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ARTICLE INFO

Article history:
Received February 07, 2024
Revised February 15, 2024
Accepted Mars 10, 2024
Available online April 25, 2024

Kata Kunci:
Implementasi Strategi Pelatihan, Manajemen Keuangan, Manajemen SDM, Manajemen Bisnis, Ayam Petelur

Keywords:

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ABSTRACT

This article explores the implementation of financial management, human resource management (HRM), and business management training strategies in the context of layer chicken farming in Indonesia. Using a case study method, this research investigates best practices and challenges faced in implementing these strategies. The findings indicate that training in financial management, HRM, and business management significantly enhances operational efficiency and profitability of layer chicken farming businesses. However, the implementation of these strategies also encounters several obstacles such as limited resources, resistance to change, and a lack of understanding of the importance of effective management. This article provides valuable insights for layer chicken farming business owners and other stakeholders to strengthen management practices in the poultry industry. Further steps are also suggested to address the challenges encountered in implementing these strategies.
INTRODUCTION

The village of Jejangkit in Barito Kuala Regency is located within the Banjarmasin region of South Kalimantan, Indonesia. This area itself is a modest region where tourism needs to be developed. According to Arthur, Gamble, Peteraf, Margaret, and Strickland III (2016: 1:32), strategy involves four types of strategic actions and initiatives at different levels, namely Corporate Strategy, Business Strategy, Functional Strategy, and Operational Strategy. Business strategy is a collection of integrated and coordinated commitments and actions used by companies to gain competitive advantage by leveraging core competencies in specific product markets (Hitt, Ireland, and Hoskisson, 2011; Johnson, Scholes, and Whittington, 2005). Business strategy indicates the choices made by companies competing in individual markets/products. Long-term performance is related to diversified corporate strategies that employ both corporate-level and separate business strategies for each competing product market area. The company’s strategic choices to compete are indicated by business strategies to respond to various external and internal pressures and influences and must adapt reality into actions with environment-based, capability-based, and expectation-based motives. The key elements of business strategy formation are fundamental competition issues, ways to achieve competitive advantage, and detailed development directions such as new products/markets and method considerations such as acquisitions or alliances (Johnson et al., 2005).

Educational tourism is one of the economic resources of a country or region, as it can increase foreign exchange for the country or region. Therefore, the central government fully supports local governments in efforts to advance the tourism sector in various regions of Indonesia. One of the efforts made to advance the tourism sector is by managing the environment around tourist attractions, building facilities to enhance the comfort of tourists, maintaining the environment and facilities that have been built, and considering other supporting factors such as access to tourist areas and existing infrastructure in the area.

Salah Wahab in Pendit (1975: 35) stated that tourism is one of the new industries capable of generating rapid economic growth in providing employment opportunities, increasing income, living standards, and stimulating other productive sectors. As a complex sector that includes actual classic industries such as handicrafts and souvenirs. The tourism industry is an information-rich industry where its players heavily rely on communicating with potential tourists through various information media to market products and build relationships with consumers. Information plays a very important role in tourism planning because it can influence destination decision-making and purchasing planning such as accommodation, transportation, activities, attractions, food, and more (Hyde, 2008: 712).

The development of educational tourism, especially in the layer chicken farming business, has three functions, namely: to boost the economy, preserve the nation’s character and the sustainability of environmental functions and quality, and foster a sense of love for the homeland and nation. To carry out these three functions, the development of tourist attractions and tourist attractions is needed, increasing and developing promotion and marketing, and enhancing tourism education and training (Joyosuharto, 1995:46).

So far, the tourism sector has indeed been one of the mainstays of the economy in the Kalimantan region and has been the third contributor to Regional Original Revenue (PAD) after Motor Vehicle Taxes and Land and Building Taxes until security disturbances such as bomb explosions, SARS outbreaks, earthquakes, and natural disasters such as the eruption of Mount Agung have caused tourism to decline. To restore the economic conditions, with support from the Central Government, efforts are made to improve the image of the Banjarmasin region.
internationally, especially in terms of security and the development and management of diversified tourist objects. One of the very potential tourist attractions to be marketed to both foreign and domestic tourists is Agro-tourism. Agricultural Tourism, farms that will be developed, are areas, commodities, or agricultural and livestock activities in the broad sense, which become objects of tourist visits in an effort to obtain physical and/or spiritual pleasure, and at the same time, there is also the possibility that tourists will make purchases of agricultural and livestock products in the visited areas or farmers provide various attraction packages related to agriculture, which in turn can increase the income of farmers, both individually and in groups.

Moreover, there has been a change in consumer-behavior patterns or consumption patterns among tourists, where preferences and motivations are dynamically evolving. They are no longer solely focused on relaxation and enjoying sun-sea-and-sand, but are now shifting towards higher types of tourism, which, although still relaxing, have increased tastes, namely enjoying cultural products or creations (culture) and historical heritage (heritage) as well as the beauty of nature (nature) in a region or country. Thus, tourism is expected to accommodate the desires of these travelers to temporarily escape from monotonous atmospheres. The trend of meeting needs in the form of enjoying specific objects such as fresh air, beautiful scenery, traditional product processing, as well as modern agricultural products and specific products, shows rapid growth. This trend signals high demand for Agro-tourism and at the same time opens up opportunities for the development of agribusiness products both in the form of areas or specific agricultural products. Vast agricultural areas such as plantations and horticulture, besides providing fresh air and scenery, are also educational media for communities in a very broad dimension, ranging from education about business activities in their respective fields to education about harmony and environmental preservation.

Furthermore, there are 3 benchmark indicators for the success targets of the Strategic Plan for the Tourism and Culture Department (DisParDa), which include: an increase in the average length of stay of tourists, an increase in the number of tourist visits, and an increase in the average expenditure of tourists. These 3 benchmark indicators are expected to be achieved through the 4 pillars of the ministry, namely: tourism destination development, tourism institutional development, tourism marketing development, and tourism industry development. One way to fulfill these indicators is through the development of alternative tourism areas.

Based on the potential of Kalimantan in particular, it is very reasonable to develop the unique layer chicken farming business, which is uniquely established on marshy land by combining culture and nature, namely tourism management activities that emphasize environmentally friendly tourism while preserving the environment to remain sustainable and harmonious. This is different from agricultural and livestock activities elsewhere. Here, agricultural and livestock management activities are not only unique but can also be seen, felt, and experienced. This cultural procession can vary greatly from one region to another, due to the diverse lives and livelihoods of various agricultural and livestock cultivation areas. It is not excessive to package this potential more specifically and attractively, which will be a future educational tourism potential for businesses. Thus, through Agro-tourism, it is not only a business endeavor in the field of services and products that sell services to meet consumer demand for beautiful scenery and fresh air, but it can also serve as a promotional medium for agricultural products, and layer chicken farming can become a community education medium, signaling opportunities for the development of agribusiness or livestock diversification products and also potentially becoming new growth areas for the region. Furthermore, Agro-tourism, especially educational tourism, can become one of the new sources of growth for regions in the agricultural and national economic sectors.

In reality, the development of layer chicken farming educational tourism seems to still show imbalances that need serious attention from the government, private sector, and society.
These imbalances include uneven development of tourism object products and attractiveness, which lack support for community empowerment, especially farmer communities. It appears that the tourism sector is only owned and enjoyed by certain groups of people. Therefore, in order to achieve equitable and just tourism development, it is necessary to diversify tourism products, objects, and activities such as Agro-tourism to harness the potential of farmer communities. Development is an effort to diversify the types of tourism objects and at the same time equalize tourism to all regions where agricultural and livestock areas are located in the broadest sense. Cahaya Baru also has Agro-tourism potential, such as other Agro-tourism sites for citrus orchards, rambutan, vegetables, etc. Some Agro-tourism and livestock areas have developed into tourist areas due to their beautiful scenery and good accessibility. However, the effectiveness of the strategies employed is still unknown, and innovation of a product requires several strategies. For this purpose, a scientific study is needed to develop strategies and programs for the development of these areas as part of community service, including implementation with programs and training as needed.

**METHOD**

**Activity Plan**

In the dedication entitled "Assistance in Implementing Alternative Tourism HR Strategies at the Location as the Realization of the Implementation of the Strategic Plan of the Tourism Department of South Kalimantan Province," the researcher uses a qualitative approach. Bogdan and Taylor (1975:5) define research and development into qualitative dedication as a procedure that produces descriptive data in the form of written or oral words from people and observable behaviors. According to Lexy J. Moleong (in Prastowo, 2010:23), research and qualitative dedication is a dedication whose results must be confirmed to the dedication subjects in order to build the most accurate understanding of the subject itself. Based on this explanation, the results of this qualitative research require precision in obtaining and processing data, which ultimately requires direct confirmation by the dedication subjects and acknowledgment of its accuracy. According to Kriyantono (2006:58), the results do not prioritize the size of the population or sample. What is prioritized in the results of this dedication is the quality of the data.

The type of dedication to be carried out is qualitative descriptive dedication. Qualitative descriptive dedication aims to describe everything that is currently happening and then provide solutions and interventions. In it, there are efforts to describe, record, analyze, and interpret the current conditions or events. In short, qualitative descriptive dedication aims to obtain information about existing conditions (Mardalis 1999:26).

The preparation of the Agro-tourism design uses a Typological Approach. The typological approach is based on the dissimilarity or difference in the characteristics of each area that will be developed for Agro-tourism, thus creating different shades or patterns of Agro-tourism in those areas. The differences in the characteristics of an area usually lie in the nature of the existing attractions and the distance from a tourist area, in this case, more on resort areas (accommodations).

**Dedication Object and Dedication Time**

The dedication location is the area of community farms and plantations (citrus fruits, and other fruits, etc.) as one of the seven Agro-tourism areas that have the potential to be developed. It is not wrong if the potential of Agro-tourism in this area needs to be inventoried, so that its profile appears and then strategies and development programs are formulated.

**Sample and Sampling Technique**
This dedication uses purposive sampling technique. The sample is chosen based on certain considerations. In purposive sampling, researchers and dedications tend to select informants who are considered knowledgeable and trustworthy as solid data sources to understand the researched issues thoroughly (Sutopo, 1998: 22). Informants come from the internal Tourism Department of East Java Province consisting of marketing departments and supporting informants who are considered to master tourism in Banjarmasin.

**Respondents**

Respondents of the study (individuals who provide answers to the questions asked) are government officials, village officials, and competent community leaders. The method used to obtain data from respondents is through Purposive Sampling. Because the selection of the above respondents’ names has represented the aspirations of the village population as a whole. From these respondents, it is expected to obtain data and information, both quantitative and qualitative, regarding the hidden potential of Agro-tourism here. From the data and information obtained, it will then be processed and analyzed to obtain profiles, and then strategies and development programs will be formulated as an Agro-tourism area from the research results that are socialized and developed into training packages.

This dedication is in line with the PKM theme, namely economic independence, human resource excellence for competitiveness, institutional governance starting with analyzing SMEs, followed by implementing the next model, the implementation of the Strategy model can be reconstructed according to the conditions for Development. Next, mentoring is carried out and training is created to realize the Agro-tourism area.

**RESULT AND DISCUSSION**

**Result**

In order to achieve the goals of community service, especially for small and medium enterprises (SMEs) from the lower-middle class, the problem-solving framework can be depicted as follows:

**Figure 1. Problem-Solving Framework**
The first step in implementing community service by lecturers and students involves initial observation and surveying of Agro-tourism entrepreneurs with the aim of understanding the conditions and situations of the business location, identifying problems, and finding solutions to the partner's issues. It is known that there are business issues raised by the training participants and Agro-tourism regarding trading conditions before and during the pandemic period, which are expected to provide insights through community service activities, ultimately contributing to achieving the output and outcome targets of the community service. The outputs of community service are expected to include: business innovation strategy concepts, business management knowledge along with understanding of product legality, online accounting, and membership of the partnering institution’s program.

Thus, it becomes an additional resource to achieve outcome targets, such as income improvement, business skills, and business network strengthening. Community service is carried out with the target of fulfilling the program's objectives by the community, namely achieving business independence accompanied by productive and creative personalities. The outputs of this research and community service program are: Obtaining Innovative Leaders, Conducting digital marketing socialization for intern entrepreneurs, Establishing entrepreneurship motivation reinforcement during the pandemic, Increasing public understanding of business adaptation concepts and business legality, Improving knowledge about Agro-tourism entrepreneurship solutions, Creating collaboration and synergy between universities and interpreneurs.

Agro-tourism interpreneurs as the target of this community service activity are business actors, both from the Agro-tourism profession and millennial entrepreneurs from university students. Community service activities bring together each business actor to share benefits from the strengths and weaknesses of Agro-tourism entrepreneurs. The agenda of sharing business experience activities will increase the motivation of interpreneurs in running Agro-tourism businesses. Meanwhile, practical activities in processing products as part of community service activities by entrepreneurs from students will increase knowledge for both the general public and students, namely: input suggestions by Agro-tourism entrepreneurs about product taste, as well as information input from students about the benefits of the product.

Discussion

The description of the entire community service activity stages is outlined in the results and discussion section, presenting several field findings that occurred from the
socialization stage to the evaluation stage. The results of community service activities are supported by supporting data documentation in the form of images, thus further clarifying the portrait of how community service activities synergize academics and business actors when implemented. Community service activities are a form of contribution to the concerns of Agro-tourism business actors, especially leaders, heads of households, and students facing the formation of Agro-tourism areas and business downturns during the pandemic.

![Figure 3. Process of Community Service Activities that Synergize Academics](image1.jpg)

Some business constraints are experienced with different levels of limitation between household business actors and students. Housewives experience weaknesses in digital marketing and product display creativity but have more mature product quality than student products. The business concept of students still needs research time regarding product quality but has creativity in digital promotion. The gap in business constraints between these two business actors is a form of problem as well as a solution to complement each other in the synergy container of community service activities.

The entire series of community service activities has run smoothly, although in the core meeting activities that gather entrepreneurs from different age generations in the event of sharing experiences and skills, there were participants from young Agro-tourism, leaders, and housewives who could attend for the sake of business among the service partners. However, the target of community service activities aimed at understanding Agro-tourism interpreneur leadership and business adaptation is considered to have been conveyed. The proof of achieving the objectives of community service activities is seen from the enthusiastic attitude of activity participants in sharing knowledge during discussions on how to adapt to business during the pandemic.

![Figure 4. Egg-laying Chicken Cage Making Process](image2.jpg)
The results of community service activities are complemented by supporting data documentation in the form of images, thus providing a clearer picture of how the process of community service activities that synergize academics and female entrepreneurs is implemented. The knowledge-sharing and experience-sharing activities by partners, experts, and students are efforts to contribute to Agro-tourism entrepreneurs in facing resilience and adaptation during the pandemic. The new normal era provides new opportunities for Indonesian society to create adaptive and innovative changes in entrepreneurship, namely by creating synergy and collaboration with the utilization of technology and information by involving the power of social networking.

**Figure 5. Ready-to-Use Egg-laying Chicken Coop**

Based on interviews with the village head and entrepreneurs at the Agro-tourism scale, it is known that entrepreneurs have not yet received entrepreneurship knowledge and skills. Agro-tourism, which has been run by SME partners, is a business built with the courage to face economic needs due to job loss. On the other hand, the basic entrepreneurial skills with a systematic business model are still not well understood. One key to business success is the ability of entrepreneurs to manage their mentality in facing every challenge in the business journey.

The following are some conditional factors related to the implementation of community service activities, including:

**Supporting Factors**
- a) Availability of facilities, such as rooms and infrastructure that support the implementation of community service activity plans.
- b) Cooperative attitude from entrepreneurs regarding partner issues.
- c) Partner enthusiasm to collaborate and share knowledge, skills, and experiences.
- d) Enthusiasm of students to synergize in community service activities with partners in the form of participating in product processing skills practicum.

**Inhibiting Factors**
- a) The pandemic situation limits the movement of service partner numbers.
- b) Personal awareness to follow up on community service program activities.
- c) Weak time discipline to attend events.
- d) Limited funding for community service activities.
The pandemic cannot be avoided, but the spirit to strive for business resilience and adaptation by Agro-tourism entrepreneurs must continue to be kindled. Contributions to Agro-tourism for resilience and adaptation through knowledge and skills sharing activities are a form of empathy in supporting the advancement of entrepreneurial efforts. Community service program activities are designed to meet the needs of business actors. Several community service activity methods that have been implemented have provided input and experiences, which will be used as evaluation materials for the development and a source of innovation for subsequent community service activities for the advancement of Agro-tourism.

The description of each method implementation in this community service activity can then be explained based on the situation and response of each partner. In the socialization activities, there are Agro-tourism entrepreneurs in the beverage and culinary fields who bring examples of their business products and convey some hopes as well as complaints faced during the pandemic. Agro-tourism entrepreneurs express hope for the availability of funding support for business capital strengthening, as sales decline and meanwhile, the purchase of materials is still carried out for production. Complaints from Agro-tourism entrepreneurs include: the limited ability of entrepreneurs to adapt to using digital media as a marketing tool.

Entrepreneurs from this group also express their opinions on the limitations of product management skills. The service team accommodates all desires and problems from partners based on complaints from entrepreneurs, while designing the planning of community service activities. The concept of implementing the activity plan involves coordination of several parties for the implementation of the core community service event, where in practice coordination is done individually or through "WhatsApp" messages. The use of "WhatsApp" messages as a means of coordinating activities with Agro-tourism entrepreneurs is often ineffective, due to the long response time and repeated reminders.

Instead of aiming to facilitate any needs of Agro-tourism during the pandemic to adapt entrepreneurial behaviors, the service team conducts field observations, namely: visiting business locations and also discussing the results of coordination planning of community service activities that will be scheduled. Academics realize that Agro-tourism entrepreneurs are busy business professionals, so scheduling is needed for the implementation of activities. Conditions in the field show that field observations require intensive communication to adjust the available time flexibility of entrepreneurs. Visits to business locations are also intended to conduct in-depth interviews as well as discussions about materials, production processes, and supply chains of partner business service.

The core activity of community service is to assist partners in finding solutions regarding the ability of Agro-tourism towards resilience and adaptation to business behaviors, especially egg-laying chicken farming in the new normal era. As is known, during the pandemic there has been a decrease in sales turnover due to the inability to adapt to digital methods and the inability to create funding proposals for organizations. The limitations of Agro-tourism entrepreneurs affect entrepreneurial motivation, while other issues include the lack of product legality for business products. Thus, it becomes the team's obligation to facilitate partner needs through knowledge and experience sharing activities.

Community service activities are held in entrepreneurship laboratories and bring together the interests of academics, practitioners, students, and partners in one public space. Academics play a role as experts in entrepreneurship, law, and food technology. Student involvement is in assisting in sharing activities. Students in the laboratory create organic
culinary creations, where the results of product creation will be responded to by Agro-tourism partners. Experts in food technology synergize with Agro-tourism to discuss product nutrition matters.

Most of the partners are beverage and culinary businesses, thus adjusting the collaboration roles between participants and community service facilitators. Collaboration among entrepreneurs, whether from students, university students, or Agro-tourism, is expected to help support their business adaptation. Millennials are seen as having the ability to market digitally and also assist in proposal making, while Agro-tourism is considered to have experience in managing finished products. The role of academics helps bridge the interests of both parties so that they can complement each other's strengths.

After planning and implementing all activities, the evaluation of the results of community service activities can be analyzed. It is known that some entrepreneur participants could not attend the invitation due to sudden excessive orders for eggs, beverages, and culinary items. Some participants were also absent due to health reasons. Meanwhile, others arrived on time and some were late. Although the activities ran quite smoothly, it became less than optimal because some participants could not attend.

Feedback from community service activities with partners is to build more intensive communication with Agro-tourism. Other positive aspects include: partners in the culinary business understand the nutritional and health aspects of product content and also begin to recognize the important role of business legality. Partners and students can collaborate to help market products. In addition, service partners can work with students to assist in documenting and photographing products to support digital marketing. The latest information obtained by the service team from partners is that partners participated in exhibitions organized by government agencies. Service partners also requested support to facilitate documentation needs with the participation of students. The hope of Agro-tourism entrepreneur partners is to help prepare funding proposals. The responsive attitude of Agro-tourism entrepreneurs from community service activities so far has not been able to encourage student initiatives to capture opportunities for contributions to Agro-tourism entrepreneurs.

CONCLUSION

All stages of community service activities with partners have been carried out smoothly, although in the current pandemic situation, it is still in a physical limitation atmosphere that does not allow for inviting many Agro-tourism entrepreneurs in one public space together. Positive responses from partners are seen from the enthusiasm of partners to attend socialization invitations and listen to training materials by the service team. The challenge of holding community service activities with female Agro-tourism business participants is the issue of the timeliness of participant attendance, which tends to be delayed due to the busy schedule as housewives and sudden orders for business sales, but so far, the activity targets have been running quite well.

Collaboration between Agro-tourism entrepreneurs and student entrepreneurs brings a good atmosphere to rekindle the spirit to remain productive in the new normal era, where the economy is declining and affecting Agro-tourism income. The solution to overcoming resilience in the pandemic for Agro-tourism entrepreneurs is to adapt in the new normal era by building synergy and mutually beneficial collaboration between academia and entrepreneurs. The role of students in helping develop Agro-tourism businesses, such as:
accompanying entrepreneurs in managing business management using digital facilities, is equally important as the role of academics in facilitating the strengthening of Agro-tourism entrepreneur businesses through the introduction of product legality.

In order to identify the success rate of the community service program, each planned activity will record responses, constraints, and outputs from partners. Each recording result will be used as an evaluation material for the community service method on the feasibility level to be reviewed. Another possibility that can be carried out by partners is follow-up for Agro-tourism development programs within the framework of support from agencies or companies that have the capacity to support Agro-tourism progress.
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