

Analysis Community Competence Development in Improving Live through Small and Medium Enterprise Investment in the Pandemic Era in East Timor

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Abstract

Community competence development in improving life through investing in small and medium enterprises is one of the beneficial alternatives for groups and individuals for the welfare of the superior local community's wellbeing. The purpose of this study is to determine the basic provisions of the small and medium business investment group in the local area, related to hard and soft competence, which are used as criteria for giving, receiving, and solving problems. The method used in this study used a thematic descriptive qualitative analysis approach; the sampling method was taken by six people representing 28 people, including the core structure for semi-structured interviews. The technique used is a non-probability sample by exploring sources of information using purposive sampling and snowball sampling. From the results, it was found that the educational background was sufficient and still had shortcomings in hard and soft competencies, including creativity and technical skills. So, there are several suggestions, namely (1) to take additional training on creativity and technical skills to increase in-depth understanding, (2) for other studies that are interested in deepening research in that location. In terms of investment development, it can compete in national and international markets. These results also provide input for the investment group to learn hard and soft competencies and specifically creative abilities and technical skills to find learning resources that ensure development is related to investment in the digital era.

Keywords: *competence development 1; improving life 2; investment and small and medium enterprises*
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INTRODUCTION

Living in a globalized world is one of competing life, so it is necessary to adopt a new system (Akpan *et al.*, 2020; Ratten, 2020). This competition will demand creative thinking and innovation to improve life in certain complicated situations. The Global Crisis that hit the world due to the pandemic (COVID-19) (Rasul *et al.*, 2021), the results of the study found that the Coronavirus might affect financial developments, increase the monetary deficit and money-related burdens, increase the risk of macroeconomic vulnerability, reduce relocation, and settlements, reduced salaries of the travel and travel industry, and resulted in a reduction in small, miniature and medium-sized businesses and casual organizations. So, the emergence of creative ideas to improve life in order to survive or face this crisis. Broadly speaking, all businesses are unable to survive due to being hit by the pandemic (COVID-19); most of the companies or public and private organizations that have contract employees will be terminated under certain conditions; we don't know if this can happen to service user? Or the reason that the contract period is not renewed. This reasoning has many

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sides involved in it but does not discuss this issue in this paper. Here the author will discuss a group that has its own initiative to collaborate individually with individuals aiming to invest in small and medium enterprises, based on capacity development and closest funding in low-paid countries (Hain & Jurowetzki, 2018) argues that differentiating and placing resources into specialized progress made locally with the possibility to address the needs of the worldwide market to find such developments especially developing at the intersection of information around the world and beyond. Then the results from this investment will help and encourage the parent investment to produce additives such as *tahu* and *tempe* by selling other snacks in the middle of a public trip in one of the regions in the State of East Timor.

Based on an economic study with the proverb "*To Share or to Change*" (Petruzzi *et al.*, 2021), the results explain that significant efforts from a legislative and local area point of view have provided a way that [...] itself as a more socially friendly choice compared to other home-sharing associations. In research in developed countries, releasing business avenues is central: Crowdfunding (CF), funding, and the democratization of new pursuit ventures according to (Stevenson *et al.*, 2019) argue that offering tremendous guarantees for the future as crowdfunding continues to thrive, furthermore, crowdfunding movement towards democratization of new pursuit ventures could unleash the possibility of a rise in central street business across the US as well as worldwide. So, the analysis of competency development in small and medium (micro) business investment has only begun in the last three years in 2019-2021 until now. With the difference between the two study results above, we can assume that one of the opportunities (from one including or not depending on knowledge and skills) that can be developed is for developing countries or regions that have the potential to carry out these small businesses. So the impact and strategy of micro research (Oktafia, 2020) explain that the impact of the implementation of the micro and small business development strategy is quite good; this is evidenced by the development of this business being able to absorb labour, especially the surrounding community which has a very positive impact with the existence of this snack business that can reduce the unemployment rate. So, in this paper, we will adopt the results of a study on a business capability model that can be applied (Silveyra *et al.*, 2021), offering a classification of four dimensions of competence, namely entrepreneurship, management and business, human resources, and interpersonal competencies that must be included in the training framework for managers and employees. Members with the aim of improving a good basic understanding in order to develop it to the fullest.

The source of investment is coming from a group that took the initiative to open their own business. Despite the fact that "Emergency Economics" is one of the most widely used terms in world economic conversations, it takes various implications in various settings to fit the underlying problem discussed (Wasdani, 2015), and according to (Bruyn, 1991) that social, monetary improvement is a perplexing measure that requires hypothetical and imaginative research, and the development of human and material assets within the firm's economic level means it can mean helping to build social institutions for the country's economy. So, launching a general question that continues with the above theme, is there core effectiveness of hard and soft competencies that are used to develop community competencies in investing in small and medium enterprises in UDH? In connection with these questions, in general, this paper uses a descriptive qualitative analysis research approach and thematic interpretation regarding the essence of developing hard and soft

competence in the UDH group, data collection, and collection techniques using purposive sampling and snowball sampling techniques. Before proceeding with the detailed explanation, it is summarized based on scientific article journal writing, namely introduction, history, literature review, research methods, discussion results, conclusions, suggestions for further research, and presentations.

History of "Unity Diligent Hearted or UDH (*Unidade Neon Badinas*)" Self-Investment Group: UDH is a small group that has the initiative to invest based on an agreement without thinking about problems because all of them come from wanting to live independently. The UDH group has four stakeholders who control, evaluate, and collaborate with external sources to support and train them to have a mature business provision. Of the four, one man as head with identity (K1), two women as a secretary with identity (W1), three women as treasurer with identity (W2), and four women as chairman of the board members with identity (W3). UDH has twenty-five members. UDH can be the name to be registered with the central cooperative of the Aileu Small and Medium Enterprises Agency. Based on the information obtained by the author that this group has the main goal is to improve life through opening their own business without thinking about losses. Thus, it is argued (Bruyn, 1991) that the hypothesis supports liberal finance advocates who suggest that organizations consider their "partners" as important as their investors. The study of SMEs with partners (Intindola *et al.*, 2020) results showed that control of group choice is very important for people who participate. UDH itself can be transformed from the RELIFA Group, so UDH means united craftsmanship, one of the bonds of life that builds based on the willingness of the four leaders to help and help other local communities around the area to easily overcome family problems. RELIFA Group was founded in 2019 until now, conducts word-of-mouth socialization of weekly activities, then members start to enter up to eight people to 28 members, and register groups with cooperative institutions to become 29th in February 2021. UDH is located in Kapupaten Aileu, Aileu Vila Subdistrict, Seloi-Kraik Village, and RT. Faulara.

As life is very complex among people with increasing needs, the initiative of each individual makes an agreement that aims to invest a small initial base capital, as described in the first table and up to the second for the next stage. Collectively the group started to raise core funds in three months only twice, starting from the authorized capital of \$50,000 US and \$40,000 US per month to open a small and medium business with two options, namely producing *tahu* and *tempe* by opening credit to interested parties, which is more clearly as described in the Table 1 below:

Table 1. Identity and Core Funds

No.	Identities	\$US (1)	\$US (2)
1.	K1	50,000	40,000
2.	W1	50,000	40,000
3.	W2	50,000	40,000
4.	W3	50,000	40,000
5.	A1	50,000	40,000
6.	A2	50,000	40,000
7.	A3	50,000	40,000
.....
.....
28.

From Table. 01 above, as preliminary results in the initial three openings and have not received additional information, this is a core fundraising initiative based on the group's agreement with certain conditions to remember them. After collecting the core funds, the number of results with member input, the author has not questioned related to this information. However, this discussion only looks at the ability of the leaders to structurally relate to hard and soft, which is used to add members who have now reached 28 people. With this capital from these seven people (\$630,000 US) they tried to open the intersection. From the addition of members, this core fund adds and has opened credit to local communities with the characteristics of savings and loans; the progressive core funds deposited in the bank are described in the Table 2 below as follows;

Table 2. Identity and Progressive Funds

No.	Identities	\$US (1)	\$US (2)
1.	K1	50,000	40,000
2.	W1	50,000	40,000
3.	W2	50,000	40,000
4.	W3	50,000	40,000
5.	A1	50,000	40,000
6.	A2	50,000	40,000
7.	A3	50,000	40,000
.....
.....
28.	7	350,000	280,000

Results progressive funds Table. 02, the UDH group opens the opportunity to take and can give back to the gift with a specified interest rate. If the return is timely, it will be given more than the original one. The final results of the continuation of the author have not been received and only received the part in February 2021. Analysis of profits and losses in the investment group itself: as we have seen, there are two points of view faced by individuals and groups with the intention to invest, namely losses and profits. Loss comes from the words loss, lost, minus, and does not get a return on investment. Then, profit means that the investment yields good profits for individuals and groups. So, advantages and disadvantages are aspects that are considered by individuals as managers and members as well as structurally or in other words that taking risks in investing and based on agreements that are owned by groups and individuals because to achieve good results requires awareness and struggle. So, this risk results in gains and losses for all participants who participate in the investment with common goals and on an average basis. According to the results of research on the factors that influence small and medium enterprises (Iancu *et al.*, 2021), the results found two (2) classes of variables affected in social business expectations explored, specifically the variables that had a negative impact (absence of fundamental assets, fear of disappointment, lack of involvement and contribution in tasks and exercises) and positive impact variables (understanding of the social business idea and the investigated social problem can be addressed through active encouragement).

Based on the results of the interview given by the head of the management that *"we give them to take credit starting from \$100,000US, if the return is on time then he wants to get more than*

\$100,000US, for example if he wants to take \$200,000US then we can give, but sometimes their late deposit, and not according to the agreement (K1)". So, according to his explanation, those who do not return the money at the specified time will give sanctions to participants who do not comply with the rules, and this sanction is based on agreement at the time of the start of the collection.

Planning for "Unity Diligent Hearted (Unidade Neon Badinas)" registration: based on information obtained from the UDH group that if the evaluation results show good results, in 2021, it will register with the Central Cooperative Institute of Aileu regency.

LITERATURE REVIEW

The literature as a collection of works or testing tools uses theoretical literature to increase knowledge about the tested space based on systematic and subject data that forms an important part of the research process or art form that forces the reader to pay attention to details and interact with the imagination of characters and situations for emotional impact and intellectual property (Baldick, 2001; Given, 2008a). For example, we have now entered the industrial era 4.0 with a proposal review study (Liao et al., 2017) that these results not only summarize the momentum research exercises (e.g., key research pads, applied guidelines, programs used, and tools), but also indicate existing deficiencies and potential exploration titles through submission of test plans, and investment planning requires members in cooperatives and this efficient audit finds that organizations are increasingly centered on participation with effective support from the government (Bavaresco et al., 2020; Mascarenhas et al., 2018; Viglioni et al., 2020).

According to (Spencer & Spencer, 1993) define competence is a fundamental characteristic of a person associated with efficiency and/or superior performance in a job or situation. Based on sufficient or supportive academic background to develop new ideas in innovation to improve life through investment with small group, competency development discussed will be related to hard and soft competencies, which are analyzed thematically. Academically, European research adapts the teacher competency framework to the challenges of the 21st century: the case, digital skill framework for teachers (Caena & Redecker, 2019; Elyta et al., 2020; Roegiers, 2016). The results found two micro and macro levels; micro can support and guide practice and sustainable teacher development professional, institutional development, providing a common platform, cooperation, reflection in the practice of the professional community, while at the macro level it supports quality assurance, educational benchmarks, careers, and professionalism.

Studies on accounting and finance in relation to investment, government, environment, and society (Daugaard, 2020; Wallace, 1999) explain that businesses are chosen for non-monetary (non-financial) reasons, such as ecological problems and social and administrative problems into the market free or discuss cases for recognition and promotion for business development for social purposes. The public strategy should aim at friendly qualities set to advance important business moves and thus work with financial enhancements that also accept weak networks. So, according to (Haska, 2019) social enterprises are considered as social pioneer associations where business and non-benefit associations join.

Management of small and medium business information systems according to (Ali & Miller, 2017) found that leadership support, good work supervision groups, and good correspondence were the three most important basic effective components during implementation and distinguished the basic gaps in research flow, and the relationship between regularity upsides.

Early innovative culture and movement are more grounded than the relationship between cultural action and early pioneering action (Alon et al., 2016) based on a study of measuring cross-country cultural values and nascent entrepreneurship: factual versus normative values. Meanwhile, the submission of a macro and microeconomic study (Barra Nova, 2021) states that there is a vis-vis job replacement for telecommuting, with the resulting family packing status, where the family is not regulated to coincide with the greatest work efficiency.

A study on markets, hierarchies, and families: towards the theory of transaction costs of firms and families of preparation (Gedajlovic & Carney, 2010) suggests that the administrative attributes of family firms provide these organizations with relative benefits in creating, retaining, and separating rewards from conventional nontraceable, recommends that these benefits, as part of the disadvantages, clarify flexibility, boundaries, and accomplishments. from privately managed companies. In relation to the development side of the world, imitating and utilizing business culture has become a habit of approaching people's lives both locally and in cities.

SME risk management monitoring study: a systematic review of the literature and future directions (Lima et al., 2020) argue that new theory and practical research on risk management for SMEs will help them protect their own business and use their business value, and use management of the various type of risk. In the perspective of business circulation in the economy (Scarpellini & Valero-Gil, 2020; Scarpellini et al., 2020) states that explore whether the circulation of the scope (CS) of the company related to the development of the company's capabilities will affect the environmental and financial performance of the company from a capability perspective dynamic. So that attention is spurred to the 21st-century business environment, which is increasingly characterized by uncertainty, excessive competition, and rapid technological change has made the main challenges facing business enterprises a vital challenge (Al-Jinini et al., 2019). Thus, the opinion of information management research (Kolding et al., 2018) presents that upgrading and retraining the workforce is seen by large organizations as a better approach than hiring, enabling them to achieve the right balance of skills and retain their employees better, more general skills, such as communication and problem solving, are considered equally important.

The view from the investment side with small and medium enterprises according to human resource development based on adapting employee performance with its antecedents from a theoretical review (Park & Park, 2019) explains that most research focuses on individual characteristics rather than other aspects that affect employee adaptive high performance. So, it must counteract value effectiveness through understanding the factors that enable and hinder the assessment of competency development outcomes (Wallo et al., 2020) argue that such evaluations highlight that human resource development professionals are encouraged to align learning with company goals and to assess the results of activities and initiatives capacity development. Finally, the evaluation found that formal measurement and assessment of skills development through informal (unstructured) learning processes have received limited attention and attention. So, it is necessary to understand the situation and environment of field implementation with knowledge, skills, and characteristics through socio-cultural competence as one of the core competencies of individuals (Rakhimova, 2017), finding that socio-cultural knowledge helps develop social competence.

There are shortcomings that need to be thoroughly studied based on the empirical evidence, research, concepts, and theories that have been presented, namely the exploration of the business world in the fiscal framework and the development of community competencies, especially towards hard and soft skills. The soft-skills trainers and hard-skills trainers are do not demonstrate higher soft skills (Cascio, 2019; Tseng et al., 2019; Wisshak & Hochholdinger, 2020). It has been studied in various contexts of organizational change, as indicated earlier, but there is still a lack of research on concept studies in organizational change processes in the development of hard and soft skills competencies to improve the knowledge base.

As a result, the researcher offered the following study questions to close the gap.

1. What has been the main goal and development of small and medium business managers and capital investment so far?
2. Are you not afraid of losses in group investment?
3. What are the basic competencies used in the UDH group?

RESEARCH METHOD

This study uses a descriptive qualitative research approach and thematic interpretation of the capabilities of the UDH group regarding the Analysis of Community Competency Development in Improving Lives Through Small and Medium Enterprise Investments in the Pandemic Era in East Timor. The number of individuals in the UDH group is 28 people, including the chairman, deputy, secretary, treasurer, and chairman of the board of members and related information. However, the term method refers to the way qualitative researchers collect data and build arguments (Given, 2008b).

Sampling Methods

According to (Nanjundeswaraswamy & Divakar, 2021) defined sampling methods are generally classified into probability or random sampling methods and non-probability sampling methods or non-random sampling methods. The informants needed in the study were six people representing 28 people who were registered in the UDH group because they were the main framework in mobility and understanding and handling small and medium business investment in the area. Sampling technique with non-probability sampling, for subjective exploration with sources of information selected by purposive sampling, namely the technique of determining samples with certain conditions and snowball sampling or Snowball sampling is one of the techniques for determining the sample which is initially small in number then become biggest (Saleh, 2017).

The purpose of direct sampling is to try and maximize temporary considerations so that sampling is carried out slowly with in-depth knowledge of the facts or to obtain reminders from respondents, changing words or informants in writing, for example, that a known subject is a school principal, for research. So, snowball sampling or snowball sampling is a non-trivial method and then processed at leisure to a widely recognized maximum.

Data collection adopted the definition of (Salkind, 2010, p. 1129) that qualitative research studies use samples to obtain data, with the most frequently used data collection strategies include: (1) Interviews. This can be done one-on-one or in a group setting, either in person or over the phone; information can be in the form of audio or video recordings for analysis and transcription;

(2) Observation. This direct, direct account as revealed by the researcher in one of the hidden or known roles; they may also include participants as observers; (3) Documents. This includes field research notes, journals, or other printed materials such as: such as newspapers, minutes of meetings, or other public documents; and (4) audio-visual materials. Photos, videocassettes, or works of art are among the materials used in the data collection procedure.

The criteria for their informants to have an understanding of investment to open a small and medium-sized business with the identity of the respondent for data collection using educational background, age, position, type, and code detailed in the Table 3 as follows:

Table 3. Respondent Identity

Academic	Age	Position	Gender	Code
Bachelor of Educational	43	Manager	M	K1
Bachelor of Educational	40	2 nd Manager	W	W1
Bachelor of Educational	39	Managing informal.	W	S1
Bachelor of Educational	38	Fund managing	W	B1
Secondary High School	35	Member managing	W	MB1

The place or location used for this research was carried out in Aileu District, Selo-Kraik Village, and RT. Faulara on January 3-7, 2021.

Data Analysis

Despite the data collection process, I continue with the data analysis procedure by thematic perspectives; it is flexible. For this reason, data analysis does not depart with an interview questionnaire that contains a question that means among the structures of the UDH, not mainly with the three basic questions elaborated. In the process of treating the data from the open and semi-structured interviews held with the responsible authors, they were subsequently transcribed and analysed, in order to identify the type of explanation that refers to the investment process. The data collected through interviews will be presented by short activity, trying to contemplate, in each activity, to describe the three points of discussion together by guiding the collection of the same, and namely below:

1. Presents the collected data and continues with data processing and analysis mode;
2. Create the code for each item's responses and separate interviewed responses in a clear manner;
3. Check the questions linked with the items of each by the other collected data;
4. The data that separates mounting in a table and produces frequency, percent, and graphic;
5. The point belts are integrated with the general theme until the end of the conclusion, always linked with CCD-SMEs;
6. The weakness becomes in this process because of the situation and the environment that does not support, and only tries everything in a possible way;
7. The weakest ones that do not seem to detect in the process, analyse as a possibility.

At the end of the data analysis, it is calculated with answers categorized in frequency and translated with the possibility to transfer the results to percentages with various categories formed and for each item of interview questions. However, to compare the results obtained from UDH wanting to interview only four individuals who had responsibility for all the processes and as one

possibility (temporarily, wanted to interview half of this group but for a short time), but only six individuals attended this research and will be able to see even more clearly in the presence of the results and discussion.

FINDINGS AND DISCUSSION

Soft skills are providing understanding and communication skills, especially the ability to do negotiation or diplomacy to each other, so that people can have good communication skills and bringing to the marker through empathy, so that people can trust again through empathy to increase purchasing power, especially for products adjustment for small, medium and micro-enterprises.

Identification and development of hard and soft competencies in the UDH group

Most people have the understanding to open a small and medium-sized business and make a living in whatever situation they face. However, the knowledge and practice that has been explored during the academic period are not enough to be mastered properly. Even in the writing of this analysis, it becomes a multiplier for the author to explore what knowledge is applied in the daily activities of the UDH group itself, especially for hard and soft competencies. Then, people only have the desire to invest in small and medium enterprises but do not want losses. In an effort like this, the main battle for organizational development in a small group is hard and soft competence. In general, it can be identified through interviews and discussions conducted by the author with a management structure, namely utilizing communication as an intermediary between one individual and another individual effectively and efficiently.

So, in identifying the implementation in the field related to the theme of the analysis, the results of the comparison of the hard and soft competencies of the UDH group are in the Table 4 as follows:

Table 4. hard and soft competence finding

Hard and Soft competence finding	
Hard competence	Soft competence
Education: academic education in this group has been said to be good because they have tried challenges in society to make it a general priority	Curiosity (<i>rasa ingin tahu</i>): to be a competition in everyday life related to something new, will try and do it with pleasure, without thinking about losses.
Experience: the experience in opening a business which became less due to only participating in training on opening a business and then being practiced in the field, became a challenge for the group. This information comes from direct observations in the field.	Communication: this intermediary tool is very dominant in overcoming any situation, solving problems, evaluating results, meetings, program socialization, training, preparation, and formation. Communication, active listening, mutual respect, empathy is some of these types of abilities.
Technical skills: Technical skills are very much more or less because observational data shows that they are still in handwriting and may still lack training on computers and other software-related designs. So, it is said that this area is still a few steps behind digitization.	Collaboration: clearly defined goals, credited to other members to lead, achieved only to share ideas, opinions on proposals, flexible in responding to requests. Cooperation is a form of cooperation, interaction, compromise of several factors involving both individuals, organizations, and/or stakeholders directly or

	indirectly, which obtain consequences and benefits.
	Creativity: first, the purpose of creativity is to produce something new and unique. Second, creativity is seen as something new and unique that happens by chance. Third, everything that is created as something new and unusual is interpreted as creativity.

From Table 4 above, as a result of the description of the interview or identification in the UDH group, hard academic skills are good and still lacking in technical experience and skills. Meanwhile, in soft skills, all of them are said to be dominant in communication, which is relied on by the UDH group to complement curiosity and collaboration, and are still lacking in creativity in training to improve community competence so that they can facilitate small and medium businesses with other crafts because the area is the centre of public highways which other societies mobilize from it.

Risk and Challenge: Investment in Small and medium enterprise or investment

Based on the hard and soft competencies discussed, here we will discuss investment and small and medium enterprises. From the results of interviews conducted by the authors and managers of UDH, it was found that the investment itself is to help and open other businesses so that they do not get stuck in the development process. Investment is a strategy that begins with the group's desire to participate in training on opening their own business. This group received training from NGOs Non-Governmental aimed at sustaining the life of a prosperous community by opening a business and credit capital. So, from the interview, the head of UDH's management stated and the other members that what has been the main goal and development of small and medium business managers and capital investment so far? Then the attachments to the answers given by each informant are as follows:

"We got information from an NGO that provides training to open a business and the results of this small and medium business can open credit to services, but have not opened for services, first developed in their own group or group members who have difficulty can take our money and he can give back, for all groups including me" (K1).

"I feel that I have helped my family more in these three years; this effort is very beneficial for us and other members who are interested in taking part or joining. From the results, we got in so many years from the evaluation. These results can finance the needs of the family and others. "The purpose of this group is to improve life through opening our own business, or we formed a group called RELIFA and later in the plan, it will be replaced with UDH as the number of members increases. Before opening this business, we did not have anything, and when we heard that there was training to open a business, I participated, training on saving money and opening a small and medium business through credit and "tahu" and "tempeh" production support" (W1).

"We have studied for a long time, including for a long time and until we get older, but it doesn't work if we don't do something that can help families and communities. I think this capital investment is very much needed and can encourage life. This is an opportunity

that we create to be lucky to many people, but all that luck must be managed and divided equally in the group agreed with the understanding and ability that this has can be practiced in the field" (W2).

"In my opinion, we are able to sacrifice in an investment with a willingness not to think about losses, how can it change lives for the people in this region? One of them shows the skills that have been learned and implemented in the field and does not wait for the government at a certain time to open new vacancies. We are good at opening a business as a group and we ourselves have carried out socialization to develop and look for other training so that we can increase knowledge to produce something useful for all" (W3).

"In my opinion, investing is a challenge that we do for the sake of the family, with this challenge we need additional training so that we can make something that can help other inputs we have done and can get small results is enough," he said (A1).

"As members, trusting structural leaders to solve problems in any situation, and we trust each other so as not to get annoyed with investments, we have a strong bond and will expand this small business into a big one." (A2)

So, from the opinion above, it can be supported by studies of leadership, competence, work motivation, and performance (Rahardja et al., 2017), explaining that leadership, competence, and motivation have a positive effect on improving performance, and good implementation has a positive impact on increasing institutional accreditation. This means from the information or training received by each and developed to the purpose of life through business and credit then build other products that include additional income through snacks sold in the local area.

The UDH group has not proven that competence development in terms of communication and practicality is knowledge of hard and soft competencies. So in-depth training is needed on basic knowledge of hard and soft competencies so that it can be a strong basic provision or as responsibility developed because this group comes from private academics. When conducting interviews regarding the understanding of hard and soft competencies, they only answered in general terms and did not describe in stages based on knowledge. Thus, the results of the interview questions that were posed to the second informant answered that: Are you not afraid of losses in group investment? And there are several answers listed in this writing:

"In my opinion, as a manager in this small and medium business, it seems that we are thinking of the second loss because we don't invest so there is no loss. So, we invest together, with one goal and manage together is better. I myself can't do anything, because I have no income and as a farmer all this time. So, we took training to open a business and they gave me as the manager. Until now, there have been no complaints from members or other servants from outside the members. In investing, you must be confident and don't think about losses in order to achieve the goal of living together in a society" (K1).

"We complain, still on the basis of the agreement that all losses will lose and all gain will gain" (W1).

"We have a low income and invest with this small capital; over time it will increase if there is significant external support. If we do something, we have to sweat, so it looks like we are investing too. We must be brave and strong to invest with authorized capital, such

as \$50,000 US and secondly \$45,000 US, this in two years we have strayed from the bank” (W2).

“We have internal rules that bind us, the loss is certain but we have to do it for the sake of the family” (W3).

In connection with the results of the interview above, the authors conclude that the UDH group has a strong determination to open a small and medium business and invest their own capital in order to improve life and finance the household. Although it has not yet registered with the centre, this group has proven an opportunity in a group in society. In addition, losses are not a problem, and losses are considered as one of the challenges faced together in a small organization. Advances in the era related to the digitalization era need to improve capabilities due to traditional or conventional implementation with digitization. Requires additional training and development of basic materials related to hard and soft competencies in order to minimize misunderstandings in everyday interpretation.

Meanwhile, academic education is sufficient and requires transformative learning in the community to increase knowledge and small and medium business managers in investing to open other products and snacks. So, the interview relates to the hard and soft skills used by the UDH group as a basic experiment to find out the basic understanding by learning from the beginning in writing, and then it can be concluded according to the development of community competence. So, the question is as follows: What are the basic competencies used in the UDH group? When doing the acceptance and recruitment of members and servants who are interested in entering and taking capital credit! The answers given by respondents during the interview are as follows:

“In my opinion, we only use effective communication so as not to be mistaken in any activities, for example, one of our group members is having a problem so we are communicated to all other members in a meeting to make joint decisions and deal with the group's capabilities, for example making small donations to help him.” (K1).

“In my opinion, we cannot be separated from daily communication, the most important thing is to make consensus decision-making” (W2).

“I think that good communication will provide a good solution, everyone should be consulted with each other. In order to avoid problems in the business and investment that we founded together; good communication must satisfy other people” (W3).

“In my opinion, in small and medium businesses, what we do is through community. Without communication, our wishes are not fulfilled by other people or other members of this group” (W4).

From the results of the interviews given by the informants mentioned, the authors concluded that related to the development of community competence; it is stated that communicative or soft abilities are the mainstay. Not thinking about high education services but with a good understanding can make something of value to the community. Related to the academic motto that after graduating from college, he will serve the community.

The improvement for the development of hard and soft competence itself is proven through various ways, techniques, and strategies with several previous studies that have presented competencies through hard and soft skills in the 21st century by various researches (Beardmore, 2019; Dean, 2017; Gale et al., 2017; Wisshak & Hochholdingger, 2020) in his research shows that hard versus soft skills, i.e., soft skills are often considered a positive attribute when trainees

perform very well, in addition, soft skills affect the willingness of trainees to employ practice (internships) and part of workforce preparation or training for higher education, which can be seen as a basic intellectual tool of humanity.

CONCLUSION

The initiative to open a business in a group is a mass desire in a community and give the group a name, then with the aim of increasing independent living as a group together. The analysis of the results shows that the group's academic education in processing, adapting to the situation, leading to market competition locally, nationally, or further developed will be brought to the international market. In terms of experience to investment is still lacking and requires training on a good investment process. The group experience is stated to be good, and all members of both superiors and subordinates are always bound by strong agreement rules. On the other hand, soft competencies are not yet open in language. What becomes the dominant soft competence is communication, which becomes the liaison framework between hard and soft competencies that need improvement through multidisciplinary training as well as technical and creative skills training.

So, the study needs additional information to refine the analyser in detail and can carry out in-depth research using an instrument or competency model with observation.

LIMITATION & FURTHER RESEARCH

This research is only conducted for one community group, and many other groups have not been studied extensively, still need further research to provide a broader solution. Thematic interpretation and content shift to a discussion of questions and answers that dominate the desire to invest in sustainable small and medium enterprises. Instead, it requires additional training to the structure that handles the group and its members on competency development, namely hard and soft skills, so that they can broaden the community's insight into groups about investing in small and medium-sized businesses in all locales that have the potential to improve a decent and prosperous life.

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