



## Management Development for Improving Service Quality in Mba Fhera's Grilled Chicken MSME

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### ABSTRACT

This study aims to analyze the influence of management development on improving service quality in Mba Fhera's Grilled Chicken MSME. A descriptive qualitative approach with a case study method was used. Data were obtained through observation, in-depth interviews with the business owner, and field documentation. The findings indicate that management development encompassing resource management, operational systems, and service strategies significantly impacts service quality enhancement. Key success factors for this MSME include adaptability to technology, consistent product quality, and commitment to customer service. This study provides practical contributions for MSME actors to enhance competitiveness through adaptive and sustainable managerial strategies.

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### INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) play an important role in the Indonesian economy. MSMEs are not only a significant contributor to gross domestic product (GDP), but also contribute to the absorption of large amounts of labor. Based on data from the Ministry of Cooperatives and SMEs, more than 60% of Indonesia's GDP comes from the MSME sector, making it the backbone of the national economy. However, in the midst of increasingly fierce business competition, the sustainability of MSMEs is highly dependent on their ability to adapt and improve the quality of service. This is especially true for the culinary sector such as the Ayam Bakar, where customer experience is one of the main factors that affect business loyalty and sustainability.

According to Kotler and Keller (2016), service management is the process of managing all aspects of service to create high value for customers. In the context of MSMEs, quality service can encourage customer loyalty and strengthen the business position. Quality service is a fundamental aspect that can provide added value for MSMEs, especially in increasing customer satisfaction. Good service depends not only on the skills of employees but also on the management system applied (Renaldy et al., 2023). In fact, good management plays an important role in creating service standards that are consistent, efficient, and able to meet customer needs. In this context, structured management is not only able to improve service quality, but also helps MSMEs face dynamic market changes and increase business competitiveness at the local and national levels. According to Hardana & Damisa, in doing business, small and medium business actors need training as a form of business strengthening so that businesses can run sustainably (Ernayani et al., 2023).

Various previous studies have highlighted the importance of implementing management strategies in improving the quality of MSME services. However, the implementation of the concept in the field still faces many obstacles, mainly due to the lack of understanding of the application of modern management that suits the needs of small businesses. The culinary sector, such as Ayam Bakar, often has great potential to grow but lacks the leverage of a strategic management-based approach. This results in low operational efficiency and difficulty in maintaining customer loyalty, even though the products offered are of good quality (Baharsyah et al., 2023).

Management development in MSMEs includes aspects of structured planning, implementation, control, and evaluation. A study by Setiawardani (2022) confirms that culinary MSMEs that are able to implement management innovations and maintain product quality have a greater chance of surviving the competition.

Therefore, this research was conducted to explore how management development can be applied to improve the quality of service for Ayam Bakar MSMEs, so that it can support sustainable business growth.

This study aims to analyze factors that affect service quality, provide recommendations for strategic steps, and design a management approach that is practical and relevant to the needs of MSMEs. Thus, the results of this research are expected not only to make an academic contribution, but also to become a practical reference for MSME managers in developing businesses in the midst of increasingly competitive competition.

### **METHOD**

This study uses a descriptive qualitative approach with a case study method. The research location is in Sadia 1 Village, Mpunda District, Bima City. The subject of the study is the owner of Ayam Bakar Mba Fhera MSMEs. Data collection techniques are carried out through:

- a. Direct observation of the service process and business operations.
- b. In-depth interviews with business owners regarding management strategies and challenges faced.
- c. Documentation of business activities and promotional media.

Data were analyzed using data reduction, data presentation, and conclusion drawing approaches (Miles & Huberman, 1994). The validity of the data is strengthened through triangulation of sources and methods.

### **RESULTS AND DISCUSSION**

Based on the results of the research, management development in Ayam Bakar MSMEs has a significant role in improving service quality while maintaining competitiveness in the midst of increasingly fierce competition. Business owners are able to manage operations with limited resources. Even though it only has one employee, the service is still provided to the maximum. This limitation is circumvented by efficient division of tasks and informal training of business owners.

In addition, business owners realize the importance of keeping up with technological developments to answer the needs of modern consumers. The plan to implement the QRIS payment method and utilize digital platforms such as GoFood and ShopeeFood shows the owner's commitment to innovation. This step improves ease of access for customers and transaction efficiency. In addition, the use of booking applications helps speed up services and reduce queues.

One of the main strengths possessed by Ayam Bakar MSMEs is the taste of the product that has been tested for many years. This business shows good resilience in the face of various business challenges. Success in maintaining flavor over time is a unique selling point that distinguishes this business from its competitors (Setiawardani, 2022). This innovation attracts a wider segment of consumers. This is supported by the owner's efforts to ensure that product quality remains a top priority.

The use of social media began to be intensified for product promotion. Visual content such as food photos and customer testimonials are published regularly. Business actors are also starting to learn about social media algorithms to increase the reach of promotions.



Figure 1. Mba Fhera's Grilled Chicken products

However, the sustainability of the business depends not only on the product, but also on the ability of management to create a satisfactory customer experience. By having only one employee, these MSMEs face challenges in maintaining operational efficiency while still providing the best service. Price competition, limited capital, and lack of optimal time management are obstacles. However, through simple management training and internal evaluation, the challenge is gradually overcome. The owner also began to collaborate with local raw material suppliers to reduce operational costs. Therefore, investing in employee training and operational time management is an important step to take.

The results of the study also highlight that innovation in maintaining menu variety and following trends can help these MSMEs remain relevant in the market. For example, adding flavor variations or introducing family menu packages can be an attractive move for consumers. Additionally, focusing on more active marketing, such as through social media, can help these businesses reach more customers.

Overall, the management development strategies implemented have been proven to improve operational efficiency and strengthen relationships with customers. These findings are in line with the research of Baharsyah et al. (2023) and Sobar et al. (2023), which emphasizes the importance of innovation and management systems in maintaining the competitiveness of MSMEs.

### CONCLUSION

Management development plays an important role in improving the quality of service for Ayam Bakar Mba Fhera MSMEs. The success of this business is supported by the ability of the owner to manage resources effectively, adapt to technology, and maintain consistent product quality. Despite facing limitations, the managerial strategy implemented is able to increase customer satisfaction and maintain business sustainability. This study recommends the need for integrated management training for culinary MSME actors, especially in the use of technology, operational management, and digital promotion strategies. In addition, collaboration between MSMEs and business training institutions can be a solution to improve the professionalism of business actors. Strengthening managerial capacity is the key to increasing the competitiveness of MSMEs in the digital era.

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