

## **HUMAN RESOURCE QUALITY DEVELOPMENT STRATEGY IN IMPROVING THE COMPETENCE OF GAMBUT TAPE MSMEs IN BANJAR REGENCY SOUTH KALIMANTAN**

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### **ABSTRACT**

The Gambut tape industry in Banjar Regency, South Kalimantan, is one of the micro and small businesses that has high economic and cultural potential. However, the competitiveness of this industry still faces various obstacles, including the low quality of human resources, the limited competence of craftsmen, the lack of mastery of production technology, and weak managerial and marketing skills. This research aims to formulate a strategy to improve the quality of human resources in improving the competence of Gambut tape craftsmen so that they are able to increase productivity, product quality, and business competitiveness. This research uses qualitative methods obtained through in-depth interviews, observations, and directed group discussions (FGD) with artisans, local governments, academics and business actors. The results of the study show that improving the quality of human resources through education and training, strengthening technical skills, developing entrepreneurial competencies, utilising digital technology, and strengthening partnership networks can improve the competence of craftsmen. Furthermore, the better competence of craftsmen will improve product quality, business productivity, innovation and competitiveness of the Gambut tape industry. This research is expected to make a theoretical contribution to the development of Human Resource Management studies in the local food-based MSME sector and become the basis for the formulation of local government policies in the sustainable development of the Gambut tape industry.

**Keywords:** quality of human resources; the competence of the craftsman; Gambut tape MSMEs

### **A. Introduction**

Human resources (HR) are strategic factors that determine the success of a business in the face of increasingly competitive competition (Hayati & Rifani, 2025). In the micro, small, and medium enterprises (MSMEs) sector, the quality of human resources not only determines productivity but also affects the ability of business actors to adapt to technological changes, market needs, and consumer demands. The development of human resource competencies is one of the main keys to increasing the competitiveness

of MSMEs, especially in the local food industry, which has economic value as well as cultural value.

One of the leading products of Banjar Regency, South Kalimantan, is Gambut tape. This product has been known to the public as a traditional food that has a distinctive taste and has become one of the regional culinary identities. In addition to contributing to the local economy, the Gambut tape industry is also a source of livelihood for many MSME actors. However, in the midst of increasing competition in the processed food industry, the sustainability of the Gambut tape business faces various challenges, both in terms of product quality, innovation, marketing and business management.

The problems that are often encountered in the Gambut tape industry do not only lie in the aspect of capital or production technology, but also in the quality of human resources. Most craftsmen still rely on hereditary experience in the production process, so that mastery of processing technology, business management, digital marketing, quality control, product packaging and product innovation is still relatively limited (Rawan & Ghonisyah, 2023). This condition causes product competitiveness to be less optimal, especially when it comes to competing with modern food products that are more innovative and have a wider marketing system.

The development of digital technology and changes in consumer behaviour require MSME actors to have more comprehensive competencies (Bismala, 2017). Craftsmen are not only required to have technical skills in producing quality tape, but must also have entrepreneurial competence, the ability to utilise information technology, the ability to build business networks and the ability to read market opportunities. Without improving the quality of human resources, it is difficult for the Gambut tape industry to develop sustainably.

Various previous studies have shown that the quality of human resources affects the productivity, innovation, and performance of MSMEs (Jamil et al., 2022). However, most of the research still focuses on aspects of training, venture capital, or technology adoption separately. Research that specifically integrates improving the quality of human resources as the main strategy in building the competence of artisans in the traditional food industry, especially Gambut tape in Banjar Regency, is still very limited. In addition, there have not been many studies that have produced a model of human resource development strategies that are tailored to local characteristics, the needs of artisans and regional potential.

Banjar Regency has great potential to develop the Gambut tape industry as a regional flagship product (Pengabdian et al., 2025). This potential needs to be supported by a planned, systematic and sustainable human resource development strategy. This strategy can be realised through improving technical competence, strengthening entrepreneurial capabilities, mastering digital marketing, developing product innovation, implementing quality standards and strengthening partnerships between local governments, universities, the business world and the artisan community. Synergy between stakeholders is expected to be able to increase the capacity of craftsmen so that

the Gambut tape industry is able to develop into more productive, innovative and competitive MSMEs.

The number of tape craftsmen in Gambut District is quite large; overall, the number of tape producers is 45 tape manufacturers, which are spread across each RT on Jalan Pemajatan, which is the centre of the Gambut tape business. The scale of production is very small because it is only sold by yourself around or in the market using an ontel bicycle. The market demand for Gambut tape is actually quite great; this can be seen from the tape that is always sold out. There is no definite place where this Gambut tape can be obtained, because they sell around, and if there is a problem at the Gambut market, they do not have it until the afternoon. At 11 a.m., it is no longer there because the tape is already gone. Gambut tape has not yet entered the supermarket. Tape packaging has been very simple, using only white plastic, and there is no better packaging that can protect the cleanliness of the tape and make the tape more durable.

Based on these conditions, research is needed on the Strategy for Human Resource Quality Development in Improving the Competence of Gambut Tape Craftsmen in Banjar Regency, South Kalimantan. This study aims to analyse the factors that affect the quality of artisan human resources, identify competencies that need to be developed, and formulate effective human resource development strategies in improving the competence and competitiveness of the Gambut tape industry. The results of the research are expected to contribute to the development of Human Resource Management science, especially in the local food-based MSME sector, as well as become the basis for the formulation of local government policies in increasing the competitiveness of the Gambut tape industry sustainably.

## **B. Review Literature**

### **1. Quality of Human Resources**

The quality of human resources (HR) is one of the factors that determines the success of organisations and businesses in achieving a competitive advantage. In the context of micro, small and medium enterprises (MSMEs), the quality of human resources reflects the ability of individuals to manage knowledge, skills, attitudes and work behaviours that support increased productivity and business sustainability. According to Human Capital Theory (Becker, 1964), in (van der Hoven et al., 2021), investment in education, training, and skill development will increase the capacity of individuals so that they can produce higher performance. Therefore, improving the quality of human resources is a strategic investment that has an impact on increasing productivity and business competitiveness.

In the traditional food industry, the quality of human resources includes not only technical skills in the production process, but also the ability to manage businesses, understand market needs, adapt to technological changes and create innovations. Thus, human resource development must be carried out sustainably so that artisans are able to face the dynamics of an increasingly competitive business environment (Bismala, 2017).

## 2. Competence of MSME Craftsmen

Competence is a combination of knowledge, skills, abilities and individual characteristics that enable a person to carry out his or her work effectively (Hayati et al., n.d.). In the context of MSMEs, the competence of craftsmen includes technical competence, managerial competence, entrepreneurial competence, innovation ability and the ability to build relationships with customers and business partners.

Craftsmen who have high competence tend to find it easier to improve product quality, develop innovation, manage their business efficiently and respond to changing consumer needs. On the contrary, limited competencies lead to low productivity, limited innovation and weakened business competitiveness. Therefore, increasing competence is one of the main strategies in the development of MSMEs based on local products.

## 3. Competency Development through Human Capital Theory

Human Capital Theory explains that the improvement of individual competencies is obtained through investment in education, training, work experience, and continuous learning (Ummah, 2019). The investment will increase knowledge and skills so that individuals are able to generate greater economic value. This theory is the basis that improving the quality of human resources through technical training, entrepreneurship development, digital literacy and innovation will strengthen the competence of Gambut tape craftsmen. The higher the quality of human resources that craftsmen have, the greater their chances of increasing productivity, product quality and business competitiveness.

## 4. Entrepreneurial Competencies

Entrepreneurial competence is an individual's ability to recognise business opportunities, manage resources, make decisions, manage risks and create innovation (Dwi Handini et al., 2023). This competency is very important for MSME actors because it determines the ability of businesses to survive and develop in the midst of market competition.

Various studies show that MSME actors who have good entrepreneurial competence tend to be more adaptive to changes in the business environment, more innovative in developing products, and better able to increase business income. Therefore, the development of entrepreneurial competencies is an important part of the strategy to improve the quality of human resources.

## 5. Digital Literacy in MSME Development

Digital transformation has changed the patterns of production, marketing, and interaction between producers and consumers. Digital literacy is not only defined as the ability to use technology, but also includes the ability to use technology effectively to increase business productivity (Rawan & Ghonisyah, 2023).

In the MSME sector, digital literacy allows business actors to utilise social media, marketplaces, digital payments, and various electronic commerce platforms to expand the market and improve operational efficiency. Therefore, increasing digital literacy is one of

the most important strategies in developing the competence of craftsmen in the digital economy era.

#### 6. Innovation as a Factor to Increase Competitiveness

Innovation is the ability to generate updates to products, processes, marketing, and business models so that it can create added value for consumers. In the traditional food industry, innovation does not always mean the use of complex technology, but can also be in the form of developing product variations, improving packaging quality, strengthening brand identity and developing marketing strategies.

The ability to innovate allows artisans to maintain business sustainability, increase the selling value of products, and expand market share (Rahmi, 2017). Therefore, innovation is one of the important dimensions in the development of craftsmen's competencies.

#### 7. Partnership as a Competency Development Support

The development of craftsmen's competencies requires the support of various stakeholders (Riyadi & Mujanah, 2021). Innovation and economic development will be more effective if it involves collaboration between the government, universities, the business world and the community. In the context of Gambut tape MSMEs, the government acts as a regulator and facilitator of development programs, universities as providers of knowledge and innovation, business actors as business partners and market access, while the MSME community becomes a medium for shared learning. The collaboration creates an ecosystem that supports the continuous improvement of craftsmen's competencies.

### **C. Research Methods**

This research uses a qualitative method; a qualitative approach is used to deepen the results of the analysis as well as formulate a strategy to improve the quality of human resources in accordance with field conditions.

The research was carried out at the Gambut Tape Industry Centre in Gambut District, Banjar Regency, South Kalimantan. The respondents of the study were all Gambut tape artisans who actively run their businesses, which amounted to 45 tape manufacturers.

Qualitative analysis uses thematic analysis techniques on the results of interviews and FGDs. Quantitative and qualitative findings are then integrated to develop a strategy to improve the quality of human resources for Gambut tape artisans. The formulation of the strategy was carried out to obtain recommendations for development strategies that can be applied by craftsmen and local governments in improving the competence and competitiveness of the Gambut tape industry. Data collection was carried out by interview, FGD, observation and documentation techniques.

## **D. Results**

### **1. Overview of the Condition of Gambut Tape Craftsmen**

The results of observations show that the Gambut tape industry in Banjar Regency is dominated by micro and small businesses that have been managed for generations. Most craftsmen still rely on practical experience in the production process, while the application of modern business management is still limited. Production activities are generally centred on fermentation processes, simple packaging and marketing through regular customers or traditional markets.

Based on the results of interviews, the majority of artisans stated that the sustainability of the business is highly dependent on skills inherited from the family. However, they realise that changing consumer tastes and increasing competition demand an increased ability to manage businesses, develop products, and utilise digital technology.

### **1. Technical Competence Is Still Experience-Based**

The results of the analysis show that the technical competence of craftsmen is mostly obtained through work experience and intergenerational learning processes. Craftsmen have mastered the basic techniques of making tape, but do not yet have documented production operational standards.

The results of observations also show that each craftsman has a different production technique, so that the quality of the product is not completely consistent. These conditions affect the quality of taste, texture, shelf life and appearance of the product. These findings indicate that improving technical competence is still a major need, especially in the implementation of quality standards, food safety, production sanitation and quality control (Pengabdian et al., 2025).

### **2. Managerial and Entrepreneurial Competence Is Still Limited**

Interviews with artisans show that most of them have not done systematic financial recording. Capital management, production cost calculation and profit evaluation are still carried out simply based on experience.

In addition, the ability to draw up a business plan, identify market opportunities and innovate products is still relatively low. Most craftsmen are more oriented towards maintaining a business than growing a business. These findings show that improving the quality of human resources does not only concern production skills, but also includes managerial and entrepreneurial abilities (Hidayat & Hayati, 2024).

### **3. Digital Literacy Has Not Been Utilised Optimally**

The results of the study revealed that some craftsmen have used smartphones as a medium of communication with customers. However, the use of digital technology for marketing through social media, marketplaces and business applications is still very limited.

Field observations show that product promotion still relies on regular customers and word-of-mouth recommendations. As a result, marketing reach has not been optimally

developed. These findings show that low digital literacy is one of the factors limiting the increase in the competitiveness of the Gambut tape industry.

#### **4. Real Need-Based Training Needs**

Almost all respondents stated that the training they had attended was still general and had not fully addressed the needs of craftsmen. Through Focus Group Discussions (FGDs), craftsmen identified several forms of training that were most needed, namely:

##### **a. Improvement of Production Techniques and Quality Control**

The craftsman said that the production process so far is still carried out based on experience inherited from generation to generation, so there are no standard operating procedures. This condition causes product quality to be inconsistent, both in terms of taste, texture, aroma and shelf life. Therefore, training is needed on proper fermentation techniques, the implementation of Good Manufacturing Practices (GMP), sanitation, production hygiene and sustainable quality control. This increase in technical competence is expected to be able to produce products that are of higher quality, safe to consume and have higher competitiveness (Sherlywati & Simangunsong, 2023).

##### **b. Product Innovation and Diversified Processed Tape**

The results of the study show that most craftsmen only produce tape in conventional form. In fact, market developments show an increasing demand for more innovative food products. Therefore, it is necessary to increase the ability of artisans to develop product diversification, such as sponge tape, brownie tape, ice cream tape, tape chips, dodol tape, and other processed products that have higher added value. Product innovation is also an important strategy in expanding market segments and increasing business economic value (Purba et al., 2022).

##### **c. Attractive Packaging Design**

Packaging is one of the factors that influences consumer purchase decisions. However, observation results show that most Gambut tape products still use simple packaging with limited product information. Craftsmen need training on packaging design, safe packaging material selection, preparation of product labels according to the provisions, and the creation of brand identity (branding). More attractive and informative packaging will improve product image while strengthening competitiveness in the modern market (Pengabdian et al., 2025).

##### **d. Digital Marketing**

The research findings show that product marketing is still dominated by direct sales and a network of regular customers. The use of digital media as a means of marketing is still relatively low. Therefore, artisans need to increase competence in the use of social media, marketplaces, instant messaging applications and digital promotional content creation techniques. Mastery of digital marketing is expected to be able to expand market reach, increase sales, and strengthen business sustainability (Riyadi & Mujanah, 2021).

##### **e. MSME Financial Management**

Most craftsmen have not implemented systematic financial recording. Business financial management is still mixed with household finance, making it difficult to calculate

production costs, profits and capital needs. Therefore, training is needed on simple bookkeeping, preparation of MSME financial statements, budget planning, cash flow management and business profit analysis. This competency will help craftsmen make business decisions more rationally and oriented towards business sustainability (Jamil et al., 2022).

#### f. Halal Certification and Food Safety

Consumer trust in food products is greatly influenced by the assurance of product safety and legality (Riyadi & Mujanah, 2021). The results of the study show that some artisans do not have halal certificates or adequate distribution permits. Therefore, assistance is needed in the process of managing halal certification, implementing food safety standards, fulfilling the requirements of Household Industrial Food Production (PIRT), and educating consumers about the importance of product quality and safety. Owning these certifications will increase consumer confidence while opening up access to a wider market.

#### g. Sustainable Business Assistance

All tape craftsmen said that the training provided so far is generally incidental and has not been followed by a mentoring process. As a result, many training materials have not been optimally applied in business management. Therefore, a sustainable mentoring model is needed through collaboration between local governments, universities, business actors and MSME assistance institutions. The assistance includes business consulting, monitoring business development, evaluating the implementation of training results and facilitating access to capital, technology, and marketing networks. With continuous assistance, improving the competence of craftsmen is not only short-term, but can develop into abilities that support a sustainable increase in business productivity and competitiveness (Jamil et al., 2022).

The findings show that the effectiveness of human resource development is not only determined by the frequency of training, but also by the suitability of the material with the real needs of the craftsmen.

### **5. Multi-stakeholder collaboration is a supporting factor**

The analysis of the interview results shows that improving the competence of artisans requires synergy between local governments, universities, business actors, financial institutions and the MSME community.

Local governments play a role in providing training programs and facilitating business licensing. Universities are expected to be partners in knowledge transfer, product innovation and business mentoring. Meanwhile, the private sector can support market access, technology, and business network development.

This collaboration is seen as an important strategy to increase the capacity of artisans in a sustainable manner (Kurniawan et al., 2021).

Based on the results of the analysis, this study produced five main strategies to improve the quality of human resources of Gambut tape craftsmen, namely:



### **1. Strengthening Technical Competence through Production Training, Quality Standardisation, and Food Safety**

Technical competence is the main foundation for producing quality tape products that are able to compete in the market. The results of the study show that most craftsmen acquire production skills from generation to generation, so that the techniques applied still depend on their own experience. This condition causes a lack of uniformity in the fermentation process, selection of raw materials, packaging, and storage of products.

Based on this, a training program is needed that focuses on improving technical capabilities, including the selection of quality raw materials, the application of proper fermentation techniques, sanitation and hygiene of production, quality control and storage of products according to food safety standards. In addition, artisans also need to receive assistance in the implementation of Standard Operating Procedures (SOPs), as well as the fulfilment of halal certification and food safety requirements. Through strengthening these technical competencies, product quality is expected to be more consistent, have a better shelf life, be safe to consume and be able to meet modern market standards (Purba et al., 2022).

### **2. Entrepreneurial Competency Development through Business Management Training, Financial Record-Keeping, and Business Plan Preparation**

The findings of the study show that most artisans still manage their businesses simply with an unorganised administrative system. Financial recording has generally not been done systematically, so that craftsmen have difficulty calculating production costs, operating profits, and capital needs (Rawan & Ghonisyah, 2023). In addition, the ability to develop business strategies, analyse market opportunities, manage risks, and design business development is still relatively limited. This condition makes it difficult for businesses to grow even though market demand continues to increase.

To overcome these problems, training is needed on business management, preparation of simple financial statements, cash flow management, cost and profit analysis, and preparation of business plans. Entrepreneurial competencies also need to be strengthened through leadership training, decision-making, business communication, and the ability to build business networks. Thus, craftsmen are not only able to produce quality tape but also have the ability to manage their business professionally and sustainably.

### **3. Increasing Digital Literacy through Digital Marketing Assistance, Social Media Utilisation, and Use of Electronic Commerce Platforms**

The development of information technology has changed the marketing pattern of MSME products. Nevertheless, the results of the study show that most Gambut tape artisans still rely on marketing conventionally through regular customers and direct sales. The use of social media, marketplaces, and electronic commerce platforms is still very limited. This condition is caused by low digital literacy and a lack of understanding of technology-based marketing strategies. Therefore, assistance is needed that focuses on improving the ability of artisans to use social media as a means of promotion, create

attractive marketing content, utilise marketplaces, conduct digital transactions, and build brand identity (branding) online.

Increasing digital literacy is expected to be able to expand market reach, increase interaction with consumers, strengthen product image, and increase the competitiveness of the Gambut tape industry in the digital economy era (Rawan & Ghonisyah, 2023).

#### **4. Strengthening Innovation through the Development of Product Variety, Packaging Design, and Added Value Creation Based on Local Potential**

The results of the study show that product innovation is still an aspect that needs to be improved. Most craftsmen only produce tape in the traditional form, so the choice of products for consumers is relatively limited. In addition, the packaging design used is still simple so that it is less able to attract consumer interest, especially in the modern market.

The strategy of strengthening innovation is carried out through the development of various tape-based derivative products, such as sponge tape, brownie tape, dodol tape, ice cream tape, or other processed products that have higher economic value. Innovation is also directed at the development of packaging designs that are more attractive, informative, environmentally friendly, and reflect the local identity of Banjar Regency.

The added value of products can be further increased by raising elements of local culture, the origin story of Gambut tape, and regional identity as part of the branding strategy. Thus, Gambut tape products are not only seen as traditional food, but also as regional superior products that have their own uniqueness and attractiveness (Rahmah & Yulianti, 2019).

#### **5. Development of Sustainable Partnerships between the Government, Universities, Business Actors, and the MSME Community as a Competency Development Ecosystem**

Improving the quality of human resources cannot be done by craftsmen independently. The results of the Focus Group Discussion show that competency development requires the support of various stakeholders who complement each other. Local governments play a role in policy formulation, training provision, business licensing facilitation, product certification, and financing access assistance. Universities contribute through applied research, technological innovation, community service, and business mentoring. Business actors can support the expansion of marketing networks, knowledge transfer, and supply chain partnerships. Meanwhile, the MSME community is a forum for sharing experiences, learning together, and strengthening networks between artisans.

Continuous collaboration will form an ecosystem of competency development that is able to increase the capacity of artisans on an ongoing basis. Through this ecosystem, the process of improving the quality of human resources does not stop at training activities, but continues in the form of mentoring, evaluation, innovation, and business development that is oriented towards sustainability and increasing the competitiveness of the Gambut tape industry.

The results of the study show that improving the competence of Gambut tape craftsmen cannot be achieved only through improving technical skills. These

competencies must be built comprehensively through strengthening the quality of human resources, which includes aspects of knowledge, skills, managerial abilities, entrepreneurship, digital literacy, innovation, and multi-stakeholder collaboration (Riyadi & Mujanah, 2021). Therefore, the human resource development strategy needs to be designed in a sustainable manner and adjusted to the local characteristics of the Gambut tape industry in Banjar Regency in order to be able to increase productivity, product quality, and the competitiveness of MSMEs.

#### **D. Discussion**

This study shows that the improvement of the competence of Gambut tape artisans is not only determined by technical skills in the production process, but also influenced by the quality of human resources, which includes entrepreneurial competence, digital literacy, product innovation, and partnership ecosystem support. These findings indicate that the development of traditional food-based MSMEs requires a comprehensive approach, as business success is influenced by the interaction between individual factors and supporting environmental factors.

##### **Strengthening Technical Competence as the Basis for Product Quality Improvement**

The findings of the study show that technical competence is still the main need of craftsmen. Most artisans acquire skills through the hereditary learning process, so that production practices do not fully follow quality and food safety standards. This condition causes product quality to be inconsistent, especially in terms of taste, texture, shelf life, and product hygiene.

These results reinforce the theory of Human Capital, which explains that investment in knowledge and skills will increase the productivity of individuals and organisations (Al Rasyid et al., 2020). Production training, implementation of operational standards, and quality control are forms of investment that are able to improve the quality of production results while strengthening the competitiveness of MSMEs.

These findings are also in line with various previous studies that concluded that improving technical competence contributes to increasing productivity, production process efficiency, and MSME product quality. However, this study expands on previous findings by showing that technical competence must be integrated with aspects of food safety and quality standardisation in order to be able to meet the demands of the modern market.

##### **Entrepreneurial Competence Determines Business Sustainability**

Research found that most craftsmen still manage their businesses simply with unsystematic financial records and unstructured business planning. This condition causes craftsmen to experience difficulties in making business decisions, developing businesses, and managing risks. These findings show that entrepreneurial competence has a strategic role in supporting business sustainability. Craftsmen are not only required to be able to produce quality products, but also must be able to manage resources, understand market opportunities, and develop business development strategies (Dwi Handini et al., 2023).

The results of the study support the view that entrepreneurial ability is one of the important factors in increasing the competitiveness of MSMEs. Thus, human resource development needs to be directed not only at improving production skills but also at strengthening managerial and decision-making skills.

### **Digital Literacy as a Driving Factor for Competitiveness**

Digital transformation has changed marketing patterns and consumer behaviour. However, the results of the study show that the use of digital technology by Gambut tape artisans is still relatively low. Most of the marketing is still done conventionally, so market reach is limited. The findings show that digital literacy has become an important competency for MSME actors. Mastery of social media, marketplaces, digital payment systems, and technology-based marketing strategies allows artisans to reach a wider range of consumers with more efficient promotional costs (Rakib et al., 2023).

The results of this study support various studies on the digital transformation of MSMEs, which state that digitalisation can increase market access, strengthen relationships with customers, and increase business competitiveness. Therefore, increasing digital literacy should be an integral part of the human resource development program.

### **Product Innovation as a Value-Added Creation Strategy**

Research shows that product innovation is still a challenge for most artisans. The products produced are still dominated by tape in traditional form, while market needs are increasingly leading to products that are more varied, practical, and have added value. These findings show that innovation is not only related to the creation of new products but also includes the development of packaging design, brand identity, and the use of local potential as a product differentiation value. Thus, innovation is one of the important strategies in increasing the competitiveness of the Gambut tape industry (Pengabdian et al., 2025).

The results of this study broaden the understanding that innovation in local food MSMEs does not always require complex technology, but can be done through the development of products, packaging, and marketing strategies that are in accordance with market characteristics.

### **The Importance of Partnerships in Competency Development**

One of the important findings of this study is the need for collaboration between local governments, universities, business actors, and the MSME community in improving the quality of human resources. So far, the training provided is still incidental, so the impact on competency changes has not been optimal.

The collaborative approach allows artisans to gain access to training, mentoring, technological innovation, financing, and marketing networks on an ongoing basis. Thus, the improvement of competence does not stop at knowledge transfer, but develops into an ongoing learning process.

These findings support the concept of the Quadruple Helix (Na-nan et al., 2020), which emphasises the importance of synergy between the government, universities, the

business world, and the community in encouraging innovation and regional economic development. In the context of the Gambut tape industry, this collaboration is the foundation for the formation of an ecosystem that is able to strengthen the competitiveness of MSMEs in a sustainable manner.

### **Theoretical and Practical Contributions**

Theoretically, this study enriches the study of human resource management in the MSME sector by showing that the improvement of craftsman competence is the result of integration between technical competence, entrepreneurial competence, digital literacy, innovation, and multi-stakeholder partnerships. These findings confirm that human resource development in the traditional food industry requires a multidimensional approach, not just focusing on technical training.

Practically, this research produces strategic recommendations that can be used as a reference by local governments, universities, and accompanying institutions in developing artisan capacity development programs. The strategy includes the implementation of needs-based training, sustainable business assistance, product certification facilitation, strengthening digital marketing, and the establishment of a partnership network that supports increasing the competitiveness of the Gambut tape industry in Banjar Regency.

### **F. Conclusion**

This study shows that the improvement of the competence of Gambut tape artisans in Banjar Regency does not only depend on technical capabilities in the production process, but is also influenced by the quality of human resources, which includes entrepreneurial competence, digital literacy, innovation, and multi-stakeholder partnerships. The findings of the study indicate that human resource development must be carried out comprehensively in order to be able to increase the productivity, product quality, and competitiveness of the Gambut tape industry.

Based on the results of the research, five main strategies were formulated in improving the quality of human resources of artisans, namely: (1) strengthening technical competence through production training, quality standardization, and the implementation of food safety (2) developing entrepreneurial competencies through business management training, financial recording, and preparation of business plans (3) increasing digital literacy through digital marketing assistance, the use of social media, and the use of platforms electronic trade (4) strengthening innovation through the development of product variety, packaging design, and the creation of added value based on local potential (5) the development of sustainable partnerships between the government, universities, business actors, and the MSME community as a competency development ecosystem.

This research makes a theoretical contribution by expanding the study of human resource development in the traditional food-based MSME sector through an approach that integrates technical, entrepreneurial, digital, innovation, and multi-stakeholder

collaboration aspects. These findings show that improving the competence of artisans cannot be achieved through technical training alone, but requires a multidimensional and sustainable human resource development strategy.

Practically, the results of the research can be the basis for local governments, universities, and MSME companion institutions in designing a more targeted artisan capacity development program in accordance with the needs of the field. The implementation of the resulting strategy is expected to improve the quality of human resources, strengthen the competitiveness of the Gambut tape industry, expand market access, and support sustainable local economic development in Banjar Regency, South Kalimantan.

This study has limitations because it only focuses on Gambut tape artisans in Banjar Regency, so the results cannot be generalised to the entire traditional food industry. Therefore, further research is recommended to test the model of strategies produced in various types of food MSMEs in other regions and combine qualitative and quantitative approaches to obtain a more comprehensive understanding of the effectiveness of human resource development strategies.

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