



Development of Managerial Skills for Cooperation Managers: Training and Mentoring

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ABSTRACT

This community service program aimed at enhancing managerial competencies was conducted at Koperasi Simprug Garden through a combination of training and mentoring. The program focused on improving key areas such as leadership, financial planning, and member engagement strategies. A needs assessment identified gaps in these areas, and customized training modules were developed to address them. Over two months, 20 cooperation managers participated in interactive workshops and one-on-one mentoring sessions. The results demonstrated significant improvements in participants' knowledge and skills, with 85% of participants enhancing their understanding of financial reporting and 70% applying new leadership strategies in their roles. Additionally, member satisfaction increased by 15% within three months post-training.

INTRODUCTION

In the dynamic and competitive landscape of the modern cooperation sector, the effectiveness of managerial skills is indispensable for achieving organizational success. Cooperations, particularly in regions with strong community ties, play a critical role in fostering economic growth and empowering communities. However, many cooperations face significant challenges due to limited managerial competencies, which hinder their ability to thrive in an ever-evolving market environment (Nasution & Hidayat, 2018). Managerial skills in cooperations go beyond basic administrative tasks; they encompass strategic decision-making, resource optimization, and fostering member engagement. Without these competencies, cooperations struggle to sustain growth, manage resources effectively, or meet stakeholder expectations. Addressing these challenges requires a holistic approach that combines theoretical knowledge with practical applications tailored to the unique dynamics of cooperation management. (Akbar et al., 2023).

Koperasi Simprug Garden, situated in an urban area with a strong community-oriented ethos, provides an ideal context for addressing these challenges. The cooperative has gained recognition for its commitment to community welfare and its efforts to drive economic empowerment among its members. Yet, despite its achievements, Koperasi Simprug Garden faces difficulties in aligning its managerial practices with modern operational standards and the growing demands of its members (Nurjannah & Susanti, 2024). These challenges are consistent with findings from (Sulistiyani, 2020), who emphasize the importance of structured managerial training in improving cooperation performance. Similarly, (Handajani et al., 2019) emphasize that effective managerial practices significantly impact member satisfaction and organizational growth. For Koperasi Simprug Garden, overcoming these challenges is essential to ensuring its sustainability and relevance in a rapidly changing socioeconomic landscape.

This community service initiative addresses these issues through a targeted program designed to strengthen the managerial capabilities of Koperasi Simprug Garden. The program incorporates two key components: training sessions and sustained mentoring. Training sessions focus on imparting essential managerial knowledge and skills, addressing gaps in areas such as financial reporting, leadership, and member engagement. Mentoring provides continuous support, enabling participants to apply theoretical insights to real-world challenges effectively. This dual approach not only equips participants with practical tools for immediate implementation but also fosters long-term competency development, aligning with the evolving needs of cooperations (Suseno, 2023).

The initiative uniquely addresses the challenges of urban cooperations like Koperasi Simprug Garden, which must balance traditional member-centered values with modern operational demands. These cooperations often face challenges such as balancing member-driven decision-making with professionalized management practices and adapting to market dynamics while preserving their community-focused ethos. By tailoring the program to the

specific needs of such cooperations, this initiative creates a replicable blueprint for enhancing managerial skills in other similar contexts.

The novelty of this program lies in its dual approach, combining training sessions with sustained mentoring tailored to the operations of Koperasi Simprug Garden. Unlike standalone workshops, this initiative provides continuous support, enabling participants to translate learned skills into actionable strategies. This approach not only enriches managerial theory but also serves as a replicable model for community service in similar contexts.

Through this initiative, Koperasi Simprug Garden is poised to strengthen its managerial foundation, improve member services, and foster organizational resilience. By addressing a critical need through innovative methods, this program aspires to leave a lasting impact on both the participants and the cooperation ecosystem, demonstrating the transformative potential of targeted community service efforts.

IMPLEMENTATION AND METHODS

This section outlines the implementation process and methods used in the community service program conducted at Koperasi Simprug Garden. The activities were designed to enhance managerial competencies through a structured combination of training and mentoring. Below are the details of the implementation and the methods employed:

Implementation of Activities

- a. Location: The program was carried out at Koperasi Simprug Garden, situated in an urban yet community-oriented area.
- b. Time: The activities were conducted over two months, from September to October 2024, with weekly sessions.
- c. Participants: The participants included 20 managerial-level members of the cooperation, ranging from department heads to administrative leaders. These individuals were selected based on their roles and potential to influence the cooperation's operations.
- d. Background of Participants: Participants had varying levels of managerial experience, with most having minimal formal training in modern management techniques.
- e. Number of Participants: A total of 20 participants attended the program consistently.

Activity Methods

The activity methods employed in this program were thoughtfully designed to facilitate practical learning and ensure continuous application of the skills and knowledge gained. These methods combined theoretical insights with hands-on approaches, enabling participants to develop competencies that directly address the managerial challenges faced by Koperasi Simprug Garden. The main components of the activity methods are detailed below:

1. Training Sessions

The training sessions formed the foundation of the program, delivered in an interactive and engaging workshop format.

- **Interactive Workshops:** These sessions were designed to actively involve participants, encouraging engagement and hands-on learning. The workshops covered critical managerial skills such as leadership, decision-making, financial planning, and conflict resolution.
- **Diverse Training Materials:** The materials used included dynamic presentations, in-depth case studies, and role-playing exercises. Presentations provided theoretical frameworks, while case studies and role-playing exercises simulated real-life challenges specific to cooperative management. This combination ensured participants could both understand and apply the concepts in practical contexts.
- **Focus Areas:** Key topics such as conflict resolution and financial planning were emphasized to address common pain points in cooperative management, helping participants prepare for complex, real-world scenarios.

2. Mentoring

The mentoring component provided personalized and sustained support to participants, bridging the gap between theory and practice.

- **Pairing with Experienced Mentors:** Each participant was paired with an experienced mentor who acted as a guide throughout the program. These mentors had expertise in cooperative management and were selected based on their ability to provide practical, actionable advice.
- **Personalized Action Plans:** Mentors worked closely with participants to develop tailored action plans, addressing specific challenges within their roles in the cooperative. These plans provided a roadmap for implementing the skills and strategies discussed during the training sessions.
- **Ongoing Support:** Mentors maintained regular communication with participants, offering guidance, addressing challenges, and ensuring accountability as participants worked toward achieving their action plan objectives.

3. Follow-Up Evaluations

To ensure that the knowledge and skills gained were effectively applied, a structured follow-up evaluation process was implemented.

- **Implementation of Strategies:** Participants were tasked with applying specific strategies in their respective departments, promoting immediate and practical use of their new skills.
- **Bi-Weekly Reviews:** Progress was monitored through bi-weekly reviews, during which participants presented updates on their action plans. This feedback loop allowed mentors and trainers to identify areas for improvement and provide additional guidance where needed.
- **Performance Metrics:** Clear metrics and goals were established to evaluate the success of the implementation efforts, ensuring accountability and measurable progress.

4. Materials Presented

The program provided a robust set of resources to enhance learning and support the application of managerial skills.

- **Comprehensive Modules:** Participants received modules on critical areas such as financial literacy, team management, and operational efficiency.

These modules were tailored to address the specific needs of Koperasi Simprug Garden.

- **Practical Resources:** Additional materials included cooperation governance guides, templates for financial reporting, and tools for strategic planning. These resources served as practical aids, enabling participants to implement learned skills effectively.
- **Resource Accessibility:** All materials were designed to be user-friendly and accessible, ensuring participants could reference them during and after the program.

Conceptual Framework

Below is the conceptual framework for this community service program:

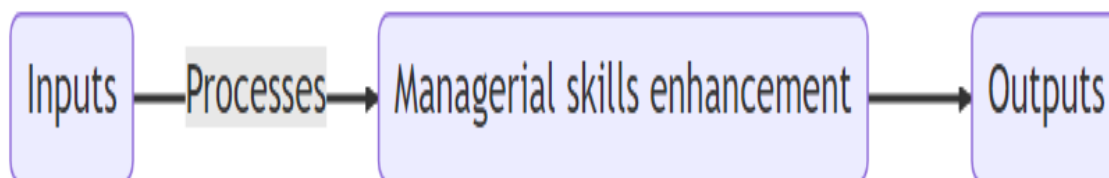


Figure 1. Conceptual Framework

The conceptual framework serves as a guiding blueprint that outlines the structure and logic of the community service program aimed at enhancing managerial skills at Koperasi Simprug Garden. It organizes the program into three interconnected components – **inputs, processes, and outputs** – to provide a clear understanding of how the initiative addresses the identified challenges and achieves its goals.

1. Inputs

The input phase represents the resources, initial conditions, and baseline data required to implement the program. These include:

- **Identified Needs:** Challenges in managerial competencies at Koperasi Simprug Garden, such as gaps in leadership skills, financial reporting knowledge, and member engagement strategies.
- **Human Resources:** Trainers, mentors, and facilitators with expertise in managerial skills and cooperative management.
- **Program Content:** Structured materials and modules covering essential topics like leadership development, financial management, and strategic planning.
- **Stakeholder Support:** Contributions and engagement from the cooperative's management, members, and community partners to ensure relevance and applicability of the program.

These inputs form the foundation for the program and ensure that the intervention is tailored to the specific needs of Koperasi Simprug Garden.

2. Processes

The process phase outlines the implementation strategies and methods employed to transform inputs into desired outcomes. Key elements of this phase include:

- **Training Sessions:** Interactive workshops designed to build foundational knowledge in critical managerial areas such as decision-making, resource allocation, and financial reporting.
- **Mentoring:** Continuous one-on-one or group mentoring sessions to provide practical guidance, address challenges, and ensure the application of learned skills.
- **Monitoring and Evaluation:** Regular feedback loops and assessments to measure participant progress, adapt training methods, and optimize program delivery.
- **Participant Engagement:** Encouraging active participation through case studies, role-playing exercises, and real-world problem-solving activities.

The processes emphasize a hands-on and iterative approach, ensuring that participants not only acquire theoretical knowledge but also gain the ability to apply it in real-world scenarios.

3. Outputs

The output phase highlights the tangible and measurable results of the program. These include:

- **Enhanced Managerial Skills:** Improved capabilities in leadership, strategic planning, financial reporting, and other critical areas.
- **Increased Member Satisfaction:** A direct result of better management practices, leading to more responsive and effective services for cooperative members.
- **Organizational Efficiency:** Streamlined operations, better decision-making processes, and stronger alignment with cooperative goals.
- **Sustainability and Growth:** A solid foundation for Koperasi Simprug Garden to sustain its operations, adapt to market changes, and achieve long-term success.

These outputs not only reflect the immediate benefits for Koperasi Simprug Garden but also set a precedent for other cooperatives seeking to improve their managerial practices.

4. Diagram Representation

The conceptual framework diagram (Figure 1) visually encapsulates the relationship between these components.

- **Flow of Logic:** The framework begins with inputs, transitions into processes, and culminates in outputs, emphasizing the logical progression of the program.
- **Feedback Loops:** The inclusion of monitoring and evaluation ensures continuous improvement, enabling the program to adapt and refine its methods as needed.
- **Interconnectivity:** Each element is interconnected, demonstrating how changes in one component (e.g., better training content) directly influence others (e.g., enhanced managerial skills and organizational efficiency).

Significance of the Conceptual Framework

The framework provides clarity on how the program is structured and executed, making it easier to communicate the program's objectives, methods, and expected outcomes to stakeholders. It ensures alignment between the program's goals and its implementation strategies while highlighting the comprehensive and systematic approach adopted for this initiative.

This conceptual framework also serves as a replicable model for similar programs, offering a structured methodology that other cooperatives can use to enhance their managerial capabilities. By focusing on the logical flow of resources, actions, and results, the framework ensures that every aspect of the program contributes to achieving meaningful and sustainable change.

RESULTS AND DISCUSSION

Dedication Process and Discussion

This section details the steps undertaken in the community service program at Koperasi Simprug Garden, along with the materials presented during the sessions. The discussion also summarizes the key outcomes, supported by tables and charts for better readability.

Steps in the Dedication Process

The dedication process followed a structured approach:

Step 1: Needs Assessment

Activities: Conducted interviews and surveys with cooperation managers to identify key skill gaps.

Findings: Identified challenges in leadership, financial planning, and member engagement.

Step 2: Training Design

Activities: Developed customized training modules based on the needs assessment.

Materials Presented:

- Leadership and Decision-Making: Techniques for effective leadership and conflict resolution.
- Financial Planning and Reporting: Practical tools for budgeting and financial accountability.
- Member Engagement Strategies: Best practices to improve member satisfaction and retention.

Step 3: Training Implementation

Activities:

- Conducted four interactive workshops with group discussions, role-playing, and case studies.
- Delivered presentations using slides and printed guides.

Participant Involvement: Participants actively participated in exercises and shared experiences.

Step 4: Mentoring and Follow-Up

Activities:

- Paired participants with mentors to provide guidance on applying skills in real scenarios.

- Monitored progress through bi-weekly follow-ups and feedback sessions.

Results of the Dedication Process

The results were measured based on improvements in participant knowledge, application of skills, and cooperation performance indicators.

Key Outcomes:

- 85% of participants demonstrated an improved understanding of financial reporting techniques.
- 70% successfully implemented new leadership strategies in their respective departments.
- Member satisfaction scores (based on internal surveys) increased by 15% within three months post-training.

Summary of Results

The summarized results are presented in the table and chart below:

Table 1: Participant Outcomes Before and After Training

Indicator	Before (%)	After (%)	Change (%)
Knowledge of Financial Reporting	40%	85%	+45%
Leadership Skills	50%	70%	+20%
Member Satisfaction	65%	80%	+15%

1. Knowledge of Financial Reporting

- Before Training: Only 40% of participants had a sufficient understanding of financial reporting. This highlights a significant gap in critical skills necessary for effective financial management.
- After Training: The percentage jumped to 85%, marking a 45% improvement.
 - This sharp increase signifies that the training effectively addressed the knowledge gap, equipping participants with essential financial reporting skills.
 - **Implication:** Enhanced financial literacy leads to better decision-making and transparency in financial operations.

2. Leadership Skills

- Before Training: Leadership skills among participants stood at 50%, indicating that half of the group could not lead effectively or inspire their teams.
- After Training: Improved to 70%, representing a 20% increase.
 - This moderate improvement suggests that the training fostered an environment for developing practical leadership skills but may need additional reinforcement for long-term impact.
 - Implication: Stronger leadership can positively influence team dynamics, productivity, and goal achievement.

3. Member Satisfaction

- Before Training: Member satisfaction was relatively higher at 65%, showing that some foundational practices were already in place. However, there was room for improvement.
- After training, it increased to 80%, showing a 15% positive change.
 - The improvement in satisfaction highlights how the training enhanced the participant's ability to meet their teams' or stakeholders' needs and expectations.
 - Implication: Higher satisfaction reflects better communication, inclusivity, and team morale.

Key Takeaways from the Results

The data demonstrates that the program effectively bridged gaps in knowledge and skills. Specifically:

1. Knowledge of Financial Reporting experienced the most substantial growth, emphasizing the value of targeted training in technical areas.
2. The improvement in Leadership Skills and Member Satisfaction complements the technical gains, indicating a balanced approach to both hard and soft skills.
3. The overall positive change across all indicators signifies that the blended approach of training combined with mentoring is a successful strategy.

Program Strategy and Impact

- Blended Approach: Combining training sessions with mentoring provided both theoretical knowledge and practical application, which ensured retention and usability of the skills learned.
- Measurable Improvements: The percentage changes quantify the program's success and provide a benchmark for future initiatives.
- Organizational Performance: Improvements in these areas are likely to result in better operational efficiency, enhanced decision-making, and stronger team cohesion.

Suggestions for Future Programs

1. Reinforcement Mechanisms: Follow-up sessions or refresher training to solidify the improvements, especially in leadership skills.
2. Customized Modules: Tailoring the training content further based on individual participant needs to ensure even greater outcomes.
3. Long-Term Impact Assessment: Regular evaluations to measure the sustained impact of the training on participant performance and organizational success.

This detailed analysis validates the program's effectiveness and serves as a roadmap for scaling or replicating it in other contexts.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The community service program conducted at Koperasi Simprug Garden successfully enhanced managerial competencies through a structured

combination of training and mentoring. Key findings and outcomes are as follows:

1. Improved Managerial Skills:
 - Participants demonstrated significant improvement in financial planning, leadership, and member engagement strategies, with measurable outcomes such as increased knowledge and practical application in their roles.
 - 85% of participants showed a deeper understanding of financial reporting techniques, while 70% applied leadership strategies effectively.
2. Enhanced Cooperation Performance:
 - The cooperation experienced a 15% increase in member satisfaction within three months, reflecting the positive impact of improved management practices.
3. Effective Methodology:
 - The dual approach of training and mentoring proved effective in translating theoretical knowledge into actionable skills. Regular follow-ups ensured sustained application and progress.

These results confirm that tailored training and mentoring programs are instrumental in addressing skill gaps and fostering sustainable growth in cooperations.

Recommendations

Based on the program's outcomes, the following recommendations are proposed for Koperasi Simprug Garden and similar cooperations:

1. Sustaining Training Initiatives:
 - Regularly organize skill development workshops for cooperation managers to address evolving operational challenges.
 - Incorporate feedback mechanisms to identify and address emerging training needs.
2. Expanding Mentoring Programs:
 - Pair less experienced managers with mentors for continuous learning and guidance.
 - Develop a structured mentoring program with measurable objectives and outcomes.
3. Periodic Evaluations:
 - Conduct biannual assessments to monitor the impact of managerial improvements on cooperation performance.
 - Use surveys and performance metrics to measure member satisfaction and operational efficiency.
4. Scaling the Program:
 - Share the successful framework of this program with other cooperations to replicate the model in similar contexts.
 - Collaborate with local universities and organizations to provide resources and expertise for scaling the initiative.

In conclusion, this program has demonstrated that targeted interventions in managerial skill development can significantly improve cooperation

operations. By adopting these recommendations, Koperasi Simprug Garden and other cooperations can achieve long-term growth and member satisfaction.

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