SPEKTA



(Jurnal Pengabdian Kepada Masyarakat: Teknologi dan Aplikasi) ISSN 2723-8016 (online) | 2723-8008 (print) Vol 5, No. 2, pp. 244-256



Enhancing Digital Branding and Utilization of Meatball Printing Machines for MSMEs in Kampung Pentol, Surabaya

Gita Desipradani ¹, Moh Ali Fais ², Mochamad Mochklas ², Moh Ali², Lihabi³, Rudi Irmawanto⁴, Aftha Ferdian Pranugraha⁴

- ¹ Accounting, Faculty of Economics and Business, Muhammadiyah University of Surabaya, Surabaya, Indonesia
- ² Management, Faculty of Economics and Business, Muhammadiyah University of Surabaya, Surabaya, Indonesia
- ³ Medical Laboratory Technologist, Faculty of Health Sciences, Muhammadiyah University of Surabaya, Surabaya, Indonesia
- ⁴ Electrical Engineering, Faculty of Engineering, Muhammadiyah University of Surabaya, Surabaya, Indonesia
- *Corresponding Author: gitadesipradani@um-surabaya.ac.id1

ARTICLE INFO

Article history Received Revised

Accepted

Keywords

Enhacing Digital Branding: Meatball Printing Machines; MSMEs;

Kampung Pentol Surabaya.

ABSTRACT

Background: Kampung Pentol, an MSME in Sidotopo, Surabaya, led by Mrs. Irma Wulandari since 2022, faces challenges with manual production, traditional marketing, and halal certification. Solutions include a Meatball Printing Machine, digital branding, and halal certification to enhance competitiveness and market reach.

Contribution: This initiative addresses key challenges in production, marketing, and halal certification, enhancing Kampung Pentol's capacity, competitiveness, and market expansion through targeted support and mentorship.

Method: Activities include preparation, implementation, evaluation, and a sustainability plan to ensure ongoing development.

Results: Outcomes include increased production via the Meatball Printing Machine, digital marketing adoption, and halal certification, expanding market reach and competitiveness.

Conclusion: Modern tools, digital marketing, and halal certification enhanced Kampung Pentol's production, market reach, and business sustainability.

This is an open access article under the <u>CC-BY-SA</u> license.

1. Introduction

Micro, Small, and Medium Enterprises (MSMEs) have become one of the main pillars driving poverty reduction and local economic development. MSMEs play a crucial role in Indonesia's economy, contributing nearly 99% of the total businesses in the country, according to data released by the Indonesian Ministry of Cooperatives and Small and Medium Enterprises [1]. One example of a rapidly growing MSME is Kampung Pentol Sidotopo, located in Surabaya. This business started in 2020 by Mrs. Irma Wulandari, a local entrepreneur who saw great potential in producing pentol, a traditional snack that is highly popular among the people of Surabaya and tourists visiting the Suramadu area. The MSME empowerment program at Kampung Pentol in Sidotopo Village provides solutions to business capital challenges, improves business management, and impacts income growth through training and the provision of production equipment [2].

Although the business has grown rapidly, Kampung Pentol Sidotopo faces several challenges that hinder its potential for further growth. One of the main issues is the production process, which is still carried out manually using traditional tools and methods. This process is not only time-consuming but also results in products with inconsistent quality. This leads to limited production capacity, and with increasing demand, the business struggles to meet consumer expectations and fulfill orders on time. By utilizing innovative pentol molding machines, the production process becomes more efficient and effective, as it eliminates the need for manual methods, allowing for faster and easier production [3]. This mixing tool has proven to be more effective as it provides uniform mixing and prevents the formation of crust on the container [4].

To address this issue, the proposed solution is the introduction of the Pentol Molding Machine (MENTOL). The Pentol Molding Machine (MENTOL) is an innovative tool developed to enhance the efficiency of pentol production. This machine is equipped with several advanced features, including adjustable settings for the size of the pentol, allowing users to customize the size based on their needs. The machine's rotation speed can also be adjusted, ranging from high to low speeds, offering flexibility in the production process. Additionally, the machine's funnel size can be modified, ranging from 2 kg to 8 kg, enabling it to accommodate different production

apacities based on business requirements. The design of the tool and the production process of the pentol molding machine can be seen in <u>Figure 1</u>.



Figure 1. prototype and manufacturing process of MENTOL tool

This machine is designed to assist the MSME partners of Kampung Pentol in increasing their production capacity and consistency. It is expected to accelerate the pentol-making process, which was previously done manually, and produce products with more consistent quality. By using the pentol molding machine, Kampung Pentol Sidotopo can enhance its production capacity and meet the growing market demand.

In addition to production challenges, Kampung Pentol Sidotopo also faces difficulties in marketing and promoting its products. Digital marketing involves several key elements, such as brand development, providing comprehensive information, website functionality, visual communication design, and targeted advertising[5]. So far, this business has relied on conventional marketing methods, such as direct sales at schools and local tourist spots. While this approach has been effective in the local market, it is not sufficient to reach a broader and more diverse audience. Research shows that the application of data analytics in marketing strategies not only enhances customer satisfaction but also strengthens long-term relationships, increasing customer loyalty and retention[6].

The rapid growth of digital marketing and the use of social media provide MSMEs with an opportunity to expand their market reach more efficiently and at relatively low costs. Digital marketing plays a crucial role in enhancing the effectiveness of SMEs, acting as a driver of digital transformation, which in turn leads to better economic performance and broader market presence [7]. Digital marketing refers to marketing strategies that utilize electronic devices or the internet, employing various tactics and digital media, where direct communication with consumers becomes key in providing services online[8]. Through digital platforms such as Facebook, Instagram, and WhatsApp Business, the business can interact directly with a wider audience, increase brand awareness, and build customer loyalty.

Digital branding, which is a part of digital marketing, plays a crucial role in building a brand's image online. Branding is the activity carried out by a company to introduce its brand to the public through careful planning, with the aim of building and expanding brand recognition[9]. Digital branding refers to the use of digital channels and assets as a platform to promote services or products, aiming to communicate the brand as part of a broader

communication strategy[10]. Digital branding is the process of creating and managing a brand's identity in the digital world, with the goal of building strong relationships with consumers and strengthening the brand's presence in the market. Kampung Pentol Sidotopo can leverage digital branding to enhance their visibility on social media and expand their market reach by using Instagram Ads, which is highly effective in marketing products to a broader audience.

To address these issues, the community service program at Kampung Pentol Sidotopo focuses on two main aspects: first, the implementation of the Pentol Molding Machine (MENTOL) to improve production efficiency; second, the adoption of digital marketing strategies to expand market reach and enhance brand awareness. By focusing on these two aspects, it is hoped that Kampung Pentol Sidotopo can overcome the challenges they face, strengthen their position in the local and regional markets, and improve their competitiveness in the processed food industry. Through this program, Kampung Pentol Sidotopo not only receives support in operational aspects but also in broader economic development, empowering the local community and improving well-being by creating better job opportunities.

2. METHOD

This activity is carried out through five structured phases aimed at supporting the UMKM (Micro, Small, and Medium Enterprises) of Kampung Pentol. The first phase is preparation, which includes an initial meeting to align perceptions between the proposing team and partners, as well as the identification of equipment needs such as the pentol printing machine, digital marketing tools, and halal certification. In the implementation phase, socialization is conducted for the partners, along with the application of the pentol printing machine and digital marketing to enhance product marketing, followed by guidance in obtaining halal certification. The third phase involves mentoring and evaluation to monitor the partners' skills in operating the equipment and marketing. The fourth phase is the preparation of a final report, aimed at evaluating the implementation results and drafting an academic article. Finally, the sustainability phase ensures the continuation of the program through the involvement of students as volunteers who will support the partners' activities in the future.

3. Results and Discussion

3.1. Preparation

In this phase, the proposing team, together with the partners the MSME group from Kampung Pentol conduct an initial meeting aimed at aligning perceptions regarding the program's objectives, implementation strategies, and necessary resources. This activity begins with an intensive discussion between both parties to identify the partners' specific needs, such as the pentol molding machine (MENTOL), digital marketing strategies including the use of Facebook Ads, Instagram Ads, and WhatsApp Business, as well as the preparation for obtaining halal certification. The process involves steps such as interviews and observations of the MSME

operations to understand the main issues they face. Subsequently, a detailed needs assessment is conducted, resulting in data on the tools and other support required. Together with the partners, the team develops an activity plan by defining workflows and roles for each party to ensure smooth program implementation.



Figure 2. initial meeting with partners

The outcome of this activity includes the establishment of a mutual agreement between the proposing team and the partners regarding the program's needs, including supporting tools and the digital marketing strategies to be implemented. In addition, the partners demonstrate their readiness to support the implementation process by providing meeting spaces and involving relevant stakeholders. This preparation phase aligns with the Participatory Rural Appraisal (PRA) theory. PRA is an empowerment approach that emphasizes the importance of active community involvement throughout all stages of the activities carried out [11]. Through this approach, partners are given the space to express their needs and the challenges they face, ensuring that the solutions developed are more relevant and acceptable. This approach also ensures that the plans created are not only based on actual needs but also receive full support from the partners for the successful implementation in the next phase.

3.2. Implamentation

3.2.1. Implementation of Pentol Printing Machine

The implementation of the Pentol Molding Machine (MENTOL) takes place after the socialization phase, where the machine is operated directly at the Kampung Pentol Sidotopo MSME's business location. The implementation process involves several key stages aimed at ensuring the successful adoption of the tool and improving production efficiency.

a. Machine Operation

The MSME partners are provided with training on how to operate the Pentol Molding Machine (MENTOL) optimally. This training covers adjusting the production capacity to meet

the business needs, as well as handling raw materials efficiently. Partners are trained to adjust the machine's rotation speed according to the type and size of pentol desired. Additionally, they learn how to adjust the size of the machine's funnel, ranging from 2 kg to 8 kg, to produce varying quantities based on market demand.



Figure 3. Introduction to the Pentol Printing Machine (MENTOL) tool

b. Machine Maintenance

In addition to operation, machine maintenance is crucial to ensure the machine continues to function properly. The community service team provides training on routine maintenance steps, such as cleaning parts of the machine that are prone to dirt, checking the electrical system, and lubricating machine components to prevent unwanted damage. This is aimed at keeping the machine in optimal condition and ensuring it supports smooth production in the long term.

3.2.2. Digital Branding Mentorship

After the implementation of the pentol molding machine, digital branding assistance is provided to help the Kampung Pentol MSME partners expand their market reach. A strong branding strategy is expected to improve the perceived value of the product in the eyes of consumers, so that the products produced have added value and can compete with other commercial products [12]. In today's digital era, marketing through online platforms is crucial for increasing brand awareness and attracting more customers.

a) Digital Marketing Strategy

Digital branding assistance begins with helping partners develop an effective digital

marketing strategy. Digital marketing is the practice of promoting products and services through digital distribution channels, also known as e-marketing, which includes online advertising that delivers messages to customers [13]. The community service team assists partners in creating engaging marketing content, including product photos, videos, and descriptions tailored to the target audience. This content is then distributed through various social media platforms such as Instagram, Facebook, and WhatsApp Business. This approach aligns with previous community service outcomes, where MSME entrepreneurs found the training on creating product videos and photos highly beneficial. In fact, 72% stated it was very useful, and 65% felt they gained additional skills for developing their businesses [14].



Figure 4. digital branding material

b) The Use of Paid Advertising

In addition to organic content, partners are also guided on how to leverage paid advertising through Facebook Ads and Instagram Ads. Utilizing social media for product promotion and branding has proven to significantly increase the market reach of MSMEs [15]. The community service team teaches partners how to create engaging and relevant ads for the pentol products they sell. By using paid advertising, Kampung Pentol Sidotopo can reach a wider audience and increase their visibility in the digital market. The use of WhatsApp Business is also taught to facilitate communication with customers and enhance the customer experience. This aligns with research findings that show an increase in sales through advertising, demonstrating that social media ads have a positive and significant impact on consumer purchasing decisions. Online-based marketing results in higher purchase interest compared to traditional advertising [16]. The increase in audience reach and follower growth can be seen in Figure 5.



Figure 5. Increased audience reach and increased followers

3.3. Mentoring and Evaluation

Monitoring is the measurable process of tracking the plans that have been established to ensure that the activities are being implemented smoothly [17]. Training evaluation is the process of gathering information to assess and determine the most effective methods for utilizing training resources to achieve the overall training objectives [18]. Monitoring and evaluation are carried out regularly to ensure that the Kampung Pentol MSME partners can sustainably utilize the tools and strategies provided. This activity includes monthly field visits to assess the use of the pentol molding machine and the effectiveness of the digital marketing strategies. The higher the financial literacy, the better the financial performance and sustainability of the MSMEs in the future [19]. Through interactive discussions, partners are given the opportunity to express any challenges they face, such as technical issues with the machine, which are then addressed through direct support. Partner income increased by 25% due to the strategies implemented and their increased confidence in running the business. Monitoring of this activity is conducted using pretest and posttest methods. The results of the monitoring and evaluation in the community service program can be seen in Table 1.

Tabel 1. Pretest and Posttest Results

Average Pretest Average 1

Topic	Average Pretest	Average Posttest	Change (%)
	Score	Score	
Pentol Molding Machine Operation	45%	85%	+40%
Digital Marketing	50%	78%	+28%
Business Financial Management	40%	90%	+50%
Production and Quality	50%	75%	+25%
Management			

The results of the pretest and posttest show a significant improvement in the partners' understanding of various operational and marketing aspects. The largest improvement occurred in business financial management (+50%), followed by the operation of the pentol molding machine (+40%). This reflects the success of the community service training program, which has had a positive impact on the partners. The program not only enhanced the technical knowledge of the partners but also broadened their perspectives in areas such as digital marketing, better financial management, and a deeper understanding of the importance of halal certification in business development. Therefore, this program has made a significant contribution to improving the skills and knowledge of the Kampung Pentol MSME partners, which is expected to support the sustainability and growth of their businesses in the future.

3.4. Report Preparation

After the program is completed, the documentation phase is carried out to process the results into various beneficial outputs. Data from all previous stages are integrated into a comprehensive final report, which includes details of the implementation, achievements, and recommendations for the program's sustainability. In addition, outputs such as intellectual property rights (HAKI), national news coverage, scientific journal articles, and the pentol molding machine are documented to support the partners and serve as a reference for the wider community. This process aligns with the Knowledge Management theory (Nonaka & Takeuchi, 1995), which emphasizes the importance of documenting and disseminating knowledge to ensure the program's benefits continue and are accessible to others. Knowledge Management is a structured approach that supports the creation and distribution of information and knowledge to the right individuals at the right time, with the aim of creating added value [20]. The documentation of the community service activity achievements can be seen in Figure 6.





Figure 6. HAKI Certificate and Activity Implementation Report

3.5. Program Sustainability

The sustainability phase is designed to ensure that the program continues even after the community service activities have been completed. The sustainability program is structured by involving students as volunteers who will accompany the partners in running and developing their business. The partners play an active role in designing the sustainability agenda, such as managing the partners' social media accounts and developing market expansion strategies. A team of student volunteers is formed to help partners implement digital marketing strategies and manage their business more effectively. The results of this phase include the development of a sustainability program that involves active collaboration between the partners and students, the formation of a volunteer team, and the development of new product variations by the partners based on the guidance provided.

The community service activities conducted at the Kampung Pentol MSME have shown significant results in improving production capacity, marketing, and the sustainability of the partners' businesses. The preparation phase ensured the active involvement of partners in identifying their needs for tools such as the pentol molding machine, digital marketing strategies, and halal certification. The data on these needs facilitated the program's implementation. The implementation phase demonstrated the successful application of innovations. The pentol molding machine increased production efficiency by up to 40%, while digital marketing boosted customer reach by 30% in the first three months. The use of WhatsApp Business and social media platforms like Facebook and Instagram helped the MSME significantly expand its market. A detailed explanation of the results from the community service implementation can be seen in Table 2.

Table 2. Activity Results

Activity Aspect	Indicator	Before Program	After Program	Change (%)
Production	Daily production	50 kg	70 kg	+40%
	capacity			
Digital Marketing	Customer reach	100 customers	130 customers	+30%
	through social			
	media			
Sales	Total monthly	Rp 10 million	Rp 12,5 million	+25%
	revenue			
Consumer Trust	Halal certification	None	In process	-
Partner Skills	Equipment and	Low	High	-
	financial			
	financial			

The sustainability program involves students as volunteers, reinforcing the principle of Sustainability in Community Development. These volunteers assist partners in developing new

products and expanding their market. With the right theoretical approach and structured implementation, this activity has provided measurable positive impacts, both in improving operations and ensuring the long-term sustainability of the partners' businesses.

4. Conclusion

The community service program conducted at the Kampung Pentol MSME has proven successful in improving production efficiency, expanding marketing reach, and supporting the sustainability of the partners' businesses. Through the five structured phases preparation, implementation, monitoring and evaluation, result documentation, and program sustainability partners have been able to leverage innovations such as the pentol molding machine and digital marketing strategies to enhance their business competitiveness. Significant results include a 40% increase in production capacity, a 30% boost in marketing reach, and a 25% increase in sales. The sustainability program, involving students as volunteers, ensures that the impact of the program continues even after the main activities have concluded. However, challenges remain, such as technical difficulties in using the equipment and consistency in digital marketing. To address these challenges, periodic follow-up training and increased access to technical support and more adaptive digital marketing strategies are essential. With these steps, MSMEs can continue to grow and maintain the sustainability of their businesses.

Acknowledgement

We want to express our sincere gratitude to the Ministry of Education, Culture, Research, and Technology, Directorate General of Higher Education, Research, and Technology, for the financial support provided for this community service activity. This support is in accordance with the Decision of the Budget User Authority of the Directorate of Research, Technology, and Community Service No. 0459/E5/PG.02.00/2024, dated May 30, 2024, regarding the recipients of the Community Partnership Service under the Community-Based Empowerment scheme for the 2024 funding year.

References

- [1] T. Yuwono, R. N. Triwibowo, T. Tajudin, And H. N. Sefiani, "Digital Marketing Umkm," 2024, UNAIC PRESS CILACAP.
- [2] T. Mariano, A. Prasetio, and M. Musleh, "Pemberdayaan Masyarakat melalui Program Peningkatkan Usaha Mikro Kecil Menengah Kampung Pentol di Kelurahan Sidotopo, Surabaya," *JPM (Jurnal Pemberdaya. Masyarakat)*, vol. 8, no. 1, pp. 111–118, 2023. doi: 10.21067/jpm.v8i1.8475
- [3] H. Siswanto, S. Riyadi, and I. Muhandhis, "Pemanfaatan Teknologi Tepat Guna Mesin Abon Kapasitas 25 Kg/ Jam Untuk Peningkatan Produksi UKM Di Sidoarjo," *Pengabdi. Masy. dan Inov. Teknol.*, vol. 1, no. 01, pp. 17–22, 2022, doi: 10.38156/dimastek.v1i01.18.

- [4] K. Nadliroh, H. Mahmudi, A. S. Fauzi, M. M. Ilham, and M. Huda, "Penerapan Teknologi Mesin Pencetak Pentol 3 in 1 Pada Paguyuban Pedagang Pentol Kabupaten Tulungagung," *J. Pengabdi. Masy. Nusant.*, vol. 2, no. 2, pp. 41–48, 2023. doi: https://doi.org/10.29407/dimastara.v2i2.19733
- [5] E. Melani, L. Yuliana, P. S. Manajemen, F. Ekonomi, and U. Terbuka, "Analisis Strategi Pemasaran UMKM Sandal Era Digital: Studi Kasus Juan Jaya Sandals," vol. 2, 2024.doi: 10.55606/makreju.v2i4.3417
- [6] B. Erik Sibarani, S. Setiawan, T. Hadi, T. Williams, and T. Mkhize, "Penggunaan Data Analistik dalam Strategi Pemasaran untuk Mempertahankan Loyalitas Pelanggan," vol. 3, no. 1, pp. 30–39, 2024, [Online]. Available: https://doi.org/10.33050/mentari.v3i1
- [7] A. A. A. Sharabati, A. A. Ali, M. I. Allahham, A. A. Hussein, A. F. Alheet, and A. S. Mohammad, "The Impact of Digital Marketing on the Performance of SMEs: An Analytical Study in Light of Modern Digital Transformations," *Sustain.*, vol. 16, no. 19, pp. 1–25, 2024, doi: 10.3390/su16198667.
- [8] D. N. C. Permatasari, "Perancangan Destination Branding Desa Wisata Bongan melalui Visual Branding dan Digital Marketing," *J. Pengabdi. Kpd. Masy. Makardhi*, vol. 2, no. 1, pp. 9–22, 2022, doi: 10.52352/makardhi.v2i1.794.
- [9] D. Nurahman, A. A. Rahma, and I. Muyani, "Penerapan Branding Dan Digital Marketing Dalam," vol. 2, no. 2, pp. 94–104, 2024. doi: https://doi.org/10.55047/jekombital.v2i4.608
- [10] L. V. Ferbita, Y. Setianti, and S. Dida, "Strategi Digital Branding Lembaga Ilmu Pengetahuan Indonesia (LIPI) melalui Media Sosial Era digital dimulai dengan semakin pesatnya jaringan internet . Kondisi menyebabkan pergeseran budaya manusia dalam berkomunikasi dan berinteraksi satu sama lain .," *J. Ilmu Komun. Acta Diurna*, vol. 16, no. 2, pp. 113–136, 2020, doi: https://doi.org/10.20884/1.actadiurna.2020.12.2.2865
- [11] R. A. Nugraha, M. Khoiriyah, S. J. Fitri, A. Devina, and E. Sukmawati, "Implementasi Participatory Rural Appraisal (PRA) Sebagai Media Penguatan Program PKH Desa Kadudampit Kecamatan Sukabumi Universitas Islam Negeri Syarif Hidayatullah Jakarta," *J. Ilmu Sos. dan Pendidik.*, vol. 7, no. 2, pp. 1662–1673, 2023, doi: 10.58258/jisip.v7i2.4953/http.
- [12] D. Novita, M. Ali, B. Ariyani, and F. Firman, "Peningkatan Kemandirian Ekonomi PKK Desa Bettet Melalui Budidaya dan Pengolahan Tanaman Toga Berbasis Hidroponik," *J. SOLMA*, vol. 13, no. 3 SE-Articles, pp. 1816–1826, Dec. 2024, doi: 10.22236/solma.v13i3.16419.
- [13] S. Waruwu, Y. Mendrofa, and S. Gulo, "Pengaruh Digital Marketing Terhadap Peningkatan Volume Penjualan," *J. Akuntansi, Manaj. Dan Ekon.*, vol. 1, no. 2, pp. 286–294, 2022, [Online]. Available: https://doi.org/10.56248/jamane.v1i2.46
- [14] S. H. N. Wijaya Fatwa Ibarahim, Prabowo Agung Muhammadd, Widjajanto Anis, Supriono Edi, "Pelatihan Video Pendek Untuk Promosi Produk Umkm," *J. BUDIMAS*, vol. 06, no. 01, pp. 1–5, 2024.

- [15] N. Hidayati, A. Y. Septiana, and I. A. Salsabilla, "Digital Marketing sebagai Strategi Peningkatan Pemasaran Produk UMKM Desa Cerme Kabupaten Kediri," vol. 2, no. 3, pp. 450–457, 2024.
- [16] Bella Sumberliana Aprilianti and H. Hasbi, "Pengaruh Penerapan Periklanan dan Pemasaran Berbasis Online Terhadap Minat Beli Konsumen," *J. Manaj. Pendidik. Dan Ilmu Sos.*, vol. 5, no. 3, pp. 361–368, 2024, doi: 10.38035/jmpis.v5i3.1956.
- [17] E. Sugiarti, M. Mukrodi, and S. Mawardi, "Monitoring Kineja Dosen: Manfaat Dan Dampaknya Terhadap Perguruan Tinggi," *Sci. J. Reflect. Econ. Accounting, Manag. Bus.*, vol. 4, no. 4, pp. 816–822, 2021, doi: 10.37481/sjr.v4i4.386.
- [18] W. Rahmawati, Y. Putri, and M. Zein, "Evaluasi Efektifitas Pelatihan Dengan Metode Kirkpatrick (Study Terhadap Karyawan Rumah Sakit Bunda BMC Padang)," *INVEST J. Inov. Bisnis dan Akunt.*, vol. 2, no. 2, pp. 140–148, 2021, doi: 10.55583/invest.v2i2.181.
- [19] M. Kusuma, D. Narulitasari, and Y. A. Nurohman, "Inklusi Keuangan Dan Literasi Keuangan Terhadap Kinerja Dan Keberlanjutan Umkm Disolo Raya," *Among Makarti*, vol. 14, no. 2, pp. 62–76, 2022, doi: 10.52353/ama.v14i2.210.
- [20] A. Fajriyah, "Pengaruh Talent Management dan Knowledge Management Terhadap Kinerja Karyawan," *Agil. Lentera Manaj. Sumber Daya Mns.*, vol. 2, no. 01, pp. 35–42, 2024, doi: 10.59422/lmsdm.v2i01.282.