

Strategy for Strengthening Community Organizational Behavior in Supporting the National Food Security Program: Study of the Putri Rahayu Women's Farmers Group

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Abstract

Community-based women farmers' groups play a strategic role in strengthening local food security by serving as non-governmental actors that support public service delivery in food production and community empowerment. This study examines the organizational dynamics of the Putri Rahayu Women Farmers Group in Bendogerit Subdistrict, Blitar, with the aim of identifying strategies to enhance organizational behavior and improve program effectiveness and sustainability. The research specifically focuses on three key dimensions of organizational management: communication, leadership, and member participation. A descriptive qualitative approach was employed, using in-depth interviews, participatory observation, and document analysis to explore the internal governance system and assess both institutional strengths and operational challenges. The findings reveal that although the group possesses a strong social foundation and collective commitment, it continues to face significant obstacles related to internal coordination, limited managerial capacity, and insufficient external policy support. To address these issues, the study recommends strengthening leadership competencies through capacity-building programs, improving communication mechanisms, increasing member involvement in participatory planning, and expanding collaborative partnerships with government agencies, non-governmental organizations, and private sector actors to improve access to resources and market opportunities. The study contributes to the development of community-based organizational governance models by emphasizing the application of Good Governance principles, including accountability, transparency, participation, and effectiveness, as essential foundations for sustainable women's empowerment and resilient local food security systems.

Abstrak

Kelompok wanita tani berbasis komunitas memiliki peran strategis dalam memperkuat ketahanan pangan lokal sebagai aktor non-pemerintah yang mendukung penyelenggaraan layanan publik di bidang produksi pangan dan pemberdayaan masyarakat. Penelitian ini mengkaji dinamika organisasi Kelompok Wanita Tani Putri Rahayu di Kelurahan Bendogerit, Kota Blitar, dengan tujuan mengidentifikasi strategi

peningkatan perilaku organisasi guna meningkatkan efektivitas dan keberlanjutan program. Penelitian berfokus pada tiga dimensi utama pengelolaan organisasi, yaitu komunikasi, kepemimpinan, dan partisipasi anggota. Metode yang digunakan adalah pendekatan kualitatif deskriptif melalui wawancara mendalam, observasi partisipatif, dan analisis dokumen untuk mengeksplorasi sistem tata kelola internal serta menilai kekuatan institusional dan tantangan operasional yang dihadapi. Hasil penelitian menunjukkan bahwa meskipun kelompok memiliki fondasi sosial yang kuat dan komitmen kolektif yang tinggi, masih terdapat kendala berupa lemahnya koordinasi internal, keterbatasan kapasitas manajerial, serta minimnya dukungan kebijakan eksternal. Untuk mengatasi hal tersebut, penelitian merekomendasikan penguatan kapasitas kepemimpinan melalui pelatihan, perbaikan mekanisme komunikasi, peningkatan keterlibatan anggota dalam perencanaan partisipatif, serta pengembangan kolaborasi dengan pemerintah, organisasi non-pemerintah, dan sektor swasta guna memperluas akses terhadap sumber daya dan pasar. Studi ini berkontribusi pada pengembangan model tata kelola organisasi berbasis komunitas dengan menekankan penerapan prinsip Good Governance, yaitu akuntabilitas, transparansi, partisipasi, dan efektivitas, sebagai fondasi penting bagi pemberdayaan perempuan yang berkelanjutan dan ketahanan pangan lokal.

Introduction

Food security is a critical component of national development and remains one of the primary priorities within Indonesia's development agenda. Ensuring sustainable food availability requires innovative and participatory strategies capable of addressing global challenges such as climate change, population growth, and rapid urbanization. In this context, local communities play an essential role, particularly through grassroots organizations such as Kelompok Wanita Tani (KWT) or Women Farmers Groups. These groups function as community-based agricultural drivers that contribute to strengthening local food production and promoting household food independence. However, the effectiveness and sustainability of KWT programs largely depend on strong organizational behavior, including effective communication, capable leadership, and active member participation.

Although numerous studies have examined the role of KWT in supporting food security, there remains a significant research gap concerning strategies for strengthening organizational behavior from a public administration perspective, particularly in enhancing the efficiency and performance of local food security programs. This study addresses that gap by evaluating organizational behavior strengthening strategies implemented by KWT Putri Rahayu, located in Bendogerit Village, Blitar City. KWT Putri Rahayu has been actively involved in supporting community-based food security initiatives, yet the group continues to face several organizational challenges that hinder its development and long-term sustainability. Therefore, this research contributes to the fields of public policy and

governance by analyzing communication patterns, leadership practices, and member participation as critical dimensions of non-governmental actors supporting community-based public service delivery.

This study aims to identify, describe, and analyze organizational behavior within KWT Putri Rahayu in the context of supporting national food security. In addition, the research seeks to identify organizational constraints encountered in program implementation and formulate strategic recommendations for strengthening organizational behavior to improve the effectiveness and sustainability of food security initiatives. By focusing on a community-based women's agricultural organization, this study also highlights the broader role of grassroots institutions in achieving inclusive and resilient local development.

Literature Review

Women Farmers Groups (Kelompok Wanita Tani or KWT) are community-based organizations composed primarily of women whose purpose is to improve family welfare through agricultural activities and the utilization of local resources. These groups provide a collaborative platform where women can work together, exchange knowledge, and develop agricultural and entrepreneurial skills that support productive economic activities. The role of KWT in food security extends beyond increasing local food production to include women's empowerment and the strengthening of household resilience. As community organizations, their success is closely linked to organizational behavior, which encompasses communication systems, leadership styles, and group dynamics. Organizations that demonstrate positive organizational behavior tend to achieve their goals more effectively and sustain their programs over time.

Food Security Concept

Food security is defined as a condition in which all individuals have physical, social, and economic access to sufficient, safe, and nutritious food necessary to maintain an active and healthy life (Food and Agriculture Organization, 2021). In Indonesia, the responsibility for achieving food security is shared between the government and society, as stipulated in Law Number 18 of 2012 concerning Food. Within this framework, KWT serves as a non-governmental actor that implements community-based agricultural practices to ensure food availability at the local level (Arimansyah et al., 2023). Previous studies have demonstrated that empowering women through KWT initiatives not only enhances local food production but also encourages healthier consumption patterns and strengthens household food resilience (Ramadhanti et al., 2022). Moreover, the collaborative governance model has become increasingly important, as it facilitates synergy among government institutions, communities, and other stakeholders in formulating and implementing effective local food security strategies (Ramadhanti et al., 2022).

Organizational Behavior

Organizational behavior refers to the study of how individuals and groups interact within an organization and how these interactions influence organizational performance and effectiveness (Robbins & Judge, 2021). In community-based organizations such as Kelompok Wanita Tani (KWT), organizational behavior is strongly shaped by leadership style, communication systems, and the degree of member involvement. These elements are essential in determining the organization's ability to achieve its objectives and sustain long-term program success.

Transformational leadership is particularly relevant in this context, as it has the capacity to inspire, motivate, and strengthen members' commitment to organizational goals (Bass & Riggio, 2006; Ibrahim, 2023). Leaders who adopt a transformational approach not only provide direction but also foster trust, encourage innovation, and cultivate a shared sense of purpose among members. In grassroots organizations such as KWT, effective leadership can significantly enhance organizational cohesion and resilience, especially when facing operational challenges or external uncertainties.

Open and reciprocal communication also plays a vital role in promoting positive organizational behavior. Two-way communication mechanisms strengthen relationships among members, facilitate information sharing, and minimize misunderstandings in decision-making processes (Robbins & Judge, 2021). Transparent communication contributes to a more inclusive organizational climate, where members feel valued and empowered to express their opinions. Such an environment supports collaborative problem-solving and improves the overall effectiveness of organizational management.

Member participation represents another key indicator of healthy organizational behavior, as it enhances both collective ownership and adaptive capacity (Ansell & Gash, 2008). Active participation allows members to contribute not only labor but also ideas, experiences, and local knowledge that are critical for organizational development. A strong participatory culture increases members' commitment to program sustainability and strengthens the organization's ability to respond to changing community needs. Ibrahim (2023) further emphasizes that transformational leadership combined with dynamic teamwork enables organizations to adapt more effectively and achieve innovation-driven change.

Conceptual Integration

Food security and organizational behavior are closely interconnected, particularly in community-based initiatives such as those implemented by KWT. The success of local food security programs depends not only on agricultural capacity but also on the organizational strength that supports program implementation. Inspirational leadership, effective communication, and active member participation are fundamental determinants of organizational performance and, consequently, of food security outcomes (Muklis, 2021).

In addition to internal organizational factors, external support from local governments, non-governmental organizations (NGOs), and the private sector is essential for strengthening the capacity of local organizations. The pentahelix approach, which emphasizes collaboration among government, academia, civil society, business actors, and media, provides an important framework for enhancing institutional resilience and program sustainability (Muklis, 2021). Such multi-stakeholder partnerships can provide technical assistance, financial support, capacity-building opportunities, and broader access to resources that strengthen KWT's effectiveness in addressing food security challenges.

Collaborative communication has also emerged as a crucial component of community empowerment. As highlighted by Lailin (2023), participatory and inclusive communication practices enable stronger community engagement, foster trust among stakeholders, and facilitate more responsive decision-making. Effective communication strategies help bridge institutional gaps between public administration and community organizations, allowing development programs to be more context-sensitive and socially accepted.

Furthermore, the principles of Good Governance, including transparency, accountability, participation, and effectiveness, serve as an essential foundation for strengthening KWT organizations (Lailin et al., 2025). Applying these principles ensures that organizational processes remain democratic, responsive, and aligned with the broader public interest. Collaboration between public institutions and community groups has also been shown to enhance organizational capacity and improve collective efforts to achieve sustainable food security goals (Lailin et al., 2024).

Appropriate and well-targeted public policies can further reinforce the effectiveness of community empowerment programs, including KWT initiatives in the field of food security. In this regard, innovation in public communication becomes increasingly important. KWT organizations can leverage communication strategies to expand networks, promote local agricultural products, and attract support from external partners and the wider public. By integrating organizational behavior principles with collaborative governance approaches, community-based organizations such as KWT can become more adaptive, resilient, and impactful in supporting national food security objectives.

Research Method

This study employed a qualitative descriptive approach to explore and analyze organizational behavior within Kelompok Wanita Tani (KWT) Putri Rahayu in supporting national food security initiatives. This approach was selected because it allows for a deeper understanding of the complex and dynamic realities that characterize community-based organizations, which cannot be adequately explained through quantitative methods alone. Qualitative inquiry is particularly appropriate for capturing social interactions, institutional processes, and contextual experiences that shape organizational performance and development.

In this study, the researcher served as the primary research instrument, actively engaging in the processes of observation, interaction, and interpretation of field-based information. This role enabled a direct and contextual understanding of the organizational environment, including the behaviors, relationships, and challenges experienced by KWT members. By maintaining close engagement with participants, the researcher was able to gather rich and nuanced data that reflect the lived experiences of the community.

Data collection was conducted through three main techniques: in-depth interviews, participatory observation, and documentation review. In-depth interviews were used to explore the perspectives, experiences, and perceptions of key informants regarding organizational practices, leadership dynamics, communication patterns, and participation within the group. This method provided valuable insights into how members understand and experience the functioning of the organization in relation to food security objectives.

Participatory observation was employed to directly examine group activities, interpersonal interactions, and collective decision-making processes within the organization. Through this method, the researcher was able to observe organizational behavior in its natural setting, allowing for a more comprehensive understanding of how members collaborate, communicate, and respond to challenges. Observation also enabled the identification of informal organizational norms and practices that may not be fully captured through interviews alone.

To complement these methods, documentation review was conducted to analyze organizational archives, activity records, program reports, and other relevant documents related to KWT Putri Rahayu. This documentary evidence provided important contextual and historical information, supporting the verification and enrichment of findings obtained through interviews and observations.

To enhance the credibility and validity of the research findings, methodological triangulation was applied by integrating data from multiple sources and collection techniques. This triangulation approach helped ensure analytical accuracy and strengthened the reliability of interpretations by cross-checking information obtained from different perspectives.

Overall, this qualitative descriptive method was employed not only to describe the current organizational condition of KWT Putri Rahayu but also to analyze existing challenges and identify contextual, practical, and applicable strategies for strengthening organizational behavior. Through this approach, the study aims to generate insights that contribute to improving the effectiveness and sustainability of community-based food security programs.

Research Location and Subjects

This study was conducted at Kelompok Wanita Tani (KWT) Putri Rahayu, located in Bendogerit Village, Blitar City, Indonesia. The site was selected due to the active role of KWT Putri Rahayu in managing community-based food security programs at the local level.

Bendogerit represents a strategically significant area characterized by a community that continues to uphold traditions of mutual cooperation and local agricultural practices. Within this context, KWT Putri Rahayu serves as an important institutional pillar in promoting women's empowerment, optimizing the use of local resources, and supporting sustainable household-based agricultural development.

As one of the prominent women's farmer groups in the region, KWT Putri Rahayu provides a valuable setting for examining how organizational behavior influences the effectiveness and sustainability of community-driven food security initiatives. Its active involvement in agricultural production, community mobilization, and capacity-building activities makes it a relevant and representative case for this study.

The research subjects were categorized into three main groups: KWT management members, active group members, and external stakeholders, including representatives from local government agencies, agricultural extension officers, and community leaders. Participants were selected through purposive sampling based on their strategic roles and direct involvement in the implementation and management of KWT programs. This sampling strategy ensured that the data collected reflected diverse perspectives relevant to the organizational processes under investigation.

The KWT management team served as the primary source of information regarding internal organizational structures, leadership styles, and operational mechanisms. Their perspectives were essential for understanding how decisions are made, how responsibilities are distributed, and how the organization navigates challenges related to food security program implementation. Active members contributed valuable insights into participation patterns, organizational engagement, and their perceptions of the group's overall performance. Their experiences helped reveal the extent to which organizational practices foster motivation, collaboration, and commitment among members, which are critical dimensions of organizational behavior.

External stakeholders provided additional perspectives regarding policy support, technical assistance, and inter-institutional collaboration. Their input was particularly important for understanding how external partnerships influence the organizational capacity and effectiveness of KWT Putri Rahayu. By involving respondents from multiple backgrounds and institutional positions, this study offers a comprehensive understanding of the organizational condition of KWT Putri Rahayu and provides evidence-based recommendations for improving its performance and long-term sustainability.

Data Analysis Techniques

The data collected in this study were analyzed using thematic analysis to identify recurring patterns and formulate strategies for strengthening organizational behavior. Thematic analysis is a qualitative analytical method used to discover, organize, and interpret meaningful patterns, or themes, within qualitative data. This approach allows researchers to

systematically explore complex social phenomena and generate rich, context-based interpretations.

The analysis began with the transcription of interview recordings and observational field notes to ensure that all collected information was accurately documented. Following transcription, the researcher conducted repeated and in-depth readings of the data to gain an initial understanding of key ideas, interactions, and emerging issues related to organizational behavior within KWT Putri Rahayu.

The next stage involved coding the data by labeling significant statements, actions, and experiences relevant to the research objectives. These codes were then grouped into broader analytical categories representing shared concepts or recurring organizational themes. Through this process, the researcher was able to identify major thematic dimensions related to leadership, communication, member participation, and institutional challenges.

After the thematic categories were established, broader core themes were formulated to provide a coherent interpretation of how organizational behavior is formed, maintained, and strengthened within the KWT context. To ensure the validity and trustworthiness of the findings, the study applied triangulation by comparing information obtained through interviews, observations, and documentation. In addition, member checking was conducted by revisiting selected participants to verify the accuracy and interpretation of key findings.

The final outcome of the analysis is presented as a structured thematic narrative describing the development of organizational behavior, the challenges faced by KWT Putri Rahayu, and practical strategies for strengthening its organizational capacity. These findings are expected to contribute to the enhancement of community-based food security programs and to provide valuable insights for policymakers and practitioners seeking to empower similar grassroots organizations.

Results and Discussion

This study examines organizational behavior strengthening strategies within Kelompok Wanita Tani (KWT) Putri Rahayu in Bendogerit Village, Blitar City, as part of broader efforts to support Indonesia's national food security agenda. The findings indicate that KWT Putri Rahayu possesses significant potential as a community-based institution capable of strengthening local food resilience. However, this potential remains constrained by several structural and functional challenges that affect organizational performance and long-term sustainability.

1. Strong Organizational Foundations

KWT Putri Rahayu demonstrates a relatively well-established organizational structure, characterized by a clear division of roles and responsibilities among key management positions, including the chairperson, secretary, treasurer, and coordinators of daily operational activities. Routine programs such as agricultural training, seedling cultivation, post-harvest processing, and product marketing are conducted consistently and reflect a strong commitment to the organization's mission.

One of the organization's primary strengths lies in the strong sense of solidarity and collective ownership shared among its members. Most members, who are predominantly homemakers, actively contribute their time, labor, and ideas while maintaining an emotional commitment to the collective goals of improving household welfare and enhancing food security. This social cohesion serves as an important foundation for organizational resilience and program continuity.

Despite these strengths, internal coordination challenges remain evident. Communication among members is not always effective, largely due to irregular coordination meetings and inconsistent attendance during important organizational forums. Miscommunication related to activity schedules, task distribution, and program objectives has occasionally resulted in suboptimal implementation. In addition, the management team faces limitations in administrative and managerial capacity, particularly in program planning, financial documentation, and activity reporting. These weaknesses reduce internal accountability and can hinder collaboration with external stakeholders who require complete and reliable administrative records.

2. Strategies for Strengthening Organizational Behavior

The study identifies several practical strategies for enhancing organizational behavior within KWT Putri Rahayu. First, strengthening leadership capacity through managerial and participatory training is essential to ensure that all organizational leaders share a common understanding of the organization's vision and strategic direction. Leadership development can improve decision-making, delegation, and collective motivation.

Second, establishing a more open and structured internal communication system is necessary to improve coordination and reduce misunderstandings. This may include the creation of formal communication channels, shared activity calendars, and the use of accessible digital tools such as WhatsApp Groups and Google Calendar to facilitate real-time communication and activity planning.

Third, increasing member participation through more inclusive organizational practices is essential for strengthening ownership and engagement. Providing greater opportunities for members to contribute to decision-making through regular deliberative meetings for planning and evaluation can foster a more democratic organizational culture. These strategies are expected to increase motivation, reinforce collective identity, and encourage active participation, thereby making food security programs more sustainable and responsive to local needs.

3. Collaboration Networks and Market Access

Beyond internal organizational improvements, the long-term sustainability of KWT Putri Rahayu depends significantly on expanding external collaboration networks. Successful community-based food security programs require strategic partnerships with non-governmental organizations, educational institutions, private sector actors, and government agencies. Through such networks, KWT can gain access to capacity-building

programs, agricultural technology, production equipment, and broader market opportunities for local products. Establishing a dedicated team responsible for building and maintaining communication with strategic partners, such as the Department of Cooperatives and SMEs, universities through community service programs, and private companies through Corporate Social Responsibility (CSR) initiatives, represents an important institutional strategy. These findings align closely with the concept of collaborative governance, which emphasizes that synergy among multiple stakeholders is essential for the success of community-based public programs.

4. Implementation of Good Governance and Effective Management Principles

The study further highlights the importance of integrating Good Governance principles, including accountability, transparency, participation, and effectiveness, into all organizational activities. These principles can be operationalized through publicly accessible activity reports, regular financial record-keeping, and participatory program evaluations involving all members. By applying these principles consistently, KWT Putri Rahayu can strengthen internal organizational credibility and build greater trust among external partners, thereby increasing opportunities for long-term institutional support. Capacity development in leadership, organizational management, and agricultural entrepreneurship, combined with the use of digital tools for communication and administration, can further reinforce effective governance practices within the organization.

5. KWT's Contribution to Food Security

Despite ongoing challenges, KWT Putri Rahayu has made meaningful contributions to local food security through initiatives such as independent organic farming training, vegetable production, and healthy food processing. These activities not only improve household food sufficiency but also empower women economically, enhance agricultural knowledge, and strengthen social solidarity within the community. The strategic role of KWT extends beyond food production itself, contributing to broader community resilience and social sustainability. By empowering women as active agents of local development, KWT helps build both food security and community cohesion simultaneously.

Table 1. Summary of Key Findings on Organizational Behavior Strengthening in KWT Putri Rahayu

Dimension	Key Findings	Challenges Identified	Recommended Strategies
Organizational Foundation	Strong internal structure and clear division of responsibilities	Weak coordination and limited managerial capacity	Leadership and administrative capacity-building
Communication	Strong social cohesion among members	Irregular meetings and communication gaps	Structured communication systems and digital tools

Dimension	Key Findings	Challenges Identified	Recommended Strategies
Member Participation	High emotional commitment and active involvement	Unequal participation in decision-making	Inclusive deliberative forums and participatory planning
External Collaboration	Potential for strategic partnerships	Limited institutional networking and market access	Partnership development teams and collaborative governance
Good Governance	Commitment to collective welfare	Inconsistent accountability and documentation	Transparent reporting and regular evaluation
Food Security Contribution	Organic farming, food production, women's empowerment	Resource limitations and sustainability concerns	Capacity strengthening and institutional support

The findings presented in Table 1 illustrate that the effectiveness of KWT Putri Rahayu is strongly influenced by both internal organizational behavior and external institutional support. Strong leadership, effective communication, and active member participation serve as the core foundations of organizational resilience, while collaboration networks and governance practices determine the organization's ability to sustain and expand its impact. These findings reinforce the theoretical perspectives of Robbins and Judge (2021) and Bass and Riggio (2006) regarding the importance of organizational behavior in achieving collective goals. At the same time, the study confirms the practical relevance of collaborative governance and Good Governance frameworks in strengthening grassroots organizations and enhancing community-based food security outcomes.

Conclusion

This study concludes that Kelompok Wanita Tani (KWT) Putri Rahayu plays a significant role in supporting local food security through community-based agricultural activities and women's empowerment initiatives. The organization has demonstrated strong foundational capacity, reflected in its structured management system, active member involvement, and commitment to collective goals related to household welfare and sustainable food production. However, several internal challenges remain, particularly in terms of organizational communication, managerial capacity, and the consistency of member participation. These limitations indicate that strengthening organizational behavior is essential to improve institutional effectiveness and ensure the long-term sustainability of KWT programs.

The findings highlight that effective organizational behavior is closely linked to transformational leadership, open communication, and inclusive participation. Strengthening leadership competencies through managerial training, improving internal communication systems through accessible digital tools, and expanding opportunities for

member involvement in decision-making are identified as key strategies for organizational development. In addition, the implementation of Good Governance principles, including transparency, accountability, participation, and effectiveness, is crucial for enhancing organizational credibility and operational performance. These improvements will not only strengthen internal management but also increase the organization's capacity to collaborate with external stakeholders and respond more effectively to local food security needs.

Furthermore, this study emphasizes that the sustainability of community-based food security programs depends not only on internal organizational strength but also on broader institutional collaboration. Strategic partnerships with government agencies, academic institutions, non-governmental organizations, and private sector actors can provide essential support in the form of training, technological assistance, and market access. Through the integration of strong organizational behavior, collaborative governance, and participatory public service approaches, KWT Putri Rahayu can further enhance its contribution to local resilience and national food security objectives. These findings underline the importance of empowering grassroots women's organizations as key actors in sustainable development and inclusive community governance.

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