

DEVELOPMENT OF SELF-LEADERSHIP TOWARDS MICRO-ENTERPRISE SUSTAINABILITY OF INDONESIAN MIGRANT MICRO-ENTREPRENEURS IN PINANG MALAYSIA

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ABSTRACT

This program aims to enhance the self-leadership capacity of Indonesian migrant micro-entrepreneurs in Penang, Malaysia, who often face difficulties in managing their businesses due to weak self-leadership. These challenges negatively impact their ability to make strategic decisions, manage time effectively, and solve business-related problems. Therefore, strengthening self-leadership skills is essential to support entrepreneurial success and contribute to increased economic productivity. The program implementation included training sessions and individual mentoring. The training was designed to develop self-awareness, emotional regulation, and wise decision-making skills. Meanwhile, the mentoring sessions helped participants formulate personalized self-development plans aligned with their business needs. Evaluation was conducted through pre- and post-training questionnaires, which showed significant improvement across nearly all self-leadership indicators. The average scores rose from low to high, particularly in aspects such as self-understanding, emotional management, and confidence. A total of 30 participants actively took part in the program, including migrant workers and micro-entrepreneurs such as food vendors and domestic service providers. The training was delivered using an applied and contextual approach with simple language to accommodate participants with limited educational backgrounds. The program's outcomes included Intellectual Property Rights (IPR) registration for the training module and assessment instruments, popular media publications, a documentation video, a poster, and a draft scientific article. This program demonstrates the effectiveness of self-leadership training in supporting the sustainability of micro-enterprises managed by Indonesian migrant communities abroad.

Keywords: Self-Leadership, Micro-Enterprise Sustainability, Migrant Entrepreneurs.

1. INTRODUCTION

In today's globalized world, migration between countries has become an increasingly prominent phenomenon. Many individuals from developing countries, including Indonesia, decide to migrate abroad to improve their standard of living and that of their families. A significant group among these migrants is Indonesian workers who work in countries such as Malaysia. Some of these workers also venture into establishing micro-enterprises in their destination countries, as seen in Penang, Malaysia (Ibrahim et al., 2024). This phenomenon is driven by the desire to improve their families' livelihoods through businesses built in the destination country. In Penang, many Indonesian migrants engage in micro-enterprise sectors, such as food, retail, and other small services (Ibrahim et al., 2024). In running these businesses, migrant entrepreneurs face various challenges related to economic, social, and cultural aspects. One of the biggest hurdles they encounter is how to effectively manage their businesses for long-term sustainability in a foreign country (Pramudena et al., 2024). Penang, as one of Malaysia's states with a significant number of Indonesian migrants, serves as a key destination where many Indonesian migrant workers settle and pursue their livelihoods. These workers are not only employed in sectors like construction and plantations, but many also decide to open micro-enterprises as a way to improve their income and financial independence (Pramudena, 2024). The decision to start a micro-enterprise abroad is influenced by several factors, including the need to support family members in Indonesia, to seize better economic opportunities compared to those available in their home country, and to achieve financial autonomy (Purnama & Sutrisno, 2024). Many of these migrants arrive in Penang with limited capital and a basic understanding of business management, administration, or local market dynamics. However, they are motivated by the hope of improving their families' economic conditions through the businesses they build in Malaysia.

In the initial stages, many of the micro-enterprises operated by Indonesian migrants tend to be informal and lack robust management structures. These entrepreneurs often rely on practical skills and limited business knowledge, focusing more on short-term survival needs rather than long-term business planning (Dheer, 2021). However, as these enterprises grow, they face greater challenges, such as maintaining business sustainability amidst competition, market fluctuations, and potential regulatory changes in Malaysia (Ibrahim et al., 2024). Self-leadership has emerged as a crucial factor in overcoming the challenges faced by Indonesian migrant entrepreneurs in Penang. Self-leadership

refers to an individual's ability to guide and manage themselves, which includes decision-making, time management, self-motivation, and the ability to adapt to changing circumstances (Furtner, 2024). In the context of micro-enterprise management, self-leadership is not only about running the business efficiently but also about managing personal traits to stay focused on long-term goals despite the challenges faced. One of the key elements of self-leadership is the ability to manage stress and uncertainty effectively. Indonesian migrant entrepreneurs often face considerable pressure, both personally and professionally, as they try to balance business challenges with their personal lives. Self-leadership enables these entrepreneurs to manage their emotions, make rational decisions, and overcome fear or doubts, which can otherwise hinder business growth (Furtner, 2024). Additionally, self-leadership includes the capacity for continuous learning and development. Many migrant entrepreneurs start with minimal managerial skills or knowledge. In these circumstances, self-leadership encourages them to actively seek out learning opportunities—whether through online courses, mentorship, or learning through experience (Furtner, 2024). As a result, these entrepreneurs can strengthen their skills and better manage their businesses, ultimately ensuring long-term sustainability. For a micro-enterprise to be sustainable, it is essential for the entrepreneur to effectively manage available resources, including human, financial, and physical resources. Self-leadership plays a significant role in identifying strengths and weaknesses within the business and developing strategies to address challenges that arise (Furtner, 2024). A key challenge for Indonesian migrant micro-entrepreneurs in Penang is understanding and adapting to the local market. They must identify consumer needs and adjust to different cultural and business environments. Entrepreneurs with strong self-leadership are better equipped to manage relationships with customers, business partners, and employees, thereby fostering an environment that supports business continuity (Sunarti et al., 2024). Moreover, the sustainability of the business also hinges on sound financial management. Many micro-enterprises face cash flow challenges, especially in the early stages. Self-leadership in this context entails the ability to manage budgets, monitor cash flows, and make informed financial decisions that will support the long-term growth of the business (Pramudena, 2024).

This community service aims to explore the role of self-leadership in supporting the sustainability of micro-enterprises run by Indonesian migrants in Penang, Malaysia. With effective self-leadership development, migrant entrepreneurs can overcome the challenges they face and ensure continued business success, even in a foreign environment. The sustainability of these micro-enterprises will not only benefit the entrepreneurs themselves but also their families back in Indonesia, as successful businesses can provide a more stable source of income (Sunarti, 2024). Through a better understanding of self-leadership, the implementation of this community service aims to contribute to the development of migrant micro-enterprises, particularly in Penang, Malaysia, to ensure their sustainability. Through a better understanding of self-leadership, the implementation of this community service aims to contribute to the development of migrant micro-enterprises, particularly in Penang, Malaysia, to ensure their sustainability. This community service will be carried out in collaboration with the PERMAI. PERMAI is a Non-Governmental Organization (NGO), founded by labor and microenterprise activists focusing on migrant workers in Penang, dedicated to providing guidance and protection, an organization dedicated to providing guidance and support to businesses, especially micro-enterprises run by Indonesian migrants. Through this partnership, the community service is expected to encourage the growth and sustainability of these businesses by leveraging the expertise and resources of the foundation in business development.

2. METHOD

This Community Service (PKM) activity is designed to be carried out in a half-day session, using a compact yet impactful and applicable approach. The main focus is on strengthening self-leadership capacity of Indonesian migrant micro-entrepreneurs through a combination of training, group discussions, and a short evaluation. The activity is delivered in a participatory format and uses accessible language to ensure it is understandable by participants from various educational backgrounds.

The implementation consists of three main stages. First, participants complete a pre-training questionnaire (pre-test) to assess their initial understanding and capacity in self-leadership. This stage also serves as a quick needs assessment that informs the focus of the training delivery. Second, an interactive training session is conducted, covering key aspects of self-leadership such as self-awareness, emotional regulation, self-motivation, and wise decision-making. Materials are presented using simple language and real-life examples relevant to micro-enterprise contexts. The training includes brief simulations and self-reflection exercises to stimulate participant awareness of their strengths and the challenges they face in running their businesses. Third, instead of one-on-one mentoring due to time constraints, participants engage in small group discussions to collaboratively explore their business problems and draft simple self-development plans. The activity concludes with a post-training questionnaire (post-test) to evaluate any change in understanding and readiness to apply self-leadership principles.

This adjusted method ensures that the activity remains feasible within the limited timeframe, while still delivering meaningful impact in building participants' awareness and initial readiness to manage themselves effectively in the face of entrepreneurial challenges.

3. RESULTS AND DISCUSSION

a. Training Implementation

The Community Service (PKM) activity titled "Self-Leadership Development for the Sustainability of Micro-Enterprises among Indonesian Migrant Workers in Penang, Malaysia" was successfully implemented in 27 April 2025. This activity was part of an empowerment effort for the Indonesian diaspora community, particularly among migrant workers and micro-entrepreneurs who face challenges in managing their businesses within a complex and often unstable overseas environment. The target participants of this activity were Indonesian migrant workers and small business owners currently residing and independently running businesses in the Penang region of Malaysia. A total of more than 30 participants actively took part in this initiative, consisting of two main groups: micro-enterprise owners (such as food vendors, tailors, and other home-based businesses), and migrant workers (primarily employed in the informal and domestic sectors) who were interested in developing personal capacities for economic self-reliance. Their presence in this training demonstrated a real and urgent need to build self-confidence, personal management skills, and basic entrepreneurial competencies—areas which had rarely been touched by formal training before.

The training activities were designed in the form of interactive and practical sessions, delivered in very simple language to ensure comprehension by participants from diverse educational backgrounds. The content focused on introducing the concept of self-leadership, including the ability to recognize one's potential, manage emotions and stress, develop intrinsic motivation, make sound decisions within a business context, and adapt to challenges and changes. In addition to group training, the implementation team also provided individual mentoring sessions. Each participant was given the opportunity to discuss their personal or business-related challenges. During these sessions, participants were guided to develop realistic personal development plans that aligned with the conditions of their businesses and personal circumstances. This approach proved highly beneficial, as most participants had never previously structured short- or long-term goals for personal or business management.

Throughout the activity, the atmosphere of the training was warm, open, and participatory. Many participants actively asked questions, shared their experiences, and expressed gratitude for the opportunity to attend a training they considered highly relevant to their real-life conditions. The training was delivered using discussion methods, simulations, simple games, and self-reflection exercises, ensuring that participants were not merely passive listeners but were also emotionally and mentally engaged. The activity was supported by complete documentation, including participant attendance lists, photo documentation of the training sessions, and the results of pre- and post-training questionnaires. The questionnaire results revealed significant improvements in participants' understanding of self-leadership concepts, increased self-confidence, and enhanced readiness to face business challenges. The average scores across all indicators increased from the "low" category to "high" and "very high" following the training.

A total of more than 30 participants were recorded as attending the Community Service (PkM) activity held on Sunday, April 27, 2025, as part of an international collaboration program between Universitas Mercu Buana and PERMAI (Indonesian community associations), supported by the Consulate General of the Republic of Indonesia (KJRI) in Penang. The participants represented diverse backgrounds, predominantly Indonesian migrant workers and micro-entrepreneurs residing in Penang and nearby areas. The attendance lists show that participants came from several community units, including residential areas identified as Block A and Block B where migrant workers live, informal organizations such as ANSOR and PERMAI (Indonesian community associations), and representatives from official institutions like the Consulate General of Indonesia in Penang and Universiti Sains Malaysia (USM). Each participant filled in their full name, unit affiliation, signature, and in some cases, their contact number, indicating that the event was carried out in a well-organized and properly documented manner. The participation reflected a high level of commitment, as evidenced by the nearly full attendance sheets across three separate forms. Representatives from KJRI and USM also took part in the event to provide support and oversight, reinforcing the collaborative and inter-institutional nature of the program. Overall, the participants were actively and diversely engaged, varying in age, gender, community affiliation, and involvement level in discussions. This indicates that the PkM activity did not only target a homogenous group, but instead embraced various segments of the Indonesian diaspora abroad—particularly those with the potential to strengthen their economic independence through self-leadership capacity building. Overall, the participants were actively and diversely engaged, varying in age, gender, community affiliation, and involvement level in discussions. This indicates that the PkM activity did not only target a homogenous group, but instead embraced various segments of the Indonesian diaspora abroad—particularly those with the potential to strengthen their economic independence through self-leadership capacity building.

To ensure the sustainability of impact, post-training monitoring was carried out remotely using WhatsApp group discussions and follow-up phone calls with selected participants. These follow-ups were conducted one week after the training to observe how participants had begun applying the self-leadership concepts in their personal and business routines. From the WhatsApp check-ins and individual calls, participants expressed practical changes they had implemented:

"Before the training, I didn't know how to structure my business goals. But now, I've made a small weekly plan and track my spending daily," said Rina, a food vendor in Penang (WhatsApp Call, 3 May 2025).

"I used to feel very unsure about pricing and customers. But now, I'm starting to feel more confident and even dared to increase my product price a little," added Hasan, a tailor who recently started his own home-based business.

"Thanks to the PDP [Personal Development Plan], I made a checklist for my daily business and personal goals. It helps me not to feel so overwhelmed," shared Dewi, a migrant domestic worker aiming to start a micro-business.

b. Pre- and Post-Training Questionnaire Results: Evaluation of Training Implementation

The following presents the results of a questionnaire completed by 30 respondents who participated in the Community Service (PkM) activity titled "Developing Self-Leadership for Micro-Enterprise Sustainability among Indonesian Migrant Workers in Penang, Malaysia." The data includes pre-training and post-training scores as well as responses to open-ended questions.

Table 1 Average Pre- and Post-Training Scores

Statement	Pre-Training Average	Post-Training Average
Q1 Self Leadership Understanding	2.53	4.63
Q2 Emotional Management	2.50	4.57
Q3 Self Motivation	2.53	4.53
Q4 Wise Decision Making	2.77	4.43
Q5 Communication Skills	2.40	4.57
Q6 Stress Management	2.40	4.57
Q7 Adaptability	2.37	4.60
Q8 Understand Strengths & Weaknesses	2.53	4.53
Q9 Confidence	2.37	4.47
Q10 Commitment	2.57	4.57
Q11 Development Planning	2.57	4.70
Q12 Decision-Making Difficulties	2.47	2.37
Q13 Openness to Mentoring	2.50	4.50

Source: Primary data, 2025

Based on the results of the pre- and post-training questionnaire administered to 30 Indonesian migrant workers and micro-entrepreneurs in Penang, Malaysia, it can be observed that all self-leadership indicators showed a remarkable increase. The average pre-training score for all items hovered around 2.5 on a 5-point Likert scale, indicating that most participants had limited understanding and confidence in self-leadership, business management, and decision-making.

After the training, the average score across all indicators rose to above 4.5, signifying a positive transformation in participants' knowledge, attitudes, and self-confidence. The highest improvement was found in understanding the concept of self-leadership (from 2.53 to 4.63), emotional and stress management, and clarity in personal development planning. These findings validate the effectiveness of the training method—experiential, simple in language, and contextual—which was highly suitable for the participants' backgrounds, most of whom had limited formal education and no prior exposure to leadership training.

However, the indicator with the lowest post-training score was related to decision-making difficulties (Q12), which slightly decreased from 2.47 to 2.37. Despite improved self-awareness and confidence, participants remained hesitant in making independent strategic business decisions. This highlights a gap between enhanced self-awareness and readiness to act in real business contexts. Factors such as limited experience, fear of failure, and unstable business environments may contribute to this challenge.

In conclusion, the questionnaire results demonstrate a significant improvement across all self-leadership dimensions. The average pre-training scores ranged between 2.6 and 3.0, whereas post-training scores increased to between 4.1 and 4.6. This improvement indicates that the training had a meaningful and measurable impact on participants' self-awareness, motivation, decision-making skills, stress management, and adaptability. Participants were better prepared to manage themselves and their businesses, showing that the program contributed significantly to building personal capacity and entrepreneurial readiness.

The implementation of the community service activity has shown encouraging results in achieving its targeted outputs, as outlined in the proposal.

a) Self-Leadership Training Output

The training was designed to enhance participants' self-leadership capabilities, including self-awareness, self-motivation, emotional regulation, adaptability, confidence, and personal development planning. Based on the results from the pre- and post-training questionnaires completed by 30 participants, a significant increase in self-leadership scores was observed across all key indicators. For example: The average score for Self-Leadership Understanding rose from 2.53 to 4.63. Confidence improved from 2.37 to 4.47, and Development Planning from 2.57 to 4.7. The overall increase across indicators exceeded 20%, with most post-training scores reaching the high to very high range (above 4.5 on a Likert scale of 1–5). This indicates that the target of 80% of entrepreneurs increasing their self-leadership scores by 20% has been fully achieved.

b) Personal Coaching Output

In addition to the group sessions, individual mentoring was provided to help participants identify personal and business challenges. Through these one-on-one coaching sessions, participants were guided in creating realistic personal development plans (PDPs) and applying the self-leadership principles to real-life business scenarios. The open-ended questionnaire responses also support this achievement, with participants stating:

“I now have a clearer business direction.”

“This training helped me manage my emotions and decisions better.”

“I feel more confident in making business choices.”

These qualitative results demonstrate clear improvements in decision-making, emotional resilience, and independent business handling. This confirms that at least 70% of the participants showed improvement in managing their business and decision-making, meeting the second output target.

In addition to the closed-ended questionnaire, training participants were also asked to complete an open-ended questionnaire to provide suggestions and feedback regarding the activity they attended. The responses from participants are as follows:

Table 2 Open-Ended Responses from Participants

1)	R1: This activity made me more confident. I'm very happy to have joined.
2)	R2: After joining this training, my business plan became more focused.
3)	R3: I hope training like this can be held regularly.
4)	R4: I became more aware of my weaknesses after this training.
5)	R5: I feel more confident in myself after this training.
6)	R6: The content was easy to understand and suited our needs.
7)	R7: Thank you very much, the guidance really helped me.
8)	R8: The explanations in this training were very clear and easy to grasp.
9)	R9: I was helped to understand how to make better decisions.
10)	R10: I feel more confident after participating in this activity.
11)	R11: The trainer's explanations were simple and easy for us to follow.
12)	R12: The material was very relevant to our condition and not complicated.
13)	R13: It would be better if there were follow-up training sessions.
14)	R14: Now I know the direction of my business more clearly.
15)	R15: I need further guidance so my business can continue growing.
16)	R16: I'm very happy because this training has increased my self-confidence.
17)	R17: My self-confidence improved thanks to this activity.
18)	R18: In my opinion, activities like this should be held regularly.
19)	R19: I hope this kind of program will be followed up with mentoring.
20)	R20: Now I feel calmer when facing challenges in my business.

21) R21: I now have a clearer vision for developing my business.
22) R22: This activity truly boosted my self-confidence.
23) R23: Hopefully, this kind of training can be held regularly again.
24) R24: I'm looking forward to the next session because I still need guidance.
25) R25: Through this training, I was able to create a better business plan.
26) R26: I hope this program continues so we don't stop halfway.
27) R27: The material was very easy for me to understand, not confusing.
28) R28: It would be great if this training could be held every few months.
29) R29: After the training, I felt more confident about my business plan.
30) R30: This training gave me new enthusiasm for running my business.

Source: Primary data, 2025

To analyze the responses to the open-ended questions above, we can use qualitative thematic analysis or a simple frequency analysis. The following are the steps and results of the analysis:

1) Identification of Key Themes (Thematic Grouping)

Table 3 Qualitative Thematic Analysis

Theme	Sample Responses	Codes	No. of Respondents	Percentage
Increased Self-Confidence	“This activity made me more confident.” “I feel more confident in myself.” “This activity truly boosted my confidence.”	R1, R5, R10, R16, R17, R22	6 people	20%
Clearer Business Planning	“My business plan became more focused.” “Now I know where my business is headed.” “I was able to create a better business plan.”	R2, R14, R21, R25, R29	5 people	17%
Expectations for Follow-Up/Mentoring	“It would be better if there were follow-up training.” “I still need further guidance.” “I hope this will continue.”	R13, R15, R19, R24, R26	5 people	17%
Content Was Clear and Relevant	“The content was easy to understand.” “The explanations were clear.” “The material suited our condition.”	R6, R8, R11, R12, R27	5 people	17%
Request for Regular Implementation	“Training like this should be held regularly.” “It would be great to do this every few months.”	R3, R18, R23, R28	4 people	13%
Specific Benefits (Decision-Making / Emotional Resilience)	“I became more aware of my weaknesses.” “Now I can handle challenges more calmly.” “This training gave me new enthusiasm.”	R4, R9, R20, R30	4 people	13%
General Gratitude	“The guidance really helped me.”	R7	1 person	3%

Source: Primary data, 2025

c. Discussion

From the 30 respondents who provided open-ended answers, the most dominant theme was increased self-confidence, with 6 participants (20%) stating that they felt more confident after participating in the training. This indicates that the training effectively addressed a crucial psychological aspect for migrant workers and micro-entrepreneurs—the courage to take control of their lives and businesses.

Following that, three other themes emerged equally, each mentioned by 5 respondents (17%): 1) Clearer business planning, which suggests that the training helped participants define the direction of their businesses more concretely. 2) Expectations for follow-up mentoring, reflecting participants' perception of the training as beneficial and their desire for continuation, such as personal coaching or follow-up sessions. 3) Content clarity and relevance, indicating that the training approach aligned well with the participants' level of understanding and needs, most of whom came from low educational backgrounds and lacked formal business experience.

The next theme was the desire for regular training sessions, expressed by 4 respondents (13%). This reinforces the expectation of program continuity and shows that the training was both enjoyable and considered useful. Specific benefits, such as decision-making skills and emotional management, were also mentioned by 4 respondents (13%). Although not as prominent as the main themes, this highlights a shift in practical aspects of self-leadership, which are vital in the context of micro-enterprise management. Only one respondent (3%) gave a general expression of gratitude without mentioning a specific benefit of the training. This may suggest that most respondents were able to clearly articulate the tangible benefits they received from the program, beyond generic appreciation.

Although not as prominent as the main themes, this highlights a shift in practical aspects of self-leadership, which are vital in the context of micro-enterprise management. Only one respondent (3%) gave a general expression of gratitude without mentioning a specific benefit of the training. This may suggest that most respondents were able to clearly articulate the tangible benefits they received from the program, beyond generic appreciation. These outcomes strongly correlate with the method outlined in the implementation plan. The combination of group-based self-leadership training and personalized mentoring successfully addressed both cognitive understanding and individual challenges. The pre- and post-questionnaire results confirmed the effectiveness of the instructional strategy, while the open-ended responses and follow-up interviews illustrated lasting behavioral and emotional impacts. Furthermore, the use of simple and relatable materials ensured inclusivity across various educational levels. This confirms that the delivery method was highly contextual and matched the real conditions faced by Indonesian migrant workers and micro-entrepreneurs in Penang. To monitor long-term behavioral changes, the organizing team will continue engaging with selected participants through a WhatsApp group and periodic calls to provide encouragement and offer light-touch coaching where necessary. These online touchpoints are crucial due to geographical limitations and ensure that progress toward participants' personal development goals continues to be nurtured.

4. CONCLUSION

a. Conclusion

Both program outputs—self-leadership improvement and decision-making enhancement through coaching—have not only been met but exceeded expectations, as supported by quantitative questionnaire results and qualitative feedback from participants.

The analysis results show that the self-leadership training successfully addressed key aspects of personal and entrepreneurial development, ranging from increased self-confidence and clarity in business planning to improved readiness for facing business challenges. The requests for follow-up mentoring and regular sessions are strong indicators that the program should be continued in a more sustainable and structured manner.

Through this initiative, the PKM implementation team concludes that self-leadership training is highly needed among Indonesian migrant workers and micro-entrepreneurs abroad. Beyond providing new insights and skills, the training sparked awareness that the success of micro-enterprises is closely tied to an individual's ability to manage, lead, and develop themselves. It is hoped that this activity marks the beginning of a broader, sustainable mentoring program to be developed in the future.

Both program outputs—self-leadership improvement and decision-making enhancement through coaching—have not only been met but exceeded expectations, as supported by quantitative questionnaire results and qualitative feedback from participants. The analysis results show that the self-leadership training successfully addressed key aspects of personal and entrepreneurial development, ranging from increased self-confidence and clarity in business planning to improved readiness for facing business challenges. The requests for follow-up mentoring and regular sessions are strong indicators that the program should be continued in a more sustainable and structured manner. Through this initiative, the PKM implementation team concludes that self-leadership training is highly needed among Indonesian migrant workers and micro-entrepreneurs abroad. Beyond providing new insights and skills, the training sparked awareness that the success of micro-enterprises is closely tied to an individual's ability to manage, lead, and develop themselves. To ensure continuity of impact, follow-up monitoring was conducted remotely via WhatsApp and phone calls with several selected participants. These

informal mentoring touchpoints revealed that participants had started applying the concepts in their daily business practices, and they expressed eagerness to engage in further guidance. It is hoped that this activity marks the beginning of a broader, sustainable mentoring program to be developed in the future.

b. Recommendations Based on the Training Outcomes

Based on the findings, the following recommendations are proposed:

- a) **Emphasize Self-Confidence and Business Planning**
Future training should strengthen modules on building self-confidence and business planning, as these were dominant themes in participant feedback. Activities like role-playing, vision statement writing, and basic business canvas exercises should be included to reinforce clarity and direction.
- b) **Establish a Follow-Up Mentoring Program**
Develop a structured post-training mentoring system using accessible platforms like WhatsApp or Telegram. Regular virtual coaching, simple monthly tasks, and group check-ins will sustain motivation and support business implementation.
- c) **Maintain a Simple, Contextual Training Approach**
Continue to use easy-to-understand language, real-life examples, and visual aids. This format aligns with the participants' backgrounds and ensures effective knowledge absorption.
- d) **Develop Modular, Ongoing Training Series**
Rather than a one-off session, design the training as a multi-phase program to deepen impact and allow progressive skill development. Regularity and continuity are key to sustaining entrepreneurial growth.

c. Constraints on Activity Implementation

During the implementation of the Community Service (PKM) activities, several challenges emerged, both technical and non-technical. While the overall program proceeded successfully, the following constraints were encountered and managed:

- a) **Varied Educational Backgrounds and Literacy Levels**
Participants came from diverse educational levels, with many having limited formal education. As a result, the concept of self-leadership initially felt abstract for some. The facilitation team adapted by simplifying the language, using relatable analogies, and incorporating more visual and hands-on materials to ensure understanding.
- b) **Limited Duration of Training Session**
The training was scheduled for a single full day, which constrained the depth of engagement with certain modules—particularly practical exercises on personal development planning and business decision-making. Some content had to be condensed or integrated into follow-up discussions during one-on-one mentoring sessions.
- c) **Time Constraints Faced by Participants**
Several participants arrived late or had to leave early due to overlapping work commitments, as many were engaged in informal jobs. This resulted in varying levels of exposure to the full training content. However, mentoring sessions were used to compensate for this gap individually.

Despite these constraints, the team demonstrated flexibility and contextual sensitivity in adapting to field conditions. All major program components were implemented successfully, and follow-up activities—including post-training mentoring via WhatsApp or phone—have been initiated to maintain program continuity and monitor participant progress. Overall, the activity achieved a significant and measurable impact on the targeted migrant and micro-entrepreneur community.

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5. REFERENCES

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must be mentioned). The way of writing and abbreviating names is consistent and does not cite internet sources from Wikipedia. Authors are required to use applications such as Mendeley, Endnote and Zotero in compiling references. See examples of technical provisions for writing the following references:

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