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Human Resource Development Strategy to Support Digital Transformation in MSME Kedai Umi by Mirah Gianyar

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Abstract

This research is motivated by the importance of human resource (HR) development in supporting digital transformation within the Micro, Small, and Medium Enterprises (MSMEs) sector. Kedai Umi by Mirah Gianyar was selected as the research object because it has implemented various digital platforms in its marketing and business development activities. This study aims to analyze the challenges faced by human resources in using digital platforms, the implementation of digital platforms in enhancing MSME growth, and the HR development strategies applied to support business digitalization. The research employed a descriptive qualitative approach with a case study strategy. The sampling technique used was purposive sampling involving six informants consisting of the business owner, employees, and MSME actors. Data were collected through observation, semi-structured interviews, and documentation, then analyzed using NVivo software through coding, categorization, visualization, and data interpretation processes. The findings indicate that the main challenges of digitalization lie in limited digital literacy, disparities in capabilities among MSME actors, and dependence on the core team in managing digital platforms. The implementation of digital platforms through Shopee, Instagram, TikTok, and WhatsApp has contributed to market expansion and business promotion improvement, although online sales contributions are still not dominant. HR development strategies were carried out through basic training, gradual mentoring, learning by doing, independent learning through digital media, strengthening the digital team structure, performance-based motivation systems, and the integration of offline and online business strategies. This study shows that HR development based on

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capacity building and experiential learning is an important factor in supporting the sustainability of MSME digitalization.

Keywords: Human Resource Development, Digital Platform, Kedai Umi by Mirah Gianyar.

INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) have a strategic role in supporting regional economic growth because their existence is able to create economic activity in the community, open up employment opportunities, and become a means of developing local potential.(Pakpahan, 2025)In recent years, the development of MSMEs has been influenced not only by production capacity and product quality, but also by the ability of business actors to adapt to changes in the increasingly digitalized business environment.(Sifwah et al., 2024)The development of information technology has changed the pattern of interaction between business actors and consumers, where marketing no longer only relies on direct sales activities, but also develops through various digital platforms such as marketplaces and social media.(Amali et al., 2025).

Digital transformation offers significant opportunities for MSMEs to expand their marketing reach, improve consumer access, and build broader market relationships. However, the implementation of digital technology within MSMEs does not always run optimally. Utilizing digital platforms requires human resource (HR) readiness, including digital literacy, social media management skills, content creation, and digital-based marketing strategies.(Ananta et al., 2024)Thus, the success of MSME digitalization is determined not only by the availability of technology, but also by the ability of business actors to manage and utilize that technology effectively.

Gianyar Regency is one of the areas in Bali with strong economic activity, particularly in business sectors related to trade, local creativity, tourism, and community-based industries. This makes MSMEs a crucial sector in supporting the regional economy. Based on data from Gianyar Regency in Figures for 2019,2026The MSME sector, a key component of the community's economic activity, has experienced significant growth. The number of MSMEs in Gianyar Regency increased from 1,223 in 2022 to 1,668 in 2023, then to 2,060 in 2024 and to 2,490 in 2025. This increase demonstrates the continued growth of community business activity and the dynamic local economy of Gianyar Regency.

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The growth in the number of businesses also demonstrates that MSMEs face increasingly complex competition. The growth in the number of business units requires not only the ability to produce quality products but also the ability to market adaptively to changes in consumer behavior.(Septiani et al., 2026)Consumers today are increasingly using digital technology to search for product information, compare options, and even make transactions. Therefore, utilizing digital platforms is a crucial strategy that MSMEs need to develop to maintain business sustainability.

One of the MSMEs in Gianyar Regency that has undergone the digital adaptation process is Kedai Umi by Mirah Gianyar. Kedai Umi by Mirah Gianyar is a forum or bridge for MSME actors which is a collaboration between the Government Center (PIP) and the Orange UNPAD Business Incubator Center which aims to encourage MSME growth by providing an integrated business space. By Mirah is a member of the Honest Main Mandiri Savings and Loans Cooperative and took out a PIP loan from the cooperative which is a loan funded by the ministry. Kedai Umi is a business engaged in the local product sector by accommodating various MSME products and marketing through several digital platforms. In its development process, Kedai Umi has begun to utilize platforms such as Shopee, Instagram, TikTok, and WhatsApp as a means of introducing products, building communication with consumers, and opening wider marketing opportunities.

However, the implementation of a digital platform at Kedai Umi by Mirah Gianyar has not completely changed marketing patterns and consumer transaction behavior, which are still dominated by direct sales. Based on sales data from January to March 2026, offline sales activity showed stable growth and remained the primary source of business revenue. This can be seen in Table 1.1 below:

Table 1 Umi Shop Sales Data for January-March 2026

Period	Offline (Transaction)	Offline Turnover (Rp)
January	142	59,390,000
February	148	60,830,000
March	155	62,840,000
Total	**445**	**183,060,000**

Based on this data, from January to March 2026, Kedai Umi by Mirah Gianyar recorded a total of 445 offline transactions with a total turnover of Rp183,060,000. The

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number of transactions and turnover indicates an increasing trend in direct sales activity, from 142 transactions in January to 155 transactions in March. This condition indicates that although digital platforms have begun to be utilized as part of the marketing strategy, direct transactions still play a dominant role in supporting business growth.

This phenomenon demonstrates that the digital transformation process in MSMEs is not solely related to the availability of technology or the use of various digital platforms, but also to the ability of human resources to manage and optimize said technology. Utilizing digital platforms requires skills in creating marketing content, managing communications with consumers, understanding digital market behavior, and leveraging available features to impact business development.

Thus, the implementation of digitalization in MSMEs does not automatically result in increased business growth without the readiness of human resources as the primary managers. Limited digital capabilities can result in platforms being used solely as promotional tools without being developed into effective marketing strategies. Therefore, it is important to examine how human resource development strategies are implemented to support the use of digital platforms to boost MSME growth at Kedai Umi by Mirah Gianyar.

LITERATURE REVIEW

Human Resources in MSME Development

Human resources (HR) are a strategic factor that determines an organization's success in achieving business goals, including in the Micro, Small, and Medium Enterprises (MSMEs) sector. In the modern economic context, HR is no longer viewed merely as a workforce, but rather as an organizational asset possessing the abilities, skills, creativity, and knowledge that can create added value for the business. According to Armstrong (2020), "human resource management is concerned with all aspects of how people are employed and managed in organizations" (p. 6). This statement indicates that HR management encompasses all activities related to developing individual capacity to enable them to make optimal contributions to the organization.

In the MSME sector, the quality of human resources significantly influences a business's ability to navigate changes in the business environment. Businesses with high competency tend to be more adaptable to technological developments, changes in consumer behavior, and market dynamics. Pakpahan (2025) explains that human resource development in MSMEs can increase productivity, innovation, and

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competitiveness by enhancing technical and managerial skills. Therefore, human resource development is a long-term investment that can support business sustainability.

Furthermore, human resource development in MSMEs is not limited to formal education, but also through training, mentoring, coaching, and experiential learning. This approach is crucial because most MSMEs have limited access to formal business education. Therefore, improving human resource capacity is a key foundation for supporting MSME growth, particularly in the era of digital transformation, which requires a high level of adaptability to technological and market changes.

Digital Transformation in MSMEs

Digital transformation is the process of organizational change through the use of digital technology to increase efficiency, effectiveness, and added value for businesses. In the MSME sector, digital transformation is a crucial strategy in facing increasingly competitive business conditions. Digital technology enables MSMEs to expand their markets, improve service quality, and create more flexible business models. Kotler et al. (2021) state that "technology should be used to create value for humanity and improve customer experiences" (p. 12). This statement emphasizes that digitalization is not simply the use of technology, but a process of value creation oriented towards customer needs.

Digital transformation in MSMEs can be realized through the use of marketplaces, social media, digital communication applications, and various other internet-based platforms. The presence of digital technology allows businesses to reach consumers without geographical boundaries, thereby expanding marketing and sales opportunities. However, the implementation of digital transformation is not always optimal. Many MSMEs still face obstacles such as limited infrastructure, low digital literacy, and a lack of ability to utilize technology strategically.

According to Amali et al. (2025), the success of digital transformation in MSMEs is greatly influenced by the readiness of human resources to manage the technology used. Adopting technology without adequate human resource capabilities often results in digitalization being merely administrative and unable to significantly improve business performance. Therefore, digital transformation must be understood as a process that simultaneously involves changes in technology, organizational culture, and human resource competencies to generate sustainable benefits for MSMEs.

Human Resource Development in Support of Digitalization

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The success of digital transformation depends heavily on the quality of the human resources managing the technology. Human resource development is a strategic step to ensure that individuals possess the competencies needed to meet the demands of the digital era. Dessler (2020) explains that "employee development consists of learning activities that help employees grow their abilities and prepare them for future responsibilities" (p. 247). This definition demonstrates that human resource development aims to enhance individual capabilities to meet current and future work challenges.

In the context of MSME digitalization, human resource development includes improving digital literacy, social media skills, marketplace management, customer data analysis, and digital communication skills. These competencies are crucial as marketing and customer service activities are increasingly conducted through digital platforms. Setiawan and Dewi (2023) stated that digital marketing training can improve MSMEs' ability to utilize social media as a means of promotion and interaction with consumers.

In addition to formal training, human resource development can also be achieved through experiential learning methods. Kolb (2015) states that "learning is the process by which knowledge is created through the transformation of experience" (p. 49). This approach allows individuals to gain knowledge directly through practical use of technology in daily business activities. Thus, human resource development is a crucial instrument in building digital capacity that can support the success of sustainable digital transformation of MSMEs.

Digital Platforms as a Means of MSME Development

Digital platforms are technology-based media that enable businesses to conduct marketing, communication, transactions, and manage customer relationships more effectively. In recent years, the use of digital platforms such as Shopee, Instagram, TikTok, and WhatsApp has become increasingly popular among MSMEs due to their ability to expand market access and increase product visibility. Chaffey and Ellis-Chadwick (2022) define digital marketing as "the application of digital media, data, and technology integrated with traditional communications to achieve marketing objectives" (p. 12).

Utilizing digital platforms offers various benefits for MSMEs, including increasing marketing reach, accelerating transaction processes, and simplifying communication with customers. Shopee, as a marketplace, offers integrated transaction and logistics features, while Instagram and TikTok serve as visual-based promotional platforms that are effective

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in building brand awareness. Meanwhile, WhatsApp enables more personalized and responsive communication with consumers.

According to Santoso et al. (2024), optimal use of digital platforms can increase the competitiveness of MSMEs by providing access to a wider market at a relatively low cost. However, the effectiveness of digital platforms depends heavily on the ability of business actors to manage content, understand platform algorithms, and build customer interactions. Therefore, the existence of digital platforms needs to be supported by adequate human resource competencies to significantly impact business growth and sustainability.

Digital Literacy and the Challenges of Digitalization of MSMEs

Digital literacy is an individual's ability to effectively access, understand, evaluate, and utilize information obtained through digital technology. In the era of digital transformation, digital literacy has become a fundamental competency that MSMEs must possess to compete in an increasingly digitalized business environment. Gilster (2019) explains that digital literacy relates not only to the ability to use technology but also to the ability to think critically when managing digital information.

Despite the increasing use of digital technology, many MSMEs still face various challenges in the digitalization process. These challenges include low technological proficiency, limited access to digital training, a lack of understanding of digital marketing, and resistance to change. Sifwah et al. (2024) found that limited resources and readiness to adapt to technology are the main obstacles to implementing digital marketing in MSMEs.

In addition to individual factors, digitalization challenges can also stem from organizational and external factors. Lack of managerial support, budget constraints, and increasingly fierce competition on digital platforms can hinder the success of digital transformation. Therefore, improving digital literacy needs to be done continuously through training programs, mentoring, and independent learning. By increasing digital literacy, MSMEs will be better able to utilize technology as a strategic tool to increase competitiveness and business sustainability in the digital era.

RESEARCH METHODE

This research uses a descriptive qualitative approach with a case study strategy to gain a deep understanding of human resource development strategies in supporting digital transformation at the Kedai Umi by Mirah Gianyar MSME. The qualitative approach

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was chosen because it is able to comprehensively explore social phenomena based on the experiences, perceptions, and interactions of informants involved in the business digitalization process. According to Sugiyono (2013), qualitative research is used to examine the natural conditions of objects, where the researcher acts as the main instrument in the data collection and analysis process. This approach is considered appropriate for identifying challenges, practices, and strategies for human resource development in the context of MSME digital transformation.

The informant selection technique used purposive sampling, which is the deliberate selection of informants based on specific considerations relevant to the research objectives. The research informants consisted of business owners, employees, and MSMEs involved in the use of the digital platform at Kedai Umi by Mirah Gianyar. Data collection was conducted through non-participatory observation, semi-structured interviews, and documentation. According to Creswell and Creswell (2018), the use of various data collection techniques allows researchers to obtain richer and more in-depth information about the phenomenon being studied.

Data analysis was conducted using NVivo software to assist with the organization, coding, theme categorization, and interpretation of research data. Lukiyana et al. (2024) explain that NVivo is a qualitative data analysis tool that can help researchers systematically manage data and produce visualizations of relationships between research themes. Data validity was tested through source and method triangulation to increase the credibility and validity of research findings. With this approach, this research is expected to produce a comprehensive picture of human resource development strategies in supporting digital transformation in MSMEs.

RESULTH AND DISCUSSION

Kedai Umi by Mirah Gianyar is a business that serves as an integrated business space for local MSMEs to introduce and market their products to the wider community. Kedai Umi serves not only as a place for buying and selling transactions but also as a collaborative platform between MSMEs and business managers to support local product development. Through this concept, Kedai Umi serves as an effort to empower MSMEs by providing a more organized marketing space.

In its operations, Kedai Umi by Mirah Gianyar markets a variety of local products. The products available range from sandals, accessories, milk pies, handicrafts, and various other creative products. This product diversity demonstrates that Kedai Umi isn't

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focused solely on one type of business but rather serves as a gathering place for various MSMEs with diverse product characteristics.

In addition to providing direct marketing space, Kedai Umi by Mirah Gianyar is also adapting to technological developments by utilizing digital platforms as part of its marketing strategy. Utilizing digital media is one way to adapt to changing consumer behavior and the development of modern marketing systems. However, implementing this requires skilled human resources capable of managing technology, developing digital marketing strategies, and optimizing the various available features..

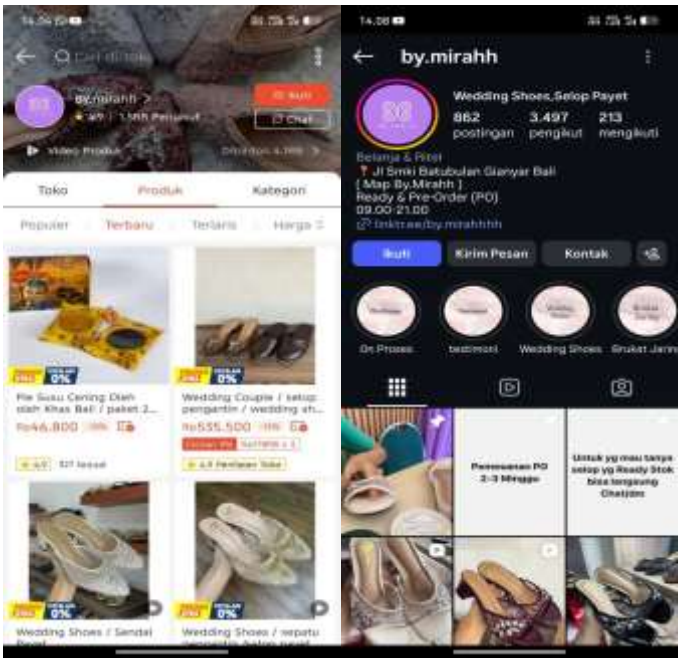


Figure 1. Shopee and Instagram accounts of Kedai Umi By Mirah

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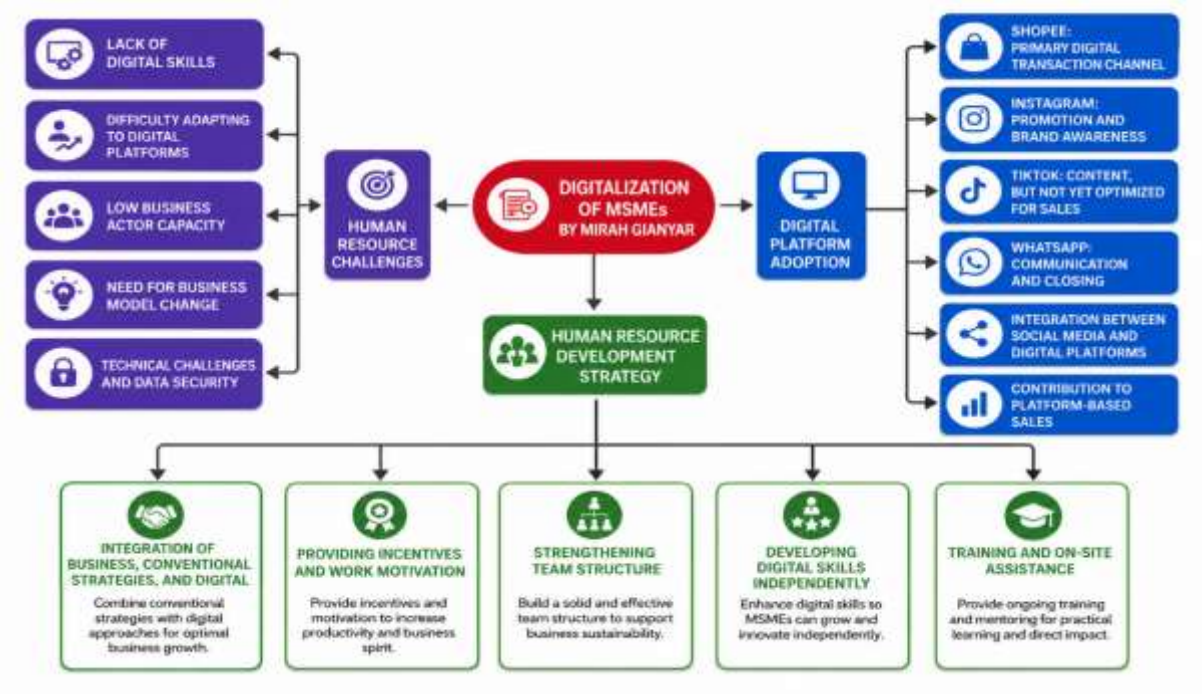


Figure 2. Mind Map of Umi Shop Digitalization by Mirah Gianyar

Challenges of Implementing Digital Platforms for MSMEs Kedai Umi by Mirah Gianyar

a. Human Resources Capacity in Using Digital Platforms

The research results indicate that the main challenge in digital transformation at Kedai Umi by Mirah Gianyar lies in the capacity of human resources in operating digital platforms. Analysis using NVivo shows that the level of digital understanding and skills among MSMEs still varies. Some business owners are already able to use digital platforms such as Shopee, Instagram, TikTok, and WhatsApp independently, while others still require assistance in managing accounts, uploading products, and utilizing digital marketing features. These findings indicate that digital literacy is a critical factor influencing the successful implementation of digital transformation.

These differences in capabilities are also influenced by experience and age. Younger informants tend to adapt to digital technology more quickly than more experienced business owners. This situation indicates a digital gap that has the potential to hinder the comprehensive digitalization process of MSMEs. This finding aligns with research by Sifwah et al. (2024), which states that limited digital skills are one of the main

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obstacles to implementing digital marketing in MSMEs. Therefore, increasing human resource capacity through training and mentoring is crucial to supporting the success of digital transformation.

b. Operational Gaps in Digital Platform Management

The study found that digital platform management remains centralized within the business owner and the core team at Kedai Umi. Most digital activities, such as managing Shopee accounts, creating Instagram content, managing TikTok, and communicating with customers via WhatsApp, are still handled by individuals with superior digital skills. This situation indicates operational dependency on the core team, thus digitalization has not yet fully achieved independence for all MSMEs.

This operational gap reflects that the digital transformation process is still at the assisted system stage, requiring support and guidance from key managers. If this situation persists long-term, the sustainability of digitalization could potentially face obstacles due to limited resources for key managers. Therefore, a more equitable digital competency distribution strategy is needed to ensure that all MSMEs have relatively equal operational capabilities.

c. Change of Business Model from Offline to Online

Digital transformation has not only changed marketing media but also the business models used by MSMEs. Research shows that the transition from conventional sales systems to digital ones requires new skills such as content creation, product photography, copywriting, social media management, and digital communication with customers. Previously, sales activities were primarily conducted through direct interactions between sellers and buyers. However, in the digital era, these interactions have shifted to online platforms, requiring a different marketing approach.

This change demonstrates that digitalization is not only about the use of technology but also about shifts in business mindsets and competencies. These findings support Kotler et al.'s (2021) assertion that digital transformation requires a shift in business strategy that focuses on customer experience and the use of technology as a means of value creation.

d. Technical Challenges and Data Security

Besides human resources, other challenges identified include technical aspects and digital security. Consistent content production, social media management, and optimizing

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TikTok as a marketing channel remain challenges for some MSMEs. Research shows that TikTok has been utilized as a branding tool, but has not yet contributed significantly to sales compared to Shopee and WhatsApp. This suggests that the effectiveness of digital platforms is still influenced by the quality of the content and the marketing strategy implemented.

On the other hand, awareness of digital data security remains at a basic level. Although no cases of account or digital transaction misuse have been reported, most informants lack a structured digital security system. Therefore, improving digital security literacy is crucial for supporting the sustainability of MSMEs' digital transformation.

Implementation of Digital Platforms in MSME Development

a. Mapping and Integration of Digital Platforms

The research results show that Kedai Umi by Mirah Gianyar has integrated several digital platforms, namely Shopee, Instagram, TikTok, and WhatsApp. Each platform has a distinct function but supports each other in the marketing and transaction process. Instagram and TikTok are used to build awareness and promote products, while Shopee serves as the primary marketplace and WhatsApp is used for direct communication with customers.

Integration between platforms is achieved through a cross-platform marketing system, where consumers viewing products on Instagram or TikTok are directed to Shopee or WhatsApp to complete a transaction. This strategy demonstrates that the digitalization implemented isn't a standalone approach but rather forms an interconnected digital ecosystem.

b. Digital Platform-Based Sales Results

Sales data shows that digital platforms have contributed to increased marketing reach and the opening of new sales channels. During the January–March 2026 period, total online sales reached Rp27,040,000 with 128 orders, while offline sales reached Rp183,060,000 with 445 transactions. Total business turnover during the period reached Rp210,100,000, with online sales contributing 12.87%.

Although the contribution of online sales remains relatively low compared to offline sales, these findings demonstrate that digital platforms have become a crucial instrument in supporting business activities. These results align with research by Amali et al. (2025), which states that digital platforms can expand market reach and open up business growth opportunities for MSMEs

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c. Contribution of Digital Platforms to MSME Growth

The adoption of digital platforms has had a positive impact on the development of MSMEs by increasing product visibility, expanding market access, and enhancing interaction with consumers. In addition to being a promotional tool, digital platforms also help MSMEs obtain information about market needs and consumer preferences. However, the contribution of digital platforms to increasing sales is still suboptimal due to the platform's incomplete integration and the limited digital competency of business actors.

These findings demonstrate that the success of MSME digitalization is determined not only by the availability of technology but also by the ability of human resources to strategically utilize it. Therefore, developing digital competencies is a crucial factor in increasing the effectiveness of digital platforms.

Human Resource Development Strategy

a. Digital Training and Mentoring

Kedai Umi's primary strategy for human resource development is gradual training and mentoring. Training focuses on introducing digital platforms, while mentoring involves hands-on practice in daily operational activities. This approach demonstrates that the learning process emphasizes learning by doing rather than theoretical methods.

b. Independent Digital Skill Development

In addition to formal training, MSMEs are also encouraged to independently develop digital skills through digital learning platforms like YouTube, TikTok, and various other online sources. This strategy allows businesses to continuously update their knowledge in line with technological developments and digital marketing trends.

c. Strengthening Digital Team Structure and Motivation System

Kedai Umi has begun building a more organized digital team structure by dividing tasks based on specific functions, such as marketplace admin, content creator, and live selling manager. Furthermore, work motivation is being strengthened through a performance-based approach aimed at increasing MSME participation and commitment in the digitalization process.

d. Integration of Offline and Online Business Strategies

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The research results show that the implemented digitalization strategy is integrative, combining offline and online business activities. This approach allows businesses to retain traditional customers while reaching a broader digital market. This strategy demonstrates that Kedai Umi's digital transformation is being implemented in stages and adaptively, according to available human resource capacity.

e. Analytical Interpretation of Human Resource Development Strategy

Overall, the human resource development strategy implemented at Kedai Umi by Mirah Gianyar reflects a capacity building and experiential learning approach. Competency development is carried out through training, mentoring, independent learning, strengthening the organizational structure, and integrating digital business strategies. These findings indicate that the success of MSME digital transformation is significantly influenced by the organization's ability to sustainably build human resource capacity. Therefore, human resource development can be viewed as a key foundation in supporting the success of digital transformation and the growth of MSMEs in the digital economy era.

CONCLUSION

This research shows that the success of digital transformation in MSMEs is not only determined by the availability of technology and digital platforms, but is also greatly influenced by the readiness of human resources in managing and optimizing these technologies. The results of the study at Kedai Umi by Mirah Gianyar found that the main challenges in implementing digital platforms include limited digital literacy, skill gaps among MSME actors, dependence on the core team in digital platform management, changing the business model from offline to online systems, and various technical obstacles in content and social media management. These conditions indicate that digital transformation is a process that requires not only technology adoption, but also changes in the competencies and work patterns of business actors. The implementation of digital platforms through Shopee, Instagram, TikTok, and WhatsApp has made a positive contribution to the development of MSMEs, particularly in expanding marketing reach, increasing product visibility, and opening up new market opportunities. However, the contribution of online sales is still relatively low compared to offline sales, thus indicating that the use of digital platforms is still at the stage of strengthening digital presence and has not yet fully generated optimal sales conversion. To address these challenges, Kedai Umi by Mirah Gianyar implements a gradual and adaptive human resource development

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strategy through digital training and mentoring, independent digital skills development, strengthening digital team structures, providing performance-based motivation, and integrating offline and online business strategies. This strategy reflects a capacity building and experiential learning approach aimed at improving human resource readiness in facing the dynamics of the digital economy. Thus, human resource development is a key factor in supporting the sustainability of digital transformation and increasing the competitiveness and growth of MSMEs in the digital era.

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