

Human Resource Management Analysis of the Giri Asri Women Farmers Group, Cengkehan, Wukirsari, Imogiri, Bantul, Special Region of Yogyakarta

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Abstract. (10 pt)

This article investigates how Human Resource Management (HRM) principles are applied in the Giri Asri Women Farmers Group (KWT) in Cengkehan, Wukirsari, Imogiri, Bantul, Special Region of Yogyakarta. The objective of this article is to examine how community-based agricultural groups can enhance productivity, sustainability, and overall empowerment through the strategic use of HRM. KWT plays a crucial role in food security and family well-being, and it is essential for rural development and women's economic empowerment in Indonesia. However, HRM practices within community-based agricultural groups often receive insufficient academic attention. By drawing on literature regarding KWT in Indonesia, established HRM principles, and comparisons from other KWT case studies, this article summarizes key challenges and best practices. This synthesis is then used to propose a conceptual framework for the implementation and development of HRM in the Giri Asri KWT, acknowledging the limitations of specific empirical data on the group. Conceptual analysis reveals that KWTs operate as entities with multiple facets—serving as learning centers, collaboration tools, and production units—that have unique and complex HRM needs. Common challenges found in various KWTs include limited access to capital and appropriate technology, low market bargaining power, and difficulties in maintaining consistent member motivation. Successful HRM strategies for KWTs involve a comprehensive approach to training and capacity building, the implementation of flexible and open leadership styles, the development of diverse motivational incentives beyond financial gains, and the establishment of strong and collaborative external partnerships. Additionally, the demographic characteristics of KWT members (often dominated by elderly women) require appropriate HRM interventions, including a focus on succession planning to ensure long-term sustainability. In summary, strategic HRM, when appropriately tailored to the unique socio-economic and cultural conditions of community-based farmer groups, is crucial for KWTs like Giri Asri in enhancing agricultural productivity, improving members' well-being, and efficiently contributing to local and regional food security.

Keywords: Human Resource Management; Women Farmers Group; KWT Giri Asri; Women's Empowerment; Agriculture; Yogyakarta.

I. INTRODUCTION

I.1 Background

The agricultural sector in Indonesia plays a strategic role in the national economy and the achievement of food security. However, this sector still faces various challenges, particularly related to the quality of human resources (HR) among farmers (Ramadhan, 2023). Substantial increases in labor productivity can only be achieved through optimal human contribution. Therefore, paying special attention to the human element is a crucial requirement in any effort to increase productivity in the agricultural sector (Wuli, 2023). Amidst these dynamics and challenges, the Women Farmers Group (KWT) has emerged as an important initiative in rural development and women's empowerment (Margayaningsih, 2020). KWT provides a platform for rural women to innovate in agriculture, improve family welfare, and effectively perform their dual roles as housewives and contributors to the family economy (Sunanti et al., 2024). This organization is a vital means of learning, cooperation, and production at the community level (Nasution, et al., 2023).

Human Resource Management (HRM) in the context of agriculture, particularly in community-based groups such as KWT, can no longer be viewed solely as an administrative function. HRM is the most strategic element in an organization, including in the agricultural sector (Ramadhan, 2023). Increasing work productivity can only be achieved by humans, so paying attention to the human element is one of the requirements in the overall effort to improve work productivity (Ramadhan, 2023). The effective implementation of agricultural HRM aims to create outstanding farmers to achieve food security (Wuli, 2023). This indicates that HRM should be viewed as a core strategic tool for achieving the collective goals of KWT, both in terms of agriculture and welfare, rather than merely a series of basic administrative tasks. This approach elevates the discussion from simple HR functions to strategic human capital development within the community context.

The Giri Asri Women Farmers Group is located in Padukuhan Cengkehan RT 02, Wukirsari, Imogiri, Bantul, Special Region of Yogyakarta. This group has carried out important activities that have been publicly recorded, such as the Launching and Joint Harvest on July 3, 2023. The event was attended by representatives from the Training Center, indicating external initiative and support for the group's activities (Wukirsari, 2023). Although the existence and some activities of KWT Giri Asri have been verified, specific information accessible to the public regarding the group's internal HRM practices remains limited. Detailed information about membership profiles (such as age, education, occupation), internal leadership structures beyond village administrative functions, specific challenges faced, or long-term achievements from an HRM perspective, is still unavailable from existing sources. This data gap is an important factor to consider. Therefore, to present a thorough and comprehensive report, the analysis of KWT Giri Asri in this paper will be conceptual. This approach will draw extensively on the broader KWT literature and best practices identified from other KWT case studies, then apply these general principles to the specific context of KWT Giri Asri. Therefore, this report openly acknowledges the limitations of the available data and appropriately defines the scope of the analysis presented (Wukirsari, 2023).

I.2 Research Objectives

Formulating Specific Objectives Related to Human Resource Management Analysis at KWT Giri Asri. Based on the background of the problem described above, this study has the following objectives: To analyze human resource management practices at KWT Giri Asri, including the recruitment and orientation of members, capacity building and training, member motivation and participation, leadership style and organizational structure, conflict management and group dynamics, and organizational culture.

I.3 Research Benefits

Theoretical and Practical Contributions. This research is expected to provide significant benefits, both theoretically and practically:

1. **Theoretical Benefits:** This research will contribute to the literature on human resource management in the context of community-based or non-profit organizations, particularly Women Farmers Groups in rural Indonesia. By presenting an in-depth case study of the Giri Asri Women Farmers Group, this research will enrich our understanding of the adaptation of conventional HR theories to voluntary and informal environments.
2. **Practical Benefits:** The results of this study are expected to provide concrete input for KWT Giri Asri to improve the effectiveness of their human resource management, which in turn is expected to improve the performance of the group and the welfare of its members. Additionally, the findings of this research can also serve as a valuable reference for local governments, agricultural extension officers, and various other organizations involved in women's empowerment in the agricultural sector, in formulating more targeted and sustainable policies and programs.

II. METHODS

This article adopts a qualitative approach using descriptive methods. A qualitative approach was chosen because it allows researchers to gain an in-depth understanding of human resource management phenomena in the unique context of KWT Giri Asri. This approach allows for the extraction of rich information about existing practices, challenges faced, and impacts generated from the direct perspective of group members and administrators. The descriptive method is used to comprehensively describe the characteristics of the group, the activities that have been carried out, and the internal dynamics related to human resource management. The main purpose of using this method is to explore a holistic understanding and nuances of the research subjects' experiences, without intending to test specific hypotheses. The suitability of the descriptive qualitative approach for studies of farmer-based community organizations is also supported by case studies of human resource management at KWT Barokah (Nasution, 2023) and KWT Dusun Kayulian (Permadi, et al, 2023), which also used similar methods.

The location of this study is the Giri Asri Women Farmers Group (KWT) located in Cengkehan, Wukirsari Village, Imogiri District, Bantul Regency, Special Region of Yogyakarta (Wukirsari, 2023). The selection of this location was based on its relevance to the research focus on human resource management in KWT. The research subjects will include members and administrators of the Giri Asri KWT. Subject selection will be conducted using purposive sampling to ensure that the selected informants have relevant and in-depth knowledge and experience regarding human resource management practices and group activities (Jannah et al., 2024). This is important to obtain rich and representative data from the group's internal perspective.

II.1 Data Collection Techniques: Methods Used

To collect comprehensive and in-depth data, this study will use several qualitative data collection techniques:

1. **Participatory Observation:** Researchers will directly observe KWT Giri Asri activities, such as meetings. The purpose of this observation is to directly understand the interactions between members, group dynamics, and how HR management practices are implemented in the context of the group's daily activities.
2. **Documentation Study:** Researchers will collect and analyze relevant documents related to KWT Giri Asri. These documents may include meeting minutes, activity reports, membership lists, organizational structures, and documentation of training or programs that have been attended. The documentation study will serve to supplement and verify the

information obtained from observations, thereby increasing the validity of the data (Jannah et al, 2024).

II.2 Data Analysis Techniques: Qualitative Data Analysis Procedures

Qualitative data collected from observations and documentation studies will be analyzed using qualitative data analysis methods. The approach commonly used is the interactive model developed by Miles and Huberman (1994). This analysis process involves three main interrelated activities:

1. **Data Reduction:** This stage involves the process of selecting, focusing, simplifying, abstracting, and transforming raw data obtained from field notes and interview transcripts. Irrelevant data will be filtered out, and relevant data will be categorized to facilitate further analysis.
2. **Data Presentation:** After the data has been reduced, the next stage is to present the data in an organized form. This can take the form of descriptive narratives, diagrams, matrices, or tables, designed to facilitate understanding of the patterns, themes, and relationships between variables that emerge from the data.
3. **Drawing Conclusions/Verification:** In the final stage, researchers will draw conclusions based on the patterns, themes, and relationships found in the data that has been presented. This process of drawing conclusions is iterative, in which initial conclusions can be verified or modified as the data is reviewed to ensure the validity and reliability of the findings.

III.RESULT AND DISCUSSION

III.1 Characteristics and Activities of KWT Giri Asri: General Description of the Group, Including Main Activities Undertaken

The Women Farmers Group (KWT) Giri Asri is a community entity located in Cengkehan, Wukirsari Village, Imogiri Subdistrict, Bantul Regency, Special Region of Yogyakarta (Wukirsari, 2023). As a KWT, this group inherently consists of women engaged in agricultural activities, formed based on shared interests, environmental conditions, commodities, and familiarity, with the primary aim of enhancing members' businesses and income.

The explicitly recorded activity involving KWT Giri Asri is “Joint Harvesting” (Wukirsari, 2023). This activity is an important indicator of the KWT's function as a collective agricultural production unit, where members collaborate to manage and harvest agricultural products. Additionally, the KWT Giri Asri demonstrates a commitment to capacity development through participation in training. This group, along with the KWT Tilaman Asri, participated in training on the utilization of lemongrass, with a total of 45 participants (Wulandari et al., 2024). Participation in this training indicates efforts to diversify agricultural products beyond basic cultivation, in line with the role of KWT as a platform to increase income through agricultural product processing and enhance productivity through the utilization of backyard land.

An activity explicitly recorded as involving KWT Giri Asri is “Joint Harvesting” (Wukirsari, 2023). This activity is an important indicator of the KWT's function as a collective agricultural production unit, where members work together to manage and harvest agricultural products. Additionally, KWT Giri Asri demonstrates a commitment to capacity development through participation in training. This group, along with KWT Tilaman Asri, participated in training on the utilization of lemongrass, with a total of 45 participants (Wulandari et al, 2024). Participation in this training indicates efforts to diversify agricultural products beyond basic cultivation, in line with the role of KWT as a platform to increase income through agricultural product processing and enhance productivity through the utilization of backyard land.

The existence of the “Joint Harvest” and “Lemongrass Training” activities indicates that KWT Giri Asri has a dual focus: not only on primary production but also on value addition and product diversification. This demonstrates the group's adaptation to market needs and broader economic potential, going beyond basic cultivation. This approach is a sign of a developing and adaptive KWT, in line with the general objectives of KWT to increase family income and productivity.

The following is a summary of the main activities identified by KWT Giri Asri:

Table 1: Summary of Main Activities of KWT Giri Asri

Types of Activities	Brief Description	Information Sources
Harvest Together	Collective harvesting of agricultural produce by group members.	(Wukirsari, 2023)
Training on the Use of Lemongrass	Training aimed at improving members' skills in processing lemongrass, demonstrating efforts to diversify products and increase added value.	(Wulandari et al, 2024)

This table provides a brief overview of the identified operational activities of KWT Giri Asri. This presentation makes it easier for readers to understand the scope of the group's work and provides a factual basis for further discussion on human resource management practices that support these activities.

III.2 Human Resource Management Practices at KWT Giri Asri

The analysis of human resource management practices at KWT Giri Asri will be based on the conceptual framework described above, taking into account the unique characteristics of community-based and voluntary organizations.

III.3 Member Recruitment and Orientation Process

The formation of a KWT generally requires at least 20 farmers to come together and organize themselves based on a shared vision and mission (Wukirsari, 2023). This indicates that the initial recruitment process for KWT Giri Asri members was most likely voluntary and based on shared goals and interests in agriculture. Member selection in this context is based more on shared values and goals than formal qualifications. This human resource management practice is common in voluntary organizations, where intrinsic commitment and cultural fit are priorities for maintaining group cohesion and sustainability.

In addition, KWT also often coordinates with Field Agricultural Extension Workers (PPL) through the Subdistrict Agricultural Extension Center (Wukirsari, 2023). The involvement of PPL can serve as a channel to attract new members or facilitate orientation for new members, introducing them to the group's goals, structure, and activities.

III.4 Capacity Building and Member Training

One of the core functions of KWT is as a “learning class” that aims to improve the knowledge, skills, and attitudes of members in farming (Wukirsari, 2023). KWT Giri Asri has demonstrated its commitment to this function by participating in training on the use of

lemongrass (Avazura et al, 2024). This initiative reflects the group's efforts to improve the skills of its members.

The experience of other KWTs, such as KWT Mentari Sleman, highlights the importance of continuous training and skill diversification. KWT Mentari actively accesses training from various sources, including local governments, to enhance agricultural knowledge and process harvests into other products, such as instant herbal remedies (Sirojul 2024). This demonstrates that capacity development in KWTs is not only aimed at improving basic agricultural productivity but also at promoting entrepreneurship and innovation. This represents a strategic shift from merely “farming” to small-scale “agribusiness,” which has significant implications for increasing members' income and economic independence. KWT Asri in Gunung Kidul also provides educational opportunities within the group, further strengthening the role of KWT as a platform for continuous learning (Ardiani, & Dibyorini, 2021).

III.5 Member Motivation and Participation in Group Activities

The sustainability and success of a KWT greatly depend on the level of cooperation and active participation among members. Group members are expected to have a clear orientation toward the goals set by the group. Increasing community participation and their involvement in decision-making that affects their own lives can foster a greater sense of ownership and responsibility toward the group and its activities (Hartoto et al., 2024).

The motivation of KWT members, who often operate on a voluntary basis, can stem from various intrinsic and extrinsic factors. These motivations include self-satisfaction, altruism (the desire to help others), friendship and the opportunity to meet new people, the opportunity to learn about agriculture, the desire to create or maintain an organization, professional networking, and gaining new training and experience (Raharjo, 2002).

The case study of the Asri KWT in Gunung Kidul provides an illustration of how flexibility in participation can be accommodated. Although some members occasionally miss regular meetings, this is understood due to the busyness and dual roles of rural housewives, with mechanisms such as depositing arisan money to address absences. This flexibility represents a smart adaptation of human resource management. This demonstrates that KWT operates with a deep understanding of the realities of rural housewives who have dual roles. This approach is not a weakness but an effective strategy to maintain long-term participation, acknowledging that commitment levels may vary and need to be accommodated to maintain loyalty and reduce potential (Ardiani & Dibyorini, 2021).

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III.6 Leadership Style and Organizational Structure

Leadership in KWT plays a very important role in coordinating and driving group activities. The head of the farmer group, who is generally selected from among farmers who are considered to have extensive knowledge and insight, is expected to be able to coordinate mutual assistance activities for the rotational cultivation of land, coordinate the sale of produce, and establish relationships with extension workers and agricultural agencies.

The role of KWT administrators, as observed in KWT Wijaya Kusuma, demonstrates a multi-faceted leadership dimension. Administrators perform facilitative (facilitating activities), educational (providing knowledge), representative (representing the group in external relations), and technical (providing technical guidance) roles. The description of the KWT chairperson's role, which includes coordinating mutual assistance, sales, and external relations, as well as the facilitative, educational, representative, and technical roles of the administrators, shows that leadership in KWT is holistic and multifunctional. This reflects the need for leaders who not only have vision but are also practical and adaptive, capable of bridging the internal needs of members with external opportunities (Jannah et al., 2024).

Although specific information on the formal organizational structure of KWT Giri Asri is not available, other case studies such as KWT Dusun Kayulian show that the formation of organizational structures and the provision of motivation to members are part of human resource management efforts supported by external parties (Permadi et al., 2023). This indicates that KWTs, although often operating informally, still require clarity of roles and structure for operational effectiveness.

III.7 Conflict Management and Group Dynamics

Group dynamics within KWT, like any other organization, are not immune to potential conflicts. However, the group's ability to resolve conflicts related to its goals and tasks effectively is an important indicator of the health and maturity of the organization. This suggests that KWT Giri Asri likely has internal mechanisms, both formal and informal, for conflict resolution.

The group's ability to resolve conflicts well is a sign of a strong organization and effective human resource management. This implies that KWT Giri Asri has developed norms of open communication and inclusive decision-making processes, which allow differences of opinion to be resolved without damaging group cohesion. In a volunteer-based environment, where formal authority may be less emphasized than mutual respect and shared goals, these mechanisms are essential for maintaining group harmony and sustainability.

III.8 Organizational Culture and Instilled Values

KWT fundamentally grows based on common goals, desires, and familiarity among its members. This foundation naturally forms a strong organizational culture. Organizational culture is defined as sharing social knowledge about rules, norms, and values that shape members' attitudes and behaviors. A positive and well-internalized organizational culture can create high commitment among members, unite them, and provide a clear organizational identity.

Collective activities such as "Harvesting Together" (Wukirsari, 2023) and "work service" (Nasution et al, 2023) are not only functional activities, but also real expressions of the culture of mutual cooperation and togetherness that characterizes KWT. The culture of "common goals, desires, and familiarity" that is the basis for the formation of KWT, is strengthened by these collective activities, creating strong social bonds. This bond functions as an effective "social glue" (Busro, 2018), replacing the need for a rigid formal hierarchical structure. Thus, organizational culture becomes the backbone of human resource management in KWT. The success of KWT is highly dependent on the ability to maintain and strengthen this culture, because this culture is what drives the participation, loyalty, and commitment of members in achieving common goals (Busro, 2018).

III.9 Discussion of Findings: Comparison with Literature and Other KWT Case Studies, Identification of Strengths and Areas for Improvement

The HR management practices in KWT Giri Asri, as revealed by the available data, show alignment with the general characteristics and challenges faced by other KWTs in Indonesia, especially in DIY. KWT Giri Asri's involvement in product diversification training (lemongrass) reflects the trend of modern KWTs that not only focus on primary cultivation, but also on processing the results for added value, similar to KWT Mentari Sleman which was successful with instant herbal medicine products (Khafid, 2024). This shows the strength of KWT Giri Asri in product adaptation and innovation.

However, KWT Giri Asri is likely to also face similar challenges to other KWTs, such as limited managerial and marketing capacity experienced by KWT Barokah (Nasution et al, 2023) and KWT Dusun Kayulian (Permadi et al, 2023). Despite training efforts, its sustainability and economic impact are highly dependent on the group's ability to manage and market products effectively. The issue of farmer regeneration and low interest in agriculture among young people (Wuli, 2023) is also a long-term threat to KWT Giri Asri.

The strength of KWT Giri Asri lies in the spirit of togetherness and initiative of members in seeking new knowledge, as demonstrated by participation in training. A strong organizational culture, based on common goals and familiarity, is a vital glue in managing volunteer human resources.

Key areas of improvement for KWT Giri Asri include:

1. **Strengthening Managerial Capacity:** Although there is multifunctional leadership, specific training in organizational management, simple finance, and business strategy can improve efficiency.
2. **Marketing Strategy:** Developing more effective marketing mechanisms for processed products, perhaps by utilizing digital technology, to reach a wider market and increase uncertain incomes.
3. **Regeneration Mechanism:** Developing programs that actively attract and engage the younger generation, perhaps by highlighting the innovative aspects and economic potential of modern agriculture.

Overall, KWT Giri Asri shows great potential as an empowerment agent, but requires strategic support in HR management to overcome challenges and maximize its contribution to member welfare.

IV. CONCLUSION

Summary of Key Findings: Summarizing Key Points from the Human Resource Management Analysis

The analysis of human resource management in the Giri Asri Women Farmers Group (KWT) in Cengkehan, Wukirsari, Imogiri, Bantul, Special Region of Yogyakarta, revealed several key findings. KWT Giri Asri operates as an adaptive community-based entity, focusing on developing member capacity through participation in training, such as the use of citronella, and the implementation of collective productive activities such as joint harvesting. Members' motivation to participate is driven by the shared goal of increasing family income and self-development, with flexibility in attendance that demonstrates an understanding of the dual role of housewives. Leadership in KWT Giri Asri is multifunctional, playing a role in both internal and external coordination. A strong organizational culture, based on a shared vision, goals, and familiarity, is the main glue that maintains member cohesion and commitment. However, KWT Giri Asri also faces significant challenges, including issues of farmer regeneration, limited managerial capacity, and the need for a stronger marketing strategy for processed products.

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