

HYBRID COMMUNITY EMPOWERMENT FOR INDONESIAN MIGRANT WORKERS: STRENGTHENING FINANCIAL AND ENTREPRENEURIAL CAPACITY IN MALAYSIA AND THAILAND

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Abstract

Indonesian migrant workers frequently encounter challenges related to financial preparedness, economic sustainability, and long-term post-employment planning while working abroad. These conditions highlight the importance of sustainable empowerment initiatives capable of strengthening adaptive economic resilience among migrant communities. This community service program aimed to develop a hybrid community empowerment model for Indonesian migrant workers in Malaysia and Thailand through integrated online and onsite mentoring activities. The program involved 42 participants and was implemented through several stages, including preliminary online counseling, onsite mentoring and empowerment sessions, and post-program virtual evaluation. The first implementation was conducted during September–October 2025, while the second program was carried out in March–May 2026. A participatory community assistance approach was applied using reflective discussion, collaborative mentoring, and sustainable monitoring mechanisms. The findings demonstrated increased participant awareness regarding financial literacy, entrepreneurial preparation, and adaptive economic management. The hybrid empowerment model also facilitated continuous interaction and participatory engagement despite geographical limitations. Furthermore, collaborative involvement between lecturers and students strengthened intercultural learning and community participation throughout the empowerment process. This program contributes to the development of sustainable transnational community empowerment practices by proposing an adaptive hybrid mentoring framework integrating digital communication and direct social engagement.

Keywords: Migrant Workers, Hybrid Empowerment, Community Assistance, Financial Literacy, Entrepreneurship, Economic Resilience

INTRODUCTION

International labor migration has become one of the most significant socioeconomic phenomena in developing countries during the last decade (Lin et al., 2025; Stark, 1991). Economic inequality, employment limitations, wage disparities, and globalization have encouraged millions of workers to seek employment opportunities abroad (United Nations, 2025). Indonesia remains one of the major labor-sending countries in Southeast Asia, with a considerable number of Indonesian migrant workers employed in various sectors across Asian countries, particularly Malaysia and Thailand (World Bank, 2022). Migrant workers contribute substantially to household welfare, remittance flows, and transnational economic activities

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(Anisa et al., 2026; Ding et al., 2024; Rashid & Lone, 2021).

Nevertheless, despite their important contribution, many migrant workers continue to experience challenges related to financial preparedness, economic sustainability, and long-term post-employment planning (Hamza et al., 2024; Lucas Oliveira Lima et al., 2025).

Economic vulnerability among migrant workers often emerges due to limited financial literacy, insufficient entrepreneurial preparation, and restricted access to sustainable economic mentoring programs (Prayitno & Noor, 2020). Many migrant workers prioritize short-term financial fulfillment without adequate preparation for long-term economic resilience after completing overseas employment (Lång et al., 2025; Umairah et al., 2026; Rashid & Lone, 2021). Consequently, reintegration into local economic systems frequently becomes difficult because migrant workers lack structured financial planning, adaptive entrepreneurial capacity, and sustainable income management strategies (Lehtimäki et al., 2026). Such conditions indicate that migrant empowerment initiatives should focus not only on temporary assistance but also on strengthening adaptive resilience and sustainable economic preparedness.

Beyond economic assistance, sustainable empowerment increasingly requires participatory engagement and continuous mentoring mechanisms capable of strengthening adaptive community resilience (Franco et al., 2021; Mayor & Ramos, 2020; Puspitasari et al., 2026). Community empowerment programs have gradually shifted from conventional one-time counseling activities toward more collaborative and participatory approaches, emphasizing long-term engagement and reflective learning processes (Creswell & Creswell, 2023). Sustainable empowerment, therefore, requires continuous interaction, mentoring, monitoring, and evaluation activities that enable participants to adapt practical knowledge into real economic and social contexts (Mayor & Ramos, 2020).

Digital transformation has also significantly influenced the implementation of community engagement and empowerment programs in recent years (Bagis et al., 2026; Secundo et al., 2020; Serpa et al., 2022). Hybrid approaches integrating online and offline interaction have become increasingly relevant, particularly in transnational community assistance contexts where geographical distance limits direct participation. Hybrid mentoring models provide flexibility, continuity of communication, and sustainable engagement opportunities while maintaining participatory interaction through onsite activities. These approaches also facilitate broader accessibility and adaptive communication between facilitators and participants despite spatial limitations.

Universities currently possess a strategic role in strengthening sustainable community empowerment through collaborative international engagement programs. Higher education institutions are encouraged not only to transfer academic knowledge but also to facilitate practical social empowerment involving lecturers, students, and community participation (Zuhaena et al., 2025). Community service activities integrating international collaboration and participatory mentoring may strengthen social learning, intercultural interaction, and adaptive

empowerment practices.

In addition, university-based community engagement initiatives may contribute to the development of sustainable transnational empowerment models capable of responding to global socioeconomic challenges.

Several recent studies have also emphasized the importance of adaptive resilience, financial empowerment, and entrepreneurial preparedness in supporting migrant worker sustainability (Zuhaena et al., 2025; Zuhaena & Sumatri, 2022). Empowerment initiatives integrating participatory mentoring, financial literacy, and sustainable economic preparation are increasingly important in strengthening migrant workers' long-term adaptive capacity. Nevertheless, many existing empowerment programs still rely heavily on short-term seminars without sustainable communication and monitoring mechanisms. Consequently, limited discussion remains regarding hybrid transnational empowerment frameworks integrating online counseling, onsite mentoring, and post-program reflective evaluation within migrant worker empowerment contexts.

Based on these conditions, this community service program aimed to develop a hybrid community empowerment model for Indonesian migrant workers in Malaysia and Thailand through integrated online counseling, onsite mentoring, and post-program evaluation activities. The program specifically focused on strengthening financial literacy, entrepreneurial awareness, adaptive resilience, and sustainable economic preparedness through collaborative international community engagement.

METHOD

Hybrid Community Empowerment Design

This community service program applied a participatory community assistance approach using a hybrid empowerment model integrating online and offline mentoring activities (Tri et al., 2025). The hybrid approach was selected to maintain sustainable communication and participatory interaction between facilitators and participants located in different countries. The empowerment design emphasized continuous engagement through preliminary online counseling, onsite participatory mentoring, reflective discussion, and sustainable virtual monitoring (Nurany et al., 2020; Shahid et al., 2023).

The implementation process adopted collaborative community engagement principles involving lecturers and students from the Faculty of Economics and Business, Universitas Wijayakusuma Purwokerto. The involvement of international and regular students strengthened intercultural interaction and participatory learning during the empowerment process. This collaborative approach enabled participants not only to receive mentoring and counseling but also to engage in reflective discussion and shared learning regarding financial preparedness and economic sustainability.

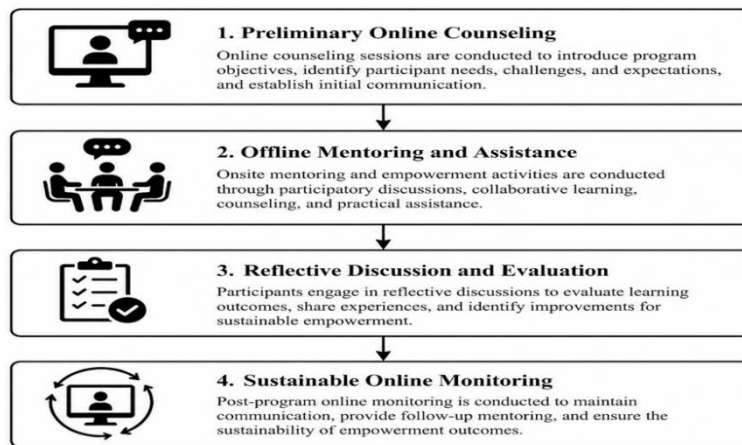


Figure 1. Hybrid Community Empowerment Framework

Participants

The participants consisted of 42 Indonesian migrant workers employed in Malaysia and Thailand. All participants were actively involved throughout the implementation process, including online counseling, onsite mentoring, participatory discussions, and evaluation sessions. The participants represented diverse educational, occupational, and economic backgrounds, creating varied perspectives regarding financial management, entrepreneurial preparedness, and adaptive economic resilience.

Participant involvement was based on willingness to participate in empowerment activities and active engagement as Indonesian migrant workers abroad. Their participation was considered important in strengthening collaborative discussion and reflective learning processes regarding sustainable economic preparation and post-employment resilience.

Stages of Program Implementation

The international community empowerment program was conducted through two major implementation periods in Malaysia and Thailand. Each implementation stage consisted of preliminary online counseling, onsite participatory mentoring, and post-program online evaluation activities. The preliminary online counseling sessions were conducted to introduce the objectives of the empowerment program, identify participant conditions, and establish communication between facilitators and participants. These sessions also functioned as an initial assessment process to identify participant expectations, economic concerns, and challenges encountered while working abroad.

The onsite mentoring activities served as the core empowerment process. During these sessions, participants engaged directly in counseling, participatory discussion, reflective sharing, and collaborative mentoring related to financial literacy, entrepreneurship, adaptive resilience, and

and sustainable economic preparation.

Following onsite implementation, post-program online evaluation sessions were conducted to maintain sustainable monitoring and communication between facilitators and participants.

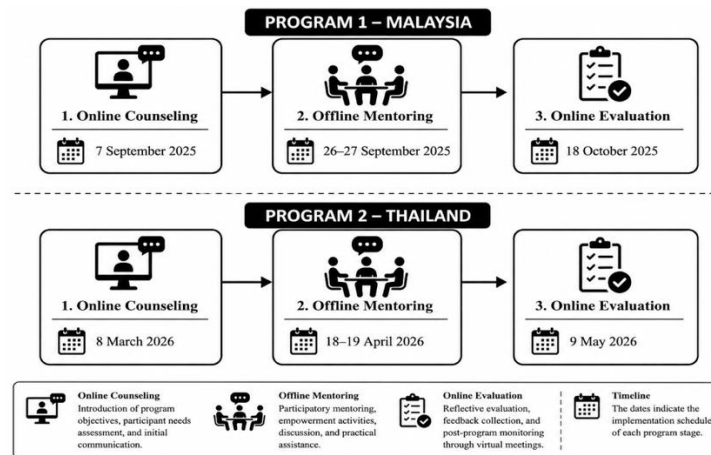


Figure 2. Stages of the International Community Assistance Program

Program Activities

The empowerment activities focused on strengthening participant understanding regarding financial literacy, sustainable income management, entrepreneurial awareness, and adaptive economic resilience. During the preliminary online counseling sessions, participants discussed various economic challenges encountered while working abroad, including financial uncertainty, limited entrepreneurial preparation, and concerns regarding long-term economic sustainability. These discussions became an important foundation for identifying participant needs and determining the focus of subsequent mentoring activities.

The onsite mentoring sessions emphasized participatory interaction and collaborative discussion rather than one-directional lecture-based activities. Participants were encouraged to share experiences related to financial management, economic adaptation, and future aspirations after completing overseas employment. Facilitators also provided mentoring regarding sustainable income management, entrepreneurial opportunities, adaptive resilience, and practical financial planning. Reflective discussion activities enabled participants to connect practical knowledge with their personal economic experiences and future preparation strategies.

The empowerment process additionally integrated intercultural and collaborative learning approaches through the involvement of lecturers, regular students, and international students. This collaborative engagement strengthened social interaction and broadened

participant perspectives regarding adaptive resilience and sustainable economic empowerment (Vandrevala et al., 2024). Supportive communication and participatory mentoring also encouraged participant confidence and active involvement throughout the empowerment process (Lysfjord & Skarstein, 2024).

Evaluation Method

Program evaluation was conducted using participatory observation, reflective discussion, participant feedback, and post-program virtual monitoring sessions (Shadowen et al., 2020). The evaluation process focused on identifying participant engagement, responses, understanding, and perceived benefits after participating in the empowerment activities. Reflective discussions during evaluation sessions also allowed participants to communicate their experiences, challenges, and perspectives regarding financial literacy, entrepreneurship, and sustainable economic preparation.

The post-program online evaluation sessions played an important role in maintaining sustainable communication between facilitators and participants despite geographical limitations (Sullivan et al., 2023). Through virtual monitoring activities, the implementation team was able to identify participant progress, strengthen mentoring continuity, and encourage ongoing reflective interaction after on-site implementation had been completed. This evaluation approach supported the sustainability of the empowerment process by ensuring that participants remained connected to collaborative mentoring networks beyond formal program implementation.

RESULTS AND DISCUSSION

Initial Conditions of Participants

The preliminary online counseling sessions revealed that many participants still experienced limitations regarding financial planning and long-term economic preparedness. Several participants primarily focused on fulfilling immediate household needs and supporting family members in Indonesia without structured financial strategies for future economic sustainability. Similar conditions have frequently been identified among migrant workers who prioritize short-term income generation due to economic pressure and employment uncertainty abroad (Prayitno & Noor, 2020).

The discussions also demonstrated that many participants had limited exposure to entrepreneurship and sustainable economic management concepts. Some participants expressed uncertainty regarding future economic preparation after returning to Indonesia, particularly related to entrepreneurial opportunities and adaptive resilience. These findings indicate that migrant workers require not only financial income but also sustainable empowerment support capable of strengthening long-term economic preparedness and

adaptive capacity (Merina et al., 2026).

In addition, geographical distance and demanding work conditions reduced participant access to structured empowerment activities. Several participants explained that previous empowerment programs they attended were generally limited to short seminars without continuous mentoring or follow-up communication. These conditions reinforced the importance of implementing a hybrid empowerment approach, integrating ongoing online interaction and participatory onsite mentoring activities (Zuhaena et al., 2024).

Implementation of Hybrid Empowerment Activities

The implementation of the hybrid empowerment model demonstrated strong participant engagement throughout both online and offline sessions. Preliminary online counseling activities became an important foundation for building communication and identifying participant expectations before onsite implementation. The flexibility of online interaction also enabled participants to communicate more openly regarding financial concerns, work-related challenges, and future aspirations.

During onsite mentoring sessions in Malaysia and Thailand, participants actively engaged in participatory discussions regarding financial planning, entrepreneurship, and sustainable economic preparation. The mentoring process created a collaborative learning atmosphere where participants exchanged experiences and practical strategies related to economic management while working abroad. This finding indicates that participatory mentoring activities may strengthen not only practical financial understanding but also long-term psychological readiness for sustainable economic adaptation among migrant workers.

The involvement of lecturers and students also contributed positively to the empowerment process. Participants perceived the mentoring activities as more interactive and supportive due to collaborative engagement between facilitators and participants. The presence of international students additionally strengthened intercultural communication and broadened participant perspectives regarding adaptive resilience and sustainable economic development.

The hybrid empowerment model further provided flexibility in maintaining mentoring continuity. Online interaction before and after onsite implementation enabled continuous communication despite geographical limitations. This finding supports previous perspectives emphasizing that hybrid community engagement approaches may strengthen sustainable empowerment practices within transnational community contexts (Stover et al., 2024; Zuhaena et al., 2025).

Participant Responses and Empowerment Outcomes

The evaluation process indicated positive participant responses toward the empowerment activities. Most participants expressed increased awareness regarding the

importance of financial planning, sustainable income management, and entrepreneurial preparation. Reflective discussions conducted during evaluation sessions demonstrated that participants perceived the activities as relevant to their economic conditions and future aspirations.

Several participants also showed increased motivation to begin planning small-scale entrepreneurial activities after completing overseas employment. Discussions regarding adaptive economic resilience encouraged participants to reconsider long-term economic sustainability rather than relying solely on overseas employment income. These findings suggest that participatory empowerment activities may strengthen both practical understanding and psychological motivation among migrant workers.

The supportive mentoring atmosphere additionally strengthened participant confidence during discussion sessions. Participants were encouraged to communicate economic concerns openly and exchange practical experiences with fellow migrant workers. Such interaction created a collaborative social environment supporting reflective learning and adaptive empowerment processes.

Furthermore, the post-program online evaluation sessions contributed significantly to maintaining sustainable engagement between facilitators and participants. Continued communication after onsite implementation enabled the empowerment process to remain active beyond formal program activities. This finding highlights the importance of continuous mentoring and monitoring within sustainable migrant worker empowerment initiatives.

Implications for Sustainable Migrant Worker Empowerment

This community service program demonstrates that hybrid empowerment models may become effective alternatives for strengthening sustainable transnational community engagement involving migrant workers. The integration of online counseling, onsite mentoring, reflective evaluation, and sustainable monitoring enabled continuous interaction and adaptive communication despite geographical limitations. Such an approach provides greater flexibility and sustainability compared with conventional short-term counseling activities.

The hybrid empowerment framework proposed in this program may also serve as an alternative model for transnational migrant assistance initiatives, particularly for communities with limited access to continuous mentoring and sustainable empowerment support. The findings emphasize that sustainable empowerment requires not only knowledge transfer but also participatory interaction, reflective engagement, and continuous communication capable of strengthening adaptive resilience among migrant communities.

The findings additionally highlight the strategic role of universities in strengthening participatory international community empowerment initiatives. Collaborative involvement between lecturers, students, and migrant worker communities contributed positively to the development of inclusive and adaptive empowerment practices. University-based community

engagement activities, therefore, possess significant potential to support sustainable social development through transnational collaborative empowerment.

In addition, this program highlights the importance of strengthening financial literacy, entrepreneurial awareness, and adaptive resilience among migrant workers. Sustainable empowerment should not merely focus on temporary knowledge transfer but also encourage long-term economic preparedness and reflective social learning. Consequently, future empowerment initiatives should prioritize sustainable mentoring mechanisms, participatory interaction, and continuous post-program monitoring to strengthen migrant worker resilience and economic sustainability.

CONCLUSION

This community service program successfully implemented a hybrid community empowerment model for Indonesian migrant workers in Malaysia and Thailand through integrated online and onsite mentoring activities. The empowerment process contributed positively to strengthening participant understanding regarding financial literacy, entrepreneurial awareness, adaptive resilience, and sustainable economic preparedness.

The findings indicate that hybrid empowerment approaches integrating online counseling, participatory onsite mentoring, reflective evaluation, and sustainable monitoring may strengthen participatory engagement and continuous communication despite geographical limitations. Continuous mentoring and collaborative interaction also played important roles in encouraging participant motivation, adaptive economic awareness, and sustainable learning processes among migrant workers.

This program further demonstrates the strategic role of universities in supporting sustainable transnational community empowerment through collaborative international engagement involving lecturers and students. The integration of digital communication and participatory onsite engagement demonstrates that sustainable empowerment among migrant communities requires adaptive interaction, continuous mentoring, and collaborative social support beyond conventional short-term community service activities.

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