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Productivity Improvement Training: Capacity Building For Human Resource Managers In Deli Serdang Regency, Sumatera Utara

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ABSTRACT

Purpose – The purpose of this community service initiative is to provide comprehensive productivity enhancement training specifically tailored for HR managers working in various companies. This training aims to equip them with the knowledge and skills necessary to improve productivity within their respective organizations.

Design/methodology/approach – The training program utilizes a multifaceted approach, combining traditional lecture-based teaching, case method studies, and project-based learning. It spans over a 5-day period and took place at the Balai Besar Pelatihan Vokasi dan Produktivitas (BBPVP) Medan in August 2022. The training encompasses various modules, including an introductory session on productivity, planning, organizational strategies, and methods for analyzing and enhancing productivity. To assess the effectiveness of the training, participants undergo pre-test and post-test evaluations to measure the extent of their knowledge enhancement.

Findings – The evaluation results reveal a noteworthy improvement in participants' comprehension and proficiency in enhancing productivity within their workplace environments. This indicates that the diverse and interactive training methods employed in the program directly contribute to enhancing productivity-related skills among HR managers.

Originality/value – This community service initiative holds significant value as it addresses a specific and critical need for HR managers in various companies. By offering specialized training in productivity enhancement, it equips participants with valuable skills that can positively impact their organizations. Additionally, the use of diverse training methods ensures engagement and effective learning. Despite time constraints and potential challenges, this initiative has the potential to drive meaningful change and serve as a model for future community-focused training programs.

KEYWORDS: Productivity; Training; Development.



ABSTRACT

Tujuan - Tujuan dari inisiatif pelayanan masyarakat ini adalah untuk memberikan pelatihan peningkatan produktivitas yang komprehensif yang khusus disesuaikan untuk manajer SDM yang bekerja di berbagai perusahaan. Pelatihan ini bertujuan untuk membekali mereka dengan pengetahuan dan keterampilan yang diperlukan untuk meningkatkan produktivitas dalam organisasi mereka masing-masing.

Desain/metodologi/pendekatan - Program pelatihan ini menggunakan pendekatan multifaset, menggabungkan metode pengajaran berbasis kuliah, studi kasus, dan pembelajaran berbasis proyek. Ini berlangsung selama periode 5 hari dan berlangsung di Balai Besar Pelatihan Vokasi dan Produktivitas (BBPVP) Medan pada bulan Agustus 2022. Pelatihan mencakup berbagai modul, termasuk sesi pengantar tentang produktivitas, perencanaan, strategi organisasi, dan metode untuk menganalisis serta meningkatkan produktivitas. Untuk menilai efektivitas pelatihan, peserta menjalani evaluasi pre-tes dan post-tes untuk mengukur sejauh mana peningkatan pengetahuan mereka.

Temuan - Hasil evaluasi mengungkapkan peningkatan yang cukup signifikan dalam pemahaman dan kemampuan peserta dalam meningkatkan produktivitas di lingkungan kerja mereka. Hal ini menunjukkan bahwa metode pelatihan yang beragam dan interaktif yang digunakan dalam program ini secara langsung berkontribusi pada peningkatan keterampilan terkait produktivitas di kalangan manajer SDM.

Orisinalitas/Nilai - Inisiatif pelayanan masyarakat ini memiliki nilai yang signifikan karena mengatasi kebutuhan khusus dan penting bagi manajer SDM di berbagai perusahaan. Dengan menawarkan pelatihan khusus dalam peningkatan produktivitas, program ini membekali peserta dengan keterampilan berharga yang dapat berdampak positif pada organisasi mereka. Selain itu, penggunaan metode pelatihan yang beragam memastikan keterlibatan dan pembelajaran yang efektif. Meskipun ada kendala waktu dan potensi tantangan, inisiatif ini memiliki potensi untuk mendorong perubahan yang berarti dan menjadi model untuk program pelatihan berfokus masyarakat di masa depan.

KATA KUNCI: Produktivitas; Pelatihan; Pengembangan.

INTRODUCTION

Productivity is the most powerful driving force for the economic growth of a country and the growth of businesses at the company level. High economic growth and rapidly growing and developing businesses create job opportunities and contribute to the welfare of society, workers, and their families. In global competition, productivity is a determining factor and key to national competitiveness (at the macro level) and company competitiveness (at the micro level). Productivity is a mindset that views tomorrow as better than today and today as better than yesterday ([Menteri Ketenagakerjaan Republik Indonesia, 2021](#)). In this understanding, productivity entails an orientation and motivation for continuous improvement. Economically, productivity is measured by comparing outputs to inputs. Outputs of a production process can be goods or services, while inputs can include human resources, capital, materials, machinery, methods, and management. Previous research and community service activities have emphasized the importance of training and mentoring in productivity improvement ([Bambang Haryadi, 2023](#); [Devianti et al., 2022](#); [Evizal et al., 2022](#); [Khan & Abdullah, 2019](#); [Kumar, 2020](#); [Naryanto et al., 2023](#); [Oksari et al., 2023](#); [Pratama et al., 2020](#); [Retnani et al., 2022](#); [Siegers et al., 2023](#); [Windiani, 2022](#)).

The condition of a company's workforce is important in determining the level of business growth. Ironically, even though the quantity of labor in Indonesia is relatively large when viewed from the quality, it turns out that the level of labor productivity in Indonesia is decreasing. The decline in productivity levels also occurred in several companies operating in Deli Serdang. Problems that often occur in companies that reduce employee productivity include ineffective management, companies using old methods, employee dissatisfaction, and personal problems. In fact, in the industrial sector, productivity is an important factor in company success ([Iskandar, 2018](#)). If worker productivity has increased, the company will also receive benefits in the form of output produced by workers, increasing the company's competitiveness. If the company's productivity has increased, the workers in the company will also benefit in the form of better working conditions and an increase in income.

In this era of constant change and increasing economic conditions, where market-based economic systems dominate, competition among similar companies becomes intense. Companies are expected to continuously develop and achieve satisfactory profits as determined by the company. To survive in this competitive environment, companies must adapt to economic developments and consider quality aspects while continuously improving labor productivity. Internal and external factors influence a company's development. External factors include numerous competing companies, consumer interest in products, and the company's geographical location. Internal factors include output level, production costs, sales volume, and product quality. To address internal issues, companies need to focus on improving the productivity of their human resources. Besides being the biggest asset for a company, labor is also one of the largest cost components. Company management must pay attention to labor productivity as an efficiency indicator. The achievement of management performance largely depends on labor productivity, which is the productivity of human resources.

Furthermore, suppose workers and companies are already at a conducive level based on workers' salaries, wages, and company profits. In that case, customers or consumers will also benefit through excellent customer service. In other words, increased productivity is expected to meet the need to improve the national productivity and competitiveness ranking. Several things need to be done, one of which is increasing the quality of Indonesian human

resources, increasing labor productivity, and strengthening the competitiveness of companies, including government agencies.

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According to a survey conducted by Kementerian Ketenagakerjaan RI in 2021, Indonesia's workforce competitiveness ranks 37th out of 60 countries. Several factors influence and determine productivity, including job satisfaction ([Almigo, 2004](#)), education level, age, work experience, gender ([Ukkas, 2017](#)), training ([Wahyuningsih, 2019](#)), and others. Implementing training programs is considered highly beneficial for companies, particularly in improving employee productivity. Companies conduct training programs to gradually enhance the quality of their workforce, aligning it with the expected outcomes of the training program.

The training considering the background and the request from Balai Besar Pelatihan Vokasi dan Produktivitas (BBPVP) Medan partner companies and associations in Deli Serdang Regency, such as PT Namasindo Plas, PT Palmyra Prima Nabati, PT Sinar Sosro Deli Serdang, PT Kurnia Aneka Gemilang, PT Nasco, PT Cendana Putra Lestari, PT Eramas Coconut Industries, PT Utama Inti Hasil Kimia Industri, PT Mianlan Bing Ning, PT Kedaung Medan Industrial, PT Samawood Utama Works Industries, PT VVF Indonesia, PT Smart Glove Indonesia, PT Atmindo, Tbk., PT Sagami Indonesia, PT Sari Incofood Corporation, and the Indonesian Employers' Association (APINDO) of Deli Serdang.

These organizations have collectively identified certain challenges and have requested the assistance of the Balai Besar Pelatihan Vokasi dan Produktivitas (BBPVP) Medan team in resolving these issues. The primary challenge they face relates to declining labor productivity in Deli Serdang despite having a relatively large workforce. This decrease in productivity has been attributed to factors such as ineffective management, outdated methodologies, employee dissatisfaction, and personal problems.

In today's dynamic economic environment, where competition among similar companies is intensifying, these organizations are keen to improve their labor productivity to remain competitive. They recognize that their employees are both their most significant asset and one of their most significant cost components. Therefore, enhancing labor productivity is essential to their success.

By conducting the "Pelatihan Peningkatan Produktivitas" (P3) or Productivity Improvement Training, organized by the Balai Besar Pelatihan Vokasi dan Produktivitas (BBPVP) Medan, these organizations aim to boost the awareness of their workers regarding the importance of productivity. The training program is designed to provide a comprehensive understanding of techniques and methods to enhance productivity in the workplace, ultimately leading to improved work conditions and increased incomes for employees. The instructor's requirement for productivity improvement training is to have a productivity certification issued by the Badan Nasional Sertifikasi Profesi (BNSP). Therefore, the instructors for this training collaborate with lecturers at the Faculty of Economics and Business, Syiah Kuala University.

Based on the background described above, it is necessary to carry out Pelatihan Peningkatan Produktivitas (P3) to increase employee productivity in Deli Serdang by the Balai Besar Pelatihan Vokasi dan Produktivitas (BBPVP) Medan to enhance the work productivity of employees in the respective companies.

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4.3 METHOD

The training implementation method refers to Presidential Decree Number 8 of 2012 concerning the Indonesian National Qualifications Framework (KKNI). This community

service uses lecture methods and training methods. The lecture method is intended to convey information for general and theoretical material, in this case (1) the introductory unit on productivity (M.702094.001.02); (2) coordinating efforts for productivity participation (M.702094.003.02); (3) planning productivity improvements (M.702094.006.02); (4) organizing productivity enhancements (M.702094.007.02); (5) guiding the Application of Tools, Techniques, and Methods for Productivity Improvement (M.702094.008.02); (6) Conducting Productivity Measurement (M.702094.015.02); (7) Analyzing Productivity Levels (M.702094.016.02); and (8) Monitoring and Evaluating Productivity Improvement (M.702094.017.02). In the next stage, community service activities use training methods which are intended to instill technical and practical skills and skills in applying these theories. Apart from that, the instructor collects problems that occur in participating companies anonymously. Then, the problems that occur most often are made into group assignments/projects to be solved using the theories that have been studied previously.

RESULT AND DISCUSSION

The implementation of the training begins with the provision of understanding material about the introductory unit on productivity. The introductory unit covered the definition of productivity from economic, philosophical, and technical perspectives. It also included a simple productivity formula and emphasized the difference between being busy and productive and the misconception that workaholics are always productive. The session discussed the elements of productivity, including efficiency, effectiveness, and quality. It also addressed ways to achieve productivity, strategies for productivity improvement, the benefits of productivity enhancement, and factors influencing workforce productivity. At the end of the session, the instructor asked participants to identify obstacles to workplace productivity (Figure 1). This information served as a baseline for the training, which utilized case method and project-based learning approaches.

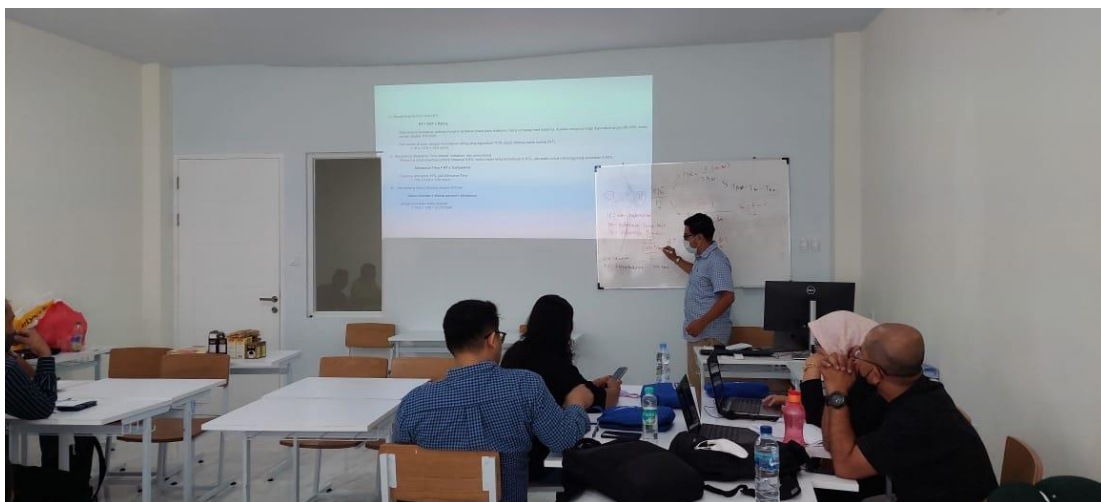


Figure 1. the instructor asked participants to identify obstacles to workplace productivity

The training material on coordinating for productivity participation discusses several topics, including planning coordination for productivity participation improvement, implementing coordination for productivity participation improvement, and controlling coordination for productivity participation improvement. The learning outcomes of this competency unit are that participants will have the competence to explain the planning of coordination materials and information needs for productivity participation improvement

according to the target, capable of following the procedures for preparing coordination materials and information needs for productivity improvement according to the target, able to explain the establishment of coordination teams through a decision letter, capable of implementing the establishment of coordination teams through a decision letter, and able to explain the identification of stakeholders in coordination. Participants are divided into groups to facilitate the practical application of this material (Figure 2).

The training material planning for productivity improvement discusses planning techniques and methods, understanding productivity improvement, various methods of data collection related to productivity improvement based on needs analysis, determining the time framework for activity implementation according to the needs of productivity improvement, identifying the location for activity implementation according to the established objectives, developing a schedule for activity implementation according to the agreed-upon timeframe, monitoring the planning of productivity improvement according to the established needs, techniques and methods for evaluating the system of productivity improvement planning according to the established needs, techniques and methods for creating reports on the system of productivity improvement planning according to the established needs, and presentation techniques and methods. It is hoped that after receiving this material, participants will be competent to collect data and information accurately and compile and evaluate the productivity improvement and implementation plan system according to needs.



Figure 2. Participants are divided into groups to facilitate the practical application of this material

On the second training day, the topics covered were organizing productivity improvement and guiding the application of tools, techniques, and methods for productivity improvement. The third training day continues with the competency unit guiding the application of tools, techniques, and methods for productivity improvement. The training on the second day begins by continuing the competency unit from the first day, which is organizing productivity improvement with the following learning outcomes able to identify, process, and determine data and information for productivity improvement; capable of identifying, organizing, and determining tasks, responsibilities, and organizational structure for productivity improvement; able to identify, analyze, and determine indicators of productivity improvement success. The main topics discussed in this competency are the Identification, classification, and processing of data and information; participatory management; and the company's Key Performance Index (KPI).

The further discussion on the third day focuses on the competency unit guiding the application of tools, techniques, and methods for productivity improvement, covering the following topics techniques for collecting data and information (plant tours, interviews, management/employee surveys, gathering supporting documents); techniques for converting data into information; selection of guidance objects/locations; creating a guidance schedule (timeline)/action plan; understanding tools, techniques, and methods for productivity improvement (5S, Kaizen, QCC, Benchmarking, Green Productivity, Knowledge Management, Total Quality Management); steps for implementing tools, techniques, and methods for productivity improvement; preparation of requirements (checklist) for facilities and materials for the application of tools, techniques, and methods for productivity improvement; monitoring sheet; evaluation sheet; and report on productivity improvement results. The learning outcomes of this competency unit are that participants will be competent to accurately determine tools, techniques and methods in increasing productivity according to needs.

On the fourth day, the competency unit conducting productivity measurement is covered, focusing on the following topics the concept of productivity, the importance of conducting productivity measurement, data and information related to the needs of productivity measurement, methods of productivity measurement, calculation of productivity ratios, case studies on productivity measurement. In each competency unit, the instructor provides assessments consisting of theory assessments and practical assessments. The theory assessment includes essay questions, multiple-choice questions, and matching answers, while the practical assessment includes practical demonstrations and interviews. These assessments are conducted using the case method of learning, where the questions are related to commonly occurring cases in related companies.

On the fifth and final day, the topics covered are analyzing productivity levels and monitoring and evaluating productivity improvement. The competency unit analyzing productivity levels covers productivity concepts, techniques, and methods for analyzing productivity, correlations/relationships between productivity ratios, analysis of productivity trends and growth, case studies on productivity measurement analysis, and formulating opportunities for productivity improvement based on measurement results. The learning outcomes of this competency unit are that participants will be competent in the appropriateness of monitoring and evaluation implementation and providing recommendations following monitoring results.

The last competency unit, monitoring and evaluating productivity improvement, covers data and information collection methods, monitoring objects, monitoring and analyzing productivity improvement achievements, reporting monitoring results, and preparing recommendations and suggestions based on monitoring results. At the end of the training, the instructor provides a final assessment, which involves completing a group project. This final project entails solving a case study that occurs in a company using the learned problem-solving methods, followed by a group presentation (Figure 3).



Figure 3. Final project presentation

After the presentations by all the groups, all participants took the post-test. The post-test results were then compared with the pre-test to evaluate the training implementation. Out of the 25 participants, there was an improvement in post-test scores compared to the pre-test scores. The pre-test and post-test consisted of fifteen questions. Figure 4 compares the twenty-five training participants' pre-test and post-test scores.

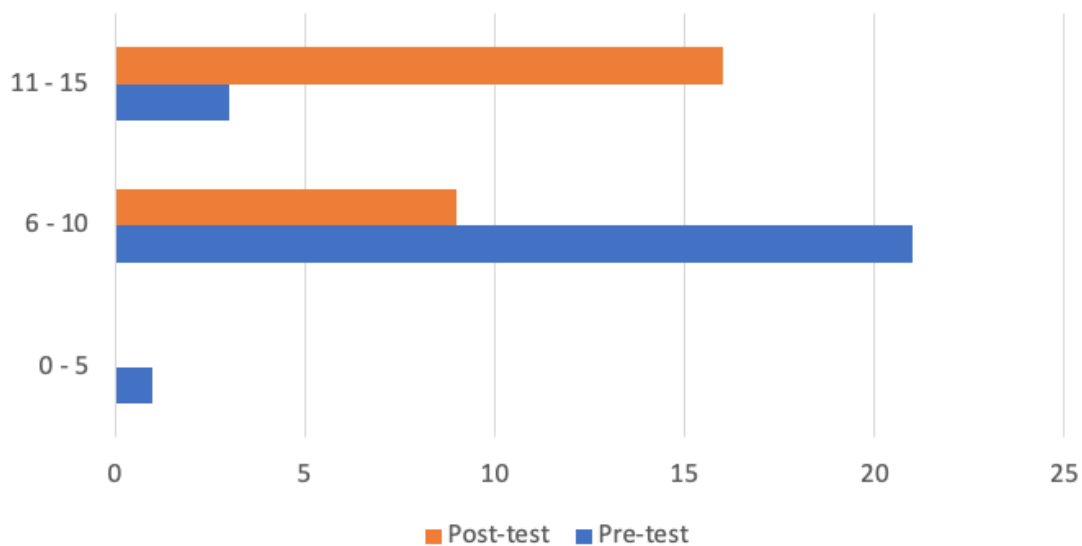


Figure 4. Pre-test and post-test result

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4.3

Based on the recapitulation of pre-test and post-test answers at the end of the training, a significant increase in test scores was obtained, indicating a reasonable classification. That is obtained from increased knowledge about productivity achieved after attending the training. It is hoped that the results of this training will be applied to the participants in their companies.

CONCLUSION

From a series of community service activities regarding increasing productivity, it can be concluded that participants gain more in-depth knowledge about strategies in planning productivity measurements up to evaluating productivity measurements. The results of the training measurement instrument test (pre-test & post-test) showed a significant score increase. It is hoped that this training can improve the skills and knowledge of workers about technical tools and methods of increasing productivity to be implemented in their workplaces.

Certainly here are the implications that partner businesses can expect: (1) Improved Employee Efficiency: Partner companies can anticipate a boost in their workforces efficiency as employees acquire an understanding of techniques and strategies to enhance their daily performance; (2) Enhanced Competitiveness: With an workforce partner businesses will strengthen their competitive edge in the market making their products and services more effective and of superior quality thus positioning themselves better, against competitors; (3) Employee Satisfaction and Well being: As productivity improves employees are likely to experience incomes leading to increased job satisfaction and overall well being; (4) Strengthened Partner Relationships: Collaboration between partner businesses and training providers like Balai Besar Pelatihan Vokasi dan Produktivitas (BBPVP) Medan will strengthen, fostering a long term partnership; (5) Positive Social Impact: The increased productivity levels within partner companies will create employment opportunities, within the community contributing to societal improvement and reducing unemployment rates; (6) Improved Reputation: Companies that actively invest in employee development and engage, in productivity training programs can enhance their reputation as industry leaders, which's advantageous for fostering relationships, with customers, investors and stakeholders. Improved Managerial Skills: Company leaders among the partner businesses will become more skilled in productivity management and human resource development. They will have the tools and knowledge to effectively manage and motivate their teams; (7) Readiness for Challenges: Partner businesses will be better prepared to face future challenges. Increased employee productivity and competence will make them more responsive to changes in the business environment; (8) Increased Profitability: Ultimately, all these positive implications can lead to increased profitability for partner businesses. Productive, competitive, and happy employees can be valuable assets in achieving business goals.

In developing future training activities and product production, there are opportunities to improve the quality and scope of the training. For example, involving more industry practitioners as guest speakers or collaborating with educational institutions or relevant organizations to provide more comprehensive programs. Technology and digital platforms can also be leveraged to enhance accessibility and efficiency in training implementation. Developing products or services related to training is another opportunity. For instance, providing online-accessible training materials or developing reference materials that participants can use after completing the training. By harnessing technology and innovation, the opportunities to expand the impact of productivity enhancement initiatives can be broader and more sustainable.

Furthermore, it is crucial to involve participants in developing future activities. By considering participant feedback and suggestions, the management team can continuously improve the design and delivery of the training, making it more relevant and effective in addressing the challenges faced by HR managers in the company. Regarding training content, the difficulty level can vary depending on the desired training objectives. If the product is

training material in a guidebook, video tutorials, or software, the production difficulty can range from developing informative and engaging content to testing and refining the product. It is important to ensure that these products meet the participants' needs and expectations and maintain a high level of quality.

Opportunities for future development of these products involve expanding into broader regional and international markets. By packaging training products professionally and reaching out to more companies, the opportunity to expand the positive impact on productivity enhancement can be realized. Additionally, leveraging advancements in information and communication technology, developing digital platforms for online training can be an attractive option. That can enable participants to access training materials flexibly and facilitate interaction among participants from different locations. Such platforms can also provide tools to measure and track participants' progress and provide access to additional resources and supporting content. Overall, productivity enhancement training for HR managers is essential in developing their skills and knowledge. This training can benefit participants and companies through lectures, case methods, and project-based learning. The training can be continuously improved through proper measurement and evaluation and have a broader and more sustainable impact on productivity enhancement.

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