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SUSTAINABLE ENTREPRENEURIAL EMPOWERMENT FOR INDONESIAN MIGRANT WORKERS IN THAILAND: A HYBRID COMMUNITY MENTORING APPROACH

Fatwa Zuhaena[1]*, Tri Esti Masita[2], Junivio Felix Da Silva Araujo[3], Dina Safitri[4], Anteng Febriana[5]

[1,2,4,5] Faculty of Economics and Business, Universitas Wijayakusuma Purwokerto

[3] Faculty of Engineering, Universitas Wijayakusuma Purwokerto

Corresponding author: fatwazuhaena@unwiku.ac.id

Abstract

Entrepreneurial preparedness has become increasingly important for Indonesian migrant workers as part of sustainable post-employment economic adaptation. Many migrant workers experience uncertainty regarding future economic opportunities after completing overseas employment due to limited entrepreneurial knowledge, business readiness, and sustainable mentoring access. This community service program aimed to strengthen entrepreneurial awareness and adaptive economic resilience among Indonesian migrant workers in Thailand through a hybrid community mentoring approach integrating online and onsite empowerment activities. The program involved Indonesian migrant workers participating in preliminary online counseling, onsite participatory mentoring, and post-program virtual evaluation sessions conducted between March and May 2026. A participatory empowerment approach was applied through collaborative mentoring, reflective discussion, entrepreneurial counseling, and sustainable monitoring activities. The findings demonstrated increased participant awareness regarding entrepreneurship, small-business opportunities, adaptive financial planning, and long-term economic sustainability. Participants also showed stronger motivation to develop future entrepreneurial initiatives after returning to Indonesia. Furthermore, the hybrid mentoring model facilitated continuous interaction and participatory engagement despite geographical limitations. This program contributes to the development of sustainable migrant empowerment practices through an adaptive hybrid entrepreneurial mentoring framework integrating digital communication and collaborative social engagement.

Keywords: *Migrant Workers, Entrepreneurial Empowerment, Hybrid Mentoring, Adaptive Resilience, Community Engagement, Sustainable Entrepreneurship*

INTRODUCTION

International labor migration has become an important socioeconomic strategy for many individuals seeking improved economic opportunities abroad. In Indonesia, migrant workers contribute significantly to household welfare, remittance circulation, and transnational labor mobility within Southeast Asia (United Nations, 2022) Among several destination countries, Thailand has become one of the locations where Indonesian migrant workers engage in various employment sectors while attempting to improve economic conditions for their families.

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Nevertheless, despite the financial opportunities gained through overseas employment, many migrant workers continue to encounter challenges related to long-term economic sustainability after completing their employment contracts.

One of the major challenges experienced by migrant workers involves limited entrepreneurial preparedness and uncertainty regarding post-employment economic adaptation. Many migrant workers depend heavily on temporary overseas income without sufficient preparation for future economic independence after returning to Indonesia (Dahles & Prabawa, 2024). In many cases, migrant workers possess limited access to entrepreneurial mentoring, business planning knowledge, and adaptive economic empowerment initiatives capable of supporting long-term sustainability. Consequently, economic vulnerability often re-emerges after overseas employment ends due to the absence of sustainable economic preparation.

Entrepreneurial empowerment has increasingly become an important approach in strengthening adaptive economic resilience among migrant communities. Entrepreneurship not only provides alternative income opportunities but also encourages adaptive capacity, self-reliance, and long-term economic sustainability (Bagis et al., 2024; Chen, 2024; Hamdi et al., 2023). Several recent studies have emphasized that sustainable entrepreneurial empowerment requires participatory mentoring, reflective learning, and collaborative engagement rather than one-time counseling activities alone (Bagis & Adawiyah, 2022; Dushkova & Ivlieva, 2024). Sustainable empowerment therefore requires continuous interaction capable of strengthening both practical entrepreneurial understanding and psychological readiness among participants.

Digital transformation has also influenced the implementation of community empowerment programs in recent years. Hybrid mentoring approaches integrating online and offline interaction have become increasingly relevant in transnational empowerment contexts where geographical distance limits continuous communication. Hybrid community mentoring enables sustainable interaction, broader accessibility, and adaptive communication while maintaining participatory engagement through onsite activities. Such approaches are particularly important for migrant worker communities who frequently encounter limited access to long-term empowerment support while working abroad.

Universities currently possess an increasingly strategic role in strengthening sustainable entrepreneurial empowerment through participatory community engagement initiatives. Higher education institutions are encouraged not only to provide academic knowledge but also to facilitate practical empowerment activities involving lecturers, students, and community collaboration (Merina et al., n.d.; Mustanir et al., 2025; Puspitasari et al., 2026). Community engagement integrating participatory mentoring and international collaboration may strengthen social learning processes, adaptive entrepreneurial perspectives, and sustainable empowerment practices among migrant communities.

Several recent studies have also highlighted the importance of adaptive resilience, entrepreneurial preparedness, and sustainable empowerment in strengthening long-term migrant worker welfare (Ma et al., 2018; Prana Hardayu et al., 2026; Weng & Wang, 2024). Nevertheless, many community empowerment programs targeting migrant workers remain dominated by short-term seminars without sustainable monitoring and mentoring mechanisms.

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Consequently, discussion regarding hybrid entrepreneurial mentoring frameworks integrating online counseling, onsite mentoring, and post-program evaluation within migrant worker empowerment contexts remains relatively limited. Based on these conditions, this community service program aimed to strengthen entrepreneurial awareness and adaptive economic resilience among Indonesian migrant workers in Thailand through a hybrid community mentoring approach integrating online counseling, onsite participatory mentoring, and post-program evaluation activities.

METHOD

Hybrid Entrepreneurial Mentoring Design

This community service program applied a participatory entrepreneurial empowerment approach using a hybrid mentoring model integrating online and onsite community engagement activities. The hybrid mentoring design was selected to maintain sustainable communication and participatory interaction between facilitators and migrant worker participants despite geographical limitations. The empowerment framework emphasized continuous mentoring through preliminary online counseling, onsite participatory discussion, reflective evaluation, and sustainable virtual monitoring.

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, participatory learning, and collaborative mentoring throughout the empowerment process. Participants were therefore encouraged not only to receive entrepreneurial counseling but also to engage actively in reflective discussion and collaborative learning regarding future economic sustainability.

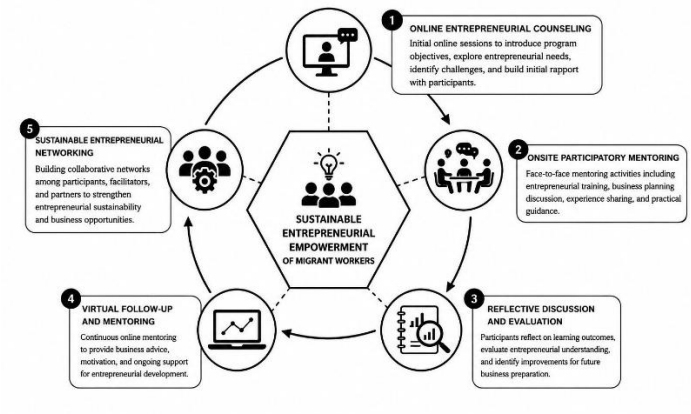


Figure 1. Hybrid Entrepreneurial Mentoring Framework

Participants

The participants consisted of Indonesian migrant workers employed in Thailand who actively participated throughout all empowerment stages. Participants were involved in online counseling, onsite mentoring, participatory discussion, entrepreneurial reflection sessions, and post-program evaluation activities.

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The participants represented diverse educational and occupational backgrounds, creating varied perspectives regarding entrepreneurship, financial preparedness, and future economic adaptation. Participant involvement was based on willingness to participate actively in entrepreneurial empowerment activities and collaborative mentoring sessions. Their participation was considered important in strengthening reflective learning and adaptive entrepreneurial awareness among migrant worker communities.

Stages of Program Implementation

The community mentoring program was conducted through several integrated stages between March and May 2026. The first stage involved preliminary online counseling conducted on 8 March 2026. This session aimed to introduce the objectives of the empowerment program, identify participant conditions, and discuss challenges related to entrepreneurial preparation and future economic sustainability.

The second stage consisted of onsite participatory mentoring activities conducted on 18–19 April 2026 in Thailand. During these activities, participants engaged directly in collaborative discussion, entrepreneurial counseling, reflective sharing, and mentoring related to adaptive entrepreneurship, business opportunities, financial planning, and sustainable economic preparation.

The final stage involved post-program online evaluation conducted on 9 May 2026. This session aimed to maintain sustainable communication between facilitators and participants while evaluating participant responses, entrepreneurial awareness, and reflective understanding after participating in the empowerment activities.

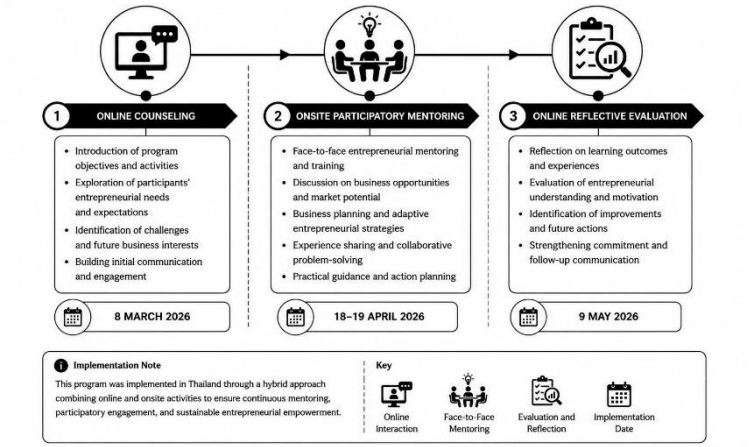


Figure 2. Stages of Entrepreneurial Community Mentoring Program in Thailand

Program Activities

The entrepreneurial empowerment activities focused on strengthening participant understanding regarding entrepreneurship, adaptive business opportunities, sustainable economic planning, and post-employment resilience. During preliminary online counseling sessions, participants discussed various economic concerns experienced while working abroad, including uncertainty regarding future employment, limited entrepreneurial preparation, and concerns about long-term economic independence after returning to Indonesia.

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The onsite mentoring sessions emphasized participatory and collaborative learning processes rather than one-directional counseling activities. Participants were encouraged to share personal experiences, future aspirations, and economic concerns related to entrepreneurial preparation. Facilitators also provided practical mentoring regarding entrepreneurial opportunities, adaptive business planning, sustainable income management, and financial preparedness. Reflective discussion activities allowed participants to connect entrepreneurial concepts with practical economic realities encountered during overseas employment.

The empowerment process additionally integrated intercultural and collaborative engagement approaches through the involvement of lecturers, regular students, and international students. This collaborative interaction strengthened social learning processes, broadened participant perspectives regarding entrepreneurship, and encouraged active involvement throughout the mentoring process. Supportive communication and reflective discussion also contributed positively to participant confidence and adaptive entrepreneurial motivation.

Evaluation Method

Program evaluation was conducted using participatory observation, reflective discussion, participant feedback, and post-program virtual monitoring activities. The evaluation process focused on identifying participant responses, entrepreneurial awareness, adaptive understanding, and perceived benefits after participating in the mentoring activities. Reflective evaluation sessions additionally allowed participants to communicate their perspectives regarding entrepreneurial preparation and future economic sustainability.

The online post-program monitoring activities also played an important role in maintaining sustainable communication between facilitators and participants despite geographical limitations. Through virtual interaction and reflective discussion, the implementation team was able to monitor participant engagement, strengthen mentoring continuity, and encourage sustainable entrepreneurial motivation after onsite implementation had ended. This evaluation approach supported the sustainability of the empowerment process by ensuring continuous interaction beyond formal mentoring sessions.

RESULTS AND DISCUSSION

Initial Entrepreneurial Conditions of Participants

The preliminary online counseling sessions revealed that many participants still experienced uncertainty regarding entrepreneurial preparation and future economic adaptation after overseas employment. Several participants expressed concerns regarding limited business knowledge, financial planning, and confidence in developing entrepreneurial activities after returning to Indonesia. Similar conditions have frequently been identified among migrant workers who rely heavily on overseas employment income without structured preparation for long-term economic sustainability (Bagis & Umairoh, 2026; Prana Hardayu et al., 2026; Prasetyo et al., 2023).

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The discussions also demonstrated that many participants possessed entrepreneurial interest but lacked sufficient mentoring and practical guidance regarding adaptive business opportunities. Some participants indicated that previous empowerment programs they attended focused primarily on short-term counseling without continuous mentoring or reflective engagement. These conditions reinforced the importance of sustainable entrepreneurial empowerment capable of strengthening both practical understanding and adaptive psychological readiness among migrant workers.

In addition, geographical distance and demanding work conditions reduced participant access to participatory entrepreneurial mentoring activities. Consequently, many participants experienced limited opportunities to discuss future entrepreneurial preparation and economic adaptation within supportive learning environments(Bagis, Adawiyah, & Sudjadi, 2026; Zuhaena & Sumatri, 2022).

Implementation of Hybrid Entrepreneurial Mentoring

The implementation of the hybrid mentoring model demonstrated strong participant engagement throughout both online and onsite activities. Preliminary online counseling sessions became an important foundation for establishing communication, identifying participant expectations, and encouraging reflective discussion regarding entrepreneurial preparation and future aspirations.

During onsite mentoring activities in Thailand, participants actively engaged in collaborative discussion and participatory entrepreneurial mentoring. The mentoring process created an interactive learning atmosphere where participants exchanged experiences, discussed business opportunities, and reflected on future economic preparation strategies. This finding indicates that participatory entrepreneurial mentoring may strengthen not only practical business understanding but also adaptive psychological readiness for long-term economic sustainability among migrant workers (Bagis, Adawiyah, Pramuka, et al., 2026; Surveyandini et al., 2022).

The involvement of lecturers and students also contributed positively to the mentoring atmosphere. Participants perceived the activities as more interactive, supportive, and adaptive due to collaborative engagement between facilitators and participants. Furthermore, the presence of international students strengthened intercultural interaction and broadened participant perspectives regarding entrepreneurship and adaptive resilience.

The hybrid mentoring model additionally enabled continuous communication before and after onsite implementation. Sustainable online interaction strengthened mentoring continuity and facilitated reflective engagement despite geographical limitations. These findings support previous perspectives emphasizing the importance of hybrid community engagement approaches in strengthening sustainable empowerment practices among transnational communities (Bao et al., 2022; Mahfirah et al., 2024)

Participant Responses and Entrepreneurial Outcomes

The evaluation process indicated positive participant responses toward the entrepreneurial mentoring activities. Most participants expressed increased awareness regarding entrepreneurship, adaptive business opportunities, and sustainable financial planning.

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Reflective discussion sessions demonstrated that participants perceived the activities as relevant to their future economic conditions and long-term aspirations after overseas employment. Several participants additionally showed stronger motivation to begin preparing small-scale entrepreneurial initiatives after returning to Indonesia. Discussions regarding adaptive resilience and economic independence encouraged participants to reconsider long-term sustainability beyond temporary overseas employment income. These findings suggest that participatory entrepreneurial mentoring activities may strengthen both practical entrepreneurial understanding and psychological motivation among migrant workers.

The supportive mentoring atmosphere also contributed positively to participant confidence during discussion sessions. Participants were encouraged to communicate entrepreneurial concerns openly and exchange practical experiences with fellow migrant workers. Such collaborative interaction strengthened reflective learning processes and adaptive entrepreneurial perspectives among participants.

Furthermore, post-program online evaluation activities contributed significantly to maintaining sustainable engagement between facilitators and participants. Continuous communication after onsite mentoring enabled the empowerment process to remain active beyond formal program implementation. This finding emphasizes the importance of sustainable mentoring and continuous interaction within entrepreneurial empowerment initiatives targeting migrant communities.

Implications for Sustainable Entrepreneurial Empowerment

This community service program demonstrates that hybrid entrepreneurial mentoring models may become effective alternatives for strengthening sustainable empowerment practices among migrant worker communities. The integration of online counseling, onsite participatory mentoring, reflective evaluation, and sustainable virtual monitoring enabled continuous interaction and adaptive communication despite geographical limitations.

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

The findings additionally emphasize the strategic role of universities in supporting sustainable entrepreneurial empowerment through collaborative international community engagement initiatives. Participatory involvement between lecturers, students, and migrant worker communities contributed positively to the development of inclusive and adaptive empowerment practices capable of supporting long-term economic sustainability.

In addition, this program highlights the importance of strengthening entrepreneurial awareness, adaptive resilience, and sustainable economic preparedness among migrant workers. Future empowerment initiatives should therefore prioritize sustainable mentoring mechanisms, collaborative engagement, and continuous post-program monitoring to strengthen entrepreneurial motivation and adaptive economic capacity among migrant communities.

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CONCLUSION

This community service program successfully implemented a hybrid entrepreneurial mentoring model for Indonesian migrant workers in Thailand through integrated online counseling, onsite participatory mentoring, and post-program evaluation activities. The empowerment process contributed positively to strengthening participant awareness regarding entrepreneurship, adaptive business opportunities, sustainable financial planning, and long-term economic preparedness.

The findings indicate that hybrid entrepreneurial mentoring approaches integrating participatory engagement, reflective discussion, and sustainable virtual monitoring may strengthen continuous communication and adaptive learning despite geographical limitations. Continuous mentoring and collaborative interaction additionally played important roles in encouraging entrepreneurial motivation and adaptive resilience among migrant workers.

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

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