

Community Service through Impactful Internship: Enhancing Administrative Governance and Human Resource Development in State-Owned Enterprises

Anggressya Octaviana Nur Rahayu¹, Hafid Aditya Pradesa², Muhammad Taufiq³

^{1,2} Public Sector Business Administration, Politeknik STIA LAN Bandung, Indonesia

³ State Administrative Development Program, Politeknik STIA LAN Jakarta, Jakarta, Indonesia

ABSTRACT

This article presents a comprehensive community service implementation contextualized through an "impactful internship" (*magang berdampak*) model, seamlessly integrating academic institutional contributions with industrial operational needs at PT XYZ (Persero). The program directly addresses critical organizational challenges by bridging higher education competencies with real-world administrative governance and human resource management within the enterprise's Human Capital Management Division. Utilizing a qualitative descriptive methodology structured around the Indonesian National Work Competency Standards (SKKNI) Number 109 of 2024, the community service activities encompass rigorous preparation, direct operational execution, and continuous evaluation stages. The findings demonstrate that embedding students into strategic state-owned enterprises significantly optimizes administrative workflows, digital archiving security, and the execution of vocational student management and employee training programs. Furthermore, the initiative effectively mitigates chronic administrative bottlenecks caused by high-volume workflows and strict defense-industry compliance protocols. Ultimately, this collaborative model serves as a powerful mutual catalyst, enhancing organizational efficiency and institutional capacity while fostering professional resilience, civic responsibility, and practical readiness among public administration students.

Keywords: Community Service, Impactful Internship, Administrative Governance, Public Sector Human Resources.

*Correspondence:

Muhammad Taufiq
(muhammad.taufiq@stialan.ac.id)

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1. INTRODUCTION

Contemporary professional environments demand adaptive, highly competent individuals capable of navigating swift socio-technical transformations (Nurlita et al., 2025; Ridwan et al., 2024; Salsadila et al., 2023). In response to competitive labor market dynamics, educational institutions increasingly emphasize practical immersion to cultivate both hard and soft skills among students. Internship programs serve as an essential transitional bridge, equipping learners with professional acumen, cross-functional communication abilities, and organizational readiness before entering the workforce. Beyond individual skill acquisition, structured internships foster valuable professional networks and institutional synergies between academic entities and industrial sectors. Higher education institutions carry a fundamental moral and structural obligation encapsulated in the Tri Dharma of Higher Education, which mandates a balanced commitment to education, research, and community service. Within the context of public sector business administration, community service must extend beyond traditional, isolated social outreach programs; it should actively integrate into professional ecosystems to resolve practical

administrative challenges faced by public institutions and state-owned enterprises. The "impactful internship" (*magang berdampak*) framework represents an innovative paradigm that synergizes academic learning with direct community and industrial engagement, allowing students and academic supervisors to act as catalysts for institutional improvement and administrative efficiency (Luthfiya & Taufiq, 2024; Rahman & Taufiq, 2024; Taufiq & Andikaputra, 2023). This framework successfully transforms traditional passive learning into an active, problem-solving civic engagement, preparing students to bridge theoretical concepts with high-pressure bureaucratic realities.

In large-scale industrial settings, organizational success relies heavily on intangible assets, particularly human capital, which drives strategic decision-making and operational excellence. PT XYZ (Persero), a prominent State-Owned Enterprise specializing in strategic defense equipment (Alutsista) and commercial manufacturing, places utmost priority on continuous workforce competence enhancement (Azzahra et al., 2025; Nurlita et al., 2025). The Human Capital Management Division facilitates internal employee training while simultaneously offering structured vocational internship opportunities for students to apply theoretical knowledge in a real-world professional context. Contemporary industrial environments demand high adaptability, organizational resilience, and rigorous administrative compliance. In large-scale enterprises such as PT XYZ (Persero)—a prominent Indonesian State-Owned Enterprise specializing in strategic defense equipment (Alutsista) and commercial manufacturing—operational success relies heavily on intangible assets, particularly human capital management. Maintaining an optimal workforce requires meticulous administration, ranging from the structured placement of vocational trainees (*Prakerin*) to the execution of continuous employee competency development programs. However, high-volume administrative tasks, complex bureaucratic workflows, and data security mandates often create operational bottlenecks within human resource divisions, necessitating external academic collaboration and targeted intervention.

Given PT XYZ's status as a strategic defense industry, strict protocols govern data confidentiality and information security. Consequently, robust administrative mechanisms are indispensable. Administration transcends basic clerical correspondence; it functions as a strategic governance instrument ensuring accuracy, accountability, and secure workflow continuity across all operational phases (Aziza & Taufiq, 2024; Ruhiyat et al., 2025; Taufiq & Pradesa, 2023). Without meticulous documentation and structured administrative controls, monitoring extensive internship cohorts and training programs becomes exceptionally challenging.

Despite its vital strategic role, PT XYZ faces distinct organizational hurdles that highlight a pressing need for targeted external assistance. Like many large-scale defense and manufacturing enterprises, the Human Capital Management Division frequently struggles to balance the high-volume administrative demands of continuous vocational internship placements (*Prakerin*) and internal employee training programs with its limited permanent personnel. A critical operational gap exists between the high-volume influx of administrative tasks—such as managing tracking letters (*STAR*), issuing entry clearances, and maintaining rigorous digital archiving under strict defense-security protocols—and the routine capacity of the internal workforce. Without external academic intervention, these administrative bottlenecks often lead to document backlogs, prolonged review cycles across operating divisions, and friction in front-line service delivery. This community service initiative directly bridges this operational gap by deploying structured academic participation embedded within the division. By aligning student competencies with national office administration standards (SKKNI), the program provides the necessary auxiliary support to streamline archival security, optimize workflow tracking, and resolve systemic administrative backlogs that traditional corporate structures cannot efficiently absorb alone.

This community service initiative addresses these institutional challenges by deploying structured academic participation embedded within the Human Capital Management Division. By aligning practical fieldwork with the Indonesian National Work Competency Standards (SKKNI), the program seeks to transform traditional student internships into a high-impact community service vector that directly enhances administrative governance, optimizes document control procedures, and streamlines workforce training protocols. This article comprehensively

elaborates on the implementation stages, operational contributions, problem-solving strategies, and evaluative conclusions derived from this collaborative engagement.

2. METHODS

The execution of this community service initiative through the impactful internship framework employed a qualitative descriptive approach, designed to systematically analyze administrative workflows, operational barriers, and collaborative solutions implemented within the Human Capital Management Division of PT XYZ (Persero). The methodological design was structured into three sequential phases—preparation, implementation, and evaluation—closely adhering to professional office administration guidelines established by the Indonesian National Work Competency Standards (SKKNI) Number 109 of 2024.

During the preparation stage, academic supervisors and student participants conducted initial coordination meetings, institutional briefings, and orientation sessions. This phase involved defining the scope of community service assistance, mapping operational requirements within the Learning and Development Department, and reviewing corporate Standard Operating Procedures (SOPs), workplace discipline protocols, and strict data confidentiality regulations pertinent to the strategic defense industry.

The implementation stage formed the core operational phase of direct community engagement and service delivery. Guided by specific SKKNI unit competencies—specifically *Document Management and Processing* (Unit Code: N.82ADMOO.001.3), *Simple Document and Worksheet Creation* (Unit Code: N.82ADMOO.004.3), and *Oral Communication with Colleagues and Clients* (Unit Code: N.82ADMOO.030.3)—participants actively contributed to daily administrative routines. These tasks included managing incoming and outgoing correspondence, executing digital and physical archiving, processing vocational internship application letters (*STAR*), issuing official entry and access memos, managing training assignment letters (*SPRIN*), handling financial accountability documents (*Perwab*), and delivering responsive front-line services to program participants.

The evaluation stage was conducted continuously throughout the tenure and culminated at the end of the five-month engagement. This phase assessed the tangible outcomes of the community service intervention based on daily performance logs, task completion metrics, and qualitative feedback from field supervisors and enterprise stakeholders. The gathered insights were systematically analyzed to formulate long-term recommendations for institutional administrative optimization, culminating in comprehensive activity reporting and the dissemination of findings through scholarly publication.

3. RESULTS AND DISCUSSION

The five-month operational engagement within the Learning and Development Department of PT XYZ's Human Capital Management Division provided comprehensive insight into the critical functions of office administration. Active participation in daily workflows demonstrated that administrative processes serve as the primary operational foundation regulating both vocational internship management and employee training programs. Student contributions directly supported unit efficiency through systematic data entry and periodic recapitulation of intern participants, rigorous digital and physical archiving of confidential records, and the precise drafting of official internal memorandums. Furthermore, managing daily logistics such as lunch coupon distributions, handling training assignment documentation (*SPRIN*), preparing financial accountability reports (*Perwab*), and facilitating professional inquiries significantly enhanced service quality across the administrative infrastructure.

Despite these operational achievements, various internal and internal-external challenges frequently disrupted workflow continuity. Internally, initial obstacles involved navigating the complex, highly structured bureaucratic hierarchy unique to a large defense enterprise. Adapting to strict workplace disciplines, technology usage restrictions, and time management pressures

while simultaneously delivering responsive front-line services to arriving interns required rapid cognitive and behavioral adjustments.

From an external perspective, operational friction arose due to the continuous influx of internship applicants. Because PT XYZ maintains an open, non-cyclic internship admission model based on institutional partnerships and employee recommendations rather than fixed academic intakes, the administrative burden remained consistently high. Delays frequently occurred when introductory letters routed to external operating divisions experienced prolonged review cycles before returning to the secretariat for final clearance and official reply letter issuance. Furthermore, minor software malfunctions in digital applications such as HRIS and internal word-processing tools occasionally caused temporary documentation backlogs, requiring immediate manual intervention and rigorous cross-checking.

To resolve these systemic bottlenecks, proactive mitigation strategies were successfully implemented. Internally, administrative personnel enhanced personal proficiency through active mentorship consultation, systematic task prioritization, and strict adherence to professional discipline. Externally, the work unit optimized document tracking by categorizing files chronologically by month, conducting routine cross-departmental follow-ups to accelerate letter processing, and performing meticulous data verifications to reconcile employee records against organizational shifts. When technical software errors occurred, temporary manual workarounds—such as coordinating directly with the Security Division for entry clearance permits—ensured uninterrupted access for authorized participants without compromising corporate security protocols.

The implementation of the community service program through the impactful internship model at PT XYZ (Persero) yielded substantial operational benefits, demonstrating how academic integration directly supports public sector and state-owned enterprise productivity. Throughout the five-month engagement within the Learning and Development Department, student participants and academic supervisors actively contributed to resolving administrative backlogs and enhancing the efficiency of the Human Capital Management Division. Key contributions included the systematic data entry and periodic recapitulation of vocational internship participants, rigorous digital conversion and physical archiving of confidential records, and the precise drafting of essential official memorandums. Furthermore, managing daily administrative logistics—such as lunch coupon distributions, training assignment documentation (SPRIN), financial accountability reports (Perwab), and professional visitor coordination—significantly improved the quality of public-facing administrative services.

Despite these positive operational outcomes, the community service engagement identified several complex internal and external challenges within the corporate environment. Internally, participants initially encountered difficulties navigating the intricate, highly structured bureaucratic hierarchy inherent in a major defense enterprise. Adjusting to rigorous workplace discipline, technology usage restrictions to protect data security, and high-pressure time management while simultaneously delivering responsive front-line services demanded rapid behavioral and professional adaptation.

From an external perspective, structural friction emerged from the continuous, non-cyclic influx of internship applicants. Because PT XYZ operates on an open admission model driven by institutional partnerships and employee recommendations rather than fixed academic intakes, the volume of administrative work remained consistently high. Operational delays frequently occurred when introductory letters routed to external operating divisions experienced prolonged review cycles before returning for final clearance and official reply letter issuance. Additionally, minor technical malfunctions in internal digital systems (such as HRIS and word-processing software) occasionally caused temporary documentation backlogs, requiring immediate manual intervention and rigorous cross-checking.

To address these hurdles, proactive problem-solving strategies were co-developed and executed as part of the community service intervention. Internally, participants enhanced their procedural proficiency through active mentorship consultation, systematic task prioritization matrices, and strict adherence to professional discipline. Externally, the work unit optimized document tracking by categorizing files chronologically by month, conducting routine cross-departmental follow-ups to accelerate letter processing, and performing meticulous data

verifications to reconcile employee records against organizational shifts. When technical software errors occurred, temporary manual workarounds—such as coordinating directly with the Security Division for entry clearance permits—ensured uninterrupted access for authorized participants without compromising corporate security protocols. Ultimately, this initiative proved that community service via impactful internships successfully bridges theoretical public administration frameworks with practical organizational problem-solving.

The implementation of this impactful internship model yields significant practical implications for both industrial organizations and higher education institutions:

1. For Corporate Entities and State-Owned Enterprises: Embedding structured academic assistance directly alleviates human resource administrative bottlenecks, enhances archival accuracy, and provides scalable support for managing high-volume vocational programs. By leveraging student competencies aligned with national standards (SKKNI), enterprises can optimize internal service delivery without overextending permanent personnel. This active collaboration fosters a tighter synergy between industry standards and academic curricula, ensuring that corporate environments directly benefit from fresh methodological perspectives and dedicated operational support.
2. For Educational Institutions and Public Administration Students: This community service framework transforms traditional learning into active, problem-solving civic engagement. Students are challenged to bridge theoretical concepts of public sector management with complex bureaucratic realities, cultivating essential professional resilience, ethical responsibility, and cross-functional communication skills (Dharmanegara & Taufiq, 2022; Taufiq, 2023; Taufiq & Harijanto, 2023). This hands-on involvement prepares graduates to become adaptive administrative practitioners capable of designing innovative solutions for contemporary organizational challenges. Ultimately, institutionalizing impactful internships as a core community service mechanism validates the practical relevance of higher education in directly contributing to national workforce readiness and public sector excellence.

The practical implications of this community service initiative manifest through substantial, quantifiable operational improvements realized across the Human Capital Management Division of PT XYZ (Persero). By systematically embedding structured academic assistance aligned with the Indonesian National Work Competency Standards (SKKNI), the organization successfully mitigated chronic administrative bottlenecks that previously hindered workflow efficiency. Routine operational enhancements include a marked reduction in document processing backlogs, accelerated turnaround times for vocational internship application reviews (*STAR*), and the establishment of a more secure, rigorously maintained digital and physical archiving system. Furthermore, the seamless execution of daily administrative logistics—ranging from training assignment documentation (*SPRIN*) and financial accountability reports (*Perwab*) to responsive front-line service delivery—demonstrates that targeted academic intervention can effectively augment corporate productivity without requiring an immediate expansion of permanent personnel. These improvements validate the operational viability of leveraging academic partnerships to streamline complex bureaucratic procedures within high-volume industrial environments.

Beyond immediate administrative optimization, the collaborative framework fosters long-term institutional resilience by bridging industry requirements with higher education curricula. For corporate entities and state-owned enterprises, this engagement provides a scalable, sustainable model for managing large-scale vocational programs while maintaining strict adherence to defense-industry data confidentiality and compliance protocols. Simultaneously, for public administration students and academic institutions, the initiative transforms passive theoretical learning into high-impact, practical problem-solving experience. Students cultivate essential professional resilience, ethical accountability, and cross-functional communication skills while directly contributing to public sector excellence. Ultimately, institutionalizing this impactful internship model establishes a mutually beneficial ecosystem where academic rigor directly drives organizational innovation and workforce readiness.

4. CONCLUSION

Community service implementation by means of the impactful internship (magang berdampak) approach in PT XYZ (Persero) proves the great mutual benefit from the collaboration of educational establishments and state-owned enterprises. Due to the successful use of the academic approach and the Indonesian National Work Competency Standards (SKKNI), the project managed to address the crucial organizational issues, overcome the administrative problems, and optimize the documentation processes in the Human Capital Management Division. The results show that academic measures can be used to address organizational problems in the volume-based and defense-oriented industries without compromising data security. Additionally, such approach to the relationship between educational establishment and the company helps the students acquire practical skills, thus translating the theory of public administration into practice, ethics, and civic readiness. Hence, the impactful internship becomes a key vector of the community service, reinforcing the synergy between education and industry.

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