

ANALYSIS OF HUMAN RESOURCES DEVELOPMENT STRATEGY OF WOMEN FARMERS' GROUPS (KWT) IN SINAR BULAN VILLAGE, BUKIT INTAN DISTRICT, PANGKALPINANG CITY

Jennie Rorensia¹, Iska Nadiatus Sholihah², Eritawana³

¹ Management Study Program, Faculty of Economics and Business, Bangka Belitung University

² Management Study Program, Faculty of Economics and Business, Bangka Belitung University

³ Management Study Program, Faculty of Economics and Business, Bangka Belitung University

Correspondence *:

e-mail: jennierorensial@gmail.com

Abstract

Objective: This study aims to analyze the Human Resource Development Strategy carried out by the Women Farmers Group (KWT) in Sinar Bulan Village, Bukit Intan District, Pangkal Pinang City which aims to develop the productivity of KWT members, improve the performance and creativity of KWT members and improve the quality of organizational human resources. And the purpose of this study is also to suggest that there needs to be an evaluation of the Human Resource Development Strategy to improve organizational performance.

Design/Method/Approach: The method used in this research is a qualitative method, This study uses a case study that focuses on the HR development strategy in KWT Sinar Bulan Village . Data collection techniques use literature studies, especially by reading articles that have been published in various journals related to HR development strategies and related to Women Farmers Groups, Researchers also conduct data collection techniques by means of observation to the research location, then other data collection techniques are also by interview methods from informants totaling 7 people consisting of the KWT Chairperson, KWT Secretary, KWT Treasurer and 4 KWT members. The data analysis technique used in this study was SWOT analysis.

Findings: The results of this study indicate that the good performance of some active members is due to having attended training and development, but there are several problems with the Human Resource Development Strategy in inactive members and the lack of awareness in advancing and developing KWT so that researchers suggest conducting several evaluations of several Human Resource Development Strategies in KWT Sinar Bulan through a SWOT analysis that has been made by researchers .

Originality/Value: This research is based on the researcher having conducted an observation at the research location unintentionally, by observing the different characteristics of the members, the ineffective HR management system at the research location made the researcher interested in researching the problems that exist in KWT Sinar Bulan.

Practical/policy implications : This research is expected to provide benefits to members because the researcher has provided some suggestions and evaluated the research location, it is expected to provide effective changes to the HR management strategy at the research location.

JEL Classification: M2, M4

Keywords : Human Resource Development Strategy (HRD), Women Farmers Group, SWOT Analysis

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Introduction

One of the programs of the Food and Agriculture Service is to form a Women Farmers Group (KWT) organization to maintain food security in order to prevent stunting in children. The Women Farmers Group (KWT) is an organization consisting of a group of women in a village or sub-district who are active in agriculture and the purpose of forming this organization is to improve the economic welfare of women farmers, improve or improve nutrition in the community, prevent stunting, train the creativity of mothers in a sub-district. KWT is also a women's empowerment program by educating women in an area about the importance of adequate nutrition for child growth. Activities in this KWT organization include planting nutritious vegetables or fruits that are rich in vitamins.

Likewise with the Women Farmers Group (KWT) in Sinar Bulan Village, Bukit Intan District, Pangkalpinang City. This organization was just formed in 2022, whose members are housewives around Sinar Bulan Village, KWT Sinar Bulan has carried out several HR development strategies in this organization, such as conducting several trainings and coaching for members and administrators carried out by the Food and Agriculture Service and Bank Indonesia, but the HR development strategy carried out has not been realized for all KWT members. Therefore, it is necessary to evaluate the right HR development strategy for all members.

Human Resource Development (HRD) is a very important aspect and receives special attention, especially in the business world. For companies, efforts to improve HR quality are carried out to boost productivity in order to achieve excellence in global competition. HRD development within a company is a crucial element to increase employee capacity and ability, so that each individual can be competitive and able to compete in the global market. This is a major challenge that has become the responsibility and trust of every organization or company. According to Nawawi (2005), Human Resource Management Strategy is a basic formulation to maximize HR potential as an effort to improve company performance so that it can compete with established business competitors in the market, by relying on the strength of the HR it has.

The right and firm HR development strategy needs to be done in facing challenges within the organization, Human Resources challenges are usually poor member performance, employee characteristics and lack of organizational system management. These three problems can be overcome by implementing HR development strategies, such as training and coaching for all members of the organization which aims to develop member productivity, improve member performance and creativity and improve the quality of the organization.

Based on research Andini & Azzahra (2023) "Limitations of Human Resources in the Production Process at PT PAL Indonesia: Challenges and Strategies for Improving Organizational Performance" shows that the Challenges in Human Resource Development Strategy in the study are Limited human resources, as explained that these limitations are in the form of low quality of workers and lack of number of workers are the main factors in the constraints of Human Resource development in the study, However, the facts are different from this study, namely that the constraints or challenges in Human Resource Development are not the lack of workers but the ineffectiveness of the Human Resource Development Strategy carried out by the organization such as the inappropriate organizational management structure, Different member characteristics, Indecisiveness of management towards members.

In previous research conducted by Muhammad Zaky entitled "The Importance of Human Resource Training and Development in Facing Global Challenges" showed that HR training and development can also help organizations increase retention of quality employees and reduce employee turnover rates. Employees who feel valued and supported in their skills and career development tend to be more loyal to the organization and contribute to the success of the organization. Members who are trained and skilled in developing new skills and knowledge tend to be more open to new ideas and innovations in the organization. HR training and development can help organizations introduce and develop new innovations in their products and services (Muhammad Zaky, 2022). Another study conducted by McLeod and Clarke

(2009) showed that organizations that implement effective training and development have more skilled and qualified employees, which can ultimately improve overall organizational performance.

Therefore, it is important to conduct this research entitled "Human Resource Development Strategy in the Women's Farmers Group, Sinar Bulan Village, Bukit Intan District" which aims to develop a Human Resource development strategy by conducting HR development such as HR Training and Development to increase the creativity and performance of members for the success of the organization.

Literature Review and Hypothesis Development

1. The government's objective in establishing KWT

The government needs to hold a women's empowerment program in order to improve the economic quality of the community and improve community welfare, existing women's empowerment activities are usually only PKK, PKK itself is Family Welfare Development, PKK as an organization that exists in every sub-district, members of this PKK are people (mothers) who develop social interaction and harmonious life together. PKK with its various activities has been institutionalized in the daily lives of the community, basically it is social capital, in which networks, trust, mutual cooperation and other life values are established. The utilization of social capital has become a medium for community empowerment and job creation (Purba & Panjaitan, 2022) .

However, the Government also formed a Women Farmers Group (KWT) with the aim of increasing knowledge about the importance of good nutrition for pregnant women and during child growth in order to prevent stunting. Stunting is a disease that disrupts child growth with characteristics of height that is very inappropriate for normal children of the same age, usually this stunting is caused by chronic malnutrition and infection. Meanwhile, according to the WHO growth curve, this occurs due to unhealthy nutritional intake and repeated infections. This stunting usually occurs due to a lack of knowledge in mothers who do not know the importance of eating nutritious food during pregnancy and providing nutritious food during child growth. Another purpose of establishing the Women Farmers Group is to function as a place for the community, especially women where they can lead and express various thoughts in the field of agriculture, as well as provide opportunities to gain knowledge and visions of group members so that group activities are creative and keep up with the times (Margayaningsih, 2020) .

2. Human Resource Development

Human Resource Management is the process of achieving organizational goals by utilizing the individuals involved in it. In this case, employees are managed to have the appropriate competencies and abilities to support their work (Suryani & John, 2019) . According to Noe (2004) , human resource development is a company strategy designed to improve employee performance through training and development programs. Every individual has a desire to advance in their career, so that human resource management development strategies need to pay attention to several things (Siagian, 2005) :

1. Provide training and education opportunities for current and future assignments.
2. Provide support from direct superiors to specialist staff in HR work units to develop career development plans and programs.
3. Conduct objective, practical, and standard performance assessments.
4. Implementing the principle of justice that can motivate employees to work productively, as a form of incentive and reward from the company.
5. Providing occupational health and safety protection guarantees.

Cashmere (2016) states that HR development aims to uncover and develop the hidden potential and skills of employees to meet the company's expectations. This development includes all efforts to improve HR standards, not only through formal education, but also by considering the company's overall needs in the long term. This development takes time to produce results that can be evaluated in the long term. While

development prepares employees for future tasks, training aims to improve performance in current jobs. Therefore, organizations need to provide training and development for their members.

3. Training and Development

The achievement of organizational goals depends on the work habits of its employees. If the organization wants to have sustainable excellence through human resource (HR) databases. In order for employees and organizations to be effective, training and development are very important (Devi & Shaik, 2012). Training and development function to reduce the gap between employee capabilities and organizational standards. Improving skills, knowledge, and changing attitudes are some of the ways used to improve employee capabilities and performance. Employees are valuable assets to the organization, and with the potential they have, they can continue to be trained and developed so that their performance is optimal in achieving organizational goals (Sedarmayanti, 2007) . Training aims to help the performance of members in an organization. Training also aims to change attitudes, knowledge, or behavior that results in expertise with experience in order to achieve effective performance. Training is useful in developing individual and organizational capabilities in the future (Gustiana, et al., 2022). So, the context of training in an organization is an activity designed to increase the potential, resilience, and innovation of its members. The goal is to improve member performance and increase the organization's capacity for future growth.

By looking at some of the explanations of the definitions above, it can be concluded that training and development activities in an organization have a great influence on the success of the Human Resource Development Strategy, because by providing training and development to members of the organization, members become more creative, innovative and motivate members of the organization to advance the organization.

Method

This research was conducted in Women Farmers Group (KWT) Sinar Bulan Village , Bukit Intan District, Pangkalpinang City. This research uses a qualitative research method, this research uses a case study that focuses on the HR development strategy in Women Farmers Group (KWT) Sinar Bulan Village . The data collection technique in this study uses literature studies, especially by reading articles that have been published in various journals related to HR development strategies and related to Women Farmers Groups, Researchers also conduct data collection techniques by observing the research location by observing the behavior and characteristics of different members, and finally the researcher collects the most valid data by using the data collection technique with the interview method from informants totaling 7 people who were selected by purposive sampling consisting of the KWT Chairperson, KWT Secretary, KWT Treasurer and 4 KWT members, through this interview technique researchers can find out the characteristics of each member who are different, some are active and some rarely participate in activities, so that the knowledge and insight from the training and development programs carried out by the Food and Agriculture Service and Bank Indonesia have not all been realized so that proper HR development has not occurred. Therefore, researchers conducted research using data analysis techniques.

The data analysis technique in this study uses SWOT analysis, which includes Strengths, Weaknesses, Opportunities, and Threats. SWOT analysis is a systematic method for identifying strategic factors in formulating strategies. Strategy itself is an important tool for achieving goals (Porter, 1985) . According to Rangkuti (2001) , strategy is a comprehensive master plan that explains how to achieve all the goals that have been set. The use of SWOT analysis in this data analysis technique aims to minimize weaknesses and threats while maximizing strengths and opportunities.

Results and Discussion

The Women Farmers Group (KWT) in Sinar Bulan Village, Bukit Intan District, Pangkalpinang City is an organization consisting of a group of women in Sinar Bulan Village who are active in agriculture. The Women Farmers Group Sinar Bulan was formed in 2022. The purpose of establishing this The Women Farmers Group is to improve the economic welfare of women farmers, improve or improve nutrition in the

community, and prevent stunting in children in the surrounding environment. The activities in this The Women Farmers Group organization are planting nutritious and vitamin-rich vegetables or fruits, then the harvest from The Women Farmers Group (KWT) Sinar Bulan is given to children who are indicated as stunting. In addition to being distributed to children who are indicated as stunting, the harvest is also sold to increase the income of the mothers who are members of The Women Farmers Group(KWT). This Women Farmers Group (KWT) is a program proposed by the Food and Agriculture Service and also Bank Indonesia (BI). The members of The Women Farmers Group (KWT) Sinar Bulan Village have undergone training and human resource development carried out by the Food and Agriculture Service and Bank Indonesia (BI). The training that has been carried out is training on planting good seeds in hydroponics and soil,

The role of Bank Indonesia in The Women Farmers Group (KWT) in addition to providing training, Bank Indonesia also acts as a provider of aid funds in the form of money, which is then used to buy fertilizer, seeds, and other agricultural equipment. Bank Indonesia itself provides support and development for The Women Farmers Group for a reason. Bank Indonesia itself has an important role in maintaining the stability of the Indonesian currency in circulation and supporting sustainable economic growth. Usually the task of Bank Indonesia is to supervise the stabilization of raw material prices such as daily staple foods, but inflation often occurs because farmers may fail to harvest in large quantities which causes the price of staple foods to increase. With the existence of The Women Farmers Group as a supplier of vegetables and fruits in the market, Bank Indonesia can easily control the prices of staple foods which are the competitiveness of ordinary farmers. That is why BI has an important role in improving and advancing the Women's Farmers Group (KWT) because it has an important influence in stabilizing the currency circulating in Indonesia.

In the implementation of HR training and development is often inefficient and ineffective. Not a small amount of costs incurred even seems to be a waste of funds. Many employees who have participated in training or development have not been able to implement what was obtained during training or development. Therefore, it is necessary to pay attention to things in the design of effective HR training and development (Wiliandari, 2018) , With the purpose of training and development, namely to change attitudes, behavior, experience and performance. Therefore, it is necessary to implement an effective Human Resource Development Strategy, one of which is training and development which is a solution to prevent a decline in member performance.

The problem of this research is the inaccuracy of the HR development strategy implemented by members due to the lack of awareness of members who are less active in advancing and prospering KWT. Therefore, it is necessary to conduct an evaluation of the HR development strategy. Kumpikaité (2007) revealed that companies that implement HR development programs tend to gain higher profits than companies that do not implement them. This shows the importance of evaluating and fulfilling HR needs in The Women Farmers Group (KWT) Sinar Bulan Village.

1. Human Resource Development Strategies that have been implemented:

The Human Resource Development Strategy in the Women Farmers Group (KWT) of Sinar Bulan Village, Bukit Intan District, Pangkalpinang City has been carried out with various forms of external threats and internal weaknesses that affect the quality of performance of KWT members. To analyze the strengths and weaknesses of resources and external opportunities and existing threats, researchers use data analysis techniques with SWOT analysis. The Human Resource Development Strategy that has been carried out by KWT is to conduct training and development. According to Sedarmayanti (2007) : "Training and development are efforts to reduce the differences between employee abilities and organizational regulations or culture. Adding skills and knowledge and changing attitudes are some of the efforts to improve employee abilities and performance by means of

In addition to conducting training and coaching for all members, this KWT has also utilized household waste, with the creativity and innovation of these The Women Farmers Group, they utilize household waste into useful things for the The Women Farmers Group (KWT) organization. For example, egg shell and onion skin waste which are usually just piled up as garbage, when in the hands of the The Women Farmers Group

Sinar Bulan mothers are processed into organic fertilizer. According to Sitohang in Alvitara (2024) , egg shells are rich in calcium carbonate, phosphorus, magnesium, and various other minerals. Calcium, the main component of egg shells, not only forms the structure of the body, but also provides great benefits for plants. By seeing the many benefits of egg shells for plants, KWT members were inspired to process the waste into organic fertilizer, not only egg shells,

Onion skin is also used as organic fertilizer because onion skin has many benefits, including:

- Maintain soil moisture,
- Inhibits weed growth,
- Helps plants grow more fertile,
- Accelerates the growth of flowers and fruit in plants,
- Potentially kills caterpillar or fungal pests.

The following are some strategies that have been implemented by The Women Farmers Group Sinar Bulan:

1. Conduct training on planting both in soil and hydroponically
2. Make a schedule for watering and harvesting plants
3. Managing household waste into organic fertilizer
4. Conduct entrepreneurship training on how to market crops to increase The Women Farmers Group income.
5. Participate in training on utilizing empty land in your yard to plant several plants.
6. Participate in training and outreach about the importance of consuming nutritious food.
7. Selling harvest results through UMKM bazaars
8. Utilizing aid funds from the Food & Agriculture Service and Bank Indonesia

2. Factors that cause HR development strategies to fail:

Failed HR development strategies are caused by various things, including: lack of communicating the right strategy to employees, Lack of employee development, Ineffective HR management, Unsupportive employee policies, Incompatibility of employees with the role or culture of the company. According to Sulistio (2010) , the factors that cause human resource development to fail are:

- 1) Low skills of human resources in the era of globalization,
With the advancement of the times, human resources are required to have high and quality skills so that we as members of the organization or employees need training to increase knowledge and skills.
- 2) Low mentality of human resources Moral training is one of the priorities in every organization. Moral training is carried out to form human resources who have personal responsibility for the development of the organization to be more advanced, and train honesty from members.
- 3) Frequent changes in management rules within the organization
As time goes by and differences in eras make organizations have different rules and missions according to mutual agreements.

Meanwhile, the factors causing the failure of the HR development strategy in The Women Farmers Group (KWT) Sinar Bulan are as follows:

1. Lack of awareness among members to carry out their duties according to schedule
2. Members who take training and development for granted
3. The management is not firm enough towards inactive The Women Farmers Group members.
4. There are members who rarely participate in activities and do active duty on duty.
5. There are no rewards for diligent members, even though giving rewards is important as a reference for members' enthusiasm to remain active.
6. There is no punishment or penalty for inactive members, which makes members act arbitrarily.
7. Not carrying out careful member recruitment selection, resulting in members being busy with their main work, resulting in these members being unable to take part in activities and on duty.
8. Poor and non-transparent financial management
9. No evaluation or supervision of members' performance

3. Evaluation of Human Resource Development to be carried out:

research (1994) and Kumpikaité (2007) regarding HR development evaluation shows that companies that run HR development programs tend to record higher profits compared to companies that do not. The results of this study highlight the importance of evaluation and the need for HR development. Evaluation begins by clearly identifying the expected results of the development program. Focusing on goals and results allows companies to understand the reasons for developing the program and how the program contributes to improved performance. Evaluation has several purposes in an organization, but HR development needs to be directly correlated with the organization's strategy (Burrow & Berardinelli, 2003). The HR development plan that will be carried out by The Women Farmers Group Sinar Bulan is as follows:

1. Conducting socialization regarding effective HR development strategies
2. Provide counseling on the importance of awareness to carry out duty according to schedule.
3. Take firm action or punish members who rarely participate in activities and carry out cleaning duties.
4. Carry out a reward program for active members.
5. Carrying out promotional activities for sales of harvested produce through social media
6. Conduct evaluations of financial management
7. Carry out evaluations of member performance

4. SWOT Analysis in KWT

According to Rangkuti (2001) . based on the concept David (1993) , SWOT analysis means analysis based on Strength-Weakness-Opportunities-Threats which means Strength-Weakness-Opportunity-Obstacles, through SWOT analysis, it will help in the final conclusion of the research. Before conducting observation activities or observations to the research location, a data collection method was carried out by interviewing several informants consisting of 3 administrators and 4 members. From the interview process, several SWOT analyses were produced in the HR Development Strategy of The Women Farmers Group (KWT) Sinar Bulan.

Table 1. SWOT Analysis in HR Development Strategy at The Women Farmers Group (KWT) Sinar Bulan Village

		Strength	Weakness
<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="width: 40%;"></div> <div style="width: 20%; text-align: center;">Internal</div> <div style="width: 40%;"></div> </div>	Internal	<ol style="list-style-type: none"> 1. Has conducted several trainings such as: Training on planting in the ground and hydroponics, Entrepreneurship training to improve marketing activities of harvested crops, Training and socialization of the importance of balanced nutrition , Training Utilization of vacant land for agriculture. 2. The existence of a task structure and a schedule for KWT member pickets 3. Sales of harvest results through UMKM bazaars 	<ol style="list-style-type: none"> 1. There is no awareness among all members to carry out their duties according to the schedule 2. There is no punishment for members who are less active and the Management is less strict towards inactive members. 3. There is no reward for active members, which makes members lack motivation. 4. Recruitment of members is not thorough, causing inactivity due to main work. 5. Poor and non-transparent financial management.
	External		

	<ol style="list-style-type: none"> 4. Utilization of assistance in the form of funds from the Food & Agriculture Service and BI which are used to purchase seeds, fertilizer and other agricultural equipment. 5. Management of household waste from red onion skins and egg shells into organic fertilizer that can fertilize plants 	<ol style="list-style-type: none"> 6. And there some members tend to underestimate training and development. 7. There is no evaluation/supervision of member performance.
Opportunity		
<ol style="list-style-type: none"> 1. Potential for increasing crop yields and income through entrepreneurship training and utilization of yard land. 2. Access to government and other agency assistance to improve facilities and training. 3. Increasing public awareness of healthy and nutritious food has the potential to increase demand. 	<p>SO Strategy</p> <ol style="list-style-type: none"> 1. Optimizing training businessman For increase KWT income with do activity digital promotion from social media which was initially only through the UMKM bazaar 2. Utilise access help from the Department of Food & Agriculture and Bank Indonesia for increase facilities and infrastructure training as well as purchase more tools Good For support activities , especially in utilization land empty and processing waste organic . 3. Prepare a work program sustainable related improvement awareness public about food healthy and nutritious with involving member in socialization and training , so that increase request results KWT harvest in the community around . 	<p>WO Strategy</p> <ol style="list-style-type: none"> 1. Setting up the mechanism evaluation and supervision performance members so that they still motivated and monitored its activities . With existence help from institution government , training related management organization can held For increase discipline member . 2. Making a schedule rotation picket and give training about importance discipline and work The same in increase production results harvest , so that members who are rare follow activity can more motivated and feel involved . 3. Proposing rewards and punishments based on performance , for example with incentive from results profit sale the harvest that is marketed , so that member more active engagement and productivity group increase .
Threat		
<ol style="list-style-type: none"> 1. Lack of member motivation due to the absence of rewards or punishments can hinder development. 	<p>ST Strategy</p> <ol style="list-style-type: none"> 1. Scheduling and management land optimal yard so that all member own not quite enough answer each one. This is important For avoid existence less members 	<p>WT Strategy</p> <ol style="list-style-type: none"> 1. Apply reward system for active members and strict punishment for members who do not active so as not to become threat for KWT .

<p>2. Less active members can be detrimental to the success of the program.</p> <p>3. Competition with other groups or communities that are more active and have better management.</p>	<p>active that can bother program success .</p> <p>2. Stage training management management finance in a way open for members know use of aid funds from government or institution other .</p> <p>3. Organizing training about utilization source power and waste existing organic For press cost production , so that can compete with other groups that have management more Good .</p>	<p>2. Stage recruitment more members selective and structured so that members who join own commitment and sufficient time For active in KWT activities .</p> <p>3. Do repair management financial and fund transparency with compile report periodically , so that management of aid funds more effective and improve trust as well as participation more members tall .</p>
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Based on the SWOT analysis of KWT Sinar Bulan above, it can be said that these strategies are designed to optimize the performance and productivity of the Women Farmers Group (KWT) by maximizing existing strengths, overcoming weaknesses, utilizing opportunities, and facing emerging challenges.

1. **SO strategy** focuses on using KWT strengths such as entrepreneurship training and government agency support to exploit opportunities, increase group income, and expand social impact in supporting healthy food.
2. **The WO strategy** aims to overcome internal weaknesses by improving discipline, supervision, and incentive and evaluation systems, which are expected to increase member participation and program effectiveness.
3. **ST strategy** uses KWT's strengths to address external threats, such as managing member participation and financial transparency, and increasing group competitiveness through training that improves efficiency and resource management.
4. **The WT strategy** seeks to reduce weaknesses in facing threats by implementing reward-punishment to improve discipline, tighten recruitment, and optimize transparent financial management so that members are more committed and motivated.

Overall, these strategies help KWT to increase professionalism, participation and competitiveness, thereby enabling it to achieve its economic and social development goals in a sustainable manner.

This study highlights the relevance of training and human resource development in the context of a newly formed community group, namely The Women Farmers Group (KWT) Sinar Bulan. The focus on sustainable agriculture and stunting prevention through the utilization of crops reflects very specific local needs. This emphasizes the importance of a local context-based approach in human resource development strategies. From the research that has been conducted on human resource development strategies in the Women Farmers Group (KWT) in Sinar Bulan Village, there are several important points, one of the main issues is the difference in the level of member participation, which shows that the success of the program depends not only on the quality of training, but also on the implementation of effective management and incentives. In addition, the evaluation of the reward and punishment system that has not been optimal affects member motivation. The use of SWOT analysis to design human resource development strategies is a relevant step, but it needs to be complemented by a member participation-based approach to increase their involvement. The practical implication is the importance of building a transparent management system that focuses on community-based empowerment to optimize the potential of the organization. In the future, the integration of technology, such as social media for crop promotion and digital recording for financial management, can have a more significant impact in supporting the sustainability of the program and increasing the competitiveness of the group in local and regional markets. An effective HRD strategy should include long-term planning involving regular evaluation, updating of training methods, and utilization of evaluation results for continuous improvement. Relationships with institutions such as the Food & Agriculture Service and Bank Indonesia need to be strengthened through ongoing communication and structured program

proposals to ensure continued support. In addition to focusing on agriculture, The Women Farmers Group (KWT) can explore other activities such as processing crops into value-added products (e.g., processed foods) that can increase group income.

The SWOT analysis in this study provides in-depth insights into the HR development strategy in the Sinar Bulan Women Farmers Group (KWT), especially in identifying strengths, weaknesses, opportunities, and threats. This study shows that although various trainings have been carried out, such as entrepreneurship training and organic waste processing, the effectiveness of strategy implementation is still constrained by low member participation, non-transparency of financial management, and lack of performance evaluation. The proposed development strategy, including a reward and punishment system, digital promotion of harvest results, and financial management training, is designed to optimize internal potential and external opportunities while addressing existing weaknesses and threats.

Conclusions and future directions

The conclusion of this study shows that the HR development strategy in the Women Farmers Group (KWT) in Sinar Bulan Village, Pangkalpinang City, plays an important role in increasing the productivity, performance, and creativity of members. The study also recommends an evaluation of HR development strategies to advance the organization. The approach used is qualitative with data collection techniques through interviews, direct observation, and SWOT analysis. The research informants consisted of KWT members and administrators. Several active members showed good performance due to the training provided, such as training in planting and processing waste into organic fertilizer. Although some training has produced positive results, there are still challenges, such as low member participation, suboptimal financial management, and lack of performance evaluation. HR Development Evaluation: Socialization of effective HR development strategies, Providing rewards for active members and punishment for members who are less involved, Increasing sales promotion of harvest results through social media, Evaluation of more open and structured financial management. The strategy implemented aims to improve KWT performance by optimizing strengths, managing weaknesses, utilizing opportunities, and mitigating threats. This strategy is expected to increase professionalism, member involvement, and the sustainability of KWT's economic and social goals in the long term. In the future, KWT is advised to strengthen its strategy by providing incentives for active members, implementing a reward and punishment system, increasing digital promotion of harvest results, and transparency in financial management. By utilizing SWOT analysis, it is hoped that KWT can optimize internal strengths, manage weaknesses, take advantage of opportunities, and face threats, so as to achieve long-term economic and social sustainability.

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