

## **Readiness of Human Resources in Management Joint Business Group**

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### **ABSTRACT**

Poor Empowerment Program through Joint Business Groups or KUBE (Kelompok Usaha Bersama \*in English: Joint Business Group). The form of this program is to provide Direct Social Empowerment Assistance or business capital for the poor to facilitate these community groups which have been accommodated in a group, namely KUBE to manage and develop Productive Economic Enterprises. This type of research is qualitative research using observation, interview, and documentation techniques as a data collection tool. While the data analysis technique is done by collecting data, reducing data, and drawing conclusions. The results of this study indicate that the community welfare improvement program is implemented through the establishment of KUBE and providing business capital assistance KUBE to build businesses and increase people's income; there is still a need for capacity building for managers so that the formed KUBE can become a sustainable business model. This research can be used as a reference in preparing human resources through joint business groups at the village level because previous research focused on the district/city level.

Keywords: Empowerment, group, welfare, business.

### **INTRODUCTION**

In the 2015 – 2019 government, the Indonesian Ministry of Social Affairs (Kemos RI) is expected to make a significant contribution in alleviating the problem of poverty. The Indonesian Minister of Social Affairs has agreed with the President of the Republic of Indonesia that the Minister of Social Affairs will contribute one percent to reducing the poor by signing a performance contract with the President of the Republic of Indonesia. The strategic objectives of the Ministry of Social Affairs are; contribute to reducing poverty, other community groups with Social Welfare Problems or PMKS (Penyandang Masalah Kesejahteraan Sosial) by one percent of the national target in 2019, through: increasing the ability of poor and vulnerable families and other PMKSs to meet basic needs; increasing the ability of the poor and vulnerable, children, persons with disabilities, the elderly, and other marginal groups in fulfilling basic rights and inclusiveness, Minister of Social Affairs 2016. The Ministry of Social Affairs' activities in dealing with poverty are regulated in the Law on Community Empowerment and Handling of the Poor. Conceptually, its position has moved from assistance, rehabilitation to social empowerment.

Therefore, the government through the Indonesian Ministry of Social Affairs as a social institution engaged in the development of social welfare carries out activities aimed at empowering underprivileged groups in Indonesia without exception in Baru Village, Central Sinjai District, Sinjai Regency. One of the programs implemented in 2018 in the Central Sinjai District was to establish a Poor Empowerment Program through the Joint Business Group. The form of this program is to provide Direct Social Empowerment Assistance or BLPS (Bantuan

Langsung Pemberdayaan Sosial), business capital for the poor to facilitate these community groups which have been accommodated in a group, namely KUBE to manage and develop Productive Economic Enterprises or UEP (Usaha Ekonomi Produktif).

The establishment of this Joint Business Group is regulated in Permensos Nomor 2 Tahun 2019 Tentang Bantuan Sosial Usaha Ekonomi Produktif Kepada Usaha Bersama Untuk Penanganan Fakir Miskin. Pada Pasal 3 Ayat (1) has explained in detail the criteria for establishing a KUBE as follows: having the potential, willingness, and ability to develop a joint business; has the type of business and lives in the village/kelurahan/another name in the same sub-district; and have limited access to markets, capital, and business. In the same article, it is also explained about the structure of KUBE, namely the KUBE management consists of the Chair, Secretary, Treasurer, and Members.

With the empowerment program for poor families, it is hoped that this will reduce the increase in the poverty rate (Langkai, Akib, Musah, & Naharia, 2016; Nasrullah, Siraj, & Arhas, 2020), by focusing on the development of social welfare which aims to increase the capacity of all social assistance recipients so that they have the ability and confidence to fulfill their daily needs (Rezaul Islam et al., 2020; Lekoko & Semali, 2011). The poverty reduction program with an approach to empowering the poor carried out by the government is a Productive Economic Enterprises (UEP) development program. This program is expected to encourage the community to move forward, be able to work together in a group, develop the potential of local resources and strengthen the culture of the poor in entrepreneurship.

The indicators for the success of KUBE have increased income of poor families; increased the independence of social and economic enterprises for poor families; increased accessibility of poor families to basic social services and public service facilities; increasing awareness and social responsibility of KUBE in the community; and increase social resilience within KUBE members in preventing social problems and poverty (Jahmane & Gaies, 2020).

Empowerment aims to strengthen the power of weak and powerless community groups, either because of conditions that come from internal such as their perceptions or because of conditions that come from outside or externally such as being oppressed by an unfair social structure (Djafar, Syam, Raharjo, Abdussamad, & Akib, 2019; Papilaya, Soisa, & Akib, 2015; Prasodjo, 2019; Sunarsih, Saleh, Huda, & Subagiarta, 2019). The same research conducted by Wulan et al., (2019) in Pakistaji Exit, Wonoasih District, Probolinggi City, East Java, shows that the presence of a facilitator for the Joint Business Group program "Khazanah" is one of the factors that greatly determines the success of the poverty alleviation program.

In 2018, at least 27 Joint Business Groups (KUBE) were formed as a result of the implementation of the community empowerment program with the Joint Business Group approach in the Central Sinjai sub-district spread over 7 villages. One of them is Baru Village, Central Sinjai District, where there are 5 Joint Business Groups (KUBE). The Joint Business Group in the village has the same type of business, namely goat farming. Although New Village is one of the villages with various types of business potential that can be developed and has a large impact on economic growth if managed properly. This is what prompted the author to be interested in focusing research in the village.

## METHOD

This study uses a qualitative descriptive approach which means collecting or looking for data in the form of words, pictures, and not numbers (Sugiyono, 2018). This is motivated by the application of qualitative methods. In addition, all the things collected have the possibility of being the key to what has been researched. Through this qualitative research, it is possible to gain an understanding of reality through inductive thinking processes. This research was conducted in Baru Village, Central Sinjai District. The informants in this study were the following employees of the Sinjai Regency Social Service Office as the organizer of the Poor Empowerment Program in the form of KUBE; KUBE Social Assistant at the Central Sinjai District level; the head of KUBE in the New Village. The data in this study were collected in two ways that were adapted to the desired information, the methods used by the author in this study were as follows: observation (observation), interviews, and documentation. While the data analysis technique is carried out by collecting data, reducing data, displaying data, and drawing conclusions or verification (Sugiyono 2017).

## RESULT AND DISCUSSION

**Table 1.**

**Description of Main Functions and Duties of KUBE Manager**

No.	Position	Function	Main tasks
1.	Chairman	Cooperation or coordination	Cooperating with each member in carrying out existing programs. Coordinate and consult with relevant agencies or agencies. If you need assistance, you can submit a report/proposal for assistance. Responsible for carrying out its functions.
2.	Secretary	Secretarial Administration	Record group progress. Create meeting schedules and work agendas. In charge of correspondence and administration. If the chairman is unable to attend, he must be willing to take his place.
3.	Treasurer	Financial administration	Make bookkeeping. Function in terms of payment both in cash and credit Make periodic financial reports on forums/meetings
4.	Member	Implementing Activities Assistant	Assist in the implementation of existing tasks or programs from various aspects. Carry out scheduled activities from the results of meetings with the chairman, secretary, and treasurer. Carry out all tasks and activities.

*Source: New Village Archives 2020*

Community empowerment in the indicators of community institutionalization in Desa Baru is to change the mindset of the community from being consumptive to productive. In addition, there are also routine activities such as meetings once a year to evaluate business development as

well as a forum for each member and management to exchange ideas with each other in managing the developed business.

The goat farming business is a potential business that is in great demand by the community in Baru Village because, in addition to being quite easy to manage, it also does not require very expensive costs. In terms of animal feed, it is also very supportive because the Baru Village area is an area consisting of highlands and lowlands so that animal feed such as slag plant which is the staple food for goats is very easy to grow in the area. In addition, most of the community has also cultivated these plants as poles for cultivating pepper and vanilla so that this type of business is chosen by the community to be developed.

Funds or venture capital used in the Joint Business Group Program in Desa Baru are social assistance funds sourced from the central government. KUBE social assistance funds are then given in the form of non-cash to recipients of social assistance through transfers to the accounts of each group. These social assistance funds are then managed by their respective groups to start productive economic business activities. As explained by the head of the New KUBE 4 that;

“The funds we received were as much as 20 million/group. We then used the funds to buy 10 female goats and 3 male goats because the funds could not be distributed to members in the form of money, it had to be in kind. After that, we distribute it to all members for each of us to take care of.” (Interview, 09 August 2020).

Also according to the Chairman of the New Kube 2, namely:

“The funds were given through a BNI bank transfer of 20 million. After that, I along with the treasurer and secretary immediately spent the money to buy 13 goats I wanted to distribute the funds in the form of money but they said we couldn't, so we spent 10 females and 3 male goats to distribute to members. For the chairman, secretary, and treasurer, they get 1 female and 1 male, while members only get 1 female, each of which is kept. Later, after growing up, this male goat will be rotated to all members so that their livestock can produce” (Interview, 08 August 2020).

## DISCUSSION

Community empowerment through KUBE has a big goal to improve people's living standards. This empowerment is expected to form a community that has innovation and initiative in managing the funding provided by the government in various activities and business models developed together (Niswaty et al., 2020; Djamaluddin et al., nd). The target of this program is poor families who do not have a source of livelihood or whose livelihood is still insufficient to meet basic needs (partners, clothing, clean water, health, and education). The criteria for the target group of the program are the head or member who represents the poor family, has a demographic identity, has a business or has business intentions, is of productive age and has skills, can take responsibility for himself, is willing to comply with the rules of KUBE FM (joint business group for the poor) (Aeni, Wahyuni, Onasis, Awaluddin, & Siraj, 2020).

The empowerment of this model is not only implemented in Sinjai Regency but has also been implemented in various regions in Indonesia. Individual characteristics of KUBE members, empowerment patterns, social environment have a real effect on the dynamics of KUBE life (Prasodjo, 2020).

Wanda et al., (2019) who researched the effectiveness of KUBE in Bengkulu Utara found that the businesses developed did not have specific standards and often unexpected obstacles

appeared, so that sometimes the efforts carried out demanded the emergence of innovation from members. The KUBE activities carried out in Desa Baru are uniform, but this is a supporting aspect. The availability of land and feed for raising goats is a positive side of why then the type of business is being developed. In addition, herding goats is also quite easy and the risk is smaller than other livestock such as cows and horses. In addition, goat breeding is better understood by some people considering the important experience aspect in developing a business.

The implementation of KUBE program is said to be effective if the following criteria have been met: 1) there is cooperation or partnership, 2) group members include poor families and are of productive age, 3) managers have competence in the field of entrepreneurial management, 4) the high participation of group members, 5) the existence of the implementation of the Joint Business Group (KUBE) program and an increase in the income and business ability of group members.

The aspect is quite good because institutionally this group has been determined by the village and there has been a distribution of livestock to be managed. Although limited, it was decided to be managed in turn with other group members.

The type of business chosen is a mutual agreement with the entire group, the readiness of human and supporting resources is also appropriate. Even though in essence, increasing capacity in the livestock aspect still needs attention from the government. The provision of training, capacity building in the form of workshops must still be carried out considering that this program is expected to be an alternative to improve people's living standards. It is also important to carry out the evaluation aspect. So that it can be an indicator for evaluating program implementation. Evaluation is also expected to be the basis for determining corrective actions and improving the efforts carried out about how prepared the group is in its management. This is where the role of the village government is also important.

The results of the research carried out show that the obstacles faced in implementing the program include the low level of community education; openness among group members; lack of ability in planning.

The low level of public education results in low literacy . There are still KUBE administrators who are illiterate and have a low ability to use technology. So it is still very difficult to prepare proposals, compile reports, and administrative aspects. There are still KUBE members who have never received formal education. This aspect becomes very important to solve because the success of KUBE depends on the aspect of the readiness of qualified human resources. Not only about the experience in raising goats but also readiness in terms of carrying out administrative activities, considering that this program is a Ministry program and requires the ability to compile reports and other capacities in developing a business.

The aspect of openness is also an obstacle because it causes a lack of participation and a spirit of togetherness among KUBE members and a less conducive working climate in a group. In taking a policy in a group, it must be discussed or met with all members and administrators to get satisfactory results (Name et al., 2014; Sijaya, 2019; Circle et al., 2012).

The planning aspect becomes an obstacle due to the low education aspect and the inability to innovate in preparing other work programs other than raising goats. In addition, the planning aspect becomes difficult to implement optimally because of the difficulty in managing it professionally.

Supporting factors for the success of the community empowerment program through KUBE in Desa Baru, namely the motivation and enthusiasm to develop entrepreneurship training by social assistants and the Sinjai District Social Service.

## CONCLUSION

In Baru Village, Central Sinjai District, there are five Joint Business Groups (KUBE) and have the same type of business, each group is engaged in goat farming. Business groups manage funds from the central government by buying goats which are then divided among group members for cultivation. The readiness of human resources in managing the business still needs to be improved by conducting training and workshops led by the village government in collaboration with the Social Service because the most dominant inhibiting factor is the low level of education of KUBE members, the ability to use technology that still needs to be improved and the need for openness. in enhancing collaboration between groups.

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