation, and community welfare; however, many SMEs continue to encounter challenges related to strategic management and human resource capability that hinder their long-term sustainability. This community engagement program aimed to strengthen business strategy and enhance human resource capacity to improve the competitiveness and sustainable development of SMEs. The program adopted a participatory capacity-building approach involving needs assessment, business strategy workshops, human resource development training, mentoring, coaching, and program evaluation. Interactive learning methods, including discussions, case studies, business simulations, and individualized mentoring, were employed to facilitate knowledge transfer and practical implementation. Program evaluation was conducted using pre-test and post-test assessments, observations, interviews, focus group discussions, mentoring records, and participant satisfaction questionnaires. The findings indicate that participants demonstrated improved understanding of strategic business planning, organizational management, leadership, customer service, and sustainable business practices. The mentoring process further enabled SME owners to formulate strategic business plans, improve managerial decision-making, strengthen workforce competencies, and increase organizational readiness for business development. Participants also expressed high satisfaction with the relevance and applicability of the training activities. These findings suggest that integrating business strategy development with human resource capacity building provides a comprehensive and sustainable approach to enhancing SME competitiveness. This program highlights the strategic role of higher education institutions in empowering local enterprises through knowledge transfer and collaborative capacity-building initiatives that contribute to sustainable economic development.

Keywords: Business Strategy, Community Empowerment, Human Resource Capacity, SME Development, Sustainability.

I. Introduction

Small and Medium Enterprises (SMEs) constitute the backbone of economic development in many countries by generating employment opportunities, stimulating innovation, reducing poverty, and



contributing significantly to regional and national economic growth. In developing economies, SMEs represent the largest proportion of business entities and play a crucial role in promoting inclusive economic development through entrepreneurship and local resource utilization. Beyond their economic contributions, SMEs also strengthen community resilience by creating sustainable livelihoods and supporting local value chains. Consequently, enhancing the competitiveness and sustainability of SMEs has become a strategic priority for governments, higher education institutions, and development organizations seeking to achieve long-term economic resilience and sustainable development. Despite their strategic importance, SMEs continue to face numerous challenges that hinder their growth and long-term sustainability. Rapid technological advancement, digital transformation, changing consumer preferences, increasing market competition, and global economic uncertainty require SMEs to continuously adapt their business models and managerial practices. However, many SMEs still rely on traditional management approaches characterized by informal planning, limited innovation, inadequate market analysis, and reactive decision-making. These limitations often reduce organizational agility and weaken their ability to respond effectively to changing business environments. As a result, many SMEs experience stagnant business growth, limited market expansion, and declining competitiveness.

Business strategy has increasingly been recognized as one of the most critical determinants of SME sustainability and organizational performance. A well-formulated business strategy enables enterprises to identify market opportunities, allocate resources efficiently, establish competitive advantages, and anticipate future business risks. Strategic planning also supports business innovation, customer value creation, and long-term organizational resilience. Nevertheless, many SME owners prioritize day-to-day operational activities while paying insufficient attention to strategic business planning. The absence of structured business strategies often results in unclear organizational objectives, ineffective marketing approaches, inconsistent product development, and limited capacity to compete in increasingly dynamic markets. Alongside strategic planning, human resource (HR) capacity has emerged as another fundamental pillar supporting sustainable SME development. Human resources represent valuable organizational assets whose competencies, knowledge, and commitment determine the effectiveness of business operations and organizational adaptability. HR capacity encompasses technical competence, entrepreneurial mindset, communication skills, leadership, teamwork, customer service, digital literacy, and problem-solving abilities. Continuous investment in human resource development enables SMEs to improve productivity, enhance service quality, encourage innovation, and strengthen organizational competitiveness. Conversely, limited employee competencies and insufficient managerial capabilities frequently constrain SME performance and reduce their ability to implement strategic initiatives effectively.

Although governments and various institutions have implemented numerous SME empowerment programs, many interventions primarily emphasize financial assistance, digital marketing, or access to capital. Comparatively fewer community empowerment initiatives integrate business strategy development with systematic human resource capacity building as complementary components of sustainable business development. In practice, business strategy without competent human resources often leads to ineffective implementation, while human resource development without clear strategic direction produces limited organizational impact. Therefore, integrating these two dimensions is essential to ensure that SMEs possess both strategic capabilities and competent human capital required to sustain business growth in increasingly competitive environments.

Higher education institutions have an important role in addressing these challenges through community engagement programs that facilitate knowledge transfer, capacity building, and collaborative problem-solving. Community service activities represent one of the core responsibilities of universities in supporting local economic development by translating academic knowledge into practical solutions for society. Through evidence-based training, mentoring, and technical assistance, universities can assist SME owners in strengthening managerial competencies while simultaneously fostering sustainable business practices. Such collaborative initiatives not only improve the capabilities of business owners but also create long-term partnerships between academia and local communities.

The community partner involved in this program is a group of small and medium enterprises operating in the local economic sector with diverse business activities, including food processing, retail trade, and household-based entrepreneurship. Preliminary observations and informal discussions revealed several common challenges affecting business sustainability. Most business owners had not developed formal business strategies, business planning remained largely intuitive, marketing activities relied heavily on conventional approaches, and organizational management practices lacked standardized operating procedures. Furthermore, employee competency development had received limited attention, resulting in inconsistent service quality, weak organizational coordination, and low readiness to adopt innovative business practices. These conditions indicate the need for integrated capacity-building interventions that simultaneously strengthen strategic management and human resource development.

To address these issues, this community engagement program was designed using an integrated capacity-building approach consisting of business strategy development and human resource capacity enhancement. The program includes needs assessment, interactive workshops, strategic business planning, business model development, human resource management training, leadership enhancement, customer service improvement, and continuous mentoring. Participants are encouraged to formulate practical business strategies, strengthen organizational management, improve workforce competencies, and implement sustainable business practices that can support long-term organizational growth. The combination of training and mentoring is expected to facilitate not only knowledge acquisition but also practical implementation within participating enterprises.

The novelty of this community engagement program lies in its integrated empowerment model that combines strategic business development with human resource capacity building within a single intervention framework. Unlike conventional community service programs that focus on isolated managerial aspects, this initiative emphasizes the interdependence between strategic management and human capital development as key drivers of sustainable SME performance. By integrating these dimensions, the program provides a more comprehensive approach to strengthening organizational capability, improving business resilience, and enhancing competitiveness in an increasingly dynamic business environment. Therefore, this community engagement program aims to strengthen business strategy and human resource capacity among small and medium enterprises through structured training, mentoring, and participatory learning activities. The program is expected to improve managerial competencies, strengthen organizational capabilities, increase business competitiveness, and promote sustainable enterprise development. Furthermore, the outcomes of this initiative are expected to contribute to the broader discourse on community empowerment by demonstrating how integrated capacity-building interventions can support the sustainable development of SMEs while reinforcing the role of higher education institutions in advancing inclusive economic development.

II. Literature Review and Hypothesis Development

2.1. Business Strategy in Small and Medium Enterprises

Small and Medium Enterprises (SMEs) are recognized as the backbone of economic development because they generate employment opportunities, foster innovation, strengthen local economies, and contribute significantly to national economic growth (Hernita et al., 2021). Nevertheless, SMEs operate in increasingly dynamic business environments characterized by rapid technological advancement, changing consumer behavior, and intense market competition. These circumstances require SMEs to develop strategic capabilities that enable them to sustain competitiveness and achieve long-term business growth. Business strategy refers to a comprehensive set of managerial decisions and actions designed to achieve organizational objectives through the effective alignment of organizational resources with external opportunities and competitive challenges. Strategic planning enables SMEs to improve market positioning, optimize resource allocation, strengthen competitive advantage, and increase organizational resilience (Porter, 1985). Moreover,

strategic management encourages business owners to formulate long-term objectives rather than relying solely on operational decision-making.

Previous studies have demonstrated that SMEs implementing structured business strategies tend to achieve superior organizational performance, greater innovation capability, and stronger business sustainability than enterprises operating without formal strategic planning (Hernita et al., 2021). Strategic tools such as SWOT analysis, Business Model Canvas, customer segmentation, and value proposition development enable entrepreneurs to understand market dynamics while identifying opportunities for business expansion. However, many SMEs continue to depend on intuitive decision-making rather than systematic business planning. Limited managerial competence, inadequate strategic knowledge, and insufficient market analysis frequently hinder organizational development and reduce business competitiveness. Consequently, strengthening business strategy has become an essential component of community empowerment programs aimed at improving SME performance.

2.2. Human Resource Capacity Development

Human resources constitute one of the most valuable organizational assets because sustainable organizational success depends largely on employees' competencies, commitment, creativity, and adaptability. Human Resource Capacity Development (HRCD) refers to a continuous process of improving employees' knowledge, technical expertise, managerial capability, leadership, communication skills, and entrepreneurial competencies to enhance organizational performance (Piwowar-Sulej, 2021). Within SMEs, capacity development extends beyond technical skills by encompassing leadership, teamwork, customer relationship management, digital literacy, financial management, innovation capability, and problem-solving skills (Ngora et al., 2022). Organizations investing in employee development generally experience higher productivity, stronger innovation capability, better customer satisfaction, and improved organizational resilience (Piwowar-Sulej, 2021). Despite its strategic importance, many SMEs still perceive employee development as an operational expense rather than a long-term investment. Financial constraints, inadequate managerial awareness, and limited access to professional training frequently limit opportunities for competency development (Sutrisno et al., 2024). Therefore, community engagement initiatives focusing on structured training, mentoring, and coaching become highly relevant for strengthening organizational capability and improving SME competitiveness.

2.3. Sustainable SME Development

Business sustainability has become a strategic objective for SMEs operating in highly competitive and uncertain business environments. Sustainable SME development refers to an enterprise's ability to maintain long-term economic performance while continuously adapting to market changes, technological innovation, and stakeholder expectations (Hernita et al., 2021). According to the Resource-Based View, sustainable competitive advantage originates from valuable, rare, inimitable, and well-organized organizational resources (Barney, 1991). Human capital, managerial capability, organizational learning, and strategic planning are considered strategic resources that enable SMEs to achieve sustainable growth. Similarly, the Dynamic Capabilities perspective emphasizes that organizations must continuously integrate, build, and reconfigure internal and external competencies to remain competitive under rapidly changing environments (Teece, 2007). Recent empirical evidence indicates that SMEs integrating strategic planning with continuous human resource development are better prepared to improve innovation, operational efficiency, customer satisfaction, and organizational resilience (Sugiyanto, 2026). Consequently, sustainable SME development should be viewed as a continuous process of organizational capability enhancement rather than merely increasing financial performance.

2.4. Community Empowerment through Capacity Building

Community empowerment represents a participatory development process that strengthens individuals' and organizations' capacities to become more independent, productive, and resilient. Capacity building has become one of the most widely adopted approaches in community development because sustainable improvement is achieved through knowledge enhancement rather than temporary financial assistance (Barreto, 2025). Within the SME context, capacity building involves developing managerial competence, entrepreneurial mindset, strategic thinking, leadership capability, and organizational management through training, mentoring, coaching, and participatory learning. Universities play an important role in facilitating this process by translating academic knowledge into practical solutions that address community needs. Such collaboration enables SMEs to improve managerial capability while promoting innovation and sustainable business development (Fantoni et al., 2025). Community engagement programs that integrate business strategy development with human resource capacity enhancement create more sustainable impacts than interventions focusing on a single managerial aspect. By combining strategic management and workforce development, SMEs become better equipped to respond to business challenges and achieve long-term competitiveness.

2.5. Community Engagement Framework

This community engagement program adopts an integrated capacity-building framework that combines business strategy development and human resource capacity enhancement as complementary approaches to sustainable SME development. The framework begins with a comprehensive needs assessment to identify managerial, operational, and human resource challenges faced by participating SMEs. Based on the assessment findings, participants receive a series of workshops on strategic planning, market analysis, business model development, customer relationship management, leadership, communication, teamwork, digital literacy, and organizational management. Continuous mentoring and coaching accompany these activities to ensure practical implementation of acquired knowledge. This integrated framework is founded on the assumption that business sustainability cannot be achieved solely through strategic planning or human resource development independently. Instead, sustainable enterprise development requires the simultaneous strengthening of managerial capability and organizational human capital. Accordingly, the program is expected to improve managerial competence, enhance workforce capability, strengthen organizational resilience, increase business competitiveness, and promote sustainable SME development (Hernita et al., 2021; Piwowar-Sulej, 2021; Ngora et al., 2022).

III. Research Method

This community engagement program employed a participatory capacity-building approach aimed at strengthening business strategy and enhancing human resource (HR) capacity among Small and Medium Enterprises (SMEs). The program was designed to facilitate knowledge transfer, improve managerial competencies, and promote sustainable business practices through collaborative learning, training, mentoring, and continuous evaluation.

3.1. Community Partner

The program involved a group of Small and Medium Enterprises (SMEs) operating in the local economic sector. The participating enterprises represented various business fields, including food processing, retail businesses, and household-based entrepreneurship. These SMEs were selected because they demonstrated a strong commitment to business development while facing common managerial challenges, such as limited strategic planning, inadequate human resource management, weak marketing capability, and

insufficient organizational capacity to support sustainable business growth. Prior to the implementation of the program, an initial needs assessment was conducted through field observations, informal interviews, and discussions with SME owners. The assessment identified several priority issues, including the absence of formal business strategies, limited understanding of strategic management, inadequate employee competency development, lack of standard operating procedures, and insufficient utilization of digital business opportunities. These findings served as the basis for designing the intervention activities.

3.2. Program Design

The community engagement program adopted an integrated capacity-building model consisting of five sequential stages:

a. Needs Assessment

Initial observations and interviews were conducted to identify the specific managerial and operational challenges experienced by participating SMEs. The collected information was used to determine training priorities and design appropriate intervention strategies.

b. Business Strategy Development Workshop

Participants attended interactive workshops focusing on strategic management concepts, SWOT analysis, Business Model Canvas, value proposition development, customer segmentation, competitive positioning, and strategic business planning. Practical case studies and group discussions were incorporated to encourage active participation.

c. Human Resource Capacity Development

The second phase emphasized strengthening managerial and employee competencies through training sessions covering leadership, communication, teamwork, customer service excellence, entrepreneurial mindset, organizational management, and digital literacy. These activities aimed to improve organizational effectiveness while supporting sustainable business operations.

d. Business Mentoring and Coaching

Following the workshops, participants received individualized mentoring and coaching to assist them in applying newly acquired knowledge within their respective businesses. This stage included guidance on developing strategic action plans, improving organizational practices, enhancing customer service quality, and strengthening internal management systems.

e. Monitoring and Evaluation

Continuous monitoring was conducted throughout the implementation period to assess participant engagement, identify implementation challenges, and provide additional technical assistance whenever necessary. At the conclusion of the program, an evaluation was performed to measure improvements in participants' knowledge, managerial competencies, and perceptions regarding business sustainability.

3.3. Training Methods

To maximize participant engagement and learning effectiveness, multiple instructional methods were employed throughout the program. These included interactive lectures, participatory discussions, case-based learning, business simulations, group assignments, mentoring sessions, and practical demonstrations. Adult learning principles were adopted to ensure that participants could directly relate training materials to their own business experiences and operational challenges. The participatory approach encouraged active

collaboration between facilitators and participants, enabling SMEs to exchange experiences, identify practical solutions, and develop context-specific business improvement strategies.

3.4. Evaluation Instruments

Program effectiveness was evaluated using both quantitative and qualitative approaches. Quantitative evaluation employed structured pre-test and post-test questionnaires to measure participants' knowledge and understanding of business strategy and human resource management before and after the training sessions. The questionnaires consisted of multiple indicators related to strategic planning, organizational management, leadership, customer service, and business sustainability. Qualitative evaluation was conducted through observations, mentoring records, focus group discussions, participant reflections, and semi-structured interviews. These instruments provided comprehensive insights into participants' experiences, perceived benefits, implementation challenges, and recommendations for future community engagement programs. In addition, participant satisfaction was assessed using a structured evaluation form that examined the relevance of training materials, facilitator performance, learning methods, and overall program implementation.

3.5. Data Analysis

Quantitative data obtained from the pre-test and post-test questionnaires were analyzed descriptively using percentages, mean scores, and improvement rates to evaluate changes in participants' knowledge and competencies following the intervention. Qualitative data collected through interviews, observations, mentoring notes, and focus group discussions were analyzed using thematic analysis. The analysis involved data reduction, coding, categorization, theme identification, interpretation, and conclusion drawing. This analytical process enabled the researchers to identify patterns related to participants' managerial capability improvement, organizational learning, business strategy implementation, and perceived impacts of the community engagement program. The integration of quantitative and qualitative findings provided a comprehensive evaluation of program effectiveness while ensuring the credibility and trustworthiness of the reported outcomes.

IV. Results and Discussion

4.1. Initial Condition of Participating SMEs

The preliminary needs assessment revealed that most participating Small and Medium Enterprises (SMEs) were operating under traditional management practices with limited strategic planning and inadequate human resource development. Although the businesses had been operating for several years and demonstrated considerable entrepreneurial potential, managerial practices remained largely informal. Business decisions were primarily based on owners' personal experiences rather than systematic business analysis or strategic planning. The assessment further indicated that many participants had not formulated long-term business objectives, identified their target markets comprehensively, or developed structured marketing strategies. Business promotion relied predominantly on conventional word-of-mouth communication and repeat customers, while the utilization of digital marketing platforms remained limited. Furthermore, standard operating procedures (SOPs) had not been established, resulting in inconsistent service quality and inefficient business processes. Human resource management also emerged as one of the major challenges. Most SME owners had never participated in formal managerial training, and employee development activities were minimal. Leadership practices, communication skills, customer relationship management, teamwork, and performance evaluation systems were generally implemented informally

without standardized guidelines. These findings confirmed that strengthening business strategy and human resource capacity should become the primary focus of the community engagement intervention.

4.2. Implementation of Business Strategy Development Program

The first intervention focused on strengthening participants' strategic management capabilities through interactive workshops and practical exercises. Participants were introduced to fundamental concepts of strategic management, including environmental analysis, SWOT analysis, Business Model Canvas (BMC), customer segmentation, value proposition development, competitive positioning, and business sustainability planning. The workshops employed participatory learning methods that encouraged participants to analyze their own businesses rather than relying solely on theoretical explanations. Each participant developed a preliminary business strategy by identifying organizational strengths, weaknesses, opportunities, and threats before translating these findings into strategic action plans.

During mentoring sessions, facilitators provided individualized guidance to help participants refine their business models, establish measurable business objectives, identify target customer segments, and formulate practical marketing strategies. This personalized approach enabled participants to directly apply newly acquired knowledge within their respective business contexts. Participants demonstrated high enthusiasm throughout the workshops, actively engaging in discussions, sharing business experiences, and collaboratively solving managerial problems. The interactive learning environment significantly improved participants' understanding of strategic business planning while increasing their confidence in managing future business development.

4.3. Human Resource Capacity Development

Following the business strategy workshops, the program concentrated on strengthening human resource capacity through competency-based training. The training emphasized leadership development, effective communication, teamwork, customer service excellence, entrepreneurial mindset, organizational management, and digital literacy. Participants recognized that sustainable business growth depends not only on product quality but also on the competence of business owners and employees. Interactive simulations, role-playing activities, and group discussions allowed participants to practice communication techniques, customer handling, conflict management, and collaborative decision-making. One notable outcome of the program was the participants' increased awareness regarding the importance of continuous learning and employee development. Several SME owners expressed their intention to establish regular internal discussions, delegate responsibilities more effectively, and encourage employees to participate in future training opportunities. Furthermore, digital literacy sessions introduced participants to basic digital marketing strategies, online customer engagement, and social media utilization. Many participants acknowledged that digital platforms provide valuable opportunities for expanding market reach while strengthening customer relationships.

4.4. Program Evaluation

Program effectiveness was evaluated using pre-test and post-test assessments, participant observations, mentoring reports, focus group discussions, and satisfaction questionnaires. Overall, participants demonstrated considerable improvement in their understanding of strategic management and human resource development following the training activities. The average pre-test score increased substantially after program completion, indicating improved knowledge of business planning, strategic analysis, organizational management, leadership, and customer relationship management. Participants also reported greater confidence in applying business strategy concepts within their own enterprises.

Qualitative findings supported the quantitative improvements. During mentoring sessions, participants demonstrated greater ability to formulate business objectives, conduct SWOT analyses, identify customer segments, and develop practical business improvement plans. Likewise, communication among employees improved as participants adopted more structured leadership and organizational practices. Participant satisfaction evaluation also indicated highly positive responses. Most participants considered the training materials relevant to their business needs, appreciated the practical learning methods, and valued the continuous mentoring provided by the facilitators. Participants emphasized that combining theoretical knowledge with practical coaching significantly enhanced their learning experiences.

4.5. Discussion

The findings demonstrate that integrating business strategy development with human resource capacity building represents an effective approach to strengthening SME competitiveness and promoting sustainable enterprise development. The significant improvements observed among participants support previous studies emphasizing that strategic planning and human resource development are complementary organizational capabilities that jointly contribute to business sustainability. The improvement in strategic management competencies indicates that participatory learning methods enable SME owners to better understand market dynamics, organizational challenges, and long-term business planning. Through SWOT analysis and Business Model Canvas development, participants gained practical tools for evaluating their business conditions and identifying future growth opportunities. These findings are consistent with Hernita et al. (2021), who reported that strengthening strategic capability contributes positively to SME productivity and long-term business sustainability.

Similarly, the human resource development component significantly enhanced participants' leadership competence, communication skills, teamwork, and organizational awareness. These outcomes support Sustainable Human Resource Management theory, which argues that continuous competency development strengthens organizational resilience while improving overall business performance (Piwowar-Sulej, 2021). Improved managerial competence also encourages organizational learning, innovation, and adaptability, all of which are essential for SMEs operating in increasingly competitive business environments. Another important finding concerns the effectiveness of mentoring and coaching. Unlike conventional one-day training programs, continuous mentoring enabled participants to translate theoretical concepts into practical organizational improvements. Personalized guidance increased participants' confidence while facilitating the implementation of strategic planning within their businesses. This finding supports the community empowerment perspective, which emphasizes that sustainable organizational transformation requires continuous assistance rather than isolated training activities.

Moreover, the participatory nature of the program encouraged active collaboration between facilitators and participants. Knowledge exchange, peer discussions, and collaborative problem-solving created an interactive learning environment that strengthened participants' motivation to improve their businesses. Such collaborative learning reflects the fundamental principles of community engagement, where empowerment is achieved through participation, shared experiences, and mutual learning rather than one-way knowledge transfer. Overall, this community engagement program demonstrates that integrating business strategy development and human resource capacity enhancement provides a comprehensive model for strengthening SME competitiveness. The program not only improved participants' managerial knowledge but also fostered organizational learning, business innovation, and sustainable management practices. Consequently, similar integrated capacity-building initiatives may serve as effective models for future community empowerment programs aimed at supporting sustainable SME development across different regions and business sectors.

V. Conclusion

This community engagement program demonstrated that integrating business strategy development with human resource capacity building provides an effective approach to strengthening the competitiveness and sustainability of Small and Medium Enterprises (SMEs). Through a participatory capacity-building model consisting of needs assessment, strategic management workshops, human resource development training, mentoring, and continuous evaluation, participating SMEs enhanced their understanding of strategic business planning, organizational management, leadership, customer service, and sustainable business practices. The combination of theoretical learning and practical mentoring enabled participants to translate managerial concepts into actionable business strategies that can be implemented within their respective enterprises. The program further revealed that business sustainability depends not only on financial resources or market opportunities but also on the capability of business owners and employees to formulate adaptive strategies, manage organizational resources effectively, and continuously develop their competencies. The positive improvements observed in participants' managerial knowledge, strategic awareness, and organizational capability indicate that integrated interventions addressing both business strategy and human resource development generate more comprehensive and sustainable outcomes than programs focusing on a single aspect of business management.

From a practical perspective, this initiative highlights the important role of higher education institutions in supporting local economic development through community engagement activities. By transferring academic knowledge into practical managerial solutions, universities can contribute to strengthening SME resilience, increasing business competitiveness, and promoting sustainable entrepreneurship. Continuous collaboration among universities, SMEs, local governments, and other stakeholders is therefore essential to ensure the long-term effectiveness of capacity-building initiatives and to create a supportive ecosystem for sustainable enterprise development. Future community engagement programs should expand the scope of intervention by incorporating digital transformation, financial literacy, innovation management, business networking, and market expansion strategies. Longitudinal monitoring is also recommended to evaluate the long-term impacts of capacity-building activities on business performance, organizational resilience, and sustainable enterprise growth. Such continuous evaluation will provide stronger empirical evidence regarding the effectiveness of integrated community empowerment models while supporting the formulation of more responsive and sustainable SME development policies.

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