

The Effective Management of the Farmer Women's Group Program in Order to Prevent Food Insecurity during the Covid-19 Pandemic

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Abstract

This research was conducted to determine the management effectiveness of the Azzahra farmer women's group program in the Buaran area, South Tangerang, Indonesia, which was carried out from March 2021 to August 2021. The data taken are primary and secondary; primary data is taken from observations, documentation, and interviews with the chairwoman, advisor, and group members. Secondary data are taken from a literature review. The results of the research conducted found that this group of farmer women has carried out management effectively to prevent food insecurity while improving their welfare by farming in groups. This is shown by the expansion of the cultivated land, which was originally only three hundred meters, to ten thousand meters with the addition of plant varieties, the improvement of the welfare of its members obtained from the purchase of cheap foodstuffs, and also the earning of wages from the sale of these crops. The group was also able to repay operational loans within two years. During the COVID-19 pandemic, they were able to donate part of the harvest to orphans in the surrounding area. The conclusion of this study is that the farmer women's group program can be used as a solution to prevent food insecurity in times of crisis.

Keyword: *Managerial Effectiveness, Covid-19 Pandemic, Farmer Women's Group, Solutions, Food Insecurity*

INTRODUCTION

During the COVID-19 pandemic, food insecurity can occur because the distribution of crops by farmers has problems due to restrictions on activities in various regions of the world, including Indonesia (Presiden Republik Indonesia, 2020). As a result of these activity restrictions, the source of income has been reduced; this can be seen from the negative growth of the Indonesian economy of 2.07 percent (BPS, 2021). For this reason, cheap food sources are very necessary because the community, especially families, must continue to maintain their health (Kinsey, 2020). This study aims to be able to find out how the women's community can overcome the problem of family food sources while maintaining health during the COVID-19 pandemic and how the women's community obtains cheap food sources with limited mobility?

In this study, the Az Zahra Farmer Women's Group (KWT) was chosen because it had received appreciation from the Mayor of South Tangerang as the implementer of a good KWT program (Kartika, 2020)(Adella, 2020). They had been appreciated because of the effectiveness of the Farmer Women's Group, which has succeeded in overcoming healthy food difficulties independently and at the same time can increase income, so that it can give an idea that farming activities can prevent food insecurity. at the time of the COVID-19 pandemic. The land cultivated is sleeping land owned by the Developer Company, which is located in the RW-5 area, Buaran village, Serpong District, South Tangerang, Indonesia.

Literature review

The Women Farmers Group is an institution that is part of a government program intended for the development of farmer groups (Saefullah, Gustiawan, et al., 2023), which was formed by the smallest group of people, namely the Rukun Warga (RW). This community group consists of individual elements that have their own motivations for their activities. This community group consists of individual elements that have their own motivations for their activities. According to (Maslow, 1943), Food requirements are a component of physiological requirements and a leader. So that a group leader can encourage the achievement of common goals if he understands what motivates his members, The leader in the Women Farmers Group has the task (*Ciri-Ciri Kelompok Tani*, n.d.) of coordinating task shifts, coordinating production sales, and being a liaison with agricultural extension agents and other information providers.

Effectiveness comes from the word "effective." According to the Big Indonesian Dictionary, the word "effective" has the meaning of "effect," "influence," "result," or "can bring results" (Kamus Besar Bahasa Indonesia (KBBI), n.d.). So, effectiveness is the activeness, usability, and compatibility of an activity of a person carrying out a task with the intended target. Effectiveness is the achievement of the target output, which is measured by comparing the output of the budget with the actual output defines effectiveness as the result achieved by workers in comparison to the amount of other production results achieved in a given period of time.(Handoko, 2012). Meanwhile, according to (Hidayat, 1986), effectiveness is a measure that states how far the target (in terms of quantity, quality, and time) has been achieved. The greater the percentage achieved, the higher the effectiveness.

Managerial effectiveness is understood as the ability of managers to carry out their duties and functions properly by choosing the right targets that are carried out optimally in order to achieve the stated organizational goals. Managerial effectiveness, according to (Mullins, 2000), puts forward four things that are specific and one that is general in nature, as for what is meant, namely: (1) the manager's work; (2) the manager's character; (3) the manager's relationship with other people; (4) the manager as part of the organization; and (5) the criteria for effective allocation in general of resources, achievement of goals, objectives achieved, planning, organization, coordination, and supervision (Saefullah, Candra, et al., 2023)

METHOD

The method used in this study is a descriptive qualitative method, which emphasizes the actual conditions used by researchers to describe the phenomena experienced (W. Creswell, 2013) to get a holistic picture of a phenomenon from the subject's point of view. The phenomenon that will be described is the COVID-19 pandemic that is currently being experienced by citizens of the world, including the subject of this research.

Qualitative methods are carried out inductively, using case studies, with the hope of being implemented in general cases. Primary data was taken through observation and in-depth interviews (Raco, 2018) with the chairwoman, treasurer, members, and advisors of the Azzahra Women's Farmer Group, each with 1 person. and secondary data obtained from a literature review.

RESULTS AND DISCUSSION

The selected member of this women's farmer group is the Azzahra Women's Farmer Group in the RW 05 area of Kampung Jati, Buaran Village, Serpong District, South Tangerang, Indonesia. The research location on the map is <https://goo.gl/maps/Rxp2feguxfu8B4t9>. Research conducted from March 2021 to August 2021 resulted in the following observations and information: The number of registered members is 22, and 14 are still active. Of the 14 active members, 50% have high school educations, 7% have junior high school educations, and 43% have elementary school educations. The organizational structure consists of 1 chairwoman, 1 deputy chairwoman, 1 secretary, and 1 treasurer. with an age range ranging from 38 years to 64 years.

According to (Tyassuma, 2019), food and health produce the view that good food will produce good health and bad food will produce bad health. KWT Azzahra began with an inspiration to find health solutions that can be obtained from plants. Interviews with the chairwoman, treasurer, and members and an advisor of South Tangerang KWT found that yields obtained are sold to members at a lower price than market prices, in the sense that members receive market subsidies. Cash from sales is used as capital to buy other plant seeds. so that the plants become more varied. Yields are increasing, and capital is increasing. Managerial effectiveness is coordinated by the chairwoman in terms of: planning the types of plants to be planted, dividing and carrying out work alternately, organizing activities, and supervising work carried out by recording attendance. The group leader coordinates the sale of the harvest and then coordinates the giving of money to working members. Part of the proceeds were donated to orphans in the surrounding area. With the approval of the members, the chairwoman makes a policy on the use of proceeds from activities divided into three parts with a ratio of 50:30:20, namely 50% for capital and operations, 30% for the distribution of leftover money, and 20% for donations. And with this policy, this group can help people in their area. Effective processing of idle land can be seen from the area of arable land that is growing, from three hundred meters to ten thousand meters, the varieties of plants that were originally only two kinds, and the fact that working capital amounting to twelve million five hundred thousand rupiah can be repaid within two years. And the amount of sales per harvest exceeded eight hundreds rupiahs

Interview recordings

Interview recordings	Significant Sentences	Main Themes	Themes
1. <i>Anggota : Apa yang menjadi</i>	<i>Untuk</i>	<i>melakukan</i>	<i>Kegiatan yang Melakukan kegiatan</i>

<i>motivasi utama para anggota sehingga mau bergabung dalam kelompok wanita Tani Azzahra ?</i> Members: What is the main motivation for the members to join the Azzahra women's group?	<i>kegiatan yang bermanfaat dan dapat bersosialisasi</i> to do useful and social activities	<i>bermanfaat dan melakukan sosialisasi</i> Useful and social activities	<i>secara berkelompok</i> Doing group activities
2. <i>ketua: Apa dasar pemikiran dalam pembagian tugas yang diberikan kepada anggota oleh Ketua Kelompok mengingat anggotanya terdiri dari wanita berkeluarga yang memiliki tugas dan tanggung jawab masing-masing?</i> Chairwoman: What is the rationale for the division of tasks assigned to members by the group leader, considering that the members are women with families who have their own duties and responsibilities?	<i>Tugas disesuaikan dengan kondisi anggota</i> tasks adapted to the conditions of members	<i>Penyesuaian tugas masing-masing anggota</i> Adjusting the duties of each member	<i>Dilakukan organizing dengan melakukan penugasan sesuai kondisi anggota</i> Organizing is done by doing assignments according to the conditions of the members.
3. <i>Ketua : Bagaimana cara menumbuhkan dan mempertahankan minat anggota untuk tetap memiliki motivasi kuat melakukan tugas yang diberikan oleh Ketua Kelompok?</i> Chairwoman : How do you grow and maintain the interest of members so they remain strongly motivated to carry out the tasks assigned by the group leader?	<i>Dengan memberikan insentif berupa subsidi hasil panen murah dan uang lelah</i> By providing incentives in the form of subsidies for cheap harvests and tired money	<i>Melakukan Penghematan belanja dan penghargaan atas usaha</i> Save on spending and reward effort.	<i>Motivasi dan Apresiasi melalui pemenuhan kebutuhan dasar anggota</i> Motivation and appreciation through meeting the basic needs of members
4. <i>Ketua : Bagaimana cara mengarahkan anggota Sehingga dapat mencapai tujuan kelompok?</i> Chairwoman:	<i>Dengan memberi contoh tugas yang wajib dilakukan dan mendiskusikan tugas yang akan dilakukan Bersama</i>	<i>Memberikan teladan dan membuka ruang diskusi</i>	<i>Melakukan fungsi leadership/keteladanan dalam bekerja dan membuka ruang diskusi kelompok</i>

How do you direct members so that they can achieve group goals?	By giving examples of tasks that must be done and discussing the tasks that will be done together,	Set an example and open up space for discussion.	Perform leadership or exemplary functions in work and open room for group discussion.
5. Ketua : <i>Bagaimana cara mengawasi hasil kerja anggota?</i> Chairwoman : How do you monitor the work of members?	<i>dengan menyiapkan catatan absensi</i> by preparing attendance records.	<i>Ketua melakukan fungsi pengawasan Bersama dengan anggota lainnya</i> The chairwoman along with the other members, performs the supervisory function.	<i>Melakukan fungsi Controlling</i> Perform the controlling function
6. Bendahara : <i>Apa manfaat yang diperoleh Kelompok Wanita Tani Azzahra pada masa pandemic covid 19 ini?</i> Treasurer: What benefits did the Azzahra Women's Farmer Group get during this COVID - 19 pandemic?	<i>mendapatkan manfaat dari hasil tanaman (Kesehatan dan sumber pangan)</i> get the benefits of the crops (health and food sources)	<i>Bertani sangat bermanfaat untuk Kesehatan dan sumber pangan murah</i> Farming is very good for your health and provides cheap food.	<i>Sektor Pertanian memiliki peluang untuk meningkatkan kesejahteraan keluarga di masa krisis</i> The agricultural sector has the opportunity to improve family welfare in times of crisis.
7. Grup : <i>Apakah bertani dapat menghemat anggaran pengeluaran keluarga? Apakah juga dapat mempertahankan konsumsi pangan yang sehat dan bergizi?</i> Group: Can farming save the family's budget? Can you also maintain healthy and nutritious food consumption?	<i>Ya, karena memproduksi sumber pangan secara mandiri menghemat biaya pengeluaran , mendapatkan sumber pangan sehat dan dapat berolah raga</i> Yes, because producing food sources independently saves expenses, gets healthy food sources, and allows exercise.	<i>Dengan bertani secara berkelompok, mendapatkan hasil panen lebih murah, lebih sehat dapat bersosialisasi dan berolahraga</i> By farming in groups, you can get cheaper crops, it's healthier to be able to socialize and exercise.	<i>Bertani memiliki meningkatkan kualitas hidup (Kesehatan, ekonomi dan imunitas</i> Farming has improved the quality of life (health, economy, and immunity)
8. Anggota : <i>Apakah pada awal dibentuk KWT, anggota memiliki keterampilan bertani dan memiliki pengetahuan tentang tanaman dan manfaatnya?</i> Member: Did the members at the beginning of the establishment of KWT have farming skills and have knowledge about plants and their benefits?	<i>Awalnya tidak semua memiliki ketrampilan bercocok tanam, seiring waktu terjadi peningkatan skill bertani</i> Initially, not all of them had farming skills, but over time there was an increase in farming skills.	<i>Terjadi transfer ilmu pada kelompok Wanita tani</i> The women farmer group is transferring knowledge.	<i>Anggota yang aktif mendapatkan ilmu secara simultan</i> Active members gain knowledge simultaneously.
9. Pembina : <i>Apakah keistimewaan dari KWT Azzahra dibandingkan</i>	<i>KWT Azzahra istimewa karena memiliki motivasi</i>	<i>Model KWT yang baik untuk</i>	<i>Lahan tidur memiliki peluang untuk</i>

dengan KWT lain? Advisor : What is the specialty of KWT Azzahra compared to other KWTs?	tinggi dan mau bekerja keras sebagai petani penggarap KWT Azzahra is special because she has high motivation and is willing to work hard as a smallholder farmer	menggarap lahan tidur A good KWT model for working on idle land	meningkatkan perekonomian masyarakat Sleeping land has the opportunity to improve the community's economy.
10. Apa yang akan dilakukan oleh Kelompok Wanita Tani pada saat lahannya diambil alih oleh pemiliknya? What will the Women Farmers Group do when the land is taken over by the owner?	Dengan manfaat yang telah diterima, memiliki pengetahuan dan skill bertani anggota melakukan penanaman di lingkungan rumahnya masing-masing Members plant in their respective homes using the benefits they have received and their knowledge and skills in farming.	Sosialisasi meningkatkan kepercayaan diri dan optimistik pada anggota kelompok Socialization increases self-confidence and is optimistic about group members.	Bertani secara berkelompok bermanfaat untuk jasmani dan rohani Farming in groups is beneficial both physically and spiritually.

Tabel 1- Interviews Result

CONCLUSION

The Azzahra Women's Farmers Group has demonstrated managerial effectiveness, achieving its group goals such as successful collective farming, selling agricultural products, providing additional income to members, and contributing to orphans in the surrounding area. The success of KWT Azzahra is evidenced by the expansion of cultivated land from three hundred to ten thousand meters, increasing plant types from two to over twenty-five species, repaying operational loans within two years, and donating to orphans. This success is largely attributed to the effective leadership and managerial processes of the group leader, who has motivated members and achieved group and individual goals. The group's planning effectiveness is shown in their strategic planting schedules, leading to becoming a permanent supplier to the Jakarta Rawa Belong Flower Market. Organizational management is marked by a flexible, bottom-up division of tasks based on member capabilities, which has increased yields. Effective coordination within the group ensures no single member is overburdened, resulting in satisfactory task completion. Supervision efficiency is maintained through daily attendance records, which are also used for fair distribution of dues. The agreed-upon policy for sharing harvest sales, dividing profits into capital, member compensation, and donations, ensures sustainability and fairness. Additionally, group farming has proven to be an effective alternative to prevent food insecurity during the COVID-19 pandemic by producing affordable, healthy food independently, circumventing mobility restrictions and utilizing available land resources.

From the results of the research conducted, it can be seen that the members of the Azzahra Women's Farmer Group have carried out their tasks to the fullest but with low technology. So the workload becomes heavy. For example, when clearing land, it was done with sickles and a hoe. We recommend that group members use higher technology. This can be done through coordination with the local agricultural agency. Agriculture is the solution to preventing food insecurity and malnutrition. It is better for the authorities to promote this agricultural industry to reduce the impact of the COVID-19 pandemic and during times of crisis. The Azzahra Women's Farmers Group has become a role model for cultivating idle land. It is hoped that other potential idle lands can be processed as was the case in this

study. Given the limited time for sharecroppers, it is hoped that the relevant structural officials can find a solution if the land is taken over later. In this study, the farmer women's group has not focused on developing product quality for a larger target market. It is hoped that there will be further research to overcome this problem.

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