

BUILDING MANAGERIAL SKILLS FOR SMALL AND MEDIUM ENTERPRISE MANAGERS IN THE VILLAGE OF WUKIRSARI, BANTUL: TOWARDS PROFESSIONAL

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Abstract

The Sustainable International Community Service Program in Wukirsari Village, Bantul, Yogyakarta, aims to improve the managerial skills of the managers of the Teh Gurah MSME, CV Alatief Herbal. Through observation and interviews, students at the Teh Gurah MSME identified the challenges faced by MSMEs, particularly in terms of management and organizational structure. Teh Gurah, a traditional herbal product, faces challenges in production efficiency and managerial understanding. By applying direct observation and service learning methods, the students provided solutions in the form of a more professional organizational structure, which is expected to improve the performance and growth of the SME. The results of this program highlight the importance of collaboration between academics and SME practitioners in creating more professional and sustainable business practices.

Keywords: managerial skills; organizational structure; traditional herbal products; SME development; professional business practices.

I. INTRODUCTION

Sustainable International Community Service is a community service program held in Bantul, Yogyakarta, designed to have a positive and lasting impact on those who participate in the program. This program is a manifestation of various universities. One aspect that distinguishes this program is its international collaboration in community service. The program involves the active participation of 27 domestic universities and 6 international universities, which will enrich students' learning experiences and expand the network of cooperation among higher education institutions. This collaboration not only broadens students' perspectives on global approaches to SME development but also facilitates the exchange of ideas and best practices. At PGRI University Semarang, the program is being implemented in collaboration with the Faculty of Economics and Business, where students participating in the program conduct observations and interviews with micro, small, and medium-sized SMEs. SMEs face significant challenges in strengthening the national economy (Siri, 2022). Currently, amid the competitive currents of globalization, SMEs must be able to address global challenges. Through the development of SMEs (Micro, Small, and Medium Enterprises), SMEs have become one of the economic sectors that significantly impact economic growth in various regions of Indonesia, contributing 96.9% of total national labor absorption and 60.5% of the Gross Domestic Product (Limanseto, 2022).

SMEs are the backbone of Indonesia's economy (Aprieni, 2024), and this program provides targeted and sustainable support for their growth and development. Students participating in this program are deployed directly to the field to conduct in-depth observations and interviews with SME operators. This process allows students to gain a firsthand understanding of the challenges and opportunities faced by SMEs.

Students are divided into clusters, each assigned to accompany SMEs in Bantul, Yogyakarta. Through this strategy, students have the opportunity to understand the individual needs of each SME and provide solutions relevant to the current situation they are facing in their respective businesses. There are 11 main focus areas in this program, covering various sectors and types of businesses, namely: Batik Giriloyo, Knitting Crafts, Women Farmers Group, Wayang Crafts, Wedang Uwuh Production, Bamboo Craft, Wukirsari Village Library, BUMDES (village-owned enterprises) in Wukirsari, SMPN 3 Imogiri, and Imogiri Sago Chips. Each group is responsible for conducting an analysis of the operations of the SMEs.

In one of the service clusters, the team was assigned to conduct observations and interviews at Teh Gurah, located in Bantul, Yogyakarta. The company is named CV Allatief Herbal. The origin of Teh Gurah is a village famous for its Gurah traditional medicine. Gurah is a traditional treatment involving the administration of herbal liquid, typically derived from the extract of the *Clerodendrum serratum* plant (also known as srigunggu), which is inserted into the nose. The purpose is to stimulate the secretion of mucus from the respiratory tract, including the nose, sinuses, and throat, thereby cleansing and addressing various respiratory issues (Adrian, 2024). With the innovation introduced by the owner of Teh Gurah, who has adapted to modern times, the traditional Gurah therapy has been transformed into an innovative product in the form of Teh Gurah tea packaging.

During the observation, the owner and employees of Teh Gurah mentioned the main obstacles they faced, especially in terms of management. Developing managerial capacity is an important factor in improving the competitiveness of MSMEs. Good management will help MSMEs in strategic decision-making, financial management, marketing, and product and service innovation (Monasisa, 2025). Limitations in production process management lead to inefficient operations and impact product quality, thereby hindering SME growth. Additionally, a lack of understanding regarding organizational structure also hinders business professionalism. An unclear organizational structure results in suboptimal task and responsibility distribution, yet the more professional the organizational structure, the greater the opportunities for faster business development. With management encompassing financial managers, human resources, operations, marketing, pharmacists, and staff, it is hoped that SMEs can become more organized and develop sustainably. The lack of understanding about good management and the implementation of unstructured systems often hinder SMEs from developing more efficiently (Heni, 2024).

II. METHOD

The Sustainable International Community Service program implemented at the Teh Gurah SME in Wukirsari Village, Bantul, Yogyakarta, aims to improve the managerial skills of SME managers. In implementing this program, students use two main methods, namely direct observation and service learning. The direct observation method allows students to collect data and information by systematically observing every aspect of SME operations. This observation is conducted by documenting phenomena observed in the field, enabling students to gain a clearer understanding of the business conditions, challenges faced, and existing potential. Such an observational approach is highly effective for obtaining contextual data and helping to understand the real-world challenges faced by UMKM operators.

This observation is crucial as it provides students with the opportunity to witness firsthand how the production process of Teh Gurah unfolds, from raw material selection, production processes, to product packaging. Through this approach, students can gain a deep understanding of the challenges faced by managers, such as issues related to time management, resource allocation, and product quality. The data obtained from this observation serves as the basis for students to formulate relevant and applicable solutions, in line with the theories they have learned in the classroom.

The service learning method is applied to integrate practical experience with academic learning. Service Learning facilitates a reciprocal relationship between students and business operators, where students can apply the knowledge gained in lectures directly, while business operators receive guidance to develop their businesses (Zunaidi, 2024). This approach encourages students to not only be observers but also active partners in determining solutions that align with real-world conditions. Through direct interaction with managers, students gain deeper insights into the dynamics of SMEs and can develop these into concrete strategic recommendations.

The combination of direct observation and service learning provides a comprehensive and impactful learning experience for both students and the community. Students are involved in every stage of the process, from observation and analysis to the formulation of recommendations for the establishment of a more professional organizational structure and clear division of tasks at Teh Gurah SME. Organizational structure plays a crucial role in managing relationships between departments and positions, as well as facilitating the achievement of organizational goals through coordination and clear task distribution (Alifah, 2024). With a good organizational structure, such as a financial manager, human resources manager, operations manager, marketing manager, and staff, business management can become more organized and improve operational efficiency (Farhansyah, 2023).

In applying a basic organizational structure at Teh Gurah SME, students recommend the formation of a clear and well-defined structure (Muhatmavidy, 2025). This structure includes the owner as the main decision-maker, a financial manager responsible for financial management and financial reporting, and a human resources manager who manages human resources and employee development. Additionally, the operations manager will oversee the production process and ensure that everything runs according to established standards, while the marketing manager is responsible for promoting the product and building relationships with customers.

The role of the pharmacist is also crucial in ensuring the quality of the tea products produced, as well as providing accurate information about the benefits and proper use of the products to consumers. Staff or employees will support all these functions by performing the daily tasks necessary to maintain operational smoothness. With a clear organizational structure, every individual in the Teh Gurah SME can understand their responsibilities, collaborate more effectively, and contribute to achieving common goals. This is expected to create a more productive and professional work environment, as well as enhance the competitiveness of the SME in the market.

III. IMPLEMENTATION AND DISCUSSION

This community service activity was carried out in Wukirsari Village, Bantul, Yogyakarta, and involved the owner of the Teh Gurah SME. The activity began with an orientation session with the speaker, Mr. Latief, the owner of the Teh Gurah SME, as detailed in **Figure 1**. The results of Mr. Latief's initial explanation included the profile of the creation of the Teh Gurah product, the production process, the benefits it offers, the use of high-quality natural ingredients, an explanation of the existing organizational structure, a brief overview of the certification process

by the BPOM, and an outline of various challenges encountered during the production of Teh Gurah, as shown in **Figure 2**. The students conducting community service at Teh Gurah noted down key points to be used as input for the development of the Teh Gurah SME. Furthermore, Mr. Latief shared a small amount of Teh Gurah tea for the students and faculty members to taste. The tea was prepared like regular tea, and here Mr. Latief made it with a small mixture of spices such as lemongrass and ginger, as shown in detail in **Figure 3**.



Figure 1: Resource person Mr. Latiefudin service

Figure 2: Student socialization

Figure 3: Gurah Tea Drink Product

Next, Mr. Latief and his employees invited the community service students to observe the production process carried out by the Teh Gurah SME. During this process, the students observed each stage of production up to packaging, which utilizes tea production machinery.

The owner of Teh Gurah explained that the organizational structure of Teh Gurah and the raw materials used are crucial in determining the taste and quality of the product.

After learning about the profile and production process of Teh Gurah during the socialization session, the students participating in the community service program at the Teh Gurah SME identified shortcomings in the organizational structure of CV Allatief Herbal, as detailed in Figure 4. As a result, the students proposed solutions for a basic organizational structure that could be applied in the Teh Gurah production process to achieve professional standards and facilitate growth, as detailed in Figure 5.

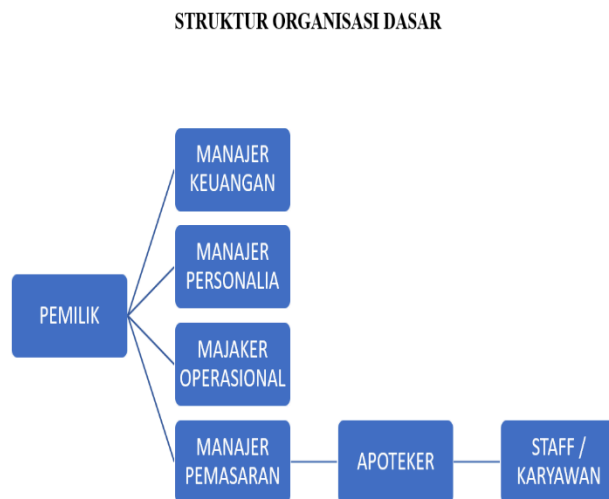


Figure 4: Organizational Structure at CV Allatief Herbal **Figure 5:** Basic organizational structure

IV. CONCLUSION

This community service program successfully provided insights and practical solutions for the Teh Gurah SMEs in Wukirsari Village. Through direct observation and interaction, students were able to understand the challenges faced by business owners, particularly in managerial and organizational structure aspects. The recommendations provided, namely the implementation of a clearer and more professional organizational structure, are expected to enhance operational efficiency and the quality of Teh Gurah products. With clearly defined task assignments, each team member at the Teh Gurah SME can contribute optimally, enabling the business to grow more rapidly. Collaboration between students and SME operators not only benefits business development but also enriches students' learning experiences, giving them the opportunity to apply theories learned in the classroom to real-world practice.

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We hope this collaboration can continue and bring greater benefits for the development of SMEs in Indonesia, as well as inspire other students to participate in community service activities. Thank you for all your support and cooperation.

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